

Project #2



**ASSIGN
BUSTER**

Dr. Keerti B, general manager of Human Resources at Coramandel Infrastructure Pvt. Ltd. was interviewed in order to determine the ways in which the HR process in the company could be improved. The organization is growing, and currently comprises 140 employees in 8 locations. Dr. B emphasized the necessity of maintaining a strong relationship between the HR department and line management, in order to optimize the support that HR is able to provide for both management and staff. It is also emphasized that HR is a support rather than a strategic function, providing support in connecting staff and management for the purpose of optimizing the working relationship. Dr. B identifies three main challenge areas that need to be addressed by the company: talent acquisition, compensation, and training and development.

I. MACROPLAN FOR IMPROVEMENT

The most important problem in HR appears to be market changes that increase manpower costs. The result is that compensation is not well balanced with talent, which causes delays in the recruitment process. The company then suffers losses in terms of time schedules and workload issues. Furthermore, a lack of sufficient talent and manpower places more stress upon existing employees, with the result that performance suffers.

The first strategy to handle this problem can be to implement training and development for staff as they are recruited. The compensation package can then include bonuses and rewards as staff becomes better trained. For existing staff, a bonus and reward system can also be implemented. Staff who volunteer for certain levels of training and completing these successfully can for example be rewarded by various means. This could include raises, bonuses, or other forms of reward such as holidays.

In terms of talent acquisition, appropriate members of staff can be identified to help with this. Staff can for example be asked to identify potential talent in their social circles. Internal advertising can furthermore be used to recruit existing staff to alternative positions within the company, as they already know the company setup and work done within it. Concomitantly, management have built a relationship of trust with existing employees, which makes internal recruitment a viable option.

In training and development, costs are rising as a result of the need to train and develop. In order to address this problem, alternative incentives to compensation can be implemented. Rewards can for example be given by providing promotion or additional holidays for persons so involved. Newly trained employees can furthermore be required by contract to spend a certain amount of minimum time to train and develop new staff.

According to Dr. B, an area that has enjoyed sufficient attention is the payroll management and exit strategies. Employees receive the benefits of sufficient paperwork and a fixed payment date in return for their services. This improves the company's image for employees.

II. RECOMMENDATIONS

It is recommended that existing talent be identified and targeted towards solving the HR problems currently experienced. Staff can be used to help the HR department solve the existing problems experienced. Recruitment and training and development can be greatly enhanced if, as suggested above, the talent already inherent in the company is used to develop new talent. This can also help to keep the costs down.

III. SUMMARY AND NEXT STEPS

The next step is to identify appropriately talented people among staff

members who can handle HR responsibilities in a targeted way, together with their current workload. Training and development is the most important area of focus in this regard