



# TOWARDS 2020

An In-House Newsletter from T V Rao Learning Systems

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## Dear Readers!!!

We are happy to bring out the 9<sup>th</sup> issue of our newsletter "Towards 2020".

The explosion of globalisation, has thrown open new challenges for all organizations in terms of technology, quality concerns, management systems, business strategies etc. With these challenges and competition, high performing organizations have become a necessity. This requires organizations to hire competent & potential people to create and sustain high performance levels in the organization.

Competency mapping is the process, which not only facilitates selection of the right talent but also creates a platform for building individual competence along with organizational capacity. The article "Is your organization ready for competency mapping" focuses on the need for competency mapping & the readiness/maturity of organizations to undergo the same.

"Evaluation of HRD activities through HRD Audit" highlights rising expectations from HR professionals and a need for becoming strategic drivers in the business. The summary of the book "HR from the heart" communicates to HR professionals, a need for integrating "Heart and Head" approach to emerge as strategic partners in achieving business goals.

2003 has been a good year for TVRLS. In order to have a larger reach we have recently started our operations in Delhi, in addition to our certificate programs.

With Regards,  
T V R L S Team

***"Every individual has potential, it only needs to be identified and nurtured"***

*A good manager is one who gets  
the maximum from his equipment.*

*A better manager is one who gets  
the maximum from business.*

*An even better manager is one who manages  
his business.*

*And a far better manager is one who plants  
seeds of thinking in the minds of his men.*

## HOW READY IS YOUR ORGANIZATION FOR COMPETENCY MAPPING?

### Take a simple test to find out ...

Dr. T.V. Rao  
Chairman, TVRLS

In a way it looks strange that such a question, as the title of this paper has to be asked and answered. Recently a professional colleague asked me the following question:

“What is the ROI on competency mapping? I have to convince my CEO about the ROI.”

I was surprised on this question though such questions are not unusual to me. In fact I wonder why most CEOs don't ask this question at all—“What is the ROI for HRD Department?” Some CEOs already have the answer when they appoint or transfer, any manager, from any department who can be spared, to the HRD Department or even to Head of the department.

I cannot imagine any HRD Department existing without first doing competency mapping. When we (Udai Pareek and T V Rao) established a dedicated HRD Department in L&T in the year 1975, Dr. D F Pereira converted our consulting report into a slide presentation (in those days there were no power point presentations and slides and color slides were considered high class - I have fondly preserved a copy of it till date); his presentation began with “Critical Attributes” (in place of competencies, and I still think that there is some merit in calling them critical attributes). The presentation went on to say how critical attributes are the foundation stones for all HRD work. They are needed starting from selection, to performance appraisal, to induction, training, career development, potential appraisal, feedback and coaching and many others. They are the starting points as well as ending points. After many years of growth in HRD, we have not been able to convince our CEOs, that without competencies documented for various roles, no systematic, scientific or, professional HRD is possible.

*Here is what the competency tool kit published recently by Dubois and Rothwell (cost \$ 250) has to say in reply to the question...*

*“..There is little or no research or anecdotal evidence of financial ROI for competency based HRM. Try to focus attention on the cost of business need or the business problem that the competency HRM is trying to solve. You can also answer this question by turning the question around and asking the person posing it how the organization determines the financial values of each work. If financial ROI data are required to satisfy executives, they probably are not ready to experiment with improvements in human performance.” (page 1-14).*

*Some other thoughts in this area:*

- ▲ How can you imagine any one doing a good job without knowing what he is expected to do?
- ▲ How can you imagine any one doing a great job, without even knowing what constitutes a great job, and what qualities are required to do a great job?
- ▲ How can you imagine any one building his capabilities to do a great job, without even knowing what those capabilities are which he is required to possess?
- ▲ How much do you think is the company wasting when they recruit a person without knowing what are the critical competencies he is required to have in order to do a great job in the position he is being recruited for? (I have a ready answer to this question: approximately ten times the cost to the company at the minimum. Minimum because when he is not doing a great job the opportunity cost is ten times the cost to the company's; most companies have their financial turn over ten times that of the salary bill. If it is an IT or services firm, you may say it is three to four times the CTC )

If all people are recruited without a proper competency mapping then the company may not be doing the right business or doing it right.

I demonstrated this with an example of a General Manager Manufacturing of a company who discovered as a part of the competency mapping

and KPA setting exercise that he spends 60% of his time in meetings including 25% on production planning and review meetings attended by a dozen people every day. A mere improvement in his meeting management skills, can save the company, cost of an additional General Manager, without taking the opportunity cost in to consideration. If half an hour advantage can be gained every day due to improved meeting management skills (or communication and listening skills), it will mean 150 hours a year of his time, and twelve multiplied (12 months in a year) by 150 hours of other's time meaning 1800 man-hours. Recently, a company told me how they suffered due to over staffing, before VRS and, are now suffering after VRS due to all inappropriate talent being left in the company!!!!

With a good match of competencies the organization can focus the energies of people on what they are supposed to do. Ensure good delegation, appropriate use of manpower and in the process ensure that happiness is high, work motivation is higher and therefore retention of competent people is high. For research vide there is plenty on these parameters that comes from the US and UK. This research matters to me as a matter of academic interest and, to show it to some CEOs who want data

and studies. Personally I am more convinced by the logic than by the coefficients of correlation as these coefficients don't hold well yet in India for some more time. Their direction, however, is appropriate.

This discussion should have made it easy for your CEO or the top management to see the point in competency mapping. It is the soul of HRD. If the HRD department has not done it so far, they have not done their job correctly. If they have to use only consultants to do it, then there is a competence issue there itself. While HRD people may not have all the competence to map competencies, they should acquire the same. When consultants do it exclusively for organizations, the consultants become wiser and the organization reduces the internalization of this competency knowledge. If your HR person does not have competence to do competency mapping, then get train him/her to acquire the competence on an emergency basis and build a competency based organization. The future success of organizations and people depends on how competent they are-is obvious. **There is no alternative to competency mapping.**

In any case, to check how ready you, or your organization, is for competency mapping, you may use the following questionnaire:

## QUESTIONNAIRE

*How ready is your organization to go in for competency mapping or getting a good ROI on it ?*

**Use this 3 point scale:                      YES = 2                      DOUBTFULL = 1                      NO = 0**

1. Are you in a business where there is high competition for talented people in market place?

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2. Has your organization experienced any set backs in the recent past due to lack of competent people?

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3. Has your organization missed any business opportunities in the recent past due to lack of competent people to handle any one or more functions or territories or lines of business etc?

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4. Does your top management believe that competencies can be developed through continuous effort and interventions?

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5. Is your top management willing to invest time and effort in building competencies of your employees on a continuous basis?

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6. Does your top management believe in building a competency based organization?

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7. Do you (intend to), recruit people on the basis of competencies needed to perform each job?

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8. Do you or your organization intend to coach employees for future careers in your own organization or do you already have a competency based coaching scheme?

*"All of us do not have equal talent, but all of us should have an equal opportunity to develop our talent"*

- John F Kennedy

9. Do you have well laid out career paths (or intend to improve existing)?
10. Does your top management believe that the success of your organization depends on having competent managers?
11. Have you suffered any draw backs, profit, production, marketing, customer etc. losses, share market down turns etc. due to turn over or people at the top?
12. Is your training based on scientific, or at least systematic, identification of competency gaps and competency needs?
13. Does your performance appraisal have a measure of competencies separately for each individual level or function or group of jobs (top, middle, R&D etc.) ?
14. Does promotion (or promotion policy) in your organization require some form of competency assessment?
15. Does your organization have adequate avenues to recognize and retain people, other than promotions?
16. Does your top management believe in using multi-rater assessment or 360 degree feedback for employee development?
17. Is the team work in your organization of high order? Are the top level managers capable of performing their integrating roles well (roles that link one department to other, one function to another, one individual to another and ensure synergy and team work; versus, interdepartmental friction, bad equations between heads of departments, heavy/intense power plays at top levels?)
18. Does your organization value talent and excellence?
19. Is your organization good in execution of projects or idea's, once decided, rather than abandoning them in the middle ?
20. Does your organization have a culture of using task forces and work groups for various exercises/ tasks/issues?
21. Does your organization encourage innovations and scientific ways of doing things?
22. Is your organization systems driven (values systems) rather than being rampant with ad-hocism and convenience based decision making ?

## INTERPRETATION

*After you have given appropriate ratings according to the scale, your final score is the total of ratings. Interpretation is as follows:*

*This questionnaire is only suggestive. Count 0 (zero) points for each item you answered "No" and 1 (one) Point for each item you answered "Doubtful" and 2 points to those items you answered "Yes"*

*Add the total points. The higher the score the more your organization is likely to have a bigger ROI from competency mapping. Scores above 30 points (at least 15 items are answered affirmative) indicate a high degree of readiness to get a high ROI and scores above 22 indicate moderate degree of benefits from competency mapping.*

*Get this questionnaire filled by your Senior or top level managers and use the survey data to convince your top management to undertake the competency mapping exercise. If your scores are low you need to work on improving the preparedness of the organization for such interventions.*

*We believe that every organization that undertakes Competency Mapping will benefit immensely from it if the outcomes are used for recruitment, performance planning, performance appraisals, identifying development needs, induction, placement, career planning, promotions, training and multirater feedback etc.*

## OUR WORK DURING 2003

Focus of activities undertaken by TVRLS, in 2003, has been mainly in the area's of competency mapping along with Assessment and Development Centers. 360DF continues being widely used by new organizations while organizations that have experienced its benefits now turn their attention to implementing for the next level, or line of managers.

Competency mapping leads by sheer number of organizations demanding it, with increasing requests for psychometric testing.

With this backdrop, activities in TVRLS can be classified into a few broad area's or functional themes:

- ▲ 360 Degree Feedback
- ▲ Competency mapping, Assessment & Development Centers
- ▲ Certificate courses
- ▲ Psychometric testing
- ▲ Conference on 360DF and ADC's

### 360 DEGREE FEEDBACK

Organizations TVRLS has worked with in implementing 360DF, in the year 2003:

- ▲ Amway
- ▲ Reserve Bank of India (RBI)
- ▲ Neterwala group
- ▲ Godfrey Phillips
- ▲ Bosch Rexroth
- ▲ Indo gulf
- ▲ Tata Interactive
- ▲ Gati
- ▲ Tanishq
- ▲ Himalaya Drugs
- ▲ Catsglobal

- ▲ BEL (Bharat Electronics Ltd.)
- ▲ Grasim Cement
- ▲ Advanta
- ▲ Bhoruka Power Corporation
- ▲ Dr. Reddy's Laboratories
- ▲ TCI
- ▲ DNV

A total of 255 Top and Senior management individuals, across these organizations, underwent 360 Degree Feedback and individual coaching.

### 360DF IN SCHOOLS

Moving away from the corporate sector, TVRLS conducted a 360DF exercise for Delhi Public School in Ahmedabad, on a staff of 9 faculty members and administrative personnel.

While the process adopted was similar, the questionnaire was customized to the needs and work profiles of teachers, principal and other staff in school. Each individual also underwent counselling/coaching.

TVRLS intends to research and document such experiences, success change incidents etc.

### 360DF TRENDS AND CONCERNS

Certainly not a recent phenomenon, 360 DF is fast becoming common place in India. Relative to our counterparts in the west, 360DF in India still has a few conquests to be made before it achieves, the status of being as widespread and commonly used as the classic Performance Appraisal system. The gap, nevertheless, is

fast dwindling with more and more organizations, big and small, MNC's or local ones, taking the bold step to initiate change and better leadership through this tool.

A trend in this area has been the adaptation of 360DF by Public Sector Organizations, for their top leaders. Considering the history of public organizations and our policial fluctuations, it is commendable that today, they are ready to shake things up.

Some recent entrants in Public Sector have been NTPC, BPCL, IOCL and RBI.

**Concerns :** While the tool is a very flexible one which can be used for many purposes, at times, this works against itself. There are simply too many variables that have to be kept in mind as well as focussing on its correct implementation. A gap in either the process part, objective aimed at ,or, any other variable, may result in a heartburn or worse, unharmonious relations in any organization.

An essential component of the tool is the Feedback Counselling done with the person who receives the feedback. Byfar, much of the impact of the tool and further change, rests in this area. Under no circumstances should such counselling or coaching sessions be ignored. Not everyone follows this principle, and invariably, the tool ends up being another failed attempt towards change and enhanced leadership.

This is precisely the reason why online 360Degree Feedback is not much preferred, unless coupled with coaching or counselling.

A last concern is about post 360DF. Future focus in this area will be centered around providing support systems, mechanisms and motivation to those undergone such exercise, in order to help them sustain change effected, or even speed it. Attention will be mainly on:

- ▲ Linkages of 360DF to other systems
- ▲ 360DF linkages to rewards/increments and even promotions through inclusion of action plan (based on feedback) into KPA/KRA's
- ▲ Succession Planning and Potential appraisal through 360DF

As a community of professionals moving ahead with the pace of change, we are truly into the next phase, or higher plane, if you will; where 360DF is concerned.

### **COMPETENCY MAPPING & ADC's**

Competency Mapping forms the base of Assessment and Development Centers. It is the first step towards scientific assessment of competencies as well as potential. Mapping competencies in itself is a very comprehensive and time consuming activity. TVRLS has had the fortune of working with ONGC, to map competencies as well as to conduct ADC's and subsequently train internal

assessors in assessing.

A total of 30 top line managers were trained in assessing, and they in turn conducted the ADC on 35 juniors. Each ADC lasted for two days.

A related activity is creating a Role Directory and Competency Dictionary in organizations. It also includes competency mapping. 2003 saw TVRLS working with GSPL & EID Parry, on Role Directory, Competency Mapping & Performance Management Systems.

A total of 70 professionals across the middle and senior levels had their roles and competencies mapped, over a period of 4 months at GSPL & GSPC.

TVRLS has been conducting workshops on various themes in order to provide professional HR executives access to new technology or methods that are current favourites. Most themes have been revolving around ADC's, Competency Mapping, 360DF and Performance Management Systems.

Byfar, the most popular and well received workshop has been "Demystifying Assessment and Development Centers". In all, 2003 saw TVRLS conducting a total of 9 workshops across Delhi, Mumbai, Bangalore and Chennai; orienting more than 180 professionals on the theme.

### **CERTIFICATE PROGRAMS**

For the first time, TVRLS has offered Certificate programs in three area's:

- ▲ HRD Audit
- ▲ 360 Degree Feedback
- ▲ Competency Mapping

The course stretches over a period of 4 to 6 months, involves assignments, contact workshops and a final evaluation before being awarded the certificate.

The first two batches of HRD Audit had 102 participants registered, out of which 27 have been certified as HRD Auditors by TVRLS.

Certificate program in 360DF is being exclusively handled by Bangalore branch, servicing 10 members.

Competency Mapping Certificate program has the largest group size with 84 individuals, from across the country. Contact workshops for members was held in Ahmedabad and Bangalore, for a period of two days each. The first batch finishes the course by March 2004. Both contact sessions were attended with an almost 100% presence of all those registered.

### **PSYCHOMETRIC TESTING**

Psychometric testing is a 5 day exhaustive workshop, where participants are made to experience some commonly used Psychometric tools, the rationale of analysis and, in addition, given conceptual inputs and some psychometric tests developed by TVRLS, for their use back in the organizations they belong to. The main principle behind this is to equip HR or Line managers with correct knowledge of available instruments in the market, bring

about awareness of which test may be used to measure/ identify particular competencies, qualities, and above all, be able to use all this for their organization's growth and development. Validity of tests, reliability, construct development, ethics, analysing data etc. are also discussed.

Some common Tests covered in such a workshop are :

- ▲ MBTI
- ▲ 16PF
- ▲ Role Pics
- ▲ Work Values
- ▲ TAT
- ▲ Motivational Profile etc.

Most of these tests are required to be answered by the participant, well in advance before he/she comes for the workshop, so that valuable time is not spent on this activity later on.

TVRLS has conducted two such workshops in 2003, at Bangalore and Jaipur. A total of 50 participants were covered through these two workshops.

Psychometric testing has been given a lot of importance in the last two years. Given the pace of change and technological advancement; value and utility of such tests increases.

The need of the moment seems to be on instant results or data which could assist in fast decision making within the least amount of time, but with high reliability. Psychometric tests fit the criterion almost perfectly. Hence there is added impetus on them.

Consider the recruitment factor in addition to all this. Recruitment is a critical factor in every organization and a wrong choice or misfit, could result in jeopardizing the whole team/ departments performance and unity. Which increases the importance of right placing.

As such, it is considered unethical to use psychometric tests for recruitment. Which is not entirely true. The correct notion is that "Only Psychometric tests should not be used to make recruitment decisions or selection". The idea is that such testing should aid in the final decision, where much of data collected is of objective nature. The emphasis is on supplementing data collected through other means.

This is not to say that organizations who use psychometric tests in recruitment are on the wrong side. For all we know, there might be a special panel of experts analysing such tests and providing information aiding in decisions. It may also be possible, that the organization has a team who have been extensively trained on the tests used. I have yet to come across an organization which uses only psychometric tests for recruitment and selection decisions. As long as there is a balance maintained, in terms of data collection through psychometric tests and other means, using tests is valid, and in many cases desirable.

**Assessment and Development centers** also uses psychometric

testing. In most such cases, tests results are used in counselling or coaching the participant or just aiding them in getting a better insight into themselves.

Apart from such utility of tests, there exists a vast plethora of additional uses. It is possible to profile organizations using psychometric tests. It is also possible to create customized psychometric tests for organizations. Competency based psychometric testing is another area worth exploring.

We are going to see much more of psychometric tests in the future as well as some innovative uses and applications.

### **3RD CONFERENCE ON 360DF AND ADC's**

Date: Nov 7 & 8, 2003  
Venue: Bangalore, Taj  
Participants: 63

Every two years, TVRLS holds a conference on 360DF and PMS (Performance Management System). 2003 saw the continuation of the conference with the theme of 360DF and ADC's.

Proceedings of the conference and all the paper presentations will be available through a book, to be released later on during this year. A collection of the papers presented has already been provided to all participants.

Focus was on ADC's and experience of various organizations implementing it, as well as the hurdles and subsequent solutions to these. Research presen-

tations on ADC's, Competency models evolved, Validation of exercises and tools, were value adding, mainly since such information and statistics are not easily available in corporate circles.

Some organizations that presented papers on ADC and/or competency models were :

- ▲ BPCL
- ▲ Associated Capsules Group
- ▲ SBI
- ▲ NTPC
- ▲ Behavioural Science Center
- ▲ WIPRO
- ▲ Unichem Laboratories

Presentations made in area of 360DF were by :

- ▲ ONGC
- ▲ Raychem RPG Ltd
- ▲ Dr.Reddy's Laboratories
- ▲ Wockhardt
- ▲ Infosys
- ▲ TVRLS

The most essential objective of the conference was to disseminate information and knowledge about ADC's in the country, apart from experience sharing and learning.

Two massive exercises or tools: 360DF and ADC, both having innumerable variables to be

accounted for and managed in a way so as to enable change. Investment, both in terms of capital and time/manpower, is extremely high for ADC's. While 360DF does not comparatively cost as much, it makes up for in complexity and effectiveness as a tool.

Research had been done on using 360DF on participants, after which the same participants were made to go through an ADC; the main question being if it was possible to predict or co-relate 360 findings with ADC results.

— **Raju Rao**

## DELHI CHAPTER ACTIVITIES - T V R L S

A learning session on **Competencies required by HRD professionals** was organized on 16<sup>th</sup> November 2003 as part of TVRLS's endeavour to provide opportunities to enhance capabilities of HR practioners though sharing of knowledge and experience. The session was led by Prof. William Rothwell of Pennsylvania State University. Ms. Betel Tassew, Chief (HR), UNICEF India and Dr. T V Rao co-chaired the session.

**Prof. Rothwell** presented a futuristic scenario of what is required from HRD professionals to be contemporary business partners. He traced transition in the nature of competencies demanded from HRD practioners, presenting this transition in form of six generations. This was supported with inputs from Dr. Rao who provided the Indian context to the global scenario presented by Prof. Rothwell.

After a lively interaction with the audience the focus shifted to the HRD scenario in the non-corporate developmental sector. Ms. Tassew presented the philosophy and practices of people enablement in the developmental sector using the example of the HRD practices in the UNICEF and United Nations bodies. The similarities and differences in the competencies of HRD professionals in these corporate and developmental sectors were well brought out.

The participants went back with practical insights into the present and expected competencies required and the measures to take to build and meet these expectations. Diagnostic self - assessment tools on individual and organizational learning, competence in workplace learning designed by Prof. Rothwell were provided to

the participants for their personal use. The learning session attended by a cross-section of HR professionals also provided them an opportunity to network with senior colleagues, associates and co-professionals.

This session was also an occasion to share our forthcoming initiatives (Management Development Programs and certificate course in OD and Change) in enhancing professional competencies of the HR practioners.

### CONSULTING ASSIGNMENTS AT DELHI

At the time of the initiation of full time locational services of TVRLS from Delhi, several projects were already being implemented in varied stages of delivery for clients in Delhi. These being 360 DF for Amway, and Godfrey Philips India Ltd as well as capacity building in

ADCs for NTPC and competency mapping for select roles at ONGC. With the announcement of the fulltime services of TVRLS at Delhi much interest has been expressed by various organizations leading to meaningful projects in and outside Delhi.

TVRLS crossed the international border to its Himalayan neighbour – Bhutan for implementing an in-house capacity building of Senior Managers of **Bhutan Power Corporation** in the area of **Assessment and Development Centers**. The project involved a four day foundation laying workshop which covered introductory level skills in competency mapping and exposure to tools applied in measur-

ing competencies in Assessment /Development Centers. Co-anchored by Dr. Gopal Mahapatra and Ritu Singh Bhatiani, the program was successfully executed resulting in building skills of the participants in observation, effective feedback, interviewing in addition to providing them an opportunity to become more self aware of individual and group strengths and areas of development.

The project of administering **360 Degree Feedback for the top management of Transport Corporation of India, Gurgaon** has been successfully completed. An orientation workshop for a team of about thirty eight senior executives led by the company's CMD and Executive Directors

was conducted by Ritu Singh in November 2003. Additional support was provided in building organizational awareness and ownership for involved stakeholders with very positive results evident in the enthusiastic response in the feedback from the role-set reviewers.

A unique assignment in providing developmental counseling for career transition is being implemented at **UNICEF, India** involving individualized sessions.

Thus the year 2003 has been great for TVRLS, with its expansion of operations in Delhi and a wide spectrum of consulting projects in all areas of strategic HR.

### **Congratulations to HRD Audit Participants (Batch I & II)**

TVRLS Family congratulates the following HRD Audit Participants for successful completion of the course

- |  |   |
|--|---|
| 1. Anant V Indulkar, Phillips Glass India Ltd.     | 15. Sunitha V Nair, Galaxy Surfactants Ltd      |
| 2. Amit Verma, IDBI Bank                           | 16. Vaishali Victor Raj, Godrej and Boyace      |
| 3. Anirudh Daga, Rajashree Cement                  | 17. Rahul Pinjalkar, Philips Medical Systems    |
| 4. Anupam Tiwari, Samcor Glass Ltd                 | 18. W P Sasi Kumar, Cairn Energy India Ltd      |
| 5. George Ninan, MRF Ltd                           | 19. Srikanth P V, Cairn Energy India Ltd        |
| 6. Kumar Krishnaswamy, Sonata Software Ltd.        | 20. Vinay Thakur, NALCO                         |
| 7. Mahashweta Jopat, Eurashina Maritime            | 21. P M Das, NALCO                              |
| 8. Manit Gandhi, Essar Group                       | 22. Uma Devi, Samtel Colour Tubes               |
| 9. Meher Udhawala, Exim Bank                       | 23. M L Chakraborty, Ballarpur Industries       |
| 10. Mukta Arya, Tata TWT                           | 24. Pratibha Silva, GMMCO                       |
| 11. P S Roychaudhuri, ICICI Bank                   | 25. Neeraj Agarwal, Inner Space Consultants     |
| 12. Ravi Gupta, Britannia Industries               | 26. A C Joseph Chandran, Rane Engine Valves Ltd |
| 13. Sanjeev Panicker, Shop 24 Seven India Pvt. Ltd | 27. B K Parmar, BPCL                            |
| 14. Shamin U Qureshi, Hinodayent                   |   |

## EVALUATION OF HRD ACTIVITIES THROUGH HRD AUDIT

Sonali Mungale

In the race of globalisation and thrive to become world-class organizations the role of the HRD department are changing and so are expectations from the function. The need is to align the efforts of the employees towards achieving the business goals and mission of the organization. This is possible, if HRD becomes more proactive and moves from just performing the daily routine administrative functions towards people management skills, and adopts a strategy oriented approach. TVRLS team recently conducted a study with the aim to find out how effectively HRD activities are being performed in Indian organizations, to meet the business objectives and plays the role of strategic partners to organizational performance. The study aimed to answer questions like how do the line managers perceive the performance of HRD activities? Are the HRD activities aligned to the business goals and objectives and playing the role of strategic partners to the business in the changing scenario?

This study was based on the HRD Audit methodology to

evaluate the HRD functions, using one of the tools of the audit – the questionnaire, wherein 162 line managers from 18 companies participated.

The data collected was analysed and compared with a similar study conducted by Dr. T V Rao in 1991, wherein 53 participants responded, to evaluate the evolution of the HRD trends and the changes, which have taken place over a decade. The various dimensions covered include HRD Philosophy and Liaison with top management, Creating development motivation in line managers, Strengthening HRD climate through HRD Systems, Directing HRD Efforts to Goal and Strategies of the Organization, Monitoring HRD Implementation, Human Process Research, Influencing Personnel Policies & Process and Networking & Benchmarking.

### Results:

The comparative study highlights the following:

1. The stakeholders perceive a fall in the performance of HRD activities over the past decade.
2. The study reveals that barring some organizations,

most of the organizations still consider performing personnel and administrative activities, framing policies and procedures, etc as important activities in HRD (1991 = 48%, 2003 = 45%). This indicates that the belief; “HRD means performing administrative functions” has not changed over a decade’s span.

3. Along with implementation, monitoring of HRD activities is equally important. However, the study indicates that the stakeholders do not perceive much improvement in monitoring of HRD activities. (1991=33%. 2003=27%)
4. The findings of 1991 study indicated that stress audit and research were the activities, which were not or least performed in organizations (26%). A decade later, the 2003 study, indicated similar findings that most organizations, even today, do not concentrate much on human process research (28%). However, comparatively, there is a marginal development in the performance of human process research in the year 2003.

*“Work can provide the opportunity for  
spiritual and personal, as well as financial growth.  
If it doesn’t, then we’re wasting far too much of our lives on it.”*

-James A .Autry, Love and Profit. The Art of Caring Leadership

## A FOLLOW-UP CASE STUDY ON EFFECTIVENESS OF HRD AUDIT AT BOSCH REXROTH

— Swati Shah

### Introduction

Bosch Rexroth has been set up with a German Collaboration which ranks amongst the first 5 companies of its kind on a global basis. The multinational is known for its adherence to quality standards as well as for technological innovations. It is one of the few companies that has been able to adopt effective standards to facilitate complex technical products at lowest prices, without having to compromise on quality.

The organization did not have a full-fledged HRD department a couple of years back. The HR department was initiated by the CEO with a single member team, for a start, with intent to add manpower as time went by and activities/systems got initiated. The CEO of the company has successfully managed to turn around the Indian entity to a profit making unit. He is responsible to the board of the parent company, based at Germany. It has been his vision and agenda, to improve working styles and performance, to reach global levels of production and build a competitive but loyal workforce, without compromising on quality.

HRD Audit was implemented at a time when the company was in the process of a turnaround. The main intention behind the exercise was a reality check as well as to lay some ground work for future directions of the HRD department. In focus were the existing culture, systems and processes, top management styles and satisfaction level of employees in Bosch Rexroth.

### Context of Audit:

- The main unit is at Ahmedabad, second smaller unit at Bangalore, Marketing branch office at Bangalore along with a Technical division for different segment of products. Service branch office is at the plant in Bangalore.
- The CEO is a German, as a result of which cultural and management style issues were always a challenge
- Fear and job insecurity highly rampant at all

levels except top management

- Designation and salary disparity; some seniors were less qualified than their subordinates
- Absence of systems, documentation, policies, benefits etc.
- Ad-hoc rewards and promotions based on relations, rather than on performance
- Cost consciousness nil, wastage of materials high
- Lack of planning at all levels, adding to expenses of organization
- Communication gaps between top and bottom line.
- Lack of commitment and dedication at all levels below top management and heads of divisions
- Initiative taking was not looked on at favorably and was discouraged at times.

### Summary findings of HRD Audit were are as follows:

With the above given context, the audit was conducted in the organization, and the findings were as follows:

- Lack of clearly defined responsibilities and reporting structure
- Organizational structure existed only on papers
- High degree of job insecurity among employees, fear of victimization, power centers, relationship orientation specifically for promotions and rewards, high technical competence, lack of planning and commitment
- No formal or documented performance appraisal system.
- Owing to German collaboration, the employees are often sent to Germany for technical training.
- Inadequate attention to behavioral training.
- Mismatch existing between the training needs identified for the incumbent and their responsibilities.

*When you reach for the stars, you may not quite get one, but you won't come up with a handful of mud either*

- Absence of well-documented policy manual.
- Lack of awareness among the employees about the company's policies, rules and regulations.
- Communication gaps between Bangalore and Ahmedabad offices.
- Absence of documented communication policies.
- Weak communication between the top and the bottom line. Decisions or changes not relayed to the team members.

**Post Audit Scenario Action Plan :**

Immediately after the audit, the findings were presented to the CEO along with recommendations and tasks to be focused on in the near future. A meeting was scheduled by the CEO with the divisional heads, and presentations were made by the consultant on the audit report to the top management team. The team filtered out the most important area's needing immediate attention from amongst many others.

The final list to be focussed consisted of:

1. Policy and Procedure Manual
2. Communication systems
3. Performance Evaluation system
4. Incentives/rewards & recognition
5. Training and Development
6. Values, Mission and Culture
7. Job Rotation/job assessment

**The following changes have been brought about as a result of the audit:**

- Well structured and documented policy & procedure manual/employee guidelines manual has been developed
- Introduction of HRIS on desktop of every employee

- Company has drafted a communication plan that defines what to communicate, how to communicate, at what level to communicate and when to communicate along with clearly stating the circulation responsibility and frequency of communication
- Along with having management committee meeting, the management has been encouraging all department heads to hold departmental meetings with a view to give a forum to employees to voice their opinion and be aware of the company's state of affairs and future plans.
- A performance evaluation mechanism has been designed and will be put for implementation by the beginning of January 2004
- The organization has prepared a training plan and budget – plan for domestic training in current year is 50% higher in terms of mandays as compared to last year
- Customer and dealership training has increased
- A special training division has been set up
- Training schedule and Calendar have been prepared
- Organization has clearly defined and documented its vision, mission and values.
- An increasing number of people from SBU heads and a fairly regular stream of senior officials from the HO make frequent visits to the branch office. This has erased the feeling of alienation that existed in the minds of the employees working at the branch office.
- The physical working environment has dramatically improved. The ambience and physical set up at the HO and Branch office are similar.

*Experience teaches you to first  
get all your pertinent data together and, second, to analyse it properly.  
The first requires discipline; the second requires years of experience.*

## AN INSIGHT INTO BEHAVIOR EVENT INTERVIEWS & BIO-BEHAVIOR INCIDENT INTERVIEWS

— Raju Rao  
— Anuradha Murthy

Competency revolution has brought with it numerous tools, instruments, techniques as well as its share of jargons/terms and a whole new perspective altogether. Assessment and Development Centres concept is gaining momentum in the HR World. There are different tools like Role Plays, In Basket Games, Psychometric tests etc used in ADC's of which tools like Behaviour Event Interviews (BEI), Bio-Behaviour Incident Interviews (BBII) and Critical Incident Interviews (CII) form an essential part and, are being recognized as important technology in competency assessment.

This article orients readers to the definition, differences and processes of BEI/BBII/CII. The idea is to enable corporate and individuals to adopt the process as a stand alone, out of the ADC, using similar or lesser resources while still availing the usual benefits. It is possible to adapt the technique in a simple manner that enhances managerial decisions as well as benefits the organization and individual equally.

### DEFINITION:

*BEI/BBII is a **structured interview**, based on specific behaviours/incidents/styles of managing, (behaviour incidents) which are provided by the incumbent, and which form **essential experiences from the recent past**, before the interview process. The recorded incidents/behavior are used to elicit competencies existing in the individual, and are **aligned with a pre-determined set of competencies** identified as necessary for success at the job for which interview is being conducted.*

**Structured Interview:** "Structured Interview" is planned and organized in advance with a defined time limit. A set of competencies, qualities and attributes essential for success at a job are known in advance with a specific flow of questions pre-identified and commonly known to the interviewer.

**Essential Experiences from recent past:** Herein, the candidate is generally required to describe in

### DIFFERENCES BETWEEN BEI, BBII AND CII:

No.	BEI	BBII	CII
1.	Behavior Event Interview	Biographic Behavior Incident Interview	Critical Incident Interview
2.	Based on specific behavior in recent past, positive and negative circumstances	Based on total experience of candidate, from previous jobs, may not be specific to work life	Based on incidents from recent past considered critical by incumbent
3.	Focus is on recently demonstrated competencies	Focus is on competencies demonstrated over a large period of time, may include school and college as well	Focus is on successful incidents in recent past only
4.	Assumption that recently demonstrated competencies are indicative of their presence in incumbent	Assumption that competencies demonstrated at any point of time indicate their presence in the individual, although, may be latent, in present circumstances	Assumption that incidents considered critical by incumbent bring out dominant competencies in such individual

### PROCESS: THE COMPONENTS

No.	Process components	Duration required
1)	Detailed Application blank filled by incumbent	1 hour
2)	Interviewers scrutinize completed application blank	15 -20 minutes
3)	Structured interview - based on competencies pre identified	2 hours minimum
4)	Closure of interview	10 minutes
5)	Feedback (optional)	

detail (essay style), two or three high and low point incidents in his/her work life on an application blank.

**Pre-determined set of competencies:** Competencies are a set of knowledge, skills and attitudes required at particular job, responsible for success at that job. In order to do a specific job well, the set of skills, attitudes, qualities, motivation required to be present in any individual who handles that job, is the pre-determined set of competencies. Once these have been established, the interviewer focuses on identifying these competencies in the incumbents.

#### **PROCESS- EXPLANATION**

Any interview can be divided in 3 parts: The beginning, the main discussion and the closing. An interview begins with setting a climate; building a rapport and making the candidate feel comfortable as to build an environment conducive for open discussion. Similarly, the ending needs to be done sensitively without any loose ends, mak-

ing sure that the incumbent doesn't leave with questions or feeling of friction.

The most critical and crucial part of the whole interview process is the main discussion, as it is here that the interviewer identifies the competencies and this may last anywhere for more than 2 hours. The candidate is required to fill in an application form. The quality of the process depends on the inputs and data provided by the candidate in this application form, hence it is very necessary to give clear-cut instructions on how the application has to be filled and what information has to be provided. The focus of the whole process and interview lies on the candidate's description of the high & low experiences provided by the candidate.

Thus, BBII/BEI can be considered as a very critical tool in identifying competencies for superior or successful performance. Though very time consuming, it is empirical in identification of competencies, and can be used as an independent tool for recruitment, reward and recognition and designing developmental plans.

### **RAVANA AND VIBHISHANA**

When Rama vanquished Ravana, Rama asked his younger brother, Laxmana, to go to Ravana and learn from him as he was a great scholar. Laxmana went to Ravana who was dying and expressed his desire to learn ethics and politics from him. Ravana told him many principles of these disciplines. Laxmana was really surprised at his wisdom.

He asked him, "Ravana, you are really a wise person. In spite of your wisdom, why did you abduct mother Sita?"

Ravana replied without remorse, "Laxmana, I am from rakchhash race. I saw this happening day in and day out. Therefore, I had no qualms in abducting Sita."

Laxmana returned to his camp. He then went to Vibhishana and asked a question, "Vibhishana, you are from rakchhash race. How come you are different from them?"

"I saw injustice and exploitation in rakchhash race and decided that I for one would not do what they do," answered Vibhishana.

***Circumstances are surely important. But they cannot stop us from reacting to them in our own ways.***

## SUMMARY OF THE BOOK “HR FROM THE HEART”

Libby Sartain with Martha I Finney.

Sonali Mungale

With the competitive and competency era, the role of HR is expanding and expectations from the function are increasing. The book is an excellent piece and one of its kind which clearly spells on how HR can add value to the business by integrating the “heart and head approach.” It is filled with creative ideas, tips & inspirational and instructive stories from the author’s experiences while working with various legendary companies like South West Airlines, Yahoo and others where human resources is both a corporate profitability driver and a rewarding professional experience.

The book is divided in two parts: In the first part “**Your own career is your best HR Asset**” the author talks about Human Resources as a career. The different chapters in this part offers readers an overview about some core qualities that a HR professional needs to cultivate and demonstrate to set it apart from others in the department - like sacred responsibility and trust. A highlight in this part is author’s views on six essential ingredients every great HR professional should ensure before joining any organization, which includes, right match in culture, passion, values, people, purpose and building community of HR Colleagues to find happiness and fulfilment in the profession. The author based on her wide and vivid experience wisely comments on the significance of people skills and building and maintaining relationships in HR profession. In the later chapters of the book, the author avows the need for HR professionals to develop the habit of questioning the authority and doing things in a creative way, to evolve as HR Leaders who portrays a realistic picture to the Top Management and become effective in partnering with the company’s strategic team.

In the second part of the book “**HR is your company’s best asset**” the author talks about hiring, retaining & maintaining talent in the organization. In the earlier chapters of this part, emphasis is laid on making “hiring great people” a top business

objective to maintain a common standard in recruiting talent, adhering to the same process for selecting the best candidate and most essential of all, selecting a candidate who matches the culture of the organization.

A very important question raised in this part is “Who is really HR’s customer? The author feels that Human Resources being a service-oriented function; the employees are the number one customers of the function and extra risks and sacrifices should be taken to retain the customers.

In furtherance to this, concern is expressed over HR’s role not been perceived as value adders and therefore emphasis is laid on the need for HR professionals to sell the value of HR department and being recognized as effective partners to shape company’s future strategies.

The book is a reflection of assimilating business acumen with emotional intelligence for becoming a successful HR leader. The book highlights that a new set of opportunities and challenges have been created for the HR person with globalisation, changes in the current business environment and emergence of new technologies. These challenges demand mastery in both “technical and human competencies” for emerging as winning HR Professionals.

### BE A LAMP UNTO THYSELF

When Buddha was about to leave his body, his disciple, Anand, started crying bitterly. Buddha asked him the reason for his crying. Anand said, “Tataghat, the light is going to go away from my life. What shall happen to me without you? I shall be nowhere.” Buddha murmured slowly, “Stop talking nonsense and be a lamp unto thyself.”

*You should believe in yourself first*

*“Men and women want to do a good job, a creative job, and if they are provided the proper environment, they will do so.”*

– Bill Hewlett, Co-founder, Hewlett-Packard

## TVRLS announces the following MDPs during January-December 2004

T.V. Rao Learning Systems (TVRLS) is an expression of over 35 years of experience, study, review, reflection and action, combined with a desire to discover more about the behaviour of people in different settings, and developing ways of making them give their very best. It is a unique organization with the philosophy of networking of prominent behaviour scientists and HRD practitioners, with solutions highly research oriented, value based, and derived from organizational experiences contributing towards alternative models and theories.

SI	Program Title	Concise Program Description	Dates	Location
1A	Leadership and Managerial Effectiveness – the 360 way – For Senior and Top Management (@in collaboration with Princeton Academy,Mumbai)	360-degree feedback, Effective managerial & leadership roles, Leadership styles, Qualities – Candidates will be profiled on 360 DF using TVRLS Questionnaires and feedback given during the workshop – Registration 6 weeks in advance)	Feb.23 June 24-25 August 18-19	Bangalore* Delhi* Mumbai* @
1B	Leadership and Managerial Effectiveness-the 360 Way-for Young Managers	Providing insights into leadership competencies through 360 DF; preparing Developmental action plans for leadership and career development	April 23-24	Delhi*
2	Workshop on Mentoring & Coaching for Dynamic Leadership	Appreciating the power of mentoring, Coaching and Training Leadership Development; developing strategies in introducing/sustaining these powerful processes;exploring ways of creating growth and development opportunities and meeting challenges faced in mentoring;action plans to overcome hurdles and challenges in Mentoring	February 24 June 17-18 Nov.18-19	Bangalore* Mumbai * Delhi
3	Workshop on Leading Change in Organizations: A People Perspective	Recognising the Physical and psychological realities of change; Barriers to change, working on self-assessment tools and frameworks that are useful for for implementing change, and application of new sciences to build strategies founded on people ownership	Feb.27-28	Delhi*
4	Advanced Programme on ADCs(Assessment and Development Centers)- SGC (Small Group Consultation)	Assess your own need to have ADCs, ROI on ADCs, Designing ADC to suit organizational requirements, ADCs for Recruitment, Leadership Development, understand issues in ADCs, planning to design low cost ADCs,	March 12-13	Ahmedabad*
5	Biographic Behaviour Based Interviewing (BBII) for Assessment & Development	To understand the BBII as a powerful Talent Identification and Assessment Tool and to build the basic skills for using the same	April 9-10	Ahmedabad*
6	Psychometric Testing – V	Psychometric tests, Usage of psychometric tests for HRD, Hands on with tools, Development of instruments. Based on Udai Pareek's Handbook and TVRLS Tools	April 20-23	Bangalore*
7	Designing Assimilation and Integration Strategies (Getting the Best from New Recruits at Top Levels)	Understanding integration issues at top levels, wastage due to poor induction, designing assimilation and integration mechanisms, enhancing retention and ROI at top levels	July 8 October 7 December 16	Bangalore* Delhi* Mumbai*
8	Workshop on Demystifying Assessment and Development Centers (X,XI,XII)	Competency Mapping, Assessment Centers, Tools and techniques, In-Basket, LGD, IPS, Designing and conducting low cost ADCs	July 9-10 Oct.8-9 Dec.17-18	Bangalore* Delhi* Mumbai*
9	Train the Trainers – Assessors Training Programme for Assessment and Development Centers	Design and conduct ADC, Role of Assessors, Assessment Skills, Selection of Instruments, Observation Skills, Effective Feedback	September 4 days	Jaipur (Residential)
10	Business Driven HR: A Self Renewal for HR Professionals (covering Mentoring)	Reorientation to HRD as a business driven and the tools (360 Degree, ADC, Talent Management etc) for the same, to help HRD Managers to examine about the current trends/issues in HR practices, reflect about their own role as a HRD facilitator and update with current global trends in HR Knowledge, Skills and roles and prepare an action plan	Sep. 23-24 Oct.14-15	Delhi* Bangalore*
11	Workshop on Human Capital and Talent Management	Components of Talent Management, Strategies for TM, Role of line professionals, Tools and techniques for Talent Management	Dec.3-4	Delhi*