



Laws of Systems Thinking

- Today's problems come from yesterday's solutions
- The easy way out usually leads back in
- Cause & effect are not closely related in Time & Space
- Highest leverage points are often the least obvious
- Cutting an elephant in half doesn't get you two small elephants. It gets you a mess.

How organizations function

- The Classical (or The Scientific Management) School believed in control, order and formality.
- The Bureaucratic Model dictated bureaucracy as the most efficient form of organization because it is coldly logical with no room for personalized relationships and non-rational, emotional considerations.
- The Human Relations School challenged the Classical theory by emphasizing the importance of the informal organization – the network of informal roles & relationships which strongly influences the way formal structure operates.

How organizations function

- The Behavioral Sciences School adopted a humanistic point of view which is concerned with what people can contribute and how they can best be motivated.
- The Systems School treats organizations as open systems which are continually dependent upon and influenced by their environments.
- The Socio-technical Model states that in any system of organization, technical or task aspects are interrelated with the human or social aspects.
- The Contingency School mentions that the structures and methods of operations of an organization are a function of the circumstances in which they exist.

New Organizational Paradigms

From	To
Machines with emphasis on concrete strategy, structure and systems	Organisms with emphasis on soft dimensions – style, staff & shared values
Hierarchical model with step-by-step problem solving	Network model with parallel nodes of intelligence
Status driven view that managers think & workers do	Empowered view with managers as facilitators and workers empowered to initiate improvements and change
“Vertical tasks” within functional units	“Horizontal tasks” & collaboration across units
Prescribed use of specific tools & techniques	Holistic synthesis of techniques
Military model	Commitment model

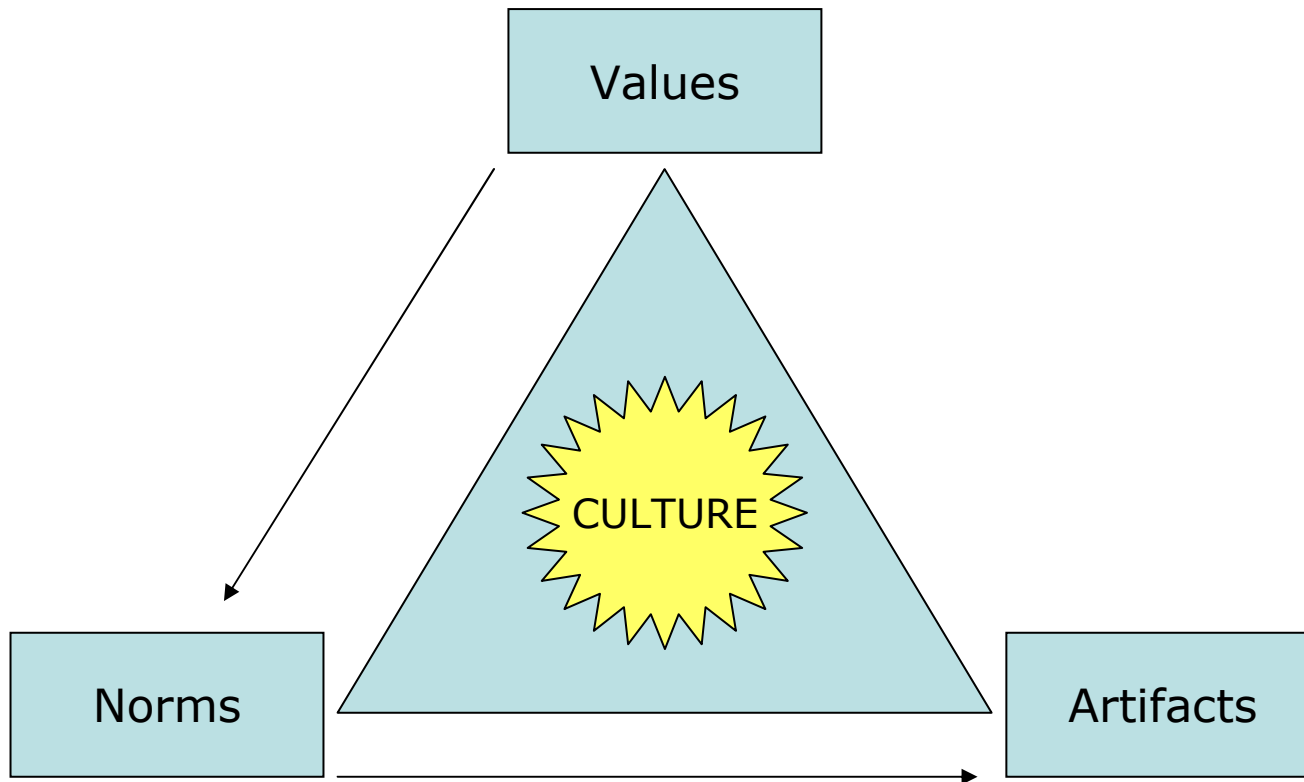
Organizational Culture

- Unique configuration of norms, values, beliefs and ways of behaving that characterize the manner in which groups and individuals combine to get things done. (Eldridge & Crombie – 1974)
- System of informal rules that spells out how people are to behave most of the time. (Deal & Kennedy – 1982)
- Commonly held beliefs, attitudes and values that exist in an organization. Put more simply, culture is “the way we do things around here”. (Furnham & Gunter – 1993)

Salient points on culture

- It is difficult to define.
- It is multi-dimensional, with many different components at different levels.
- It is not particularly dynamic, and ever changing.
- It takes time to establish and therefore time to change.

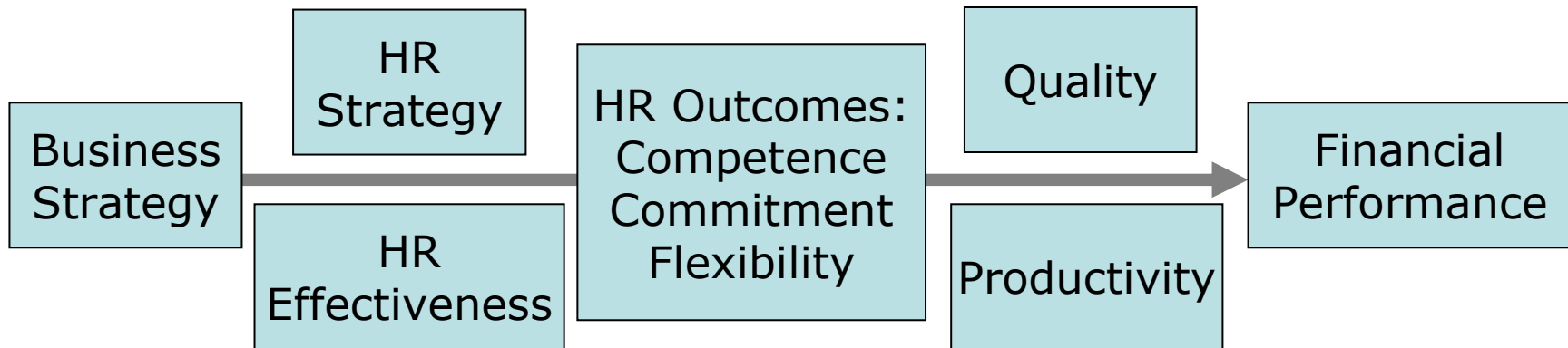
Components of Culture



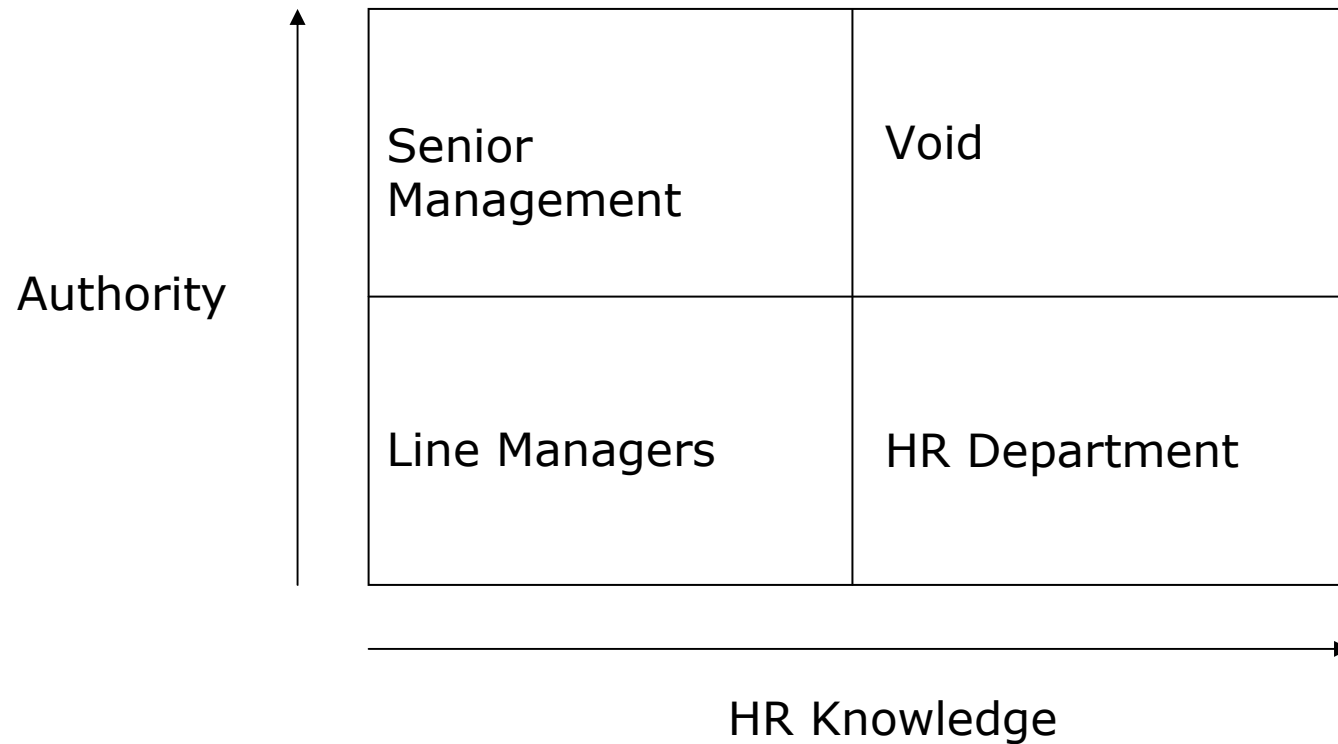
Classifying Organizational Culture

- Power Orientation
 - Competitive, responsive to personality rather than expertise
- Role Orientation
 - Focus on legality, legitimacy & bureaucracy
- Task Orientation
 - Dynamic, focus on competency
- People Orientation
 - Consensual, management control rejected

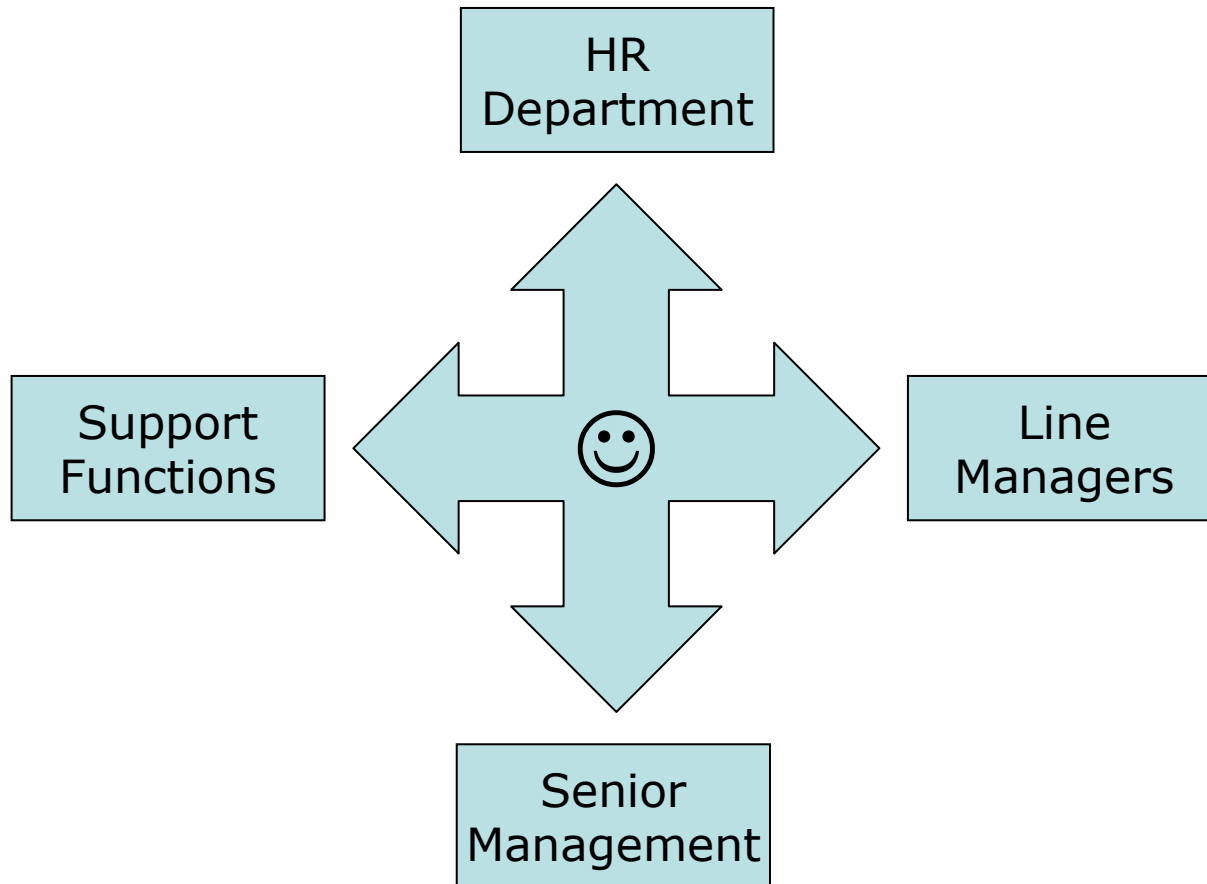
How does HR fit in?



The situation today



Whose job is it anyway?



HR Department

- Prime owner
- Expert & strategist
- Measurement
- Monitoring
- Reporting
- Preventive & Remedial Measures
- Coaching & Counseling

Line Managers

- Implementation
- Adherence
- Feedback
- Participation
- Commitment

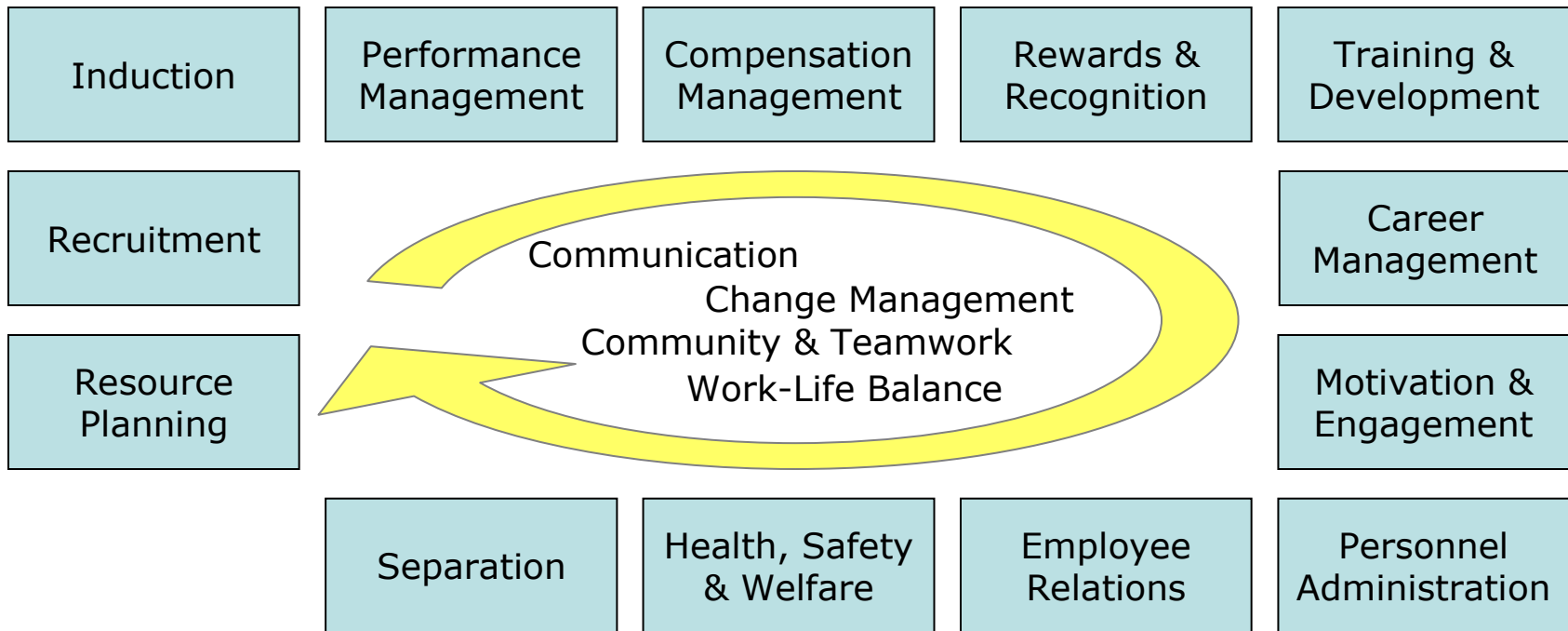
Senior Management

- Direction
- Support
- Commitment

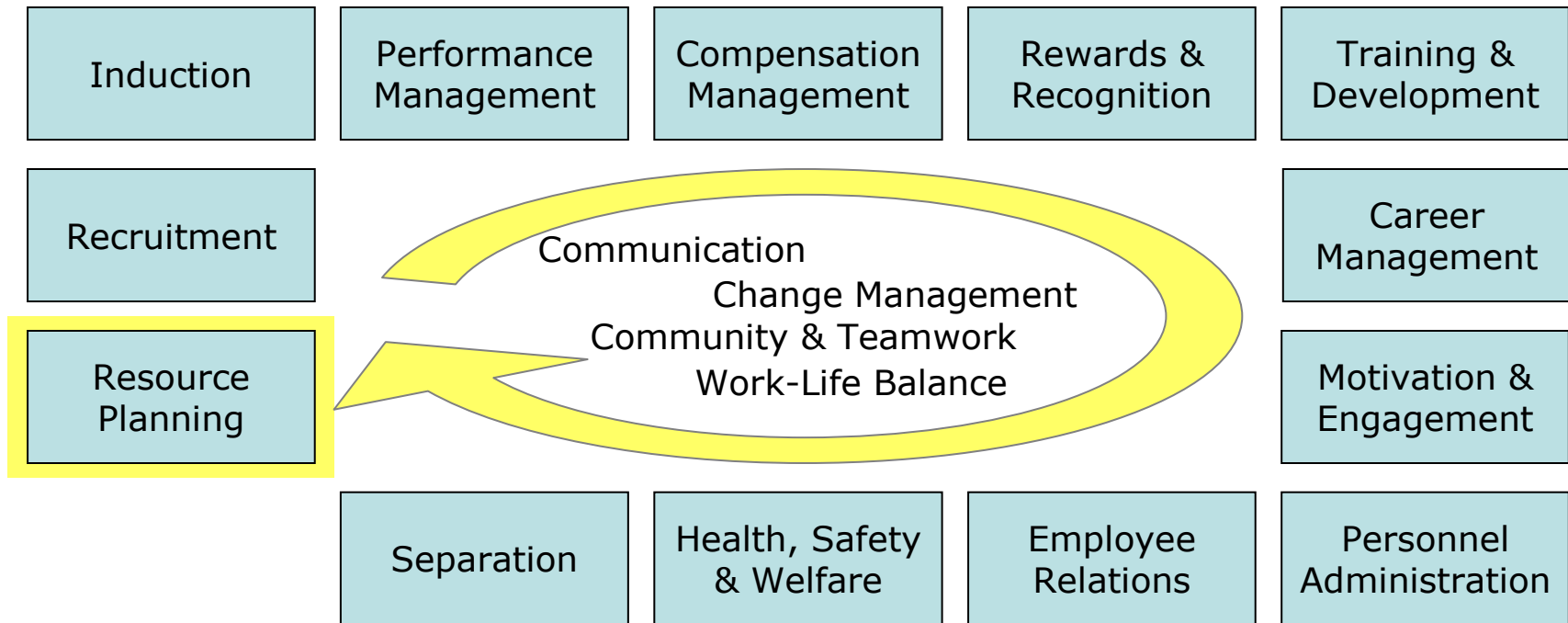
Other Support Functions

- Have serious impact on employee motivation
- Need to partner with Management & HR in bringing in the employee-friendliness
- Have direct role in carrying out some of the HR initiatives

HR Touch Points



HR Touch Points



Resource Planning

- Lot more than Manpower Planning
 - Forecasting future people needs (demand forecasting)
 - Forecasting the future availability of people (supply forecasting)
 - Drawing up plans to match supply & demand
- Plan for organization's most strategic resource – PEOPLE
 - How many people?
 - What sort of people?
- Deals with three important aspects
 - Identifying and acquiring right number of people with proper skills
 - Motivating them to achieve high performance
 - Creating interactive links between business objectives and people-planning activities

Hard & Soft Resource Planning

- Hard: Quantitative analysis to ensure that the right number of people are available when needed.
- Soft: To ensure availability of people with the right attitudes and motivation.
 - Improvement of work environment
 - Emphasizing team work
 - De-emphasizing hierarchies & status differentials
 - Increasing employment security
 - Rewarding people based on organizational performance & enacting organization-specific values
 - Providing opportunities to develop skills & careers
 - Adopting a Total Rewards Approach
 - Non-financial relational rewards
 - Financial transactional rewards
 - Creating functional flexibility
 - Designing jobs to provide intrinsic motivation
 - Virtually synonymous with whole of HRM

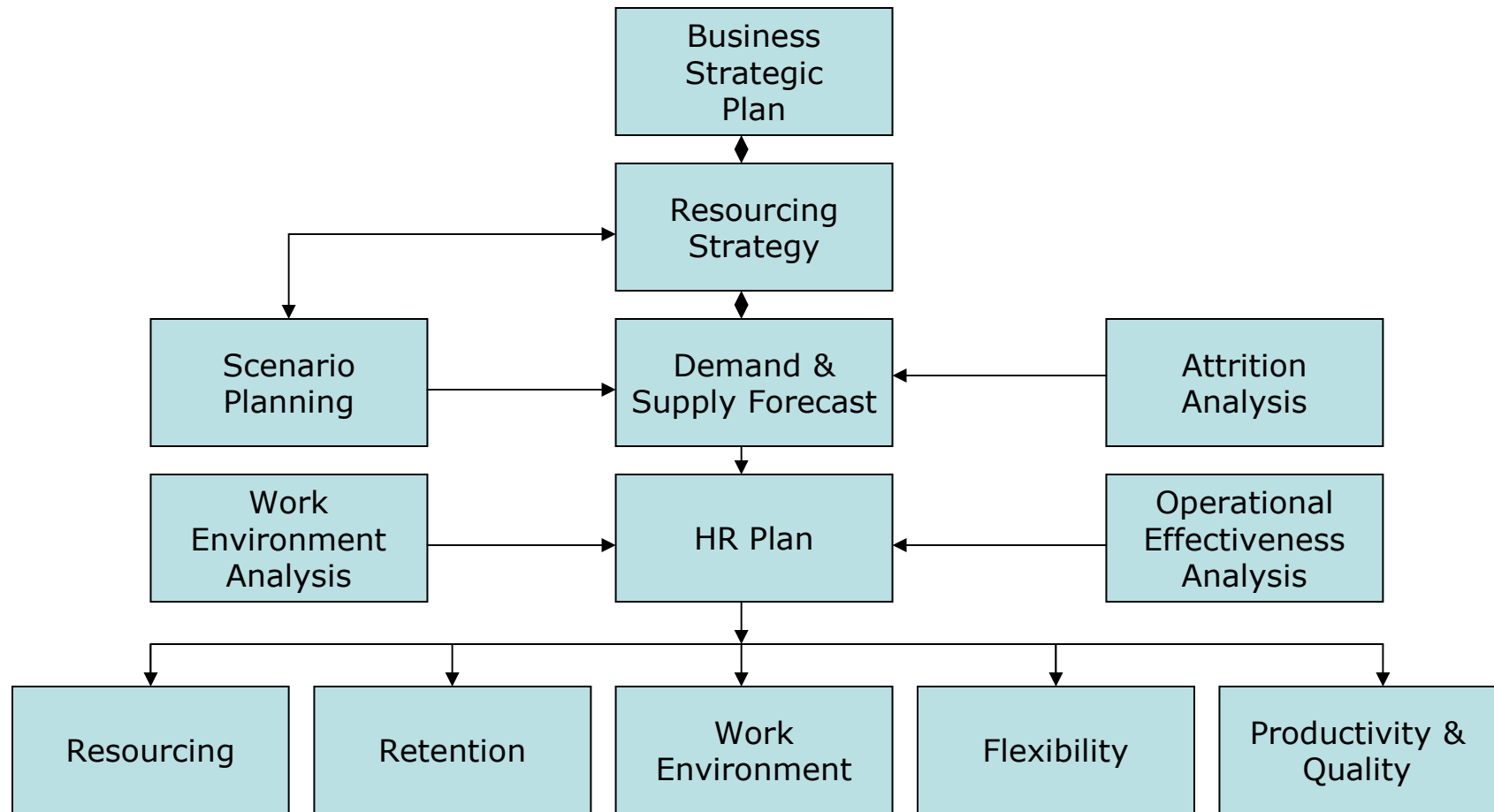
Ingredients of Resource Plan

- Business Strategic Plans: Defining future activity levels and initiatives demanding new skills.
- Resourcing Strategy: Planning to achieve competitive advantage by developing intellectual capital
 - Employing more capable people than rivals
 - Ensuring that they develop organization specific knowledge and skills
 - Taking steps to become an ‘employer of choice’
- Scenario Planning: Assessing in broad terms where the organization is going in its environment and the implications for human resource requirements.

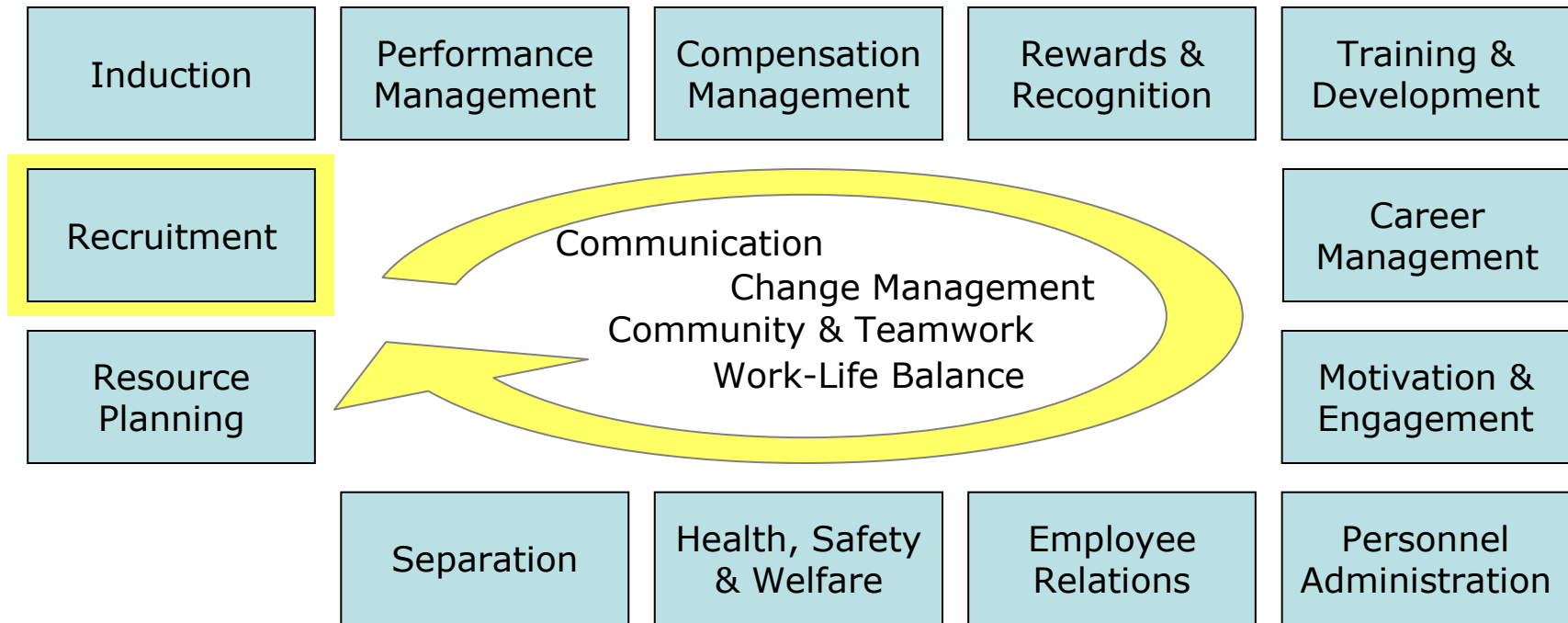
Ingredients of Resource Plan

- Demand & Supply Forecasting: Estimating the future demand for people (numbers & skills), and assessing the number of people likely to be available from within and outside the organization
- Attrition Analysis: Analyzing attrition figures and trends
- Work Environment Analysis: Analyzing the environment in which people work in terms of the scope it provides for them to use & develop their skills and achieve job satisfaction
- Operational Effectiveness Analysis: Analyzing productivity, utilization, quality and flexibility information.

Resource Planning Flow Chart



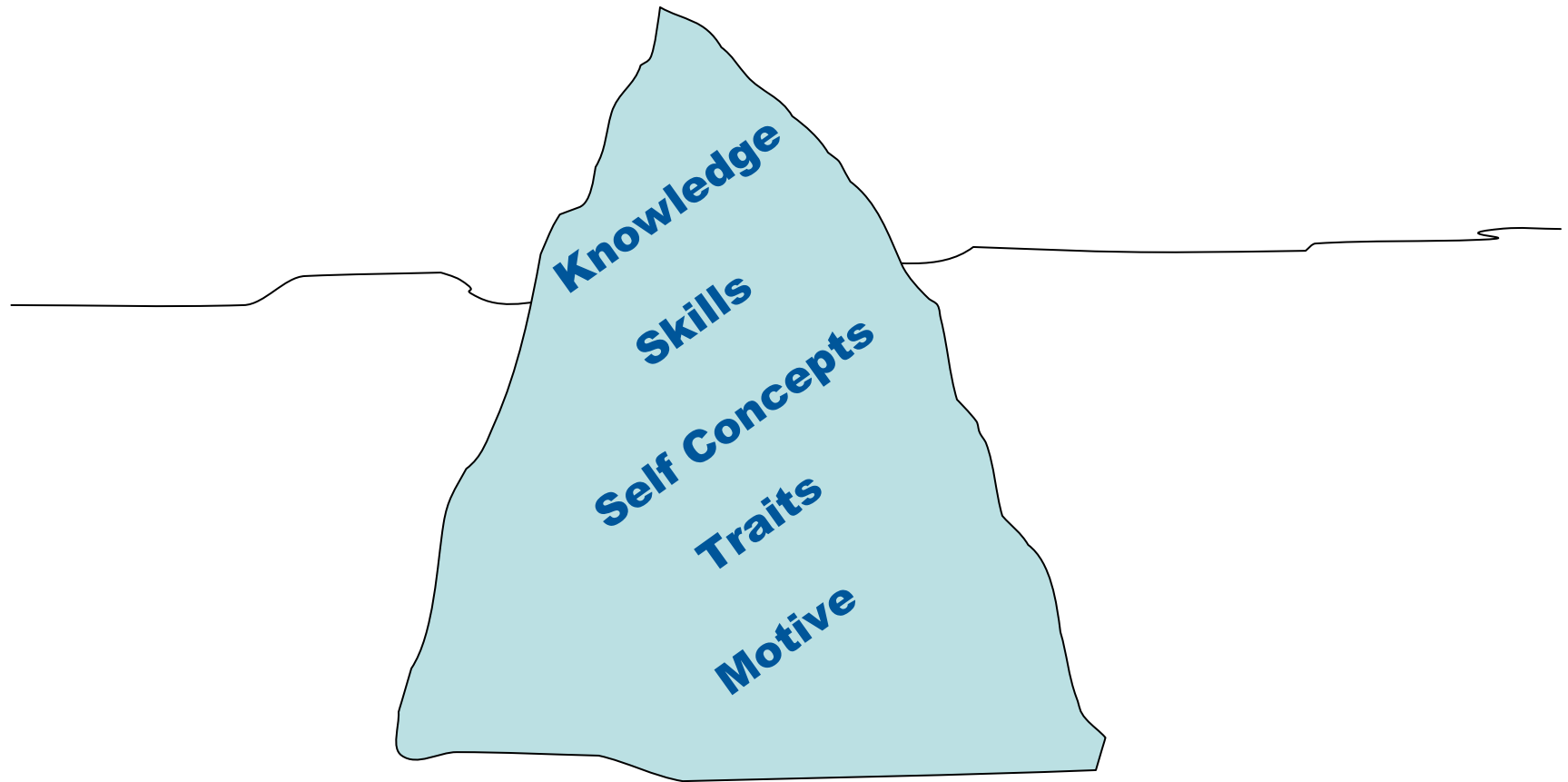
HR Touch Points



Recruitment

- Defining requirements
 - Preparing Job Descriptions & Specifications
 - Deciding on terms & conditions of employment
- Attracting Candidates
 - Reviewing & evaluating alternative sources of applicants, inside & outside the company
- Selecting Candidates
 - Short-listing profiles
 - Testing / Interviewing / Assessment Centers / Reference Checks
 - Offering employment & preparing contracts of employment

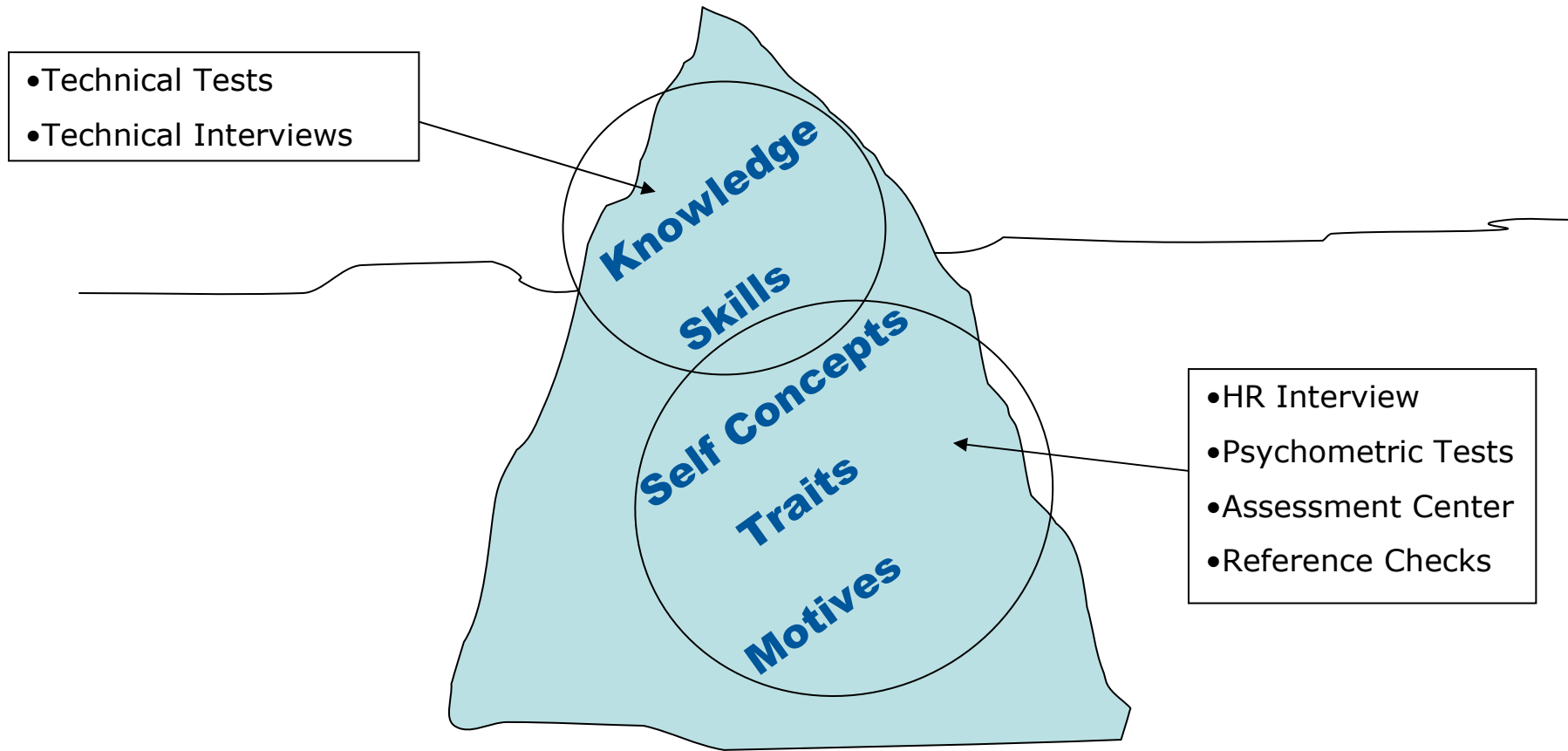
The Iceberg



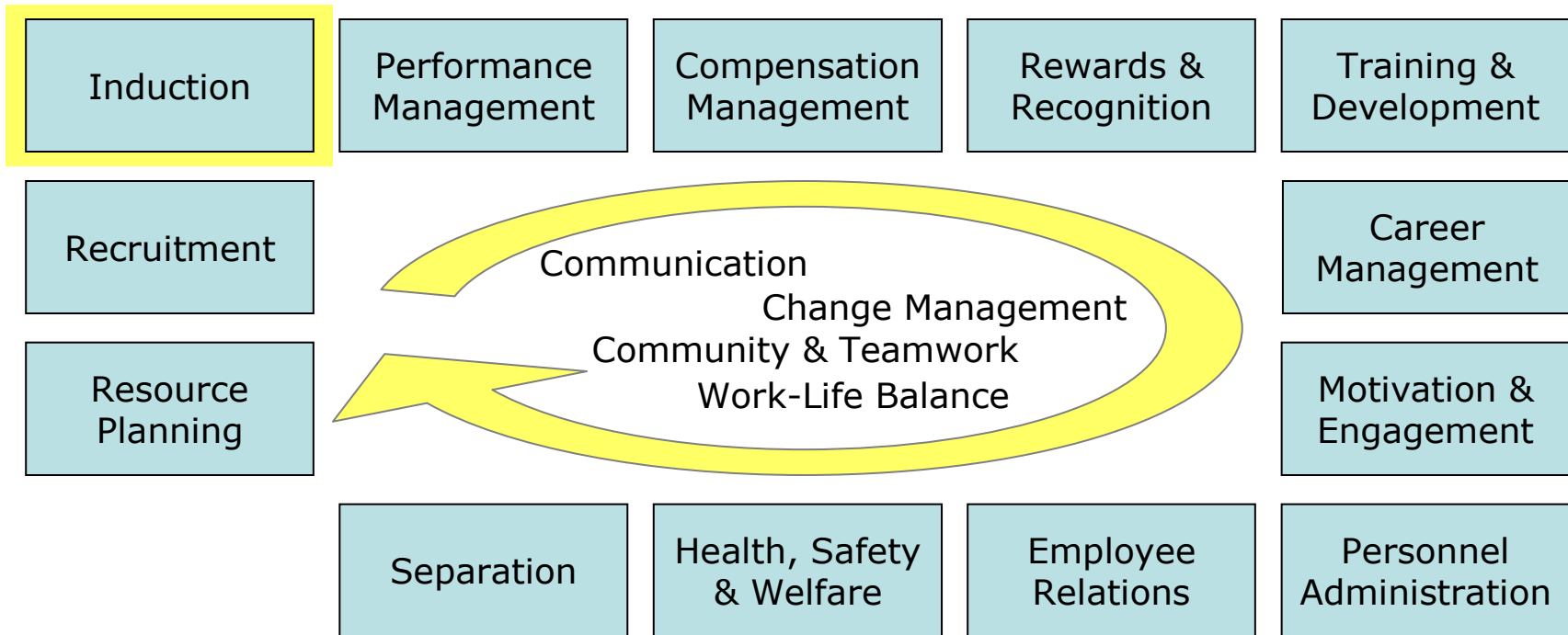
The Job Description

JOB DESCRIPTION							
Project Name :		QA Pool			Request Date		2-May-07
Hiring Mgr:		Ragavan K Santhanam			Committed Date		
#	Position /Level	# of Positions	Yrs of exp	Knowledge Required	Skills (Experience Must) Required	Expected Personal Characteristics	Additional Remarks
1	QA Manager /L4	1	5-8 years	1. Testing Concepts, 2. Knowledge of SDLC/PDLC; 3. Understanding of integration between QA, QC, Development and configuration management 4. Different techniques of testing; 5. Knowledge and use of metrics suitable for Testing projects 6. Must have a good domain knowledge of areas associated with till now. (ERP/Networking/CRM experience may be preferred)	1. Proficient with specific standard process. Should be able to tune generic testing methodologies to various SDLC phases or Development methodologies 2. Project Management skills (must have handled at least one full fledged project from initiation to closing, two or more ideal) 3. Experience in any one of Automation tools like QTP, Winrunner and Performance tools like load runner 4. Experience working in Test management and defect tracking tools like Test Director or Bugzilla 5. Must have experience managing projects by metrics	1. Good or Excellent communication 2. Respects diverse views and able to manage conflicts within team(s) 3. Curiosity to learn continuously 4. Must be able to balance well between company and individual interests, preferably should have a win-win attitude in life. 5. Should be a go-getter, must lead initiatives with little guidance from senior manager	1. Must look beyond compensation and be motivated by challenges offered at work 2. Should be willing to grow with Ness over long term. 3. Should have leadership potential to be groomed for more responsibilities in future
Roles & Responsibilities:							
<ul style="list-style-type: none"> - Provides inputs into project costing, timelines and resource requirements. - Interacts with architects, project managers to scope out requirements for test projects and develops execution plans. - Establishing seamless business communication between stakeholders. Keeping the stakeholders informed about the progress of the team. Proactively involved in organization building. - Active involvement in recruitment, appraisal and development of people. - Able to manage changes to team, product and processes. - Responsible for performance management, coaching, mentoring, disciplinary actions, motivating and developing the team. - Typically manages, usually through subordinate supervisors, the coordination of the activities of a section or departments. Reports to Senior QA Manager or above. - Supervises at least 8 people who are individual contributors and leads. 							
Discussed & Agreed On:		Hiring Manger:			Recruitment Manager:		
Date:		Name :			Name:		
		Signature:			Signature:		

Planning the Selection Process



HR Touch Points



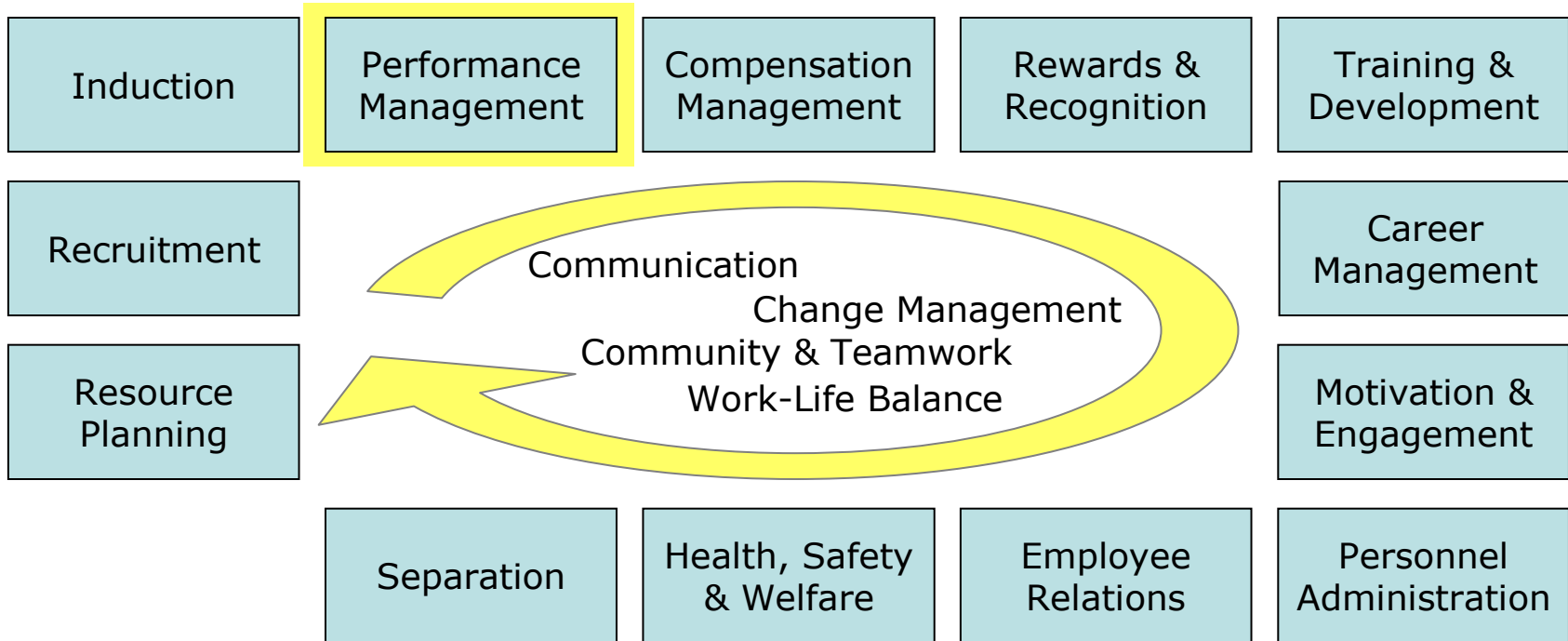
Induction

- Induction is an ongoing process and not just a “new joinee” process
- In a world so dynamic where change is the only constant, it must be ensured that each employee is absolutely clear about the following three aspects at any given point in time
 - What am I accountable for?
 - Role (Job Description)
 - Tasks (Assignments, Tools, Competence)
 - Behavior (Values, Accepted Practices & Norms)
 - Processes (Time Sheets, Attendance, PMS, CMS etc.)
 - Policies & Systems (Benefits, Governance)
 - Who am I accountable to?
 - Hierarchy
 - Who are accountable to me?
 - Team
 - Support systems

The New Joinee Induction

- It's difficult to forget the “Day One” experience
- Anxiety levels & the need to get “on the job” are high
- “To the point” and interesting induction program helps
- Interaction with Senior Management can add a lot of value
 - Golden opportunity to share the organizational values & strategy and align the new joinees to the same
 - Sense of importance for new joinees
 - Brings a lot of seriousness to the process
 - Organization can get useful information on “early experiences” of the new joinees

HR Touch Points



Performance Management

- It's not “once a year” or “once a quarter” activity
- Requires constant monitoring, feedback and rewards/reprimands
- Performance = Intrinsic Factors (competence, motivation, engagement, attitude) X Extrinsic Factors (organizational, environment, personal)
- Comprehensive, consistent & objective view is a must
- PDCA cycle helps in managing performance

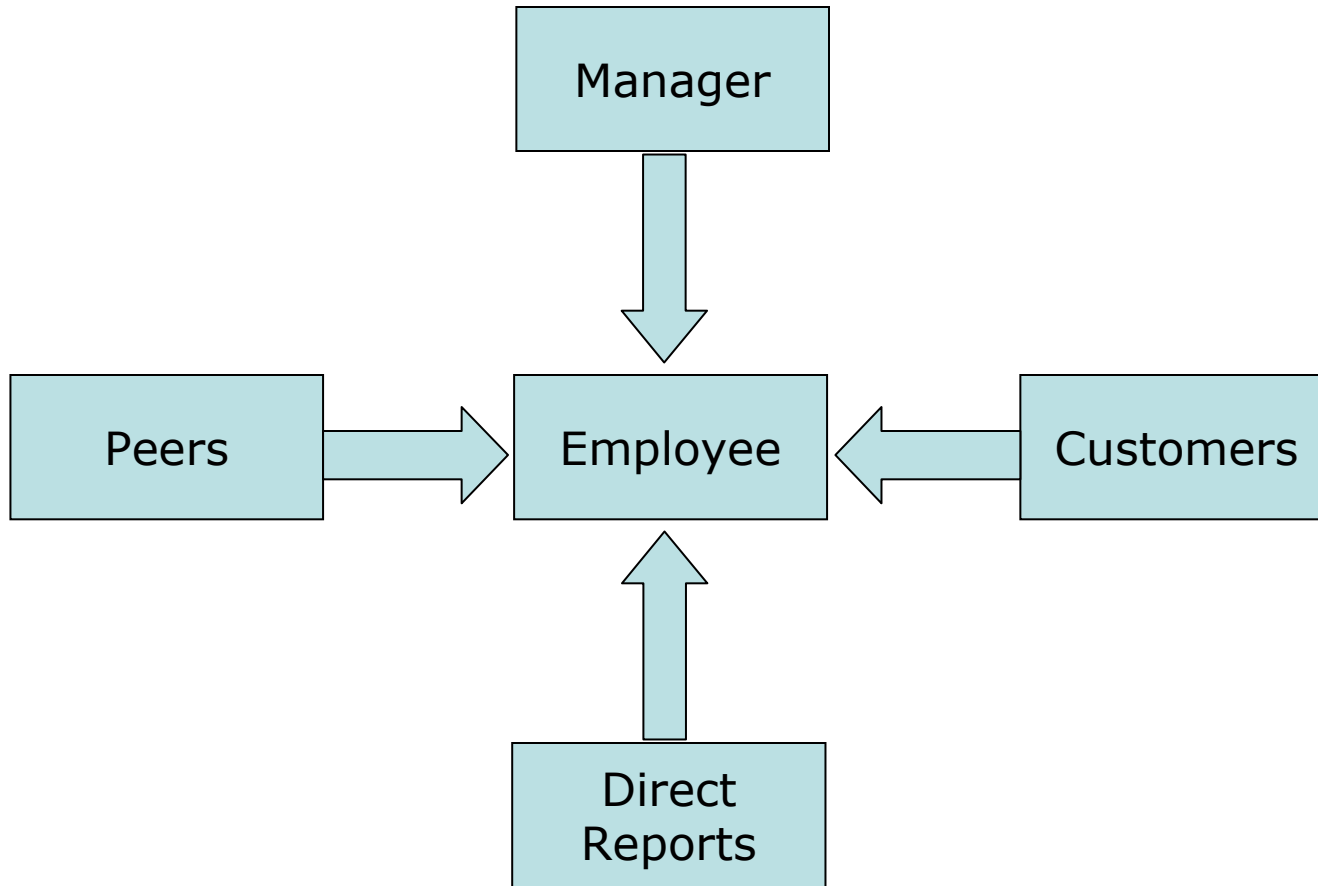
Handling Performance Issues

- Don't start with blaming the employee
- Identify the problem, mutually
- Establish reasons for the shortfall
- Decide on the action plan
- Resource the action
- Monitor & provide feedback
- Exhibit CARE

Performance Rating

- Requires a well defined framework
- Must be easy to decipher
- Transparency is the core
- Five point scale is the most ideal
- Forced rankings could be used to differentiate further

360 Degree Feedback



Development of 360 degree feedback

- Define objectives
- Decide on recipients
- Decide on who will give the feedback
- Decide on the areas of work and behavior
- Decide on method of collecting data
- Decide on data analysis and presentation
- Plan initial implementation program
- Analyze outcome of pilot scheme
- Plan and implement full program
- Monitor and evaluate

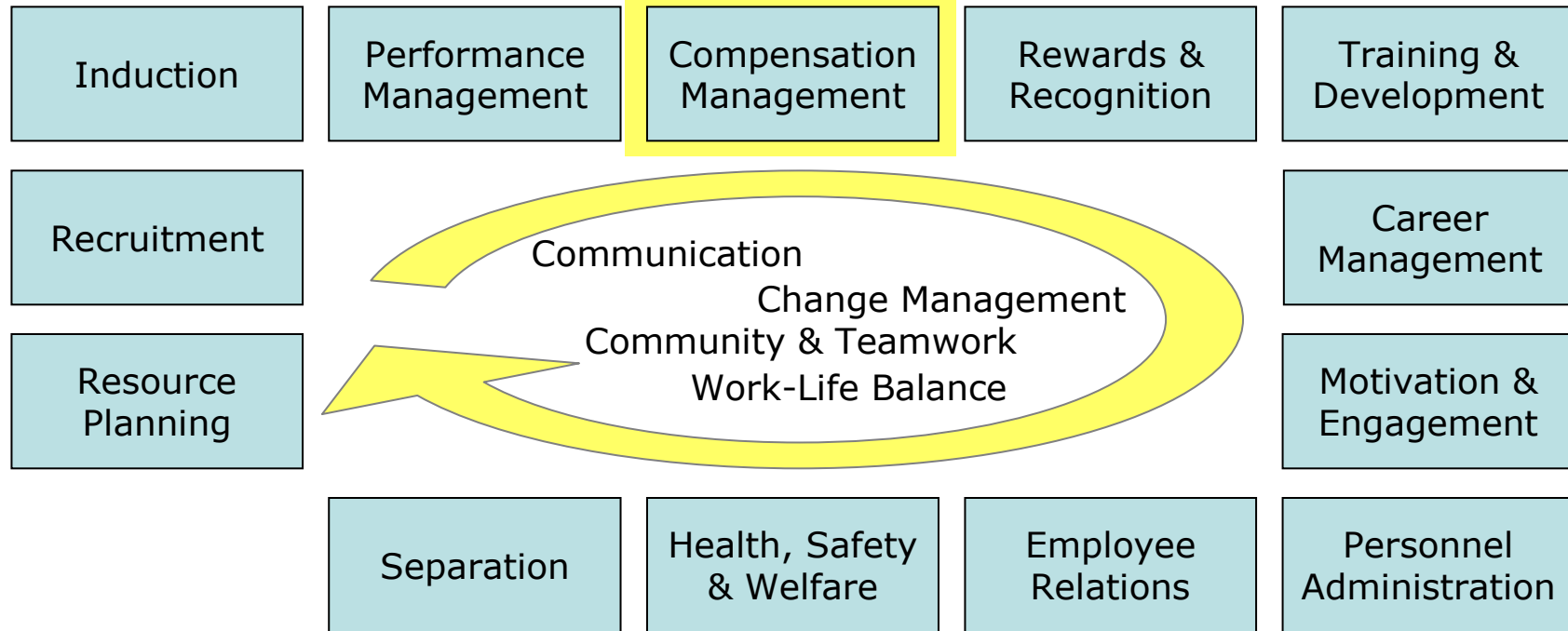
Advantages of 360 degrees feedback

- Individuals get a broader perspective of how they are perceived by others
- Increased awareness of and relevance of competencies
- Increased awareness by senior management that they too have development needs
- More reliable feedback to senior managers about their performance
- Reinforcing the desired competencies of the business
- Supporting a climate of continuous improvement

Problems with 360 degree feedback

- Lack of support and participation from senior management
- People not giving frank or honest feedback
- Lack of action following feedback
- Over-reliance on technology

HR Touch Points



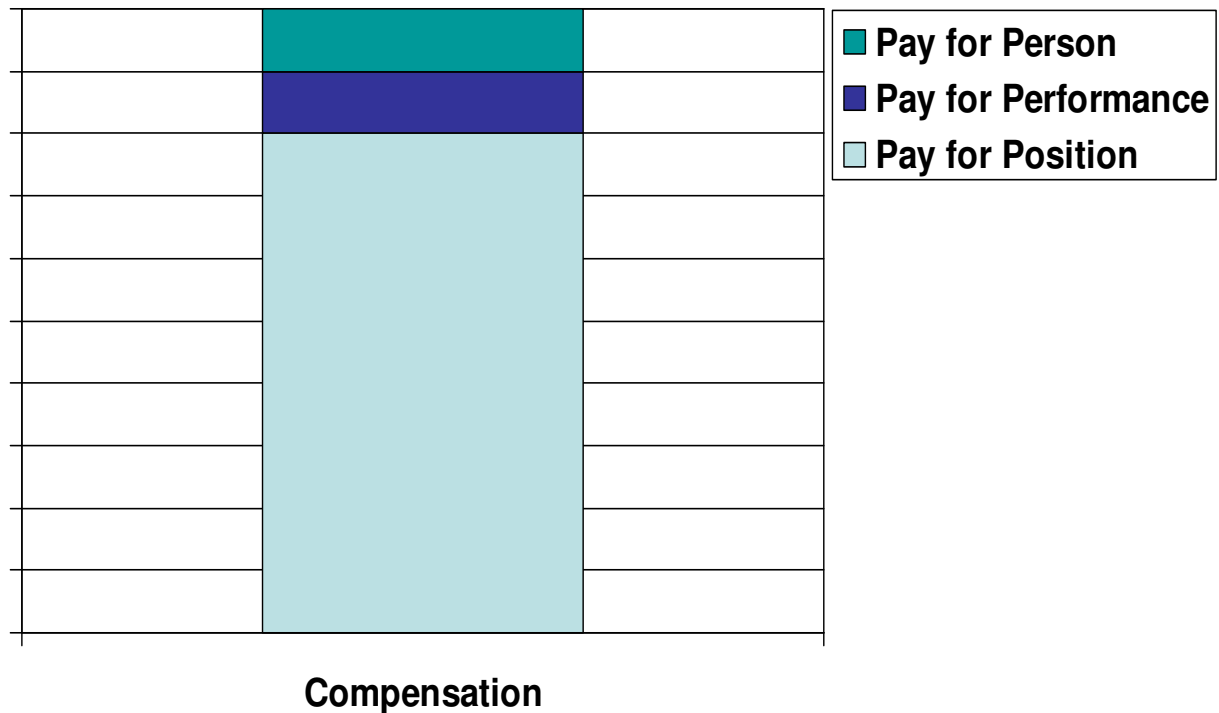
Compensation Management

- Clear compensation philosophy
- Robust compensation policy
- Equity, fairness & transparency
- Must have an established linkage with the Performance Management System

Compensation Management

The Three Ps of Compensation

It's extremely important to get the first "P" (Pay for Position) in place to generate a sense of fairness in the system.



Market/Industry

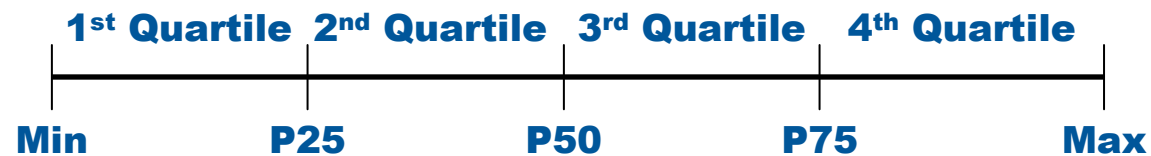
- It's not all the companies put together.
- It's a basket of 10 – 20 companies selected by the organization.
- This basket of companies is called as comparators.

Comparators

- Organizations that we gain talent from and lose talent to.
- Size, business model, maturity etc. are secondary factors in deciding on the comparators.

Market Data

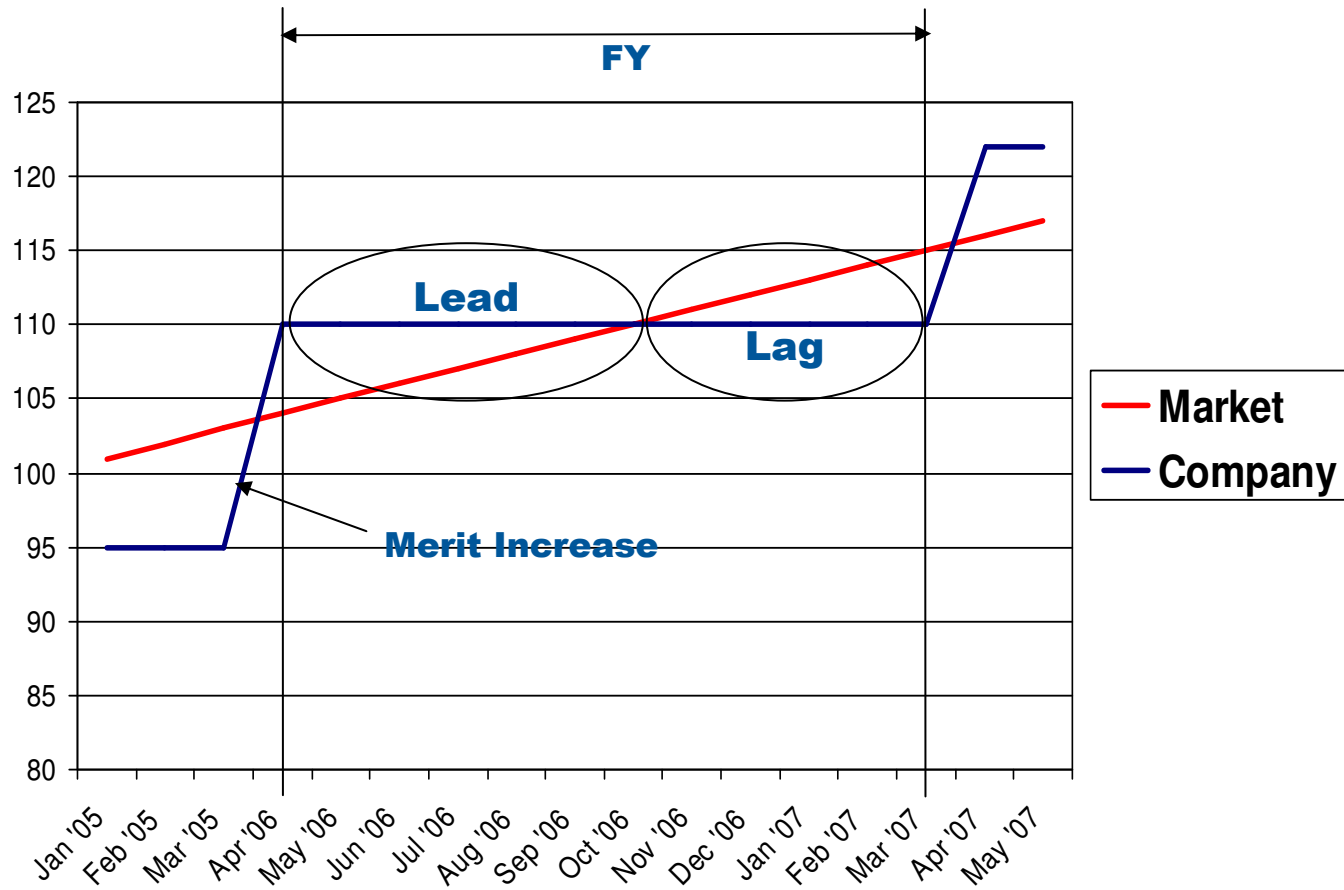
- Compensation analysis is largely statistical in nature.
- Median & percentiles are used instead of mean & percentages.
- Market is divided into 4 parts. These are called quartiles. The population is divided equally among these quartiles.



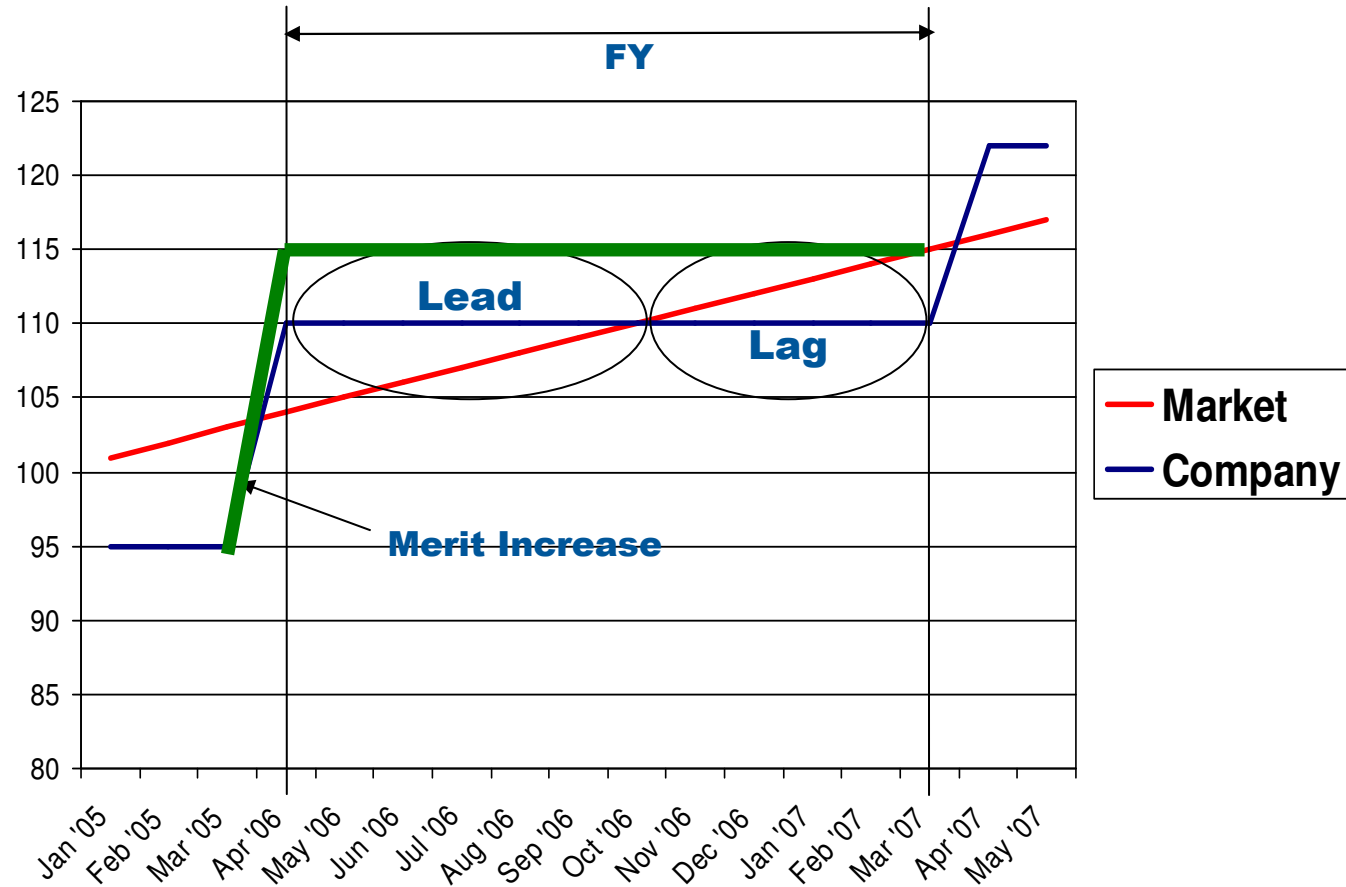
Positioning

- The quartile in which the organization's median for a position falls is called the compensation positioning for the organization.
- The percentile position of the market which corresponds to the median of the organization is called the percentile positioning for the organization.
- Organization's compensation philosophy & affordability play important role in determining the positioning of the compensation.

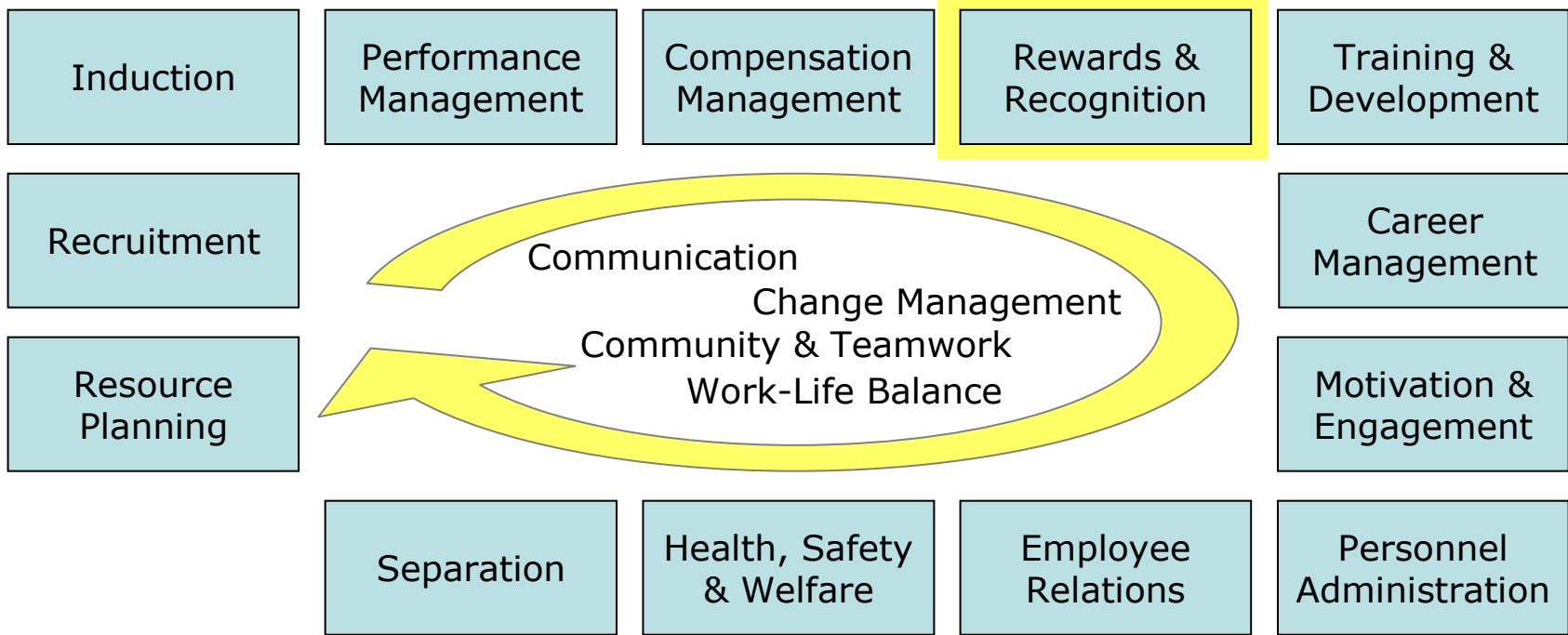
The Concept of Lead – Lag



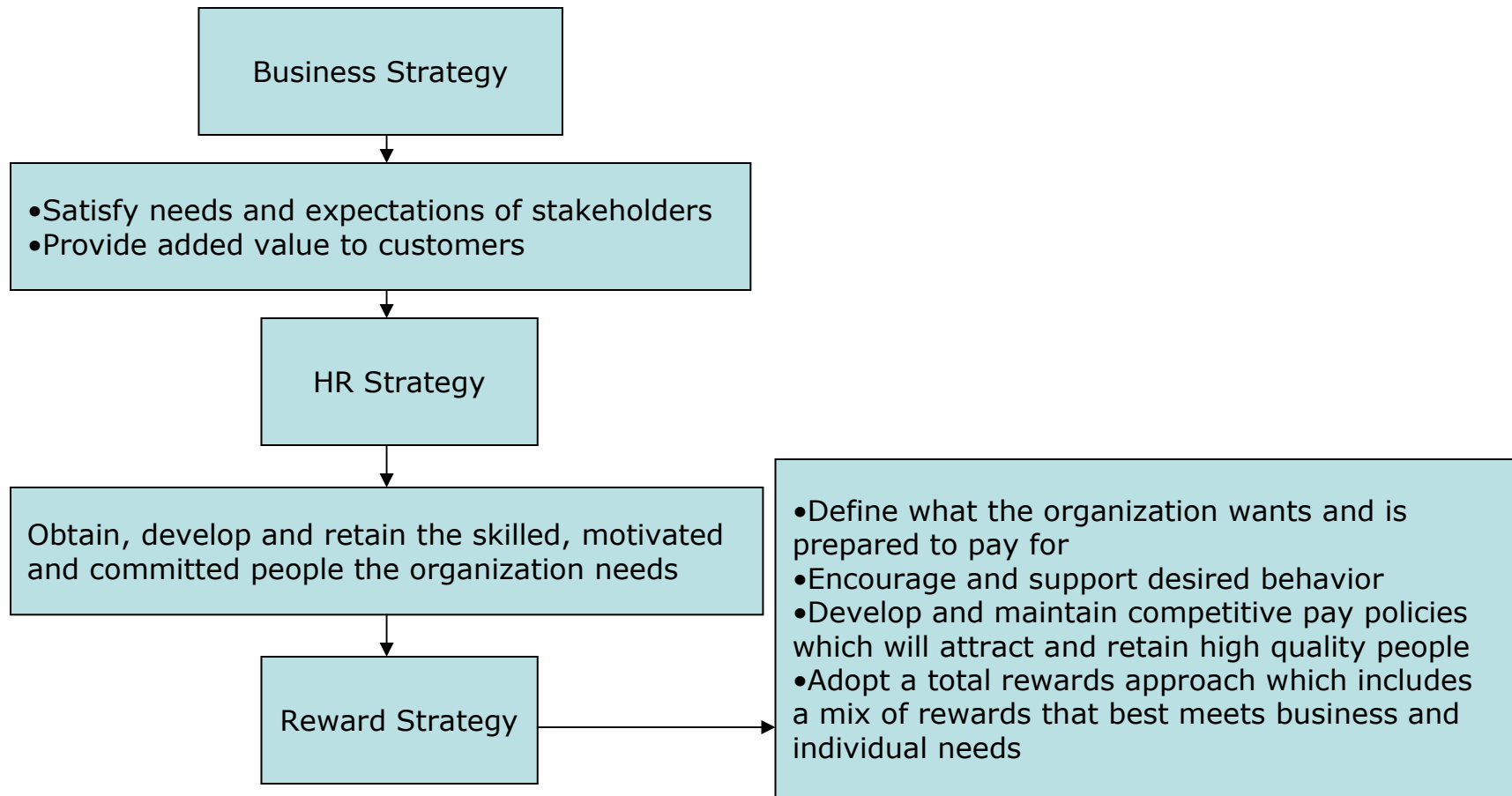
Ageing to counter the lag



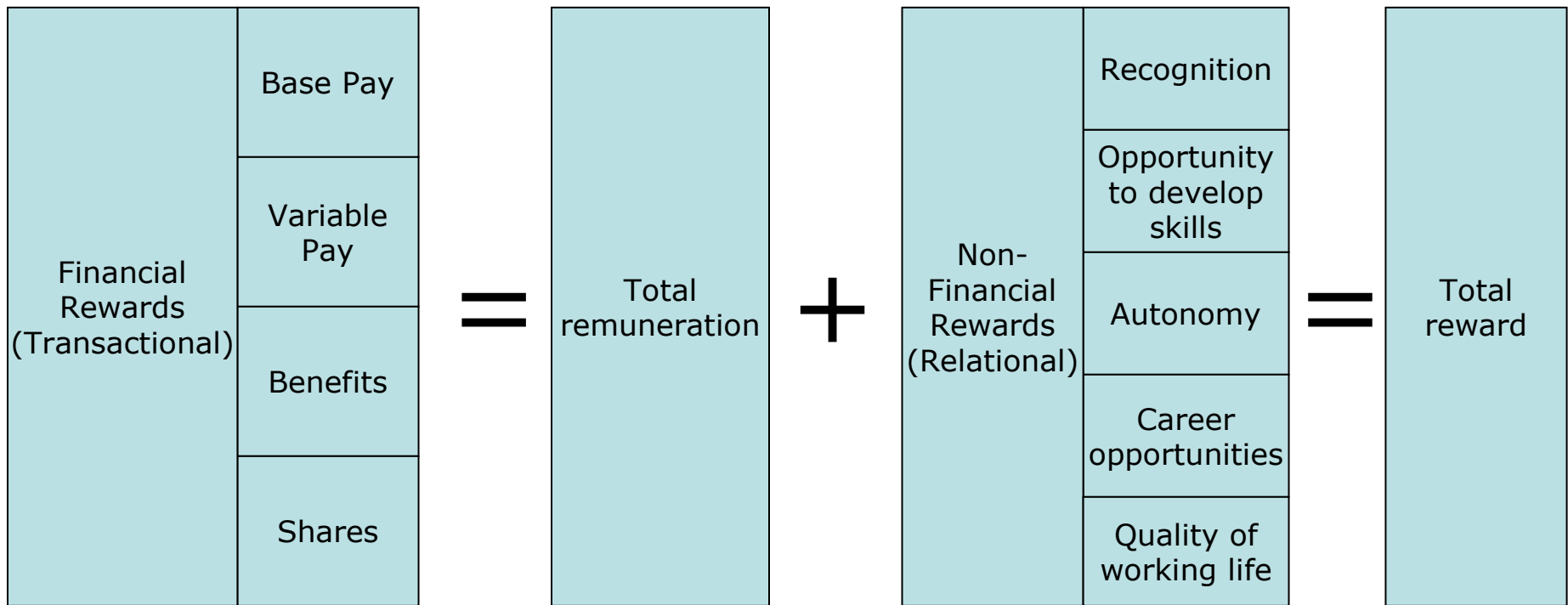
HR Touch Points



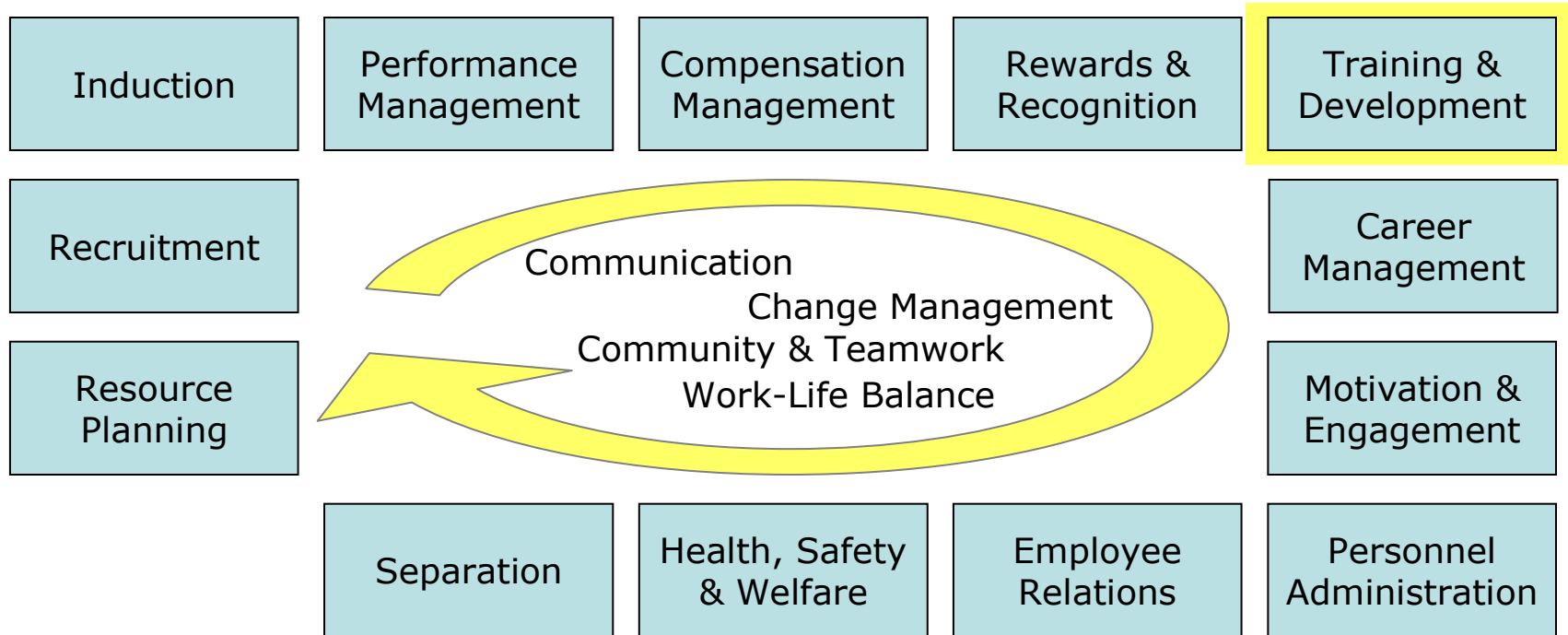
Rewards & Recognition



Total Rewards Framework



HR Touch Points



Training & Development

- Must be needs driven
- Having targets in terms of training days per person doesn't work well
- Identify the right medium
 - Training
 - Coaching/Counseling
 - Mentoring
 - Self-development
- Focus on ROI

Learning theories & concepts

Theory/Concept	Content	Practical implications
The process of learning	Learning is complex and is achieved in many different ways. The context is important.	Different learning needs require different learning methods, often in combination. Learning effectiveness depends on the extent to which the organization believes in learning & supports it.
Reinforcement theory	Behaviors can be strengthened by reinforcing them with positive feedback.	Reinforcement theory underpins training programs concerned with developing skills through instruction. In these, the learner is conditioned to make a response and receives immediate feedback, and process is made in incremental steps. Each directed to a positive outcome.

Learning theories & concepts

Theory/Concept	Content	Practical implications
Cognitive learning theory	Learners acquire understanding which they internalize by being exposed to learning materials and by solving problems.	The knowledge and understanding of learners can be enriched and internalized by presenting them with learning materials. Case studies, projects & problem solving activities can also be used for this purpose. Self-directed learning, personal development planning activities and discovery learning processes with help from facilitators, coaches or mentors are underpinned by cognitive learning theory.
Experiential learning	People learn by constructing meaning and developing their skills through experience.	Learning through experience can be enhanced by encouraging learners to reflect on and make better use of what they learn through their own work and from other people. Self-directed learning and personal development planning activities with help from facilitators, coaches or mentors are also underpinned by experiential learning theory, as is action learning.

Learning theories & concepts

Theory/Concept	Content	Practical implications
Social learning theory	Learning is most effective in a social setting. Individual understanding is shaped by active participation in real situations	Learning can be encouraged in communities of practice, and in project teams and networks.
Learning styles	Every person has his/her own learning style.	Learning programs need to be adjusted to cope with different learning styles. Trainers have also to flex their methods. People will learn more effectively if they are helped to learn 'how to learn' by making the best use of their own style, but also by experimenting with other styles.

Learning theories & concepts

Theory/Concept	Content	Practical implications
The learning curve	The time required to reach an acceptable standard of skills or competence which varies between people. Learning may proceed in steps rather than being a continuous process.	Recognize that progress may vary and may not be continuous. Enable learners to consolidate their learning, and introduce reinforcement periods in training programs to recognize the existence of learning steps.
The motivation to learn	People need to be motivated to learn effectively	Learners should be helped to develop learning goals and to understand the benefits to them of achieving them. Performance management processes leading to personal development plans can provide a means of doing this.

Learning Styles

- Accommodators
 - They learn by trial and error, combining the concrete experience and experimentation.
- Divergers
 - They prefer concrete to abstract learning situations, and reflection to active involvement. Such individuals have great imaginative ability, and can view a complete situation from different viewpoints.
- Convergers
 - They prefer to experiment with ideas, considering them for their practical usefulness. Their main concern is whether the theory works in action, thus combining the abstract and experimental dimensions.
- Assimilators
 - They like to create their own theoretical models and assimilate a number of disparate observations into an overall integrated explanation. Thus they veer towards the reflective and abstract dimensions.

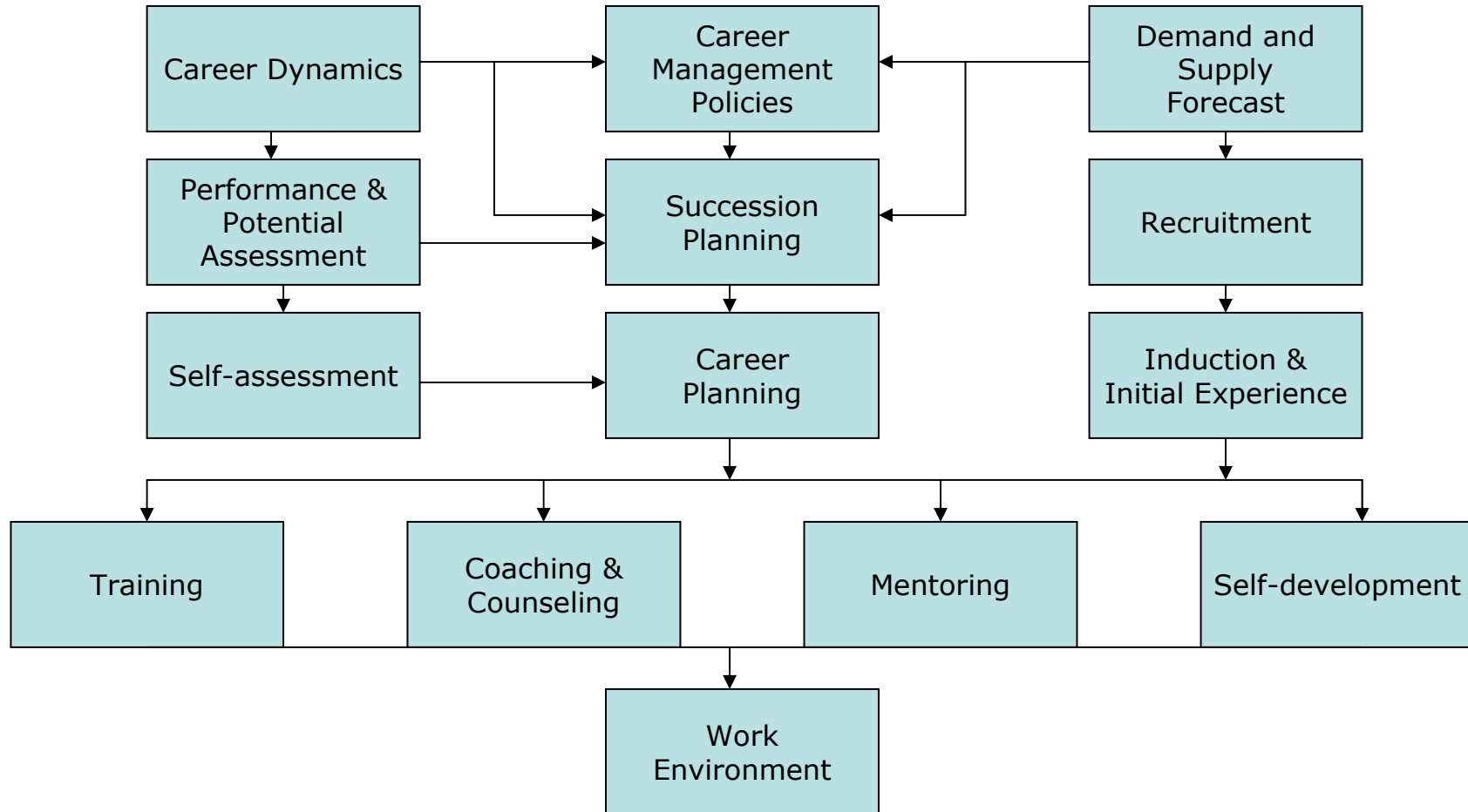
Learning Disabilities

- I am my position
- The enemy is out there
- The illusion of taking charge
- The fixation on events
- The parable of the boiled frog
- The delusion of learning from experience
- The myth of the management team

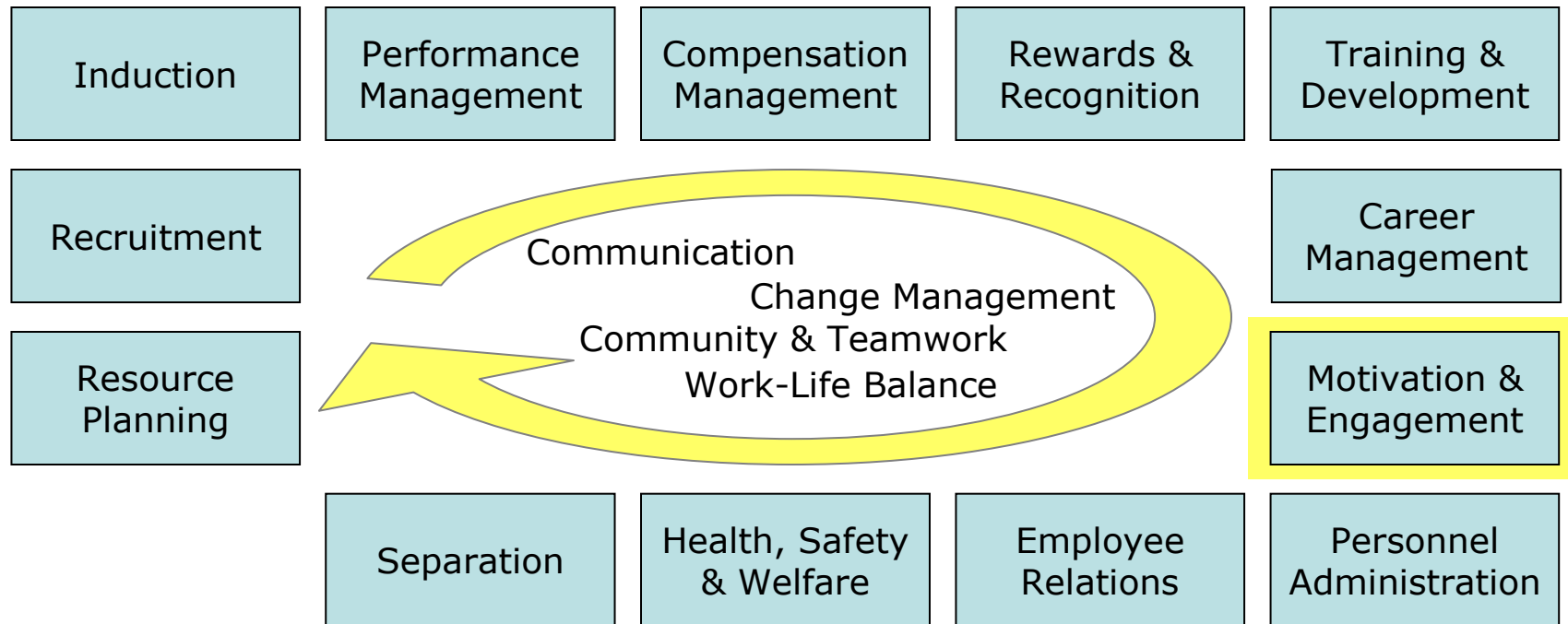
HR Touch Points



Career Management



HR Touch Points



Motivation & Engagement

(Productivity + Quality) =

Individual (Skills X Motivation X Fitness) X Environmental Factors

- Line managers play a very critical role in managing motivation & engagement levels
- “People join organizations, leave managers.”

Motivation Theories

- Taylor's Instrumentality Theory:
 - People will be motivated to work if rewards & punishments are directly related to their performance.
 - Also known as the “Carrot & Stick” theory.

Motivation Theories

- Maslow's Hierarchy of Needs

- Physiological
- Safety
- Social
- Esteem
- Self actualization

– Needs at a higher level only emerge when a lower need is satisfied.

Motivation Theories

- Herzberg's Two Factor Model
 - Two groups of factors affect job satisfaction.
 - Intrinsic Motivators or Satisfiers:
 - Achievement, recognition, work content, responsibility, growth etc.
 - Extrinsic Motivators or Hygiene Factors:
 - Pay, working conditions, culture, environment etc.

Motivation Theories

- Expectancy Theory by Vroom, Porter & Lawler
 - The concept originally given by Vroom as valency-instrumentality-expectancy (VIE) theory
 - Porter & Lawler refined Vroom's theory stating...
 - Motivation & performance are influenced by
 - » The perceived link between effort & performance
 - » The perceived link between performance & outcomes
 - » The significance of the outcome to the person

Motivation Theories

- Goal Theory by Latham & Locke
 - Motivation and performance will improve if people have difficult but agreed upon goals and receive feedback.
- Adam's Equity Theory
 - People are better motivated if treated equitably.

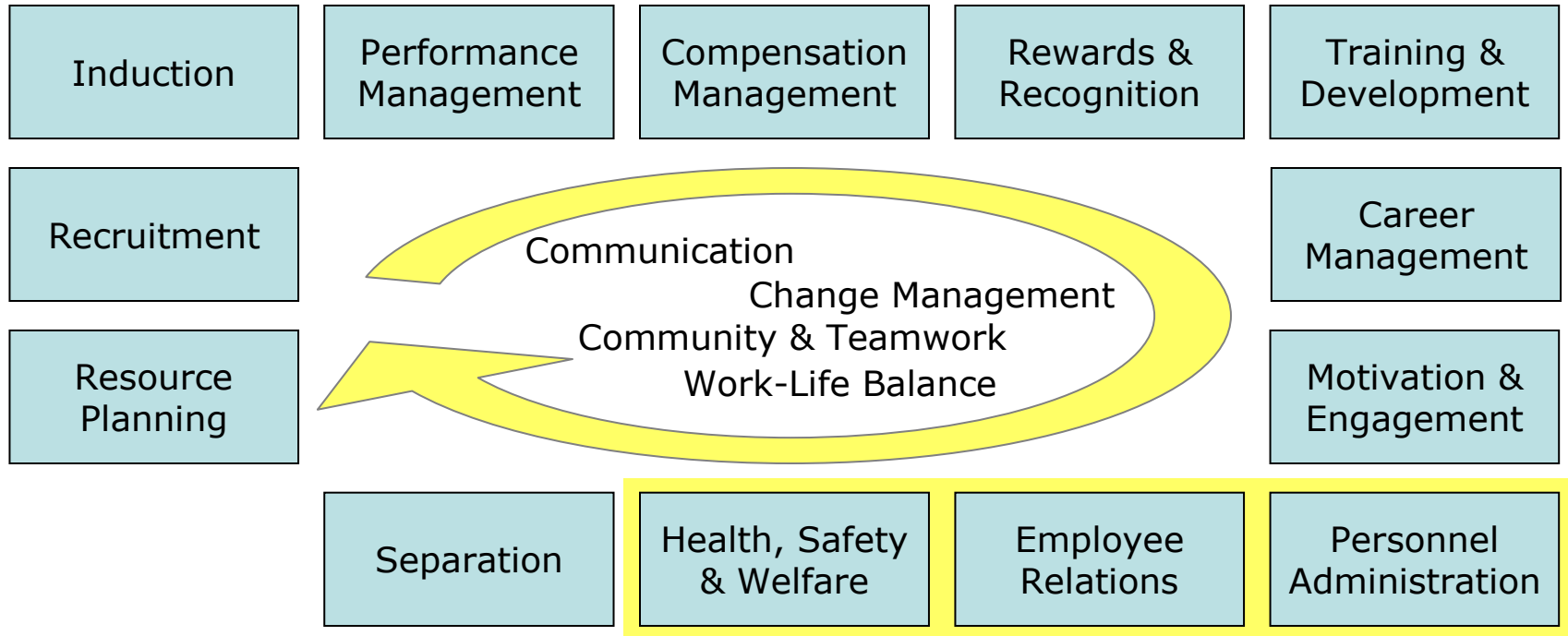
Guidelines from Motivation Theories

- Avoid “One Size Fits All” motivation strategies.
- Encourage development of performance management process with opportunities to agree expectations & provide feedback.
- Develop “equitable” reward systems with monetary & non-monetary means.
- Design jobs keeping in view the motivation to work, job enrichment, variety, decision making responsibility and as much control as possible.
- Develop a culture which supports process of valuing & rewarding the employees.

Employee Engagement Surveys

- Structured questionnaire
- Interviews
- Focus Groups
- Combination of above
 - Questionnaire & Interview
 - Questionnaire & Focus Groups

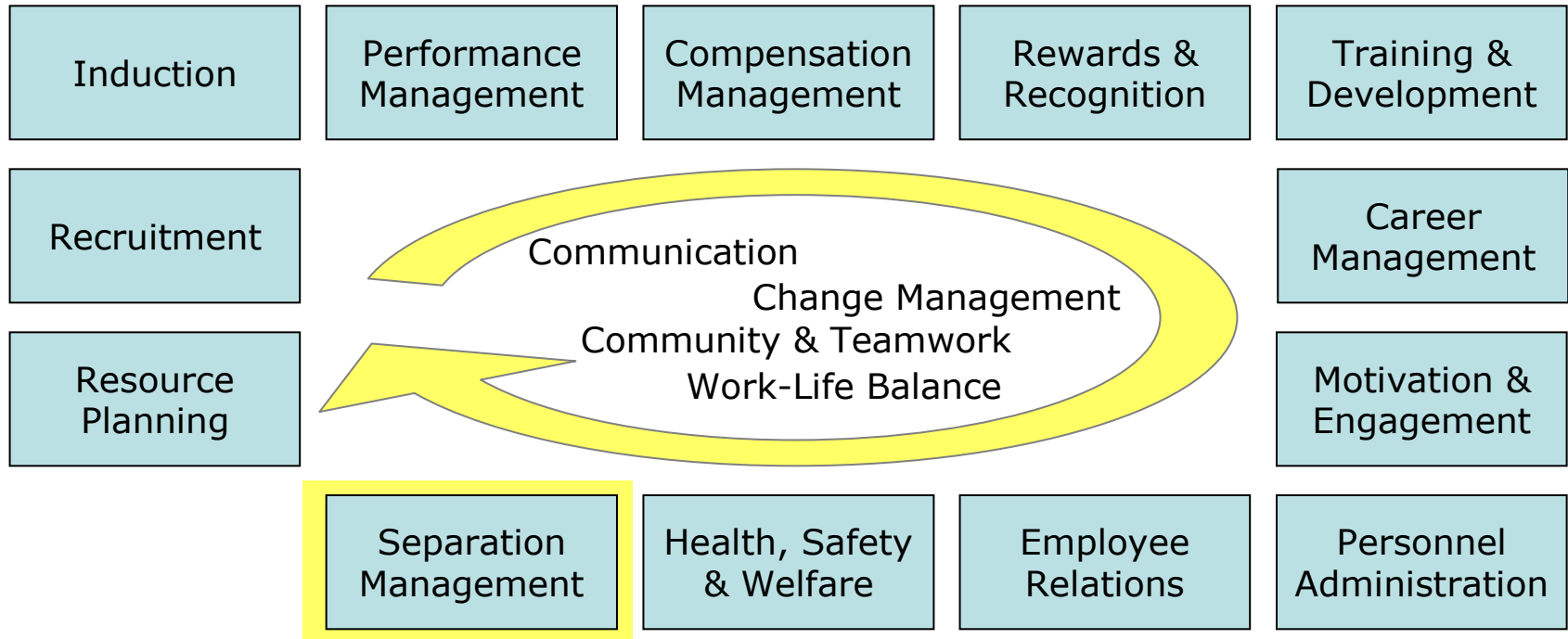
HR Touch Points



P&A, ER and Welfare

- Traditional role of HR
- Important factors
 - Robust policy frameworks
 - Well defined workflows
 - Appropriate automation
 - Care for employees
 - Connect with employees
 - Benchmarking

HR Touch Points



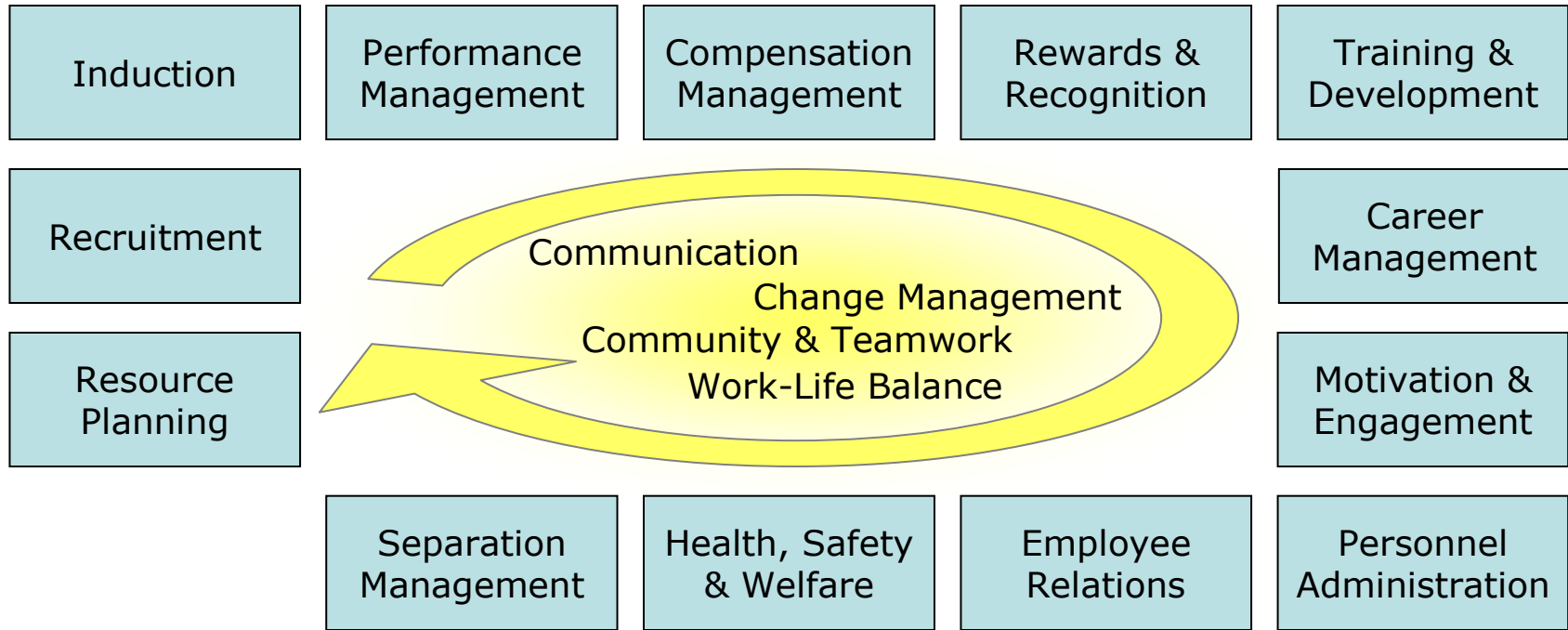
Separation Management

- First impression is the last impression, but the last is forever
 - Employee tend to remember the “first few” and the “last few” days in the organization more than the rest of the tenure.
- It’s critical to ensure that the separation is as painless as possible
- It’s equally critically to ensure that the separation process is perceived to be fair

Exit Interviews

- Provide useful information on which retention plans can be based
- Typical reasons for leaving could be any one or combination of the following
 - Compensation
 - Growth
 - Security
 - Working conditions
 - Relationship with manager
 - Relationship with the team/colleagues
 - Personal
- Requires skilful probing and sensitivity
- Exit interview findings in conjunction with Employee Engagement Survey findings can provide more accurate picture

HR Touch Points



Communication Areas & Objectives

	Communication Area	Communication Objective
Managerial Communication	The communication downwards & sideways of corporate or functional objectives, policies, plans & budgets to those who have to implement them	To ensure that the managers receive clear, accurate and prompt information on what they are expected to achieve to further the company's objectives
	The communication downwards of direct instructions from a manager to subordinate on what the latter has to do	To ensure that the instructions are clear and precise and provide the necessary motivation to get people into action
	The communication upwards and sideways of proposals, suggestions and comments on corporate or functional objectives, policies, plans & budgets from those who have to implement them	To ensure that managers have adequate scope to influence corporate & functional decisions on matters about which they have specific expertise and knowledge
	The communication upwards and sideways of management information on performance & results	To enable management to monitor & control performance in order that, as necessary, opportunities can be exploited or swift corrective action can be taken

Communication Areas & Objectives

	Communication Area	Communication Objective
Internal Communication	The communication downwards & sideways of information on company plans, policies or performance	To ensure that the employees are kept informed of matters that affect them, especially changes to working conditions, and factors influencing their prosperity and security. Also, to encourage employees to identify themselves more completely with the company
	The communication upwards & sideways of the comments and reactions of employees to what is proposed will happen or what is actually happening in matters that affect them	To ensure that employees are given an opportunity to voice their suggestions and fears and that the company is in a position to amend its plans in the light of these comments
External Communication	The receipt and analysis of information from outside which affects the company's interest	To ensure that the company is fully aware of all the information on legislation and on marketing, commercial, financial & technical matters that affect its interests
	The presentation of information about the company and its products & services to the government, customers, employment market & the public at large	To exert influence in the interests of the company, to present a good image of the company, and to persuade external agencies to engage with the company

Communication

- The strategy for internal communication should be based on analyses of the following.
 - What management wants to say?
 - What employees want to hear?
 - The problems being met in conveying or receiving information?

Communication Channels

- Magazines
- Newsletters
- Bulletins
- Notice Boards
- Videos
- Team briefings
- Intranet
- Internet
- Advertisement
- Press conference, release & coverage
- Events
- Apparels, collaterals & gifts

Community & Teamwork

- We all need to belong.
- Teamwork needs high priority & constant attention.
- Good people won't automatically be good team players.
- Since different people have different ideas and interests, the challenge is to seek widespread understanding, to reconcile or at least to coordinate differences, and to capitalize on the combined abilities of the team resources.
- Synergistic aspect of teamwork: Well-coordinated individuals can achieve results beyond the results obtainable by the individuals working alone.
- Dualism: People enjoy feeling good about the team they are in, as well as feeling good about themselves.
- Teamwork is a matter of “All for one and one for all.”

Work-Life Balance

- There's need for a documented policy of Work-Life balance which should define how the organization intends to allow employees greater flexibility in their working patterns so that they can balance what they do at work with the responsibilities and interests they have outside work.
 - The policy may indicate how flexible work practices can be developed and implemented
 - It may emphasize that the numbers of hours worked may not be treated as a criterion for assessing performance.
 - It may set out guidelines on specific arrangements that can be made, such as flexible hours, compressed work week, part-time working contracts, working from home, special leaves for parents, career breaks etc.

Change Management

- Change is the only constant in today's dynamic world.
- Managing change well is key to organization's success.
- Badly managed change may have serious consequences.
 - The frustrations of otherwise sound strategies.
 - The cost of implementation may rise.
 - Benefits expected from the change may be lost.
 - The human consequences of the change may become greater.
 - Motivation may be reduced.
 - People may feel confused.
 - People may lose faith.
 - Resistance to future changes may increase.

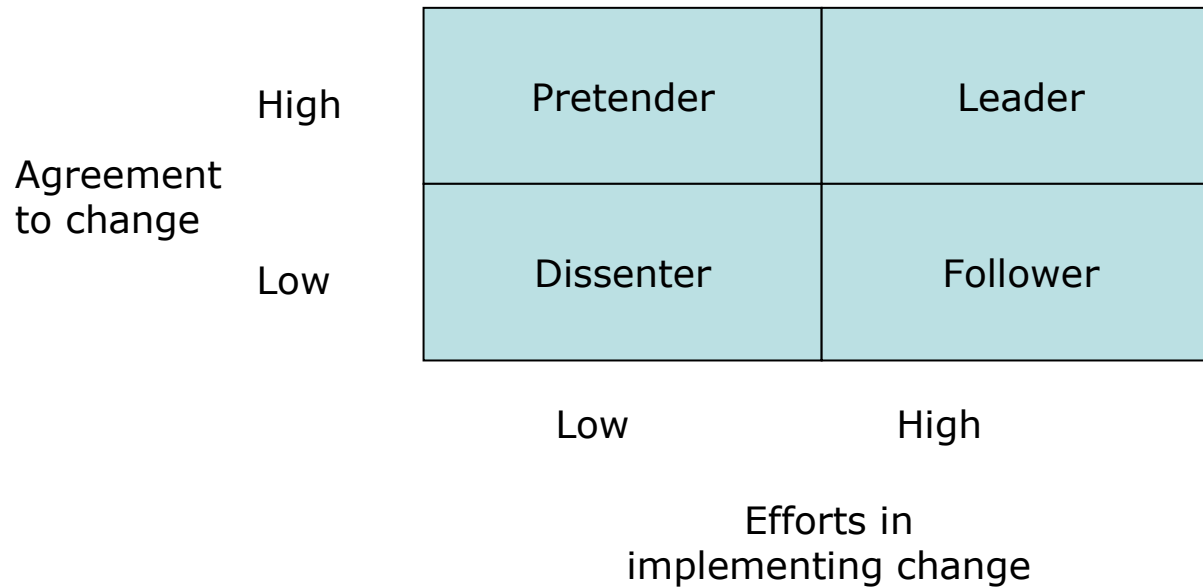
Change management styles

Urgency	Crisis	Visionary/ Persuasive	Dictatorial
	High	Visionary/ Charismatic	Coercive
	Low	Participative	Persuasive
		Low	High
		Resistance	

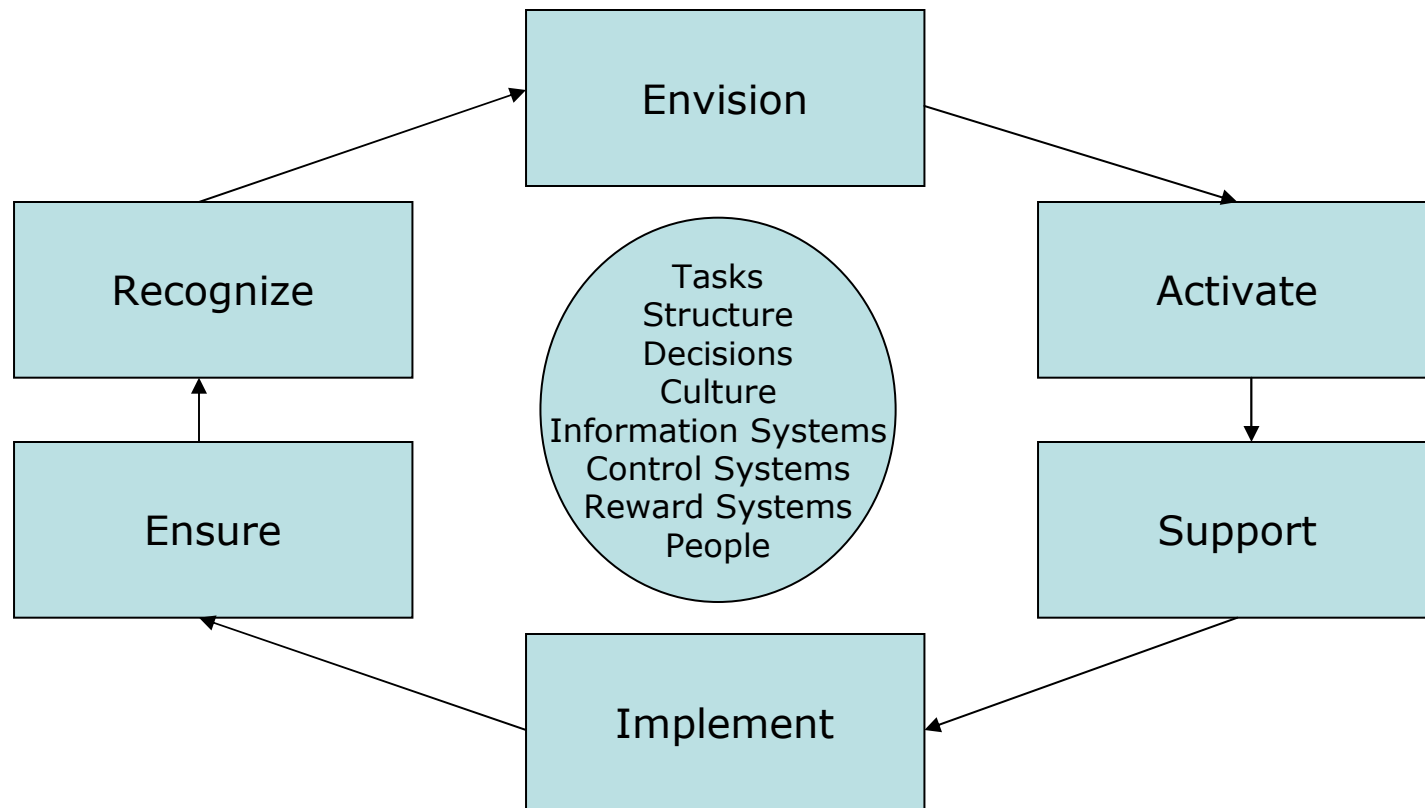
Resistance to change

- There could be many reasons for resistance to change
 - Actual threats
 - Risk aversion
 - Imposed change
 - Lack of faith in those making the change
 - A belief that something has been overlooked
 - Clash between the head and the heart

People responses to change



EASIER approach



Measuring HR Effectiveness

- WYMIWYG (What you measure is what you get) 😊
- HR is not so amorphous that it can't be measured
- Comprehensive metrics, in line with the organization's needs and priorities, must be put in place

Evaluating the HR Function

- Employee Behavior Criteria
 - Employee retention & attrition rates
 - Absenteeism rates
 - Ratio of suggestions received to the number of employees
 - Ratio of grievances to number of employees
 - Time lost through disputes
 - Number of references to industrial tribunals and the outcome of such references
- Service Level Criteria
 - Average time to fill vacancies
 - Time to respond to applicants
 - Ratio of joinees to offers made
 - Training Days per person
 - Time to respond to and settle grievances
 - Measurable productivity & quality improvement as a direct result of training
 - Ratio of HR department costs to profit, revenue or added value
 - Ratio of HR staff to employees

Evaluating the HR Function

- User Reaction Criteria
 - Understanding of strategic business imperatives
 - Anticipation of business & management needs
 - Ability to function as a business partner in the team
 - Quality of advice given in terms of its relevance, clarity, conviction & practicality
 - Speed of response to requests for advice or services
 - Promptness in dealing with grievances
 - Help to managers in identifying and meeting training needs
 - Extent to which training & development programs meet company/individual needs
 - Delivery of advice or services on improving the quality, performance and motivation of staff

Evaluating the HR Function

- Employee Satisfaction Measures
 - The extent to which employees believe promotion, job evaluation, performance appraisals, compensation system and grievance processes operate fairly
 - The degree to which they are satisfied with compensation & benefits
 - The extent to which they feel they are involved in decisions that affect them
 - How well they feel they are kept informed on matters of importance to them
 - The consistency with which HR policies concerning pay, equal opportunity, etc are applied
 - The opportunities available to them for training and development
 - The degree to which their work makes the best use of their skills and abilities
 - The extent to which they are clear about what is expected of them
 - The support and guidance that they receive from their managers
 - The working environment from the point of view of health & safety, and the general conditions under which they work
 - The facilities (cafeteria, car park etc) which they are provided
 - The climate and management style of the organization

Auditing the HR Function

- One can go in for PCMM certification which shall ensure that the HR best practices are naturally adhered to.
- Internal audits are useful too. Following is a sample audit questionnaire.
 - What strategic contribution is being made by HR to the achievement of business/corporate objectives?
 - To what extent are there well-articulated and agreed HR strategies which are aligned to the business strategy and which are integrated with one another?
 - What role does HR currently play? Is this role appropriate in the context of the organization?
 - To what extent has the responsibility for HR issues been devolved to the line management?
 - How well does HR reconcile the need of devolution with need to ensure that organizational, ethical and legal obligations & requirements are being met consistently?
 - What evidence exists that HR is being innovative in a practical and business-like way, based on an analysis of the business and people needs of the organization and benchmarking?
 - How well is HR performing in terms of service delivery in areas such as recruitment, training, reward management, safety & welfare, the management of equal opportunity & diversity, advice on employment law and legal obligations, the provisions of employee assistance programs and the maintenance and use of personnel information systems?
 - To what extent does HR express proper concern for ethical considerations, the interests of all stakeholders, enhancing the quality of working life and achieving a satisfactory work-life balance?
 - What contributions have HR made to the improvement of the employee relations climate?
 - How well is HR performing in terms of quantitative measures such as added value per employee, absenteeism, attrition etc?
 - How well is HR regarded by its customers – management, line managers and employees?
 - Is the HR function well-organized and properly staffed with qualified professionals who are actively concerned with continuous professional development?

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