

### More hires, less time

According to P S Srikumar, VP, TalentPro India, very often, HR managers recruit under stress. A department in dire need of people puts undue pressure on the recruitment division and many a times, this results in a hiring mistake, as under such circumstances, the aspirations of the candidate may not commensurate with the needs to the role. A wrong hire is worse than having that position vacant. The recruitment carried out as a short-term solution to filling a vital position or in haste often creates larger problems, as under such occasions, HR is unable to map a career path for candidates, and this in turn, leads to further attrition.

### HR, the "administrative" manager

The mention of the word "HR" brings to mind the picture of a person who conducts induction sessions, checks pay rolls and monitors attendance records, right? Even after the drastic changes that have taken place at the workplace, many HR managers are still stuck in this pre-defined role. According to Satyanarayana Vinjamoori, head - human resources, ADP India, the focus of HR is on administrative functions even today. HR managers usually tend to focus on hiring numbers, attrition rates, payrolls, attendance records, etc. Instead, HR has to step back and focus on 'what can we do that would help the business achieve its goals', which usually translates to better productivity, more business, etc.

### Less consideration to generational differences

Imagine a workplace where one set of people come in strict formals, have a very conservative approach towards work and compensation and think only about work while at office! And another set of people who reach office in trendy casuals, flaunt their smart phones, tune to ipods at their desk or catch up with friends online and simultaneously do their work! This is today's workplace - a meeting ground of people from different generations. HR fails to acknowledge the generational

differences and tends to draft organisational agendas that are not in alignment with the needs of the multi-generational workforce. Experts suggest that a one-size-fits-all policy will longer work in today's dynamic working environment



GETTY IMAGES

# OOPS!

## I did it again!

It's vital for HR today to exercise caution while formulating people management policies, in a quest to keep errors at bay. **Priya C Nair** lists a few goof-ups that firms should work towards addressing

and hence, strategies need to be formulated keeping these factors in mind.

### Knowledge trickles from the top! Really?

According to Subrat Chakravarty, HR head - business services, HCL Technologies, a common mistake made within the organisation is the belief that knowledge resides at the top. "It is imperative that we recognise that the knowledge resides with the employees, an organisation's most valuable asset. HR managers have to play a pivotal role in inverting the organisational pyramid. They have to create an intrusive environment and emulate the concept that employees are the key and must create a framework of processes, policies and ways of

working to support, provide knowledge, empower them, and recognise and reward them," adds Chakravarty

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**Industry expert:** Sudhanshu Pandit, director - HR, Symantec Corporation

**Topic:** Workforce integration at the backdrop of mergers & acquisitions **Date:** April 27, 2011 (Today!)

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