

The Human Resource

Quarterly Publication of National Institute of Personnel Management - Karnataka Chapter

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Editorial Committee



B C Suresh



Dr. Pandu Naik



H C Kubera



Balaji Babu



Prakruthi Shetty



Divya N Harithas



National Institute of Personnel Management Karnataka Chapter

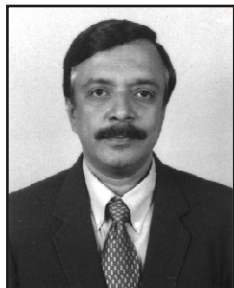
C-209, 2nd Floor, Blue Cross, Chambers, No. 11, Infantry Road Cross, Bangalore - 560001.

Phone : 080 - 25591481, Website : www.hr-nipmkc.org

E-mail : nipmkc@gmail.com, thehumanresource@nipmkc.org

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From the Chairman's Desk



My warm greetings and good wishes to each one of you on behalf of my team from NIPM, Karnataka Chapter.

I am delighted that our Chapter has reached a significant milestone in achieving our long awaited goal of securing land for building a bigger and world class Institution of Learning in Bangalore. **Sri B Premnath Reddy, Chairman of the Acharya Group of Institutions**, has donated two acres of prime land on a long term lease at their premises (Hesaraghatta Road) to NIPM Karnataka Chapter. We are in the process of finalizing the formalities and will surely keep members informed on future plans and developmental activities. The main architect of this achievement is **Mr. G R Ramanath**, past Chairman of our Chapter. I congratulate Mr. Ramanath for his efforts and I do not think we would have achieved this feat without his perseverance and commitment to the cause of NIPM. However, 90% of the work is yet to be done and for this we certainly need the involvement and support of members. I keenly look forward to your views, suggestions and support in this regard.

I am also happy to see a good response to our evening lecture programmes. Let me assure you that our team is committed to deliver superior services to the members and we sincerely hope more and more members would take active involvement in the Chapter activities in future.

We are happy to bring to you the third edition of our quarterly publication "The Human Resource". The Publication Committee has been putting their best efforts to bring out informative and thought provoking articles, perspectives, interviews etc., on latest trends in HR. I am hopeful that all readers will enjoy reading our publication.

As we have come to the end of the financial year, I urge upon Corporate and Associate members to renew membership in case you have missed it and also to respond to our appeal (published in this issue) by contributing generously to the 'building fund'.

Best wishes to one and all,

Dr. P Sathyanarayan
Chairman - NIPM-KC
(nipmkc@gmail.com)

Editorial

Organizations in the current economic scenario are faced with multiple challenges which have necessitated review of some of the business structures and processes. As a result, acquisitions, mergers, and liquidations are forming part of the restructuring process with an objective to achieve operational excellence and provide solutions of superior value to customers in terms of cost, quality and service. As we all know, there is no ready solution which can be applied to all organizations and hence we find different organizations experimenting with different solutions. It is a tough situation and the leadership team in organizations need to actively engage to keep the situation under control.

On the HR front, reviewing current processes to eliminate non-value added activities, engaging employees in productivity enhancing initiatives, retaining talented people, training employees to multi task, controlling employee compensation and benefits costs, correcting some of the 'not so good' practices followed earlier etc., are some of the primary engagement areas.

No doubt, the extraordinary measures being taken to meet the extraordinary situation are having its own impact on people, but it has become inevitable under the present situation. The compounding effects of the hardest measures like reducing the head counts, restructuring of employee compensation and benefit etc., are bound to create a fear of insecurity and even hurdles in building confidence among the employees. This is a testing time and hence, managing people in this critical context calls for innovativeness and maturity on the part of HR and leadership team.

In order to understand how the organizations are coping with turbulent situation, we felt that the theme of '**Managing People during Turbulent Times**' is an apt one to delve upon. We are happy to feature enlightening articles on the theme by eminent authors.

We wholeheartedly appreciate the support and the encouragement given by our readers for the last two issues of the journal. The Editorial Committee is constantly endeavouring to add value to our readers in bringing different perspectives on current HR trends and practices and also adding new concepts. In order to continue with improvement process, we seek active involvement of members by way of contributing articles, best practices, anecdotes, jokes, advertisements etc.

Happy reading and best wishes to one and all,

- The Editorial Team

The man who really wants to do something finds a way; the other man finds an excuse

NIPM - KC GETS A GIFT FROM A PHILANTHROPIST EDUCATIONIST

Dear Members,

You all might be aware that NIPM Karnataka Chapter has been striving for the past several years with an ambitious plan to own bigger premises with world class facilities and amenities. Some of the senior members and past Chairmen of the Chapter had put in their best of efforts to secure a land at a concessional rate and to build our own premises. Now, there is good news.

Sri. B Premnath Reddy, Chairman of the **Acharya Group of Institutions**, has made a gracious donation of two acres of prime land on their premises (Hesaraghatta Road) to NIPM Karnataka Chapter and also offered additional help to provide services of architect to create our building. NIPM Team lead by its Chairman Dr. P Sathyanarayan met Sri. Premnath Reddy during the first week of March and finalised the offer officially with an exchange of concepts and proposals.

Acharya Group of Institutions is running many courses like Engineering, Nursing, Fashion Technology, Business Management and Commerce apart from Management Studies and has been operating in its own premises at Soladevanahalli on the Hesaraghatta Road, adjoining the National Highway-4 (Bangalore-Mumbai Highway). The Institution has to its credit a good infrastructure to impart quality education for students, an auditorium, stadium, and state of the art Conference facilities and attracts students not only from India but from other countries also. Sri. Premnath Reddy, the visionary leader and Chairman of the group, has made this generous offer to the Chapter which was announced officially on the flagship programme of NIPM THE HR PROFESSIONALS' DAY on 25th January 2009.

The Acharya campus is a sprawling 200 acres of land with more than 10 institutions and guest houses running there. The area is well connected by road and is going to be connected to the Peripheral Ring Road (entry-exit point) in a very short span which would make the Institute more prominent and visible. The land is encircled by many reputed places like Nrithyagrama (the famous dance village), Dairy Research Institute, The Indian Institute of Agricultural Research, Bangalore International Exhibition Centre and Peenya Industrial Area in the periphery apart from some of the leading industries. Hence, it is going to be a prominent landmark place in the near future. The area is calm and peaceful with serenity built around its ambience and has few other engineering institutions and nursing colleges also.

NIPM Karnataka Chapter is ever grateful to the gracious offer made by Sri. Premnath Reddy. We would like to collaborate with him in his visionary objective of building a stream of "Employable young graduates and post graduates" who



Campus of Acharya Group of Institutions

could serve the industry fraternity and the country with dedication. Now is the time for all of us to rise to the occasion and make good use of the offer made by Sri. Reddy. Our dreams are to build a 'State of the Art' learning centre with facilities like convention centre; training class rooms; office block; guest house with few rooms; an exhaustive library; and other administrative needs all these surrounded by greenery for an impressive atmosphere and environment that would be conducive to learning and information sharing.

The NIPM Educational and Development Trust, Karnataka Chapter is in the process of preparing a comprehensive action plan and the same will be shared with the members in due course of time. As you all know, this mammoth task cannot be completed without the involvement and support of members of the Chapter and other well wishers. To begin with, **WE WOULD REQUEST ALL THE MEMBERS TO GRACIOUSLY SUPPORT THIS PROJECT WITH A MINIMUM CONTRIBUTION OF Rs. 5,000/=**. This can also be paid in two or three monthly instalments. Contributions from employers, corporates, small and medium entrepreneurs, associates and other philanthropists would add up to speeding up the project.

Contributions may be paid by cheque / demand draft drawn in the name of "NIPM-KC Educational and Development Trust" and handed over at the earliest to either to Dr. P Sathyanarayan, Chairman, Karnataka Chapter or to Mr. G R Ramanath, Chairman, Government Educational Institutes Interaction Committee, Karnataka Chapter.

LET US SEE TOGETHER A VIBRANT AND ILLUSTRIOUS NIPM KARNATAKA CHAPTER IN ITS NEW BUILDING AND HAVE AN INTERNATIONAL CONFERENCE ON HUMAN RESOURCES AT THE EARLIEST.

Dr. P SATHYANARAYAN

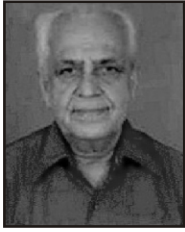
Chairman - NIPM KC
Phone: 9945510746
E-Mail: nipmhc@gmail.com

G R RAMANATH

Chairman - Govt. & Educational Institutes
Interaction Committee, NIPM KC
Phone : 9845023368
E-mail : grr@acedesigners.co.in

Man cannot discover new oceans unless he has courage to lose sight of the shore

READERS' VOICE



To: The Editor,

I must thank the Karnataka Chapter and congratulate the editorial board for the recent two issues of "The Human resource". The contents are highly educative and topical, focusing on two vital themes. The 3 H (Head, Heart and Hands) approach to Employee Engagement and the emphasis given, not merely on numbers but also on context, while highlighting the importance of HR Metrics, are commendable. The Case Studies and the Interviews concerning the themes cover the science as well as the art of HRD and HRM. The vital "Social" dimension of HR, to a certain extent, is reflected in the write up on Labour Laws.

Interviews with the Past Chairmen of NIPM, Cross Word, Book Review etc., add a personal touch to the Journal, while the front cover pages are very relevant, the lay out and the get up are quite professional and pleasing.

I wish "The Human Resource", a long successful life. You may consider the following suggestions for its improvement:

- 1) A bit of healthy humour can be added through Cartoons and jokes on the themes covered by the issues.
- 2) The Address, Telephone No. and E-Mail if any, of the Past Chairmen shall be mentioned while reporting the Interviews with them.
- 3) Proof reading shall be made more effective to avoid grammatical errors that are found in these two issues. For Example; a) Prof. K B Akhilesh's article, b) Book Review by Ms Prakruthi Shetty.

I wish NIPM Karnataka Chapter and "The Human Resource" all the best in its future endeavours.

S A S Murthy

Former Chairman, NIPM KC

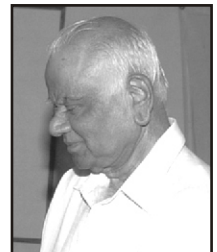
Dear Members of the Editorial Team,

Let me congratulate the entire team for bringing out the issue on HR Metrics. It is very timely when many have been questioning the value addition contributed by HR Executives.

The interview with Prasad Kumar, Executive Director of GMR Group which is also in the issue has raised the same issue of doubtful contribution by HR Function. He has articulated the views of a very large number of Executives in large organizations. It is true that many HR Executives are seeking growth in general management. But it is equally true that many line executives in production & marketing are seeking careers in HR.

"Trust in God, rest on data" is often quoted to indicate the need for data based criticism rather than critical comments on any issue without data. The Issue has discussed all aspects of making HR function

objective by developing appropriate metrics for evaluating their contribution. Earlier the metrics were adopted for evaluating Training efforts on safety management, absenteeism. But it is now required to be drawn on a broader basis by obtaining the expectations of Top management from the HR function, convert them to appropriate metrics and objectively justify the contribution of HR function to the Organization. The issue has given adequate details as to how organizations can use HR metrics to evaluate the HR function.



Thank you once again for a very good Issue of THE HUMAN RESOURCE

N.P. Manjunatha

Former Chairman of NIPM-KC

The real measure of a man's wealth is how much he would be worth if he lost all his money

HR Metrics issue has come out excellently. It is better than the previous issue. Good articles and excellent presentation. Congratulations for the entire team.

Ram K Navaratna,
Chief Executive, HR Resonance.

Dear Editor,

I have gone through the journal "The Human Resource" for the first time in my client's place. The magazine has got very good information about HR and Learning Metrics, especially article of Mr. Pandu Naik's Learning and Development Metrics was very Informative in L&D area. Measuring HR efficiency, effectiveness and it's alignment to Business by Ms. Nandini was very valuable article. I wish NIPM-KC will continue to bring good articles in future related to HR profession which will help those who are aspiring to enter HR Profession.

I also request to forward the copy of magazine and also details of courses offered by institute, fee structure etc.

Regards,

Kaviraja Addangadi, M com, PGD-HRM
Auditor & Tax Consultant

To: Editor,

I am an avid reader of this NIPM magazine. The researched and thought provoking articles are very interesting and of substance, which provides us new perspective to handle HR challenges more effectively. The Interview column of Mr Prasad M Kumar has been informative specifically his ideas on HR Metrics, Leadership Capability Building & suggestions to tackle the down turn. I congratulate the Editorial Team for their good work & wish them all the best.

Umesh Belludi, CEO
Brain Tree HR Consulting Pvt Ltd,
Bangalore.

Its told Humour sets things straight ...
Isn't it our best companion??
Wonder how to share those hilarious
moments at work with others ???
Herez the opportunity for you to make
others roll on the floor!!!



Don't miss it !!
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NEXT ISSUE **'The Human Resource'**
Annual Special Issue

We are happy to inform readers that our next quarterly issue will be a Special Annual Issue and it will be released on the occasion of Annual Day Celebrations of the Chapter during the month of June 2009. The Special Annual Issue would feature interesting and thought provoking articles on varied issues and emerging trend in HR domain; interviews, reviews, Chapter activities and other useful information to members.

Members who wish to contribute articles, case studies, best practices etc., on HR topics may please send them to the editor, latest by May 15, 2009 with all details of the author, Organization, contact numbers, etc.

- Editorial Team

Editorial team reserves the right to publish or edit the contents given by the authors

How to Reach Us

National Institute of Personnel Management,
Karnataka Chapter,
C-209, II Floor, Blue Cross Chambers,
No. 11, Infantry Road Cross,
Bangalore 560 011
E-Mail : nipmkc@gmail.com /
thehumanresource@nipmkc.org
Phone : 080 25591481
Website : www.hr-nipmkc.org

Letters addressed to the editor(s) must include member's full name, address and telephone number, and it may be edited by us for the purpose of clarity and space.

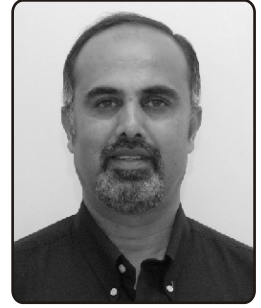


If you want to put the world right, start with yourself



Krishna A
Vice President - HR,
Bosch Ltd.
(Krishna.A@in.bosch.com)

Managing People During Turbulent Times : The Bosch Way



Nagaraj M
Dy. General Manager - HR,
Bosch Ltd.
(Nagaraj.M@in.bosch.com)

Co- Authors : Pallavi Shastri & Venkatasami Babu

Given the economic down turn, the bad times are well and truly here. But it is up to HR specialists to hold their nerve in this 'crises' situation and perhaps do what we do well in such time and look for the positive approach to getting through.

Fundamentally, we in Bosch believe that our core principles and practices must be valid and relevant in both good times and in 'turbulent' times. Keeping this in mind our HR philosophy / policies / practices are evolved. This quote of our founder Robert Bosch, serves to illustrate one of the cornerstones of our philosophy:

“It has also been an established principle of mine to cultivate eager associates by letting each individual work independently as far as possible while at the same time delegating the responsibility that goes with the task.”

Robert Bosch, 1919

The Bosch Values, given below, collectively act as the guiding light for our approach in HR. We live by the Bosch values and take care that others do the same.

The First Bosch Value **“Future and Result Focus”** shows our commitment to our Associates. The value reads as follows:


“We participate in shaping the changes in Market and technology by doing so, we provide our customers with innovative solutions and our associates with attractive jobs....” (emphasis added).

We have a global HR mission, with the slogan **“Successful together”** brings focus on 3 aspects for




The Bosch Values

1 Future and Result Focus
In order to ensure dynamic development of our company and to guarantee longterm corporate success, we participate in shaping the changes in markets and technologies. By doing so, we provide our customers with innovative solutions and our associates with attractive jobs. We act result focused in order to secure growth and financial independence. With the dividends generated, the Robert Bosch Foundation supports charitable activities.




2 Responsibility
We accept that our actions must accord with the interests of society. Above all else, we place our products and services in the interests of the safety of people, the economic use of resources, and environmental sustainability.




3 Initiative and Determination
We act on our own initiative, with an entrepreneurial but accountable spirit, and demonstrate determination in pursuing our goals.




4 Openness and Trust
We inform our associates, business partners, and investors in a timely and open fashion of important developments within our company. This is the best basis for a trustful relationship.




5 Fairness
We view mutual fairness as a condition of our corporate success when dealing with each other and with our business partners.



6 Reliability, Credibility, and Legality
We promise only what we can deliver, accept agreements as binding, and respect and observe the law in all our business transactions.



7 Cultural Diversity
We are aware of our company's regional and cultural origins and at the same time regard diversity as an asset, as well as a precondition of our global success.



HR. These are:

- 1. Strategically top of the World**
 - HR as partner
 - Sustainable execution
 - Taking care of Values

He is wise who always strives to find the right balance in everything:
the right degree, how far, how much, how little, where on the scale the right answer lies

2. Personnel are the key to competition

- Attractive employer
- Competent and motivated team
- Organization and change management

3. Transparent and high-performance Processes

- Economic and
- Structured and efficient
- Systematically

The success not just mean economic growth, it also encompasses improvement in living conditions. Today Bosch incorporate its claims - **“Invented for Life”**

Bosch “House of Orientation” sets out how we see our future development, the principles behind our processes, and the capabilities that we have and want to exploit for our continued success in the future and help all associates to understand and live our corporate culture a culture that offers orientation, reinforces cohesiveness, and creates identity

Year 2008 brought lot of new initiative and rational thinking in HR process approach. Our main focus is to simplify the existing process and make HR more approachable by the end users.

“Leadership is also a learning process!”

Robert Bosch

“The common wisdom holds that there are two basic ways to succeed. We must choose between them. You can either be an innovation leader, or a cost leader. Our challenge is to manage & **balance** between the innovative leadership and cost leadership.”

The above outline brought the new dimension structure and focus and need to balance two business perspective's, namely customer and regional. “We are convinced that the profit and growth targets we aim for - can only be achieved if product, customer, and regional views are given **balanced** consideration”.

HR as partner: Keeping the above points in mind in

designing the new organization, we have reviewed the entire organization in to 4 fundamental parts. They are

- a. Global Divisions (GB)
- b. Corporate Sectors and Departments
- c. Regional Organizations (RO)
- d. Cross-divisional Sales and Marketing Organization (EO)

To facilitate and support the above changes, **HR organization is being restructured. Concept of “HR Partner” for every business unit has been introduced. This new role of “Key Account Partner” has ensured a comprehensive support in “Recruitment to Retirement” solutions**

The **verticalization** process in India has resulted in “international production network with all plants within a family of products being connected to each other. It allows best practices to be shared, ensures consistency in manufacturing processes, facilitates balancing of production capacities to deal with surges in some regions, and maintains quality standards across the world”

“I would especially point out that I have always believed it is right to pay our workers and salaried staff well and to treat them not with condescension from on high but as contractual partners with equal rights.”

Robert Bosch

People management objective formed which is stated “to have people who are motivated, creative and open minded...” This approach, fine tuned from time to time, to retain and develop talent pool, with a view to unleash their full potential at individual, team and organizational levels.

We believe, company's success depends increasingly on knowledge, skill and motivation of its employees. Based on this all our efforts are channelized in maximizing contribution from all employees in achieving company's goals.

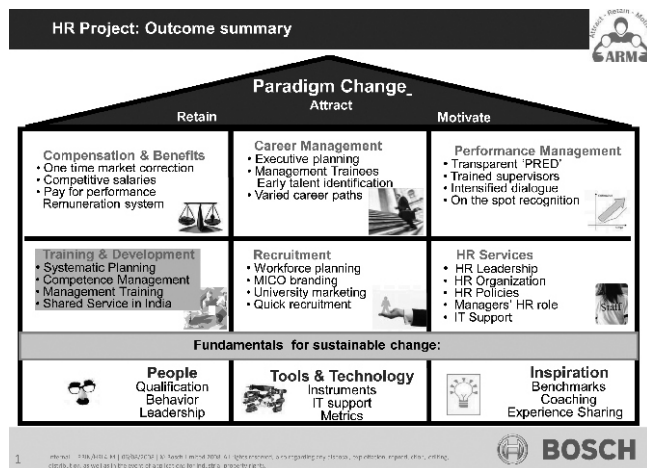
To facilitate the HR management theme, a Project **“ARM”** (Attract, Retain, Motivate) was initiated for

It is often easier to do a job than to explain why you didn't

white collar executives and a similar approach extended for blue collar workmen as well.

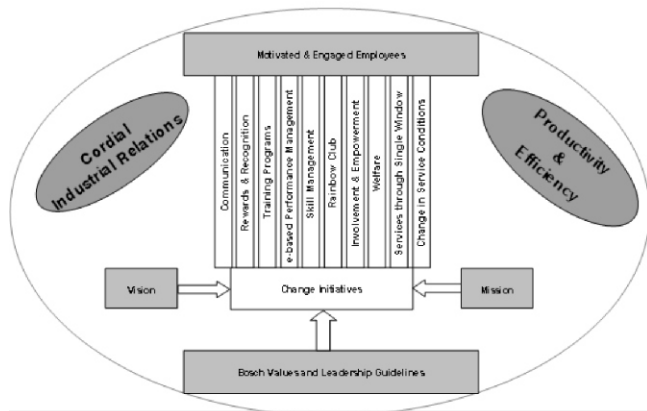
ARM White collar

Under this project ARM we have undertaken the following:



- Compensation structure has been revamped
- Designations changed in line with contemporary practices
- Policies are being comprehensively reviewed
- Online Performance appraisal system implemented

ARM Blue collar



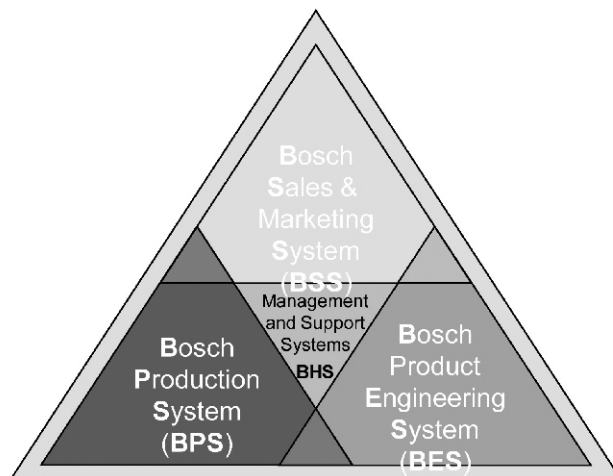
“Technology, which is designed and has the capability to help the whole of mankind make the best of their lives and find happiness in life.”

Robert Bosch, 1934

We support all operating units in further development of their organization and in achieving a capability for changes. To enable and develop the associates for the changes, Bosch introduced “**BBS**” (**Bosch Business System**)

BBS

The advantages of Bosch Business System are:



- Common principles, and the uniform description of the modules they contain, all lead to the clarity in all the improvement and across global
- Change activities that we need to preserve or enhance our competency.

As a management and support system the **Bosch Human Resources System (BHS)** is the global **change initiative** in Human Resources. It provides both a framework and direction to strategic and operational HR work. Its goal is to achieve systematic control and optimization of HR processes and organization worldwide.

With the introduction of BHS, various projects were initiated. The objective is to keep our process more structured, efficient and systematic & easy to approach by our end users:

- We aim our processes to be standardized globally. Any deviations from the standard are easily recognized

Money is a good servant but a poor master

- We see ourselves as a learning organization and continuously improve our processes

Keeping the above objectives in mind the following processes were periodically reviewed. Following table gives a glimpse of the processes which has been changed in the year 2008 and planned to be innovated in 2009:

“Performance is the only adequate response to performance.”

S No.	Project / Service	Prior to 2008	2008	2009
1	Application for address Proof, Salary certificate, employee proof, Date of Birth Certificate	⊗ Hard Copy / Paper Application	☺ Online Application Introduced	☺ In the thought process to introduce more such services
2	Employee to view his/her CTC details	⊗ Not available.	⊗ Not Available	☺ On line application introduced. Employees can view their CTC anywhere anytime
3	Provident Fund and Superannuation Statement	⊗ Hard Copy statement	☺ Online Application Introduced	☺ On going
4	Cash Perk Basket Compensation option provided to employee to allocate his / her funds	⊗ Not Available	☺ Online Service introduced. The CPB window was opened once a year	☺ Online Service Continues The CPB window will be opened once every month
5	Leave Management	⊗ Hard Copy / Paper Application	☺ Online Application Introduced	☺ - Autogenerated message on Leave lapses - Utilised leave reports for individuals etc introduced
6	Training Management System	⊗ Invitation sent through e-mails	☺ Employees can book his/her training from the system directly. System process the path for further approval	☺ Introduced Kirk Patrick method of training effectiveness evaluation
7	Resume Management System	⊗ Hard copies / emails	☺ - Online Application - Easy to Apply - Easy to segregate application forms	☺ Introduction of end to end process. For ex: introduction of online application form to data base upload of employee details

“It is my intention, apart from the alleviation of all kinds of hardship, to promote the moral, physical, and intellectual development of the people.”

Robert Bosch

Bosch has innovative approach and various HR tools to motivate people and focus to improve their Competency. Enclosed below Bosch Competencies & the table indicating the various HR Tools that have been implemented and practiced.

Competence Model

The corporate HR tools help the line managers and leaders to keep track of the individual potential, focus their development needs

- Bosch Competence model forms the basis for evaluating the potentials of the Key Managers

Competence Areas	Competencies	Criteria, Indicators
Entrepreneurial Mindset	Result orientation	Target/profit orientation, cost awareness, consistency, efficient implementation, resource management, process control, quality consciousness, striving for continuous improvement
	Future orientation	Strategic thinking/action, market/customer orientation, innovation, initiative, willingness to take risks, change management, taking responsibility
Leadership Competence	Leadership strength (use of resources)	Ambition to lead, conviction, strength of character, decisiveness, ability to motivate others, energy, courage, consistent handling of mistakes, status, optimism, charisma, integrity, leaving room for new ideas, capacity to act in difficult situations
	Application of the leadership instruments (license to lead)	Po level deployment/development of talents, delegation, assessing performance, recognizing & developing talent, personnel selection & development, giving feedback, mentoring/coaching
Inter-personal Competence	Cooperation	Ability to create and use networks, openness, credibility, reliability, sharing knowledge and information, ability to integrate and to work in teams, handling conflicts constructively
	Communication	Oral/written communication, ability to structure, active listening, presentation skills, managing group processes, ability to make contacts, negotiation and intercultural skills, change in perspective
Earlier termed as: Technical/Methodological Competence	Breadth of expertise (know-how)	Overview, cross-functional/international experience, interdisciplinary way of thinking, flexibility, project/ quality/ and strategy management, foreign language ability
	Depth of knowledge	Analytical/intellectual skills, specialist knowledge, recognised expertise, creativity, continuous learning

S No.	Career Development Tools	Prior to 2008	2008	2009
1	PRED (Performance Review and Employee Development)	⊗ Hard copy.	☺ Online Application Introduced from 2008	☺ First time Mid term review introduced. Also planned to review once in qtr. From 2009
2	Management Dialogue (On voluntary basis)	⊗ Not available.	☺ Introduced Bosch Global template	☺ On going
3	Management Potential review	⊗ Hard Copy statement	☺ Online Application Introduced	☺ On going
4	Career & succession plan	⊗ Only for Sr. Managers and Above	☺ On going	☺ Extended up to Assistant Managers

- Bosch believes Associates development is Leadership responsibility. Focus on individual Strength and build them in a right direction
- Define development potential required for the employees and demand for available potential abilities
- Advance the employees through job rotation

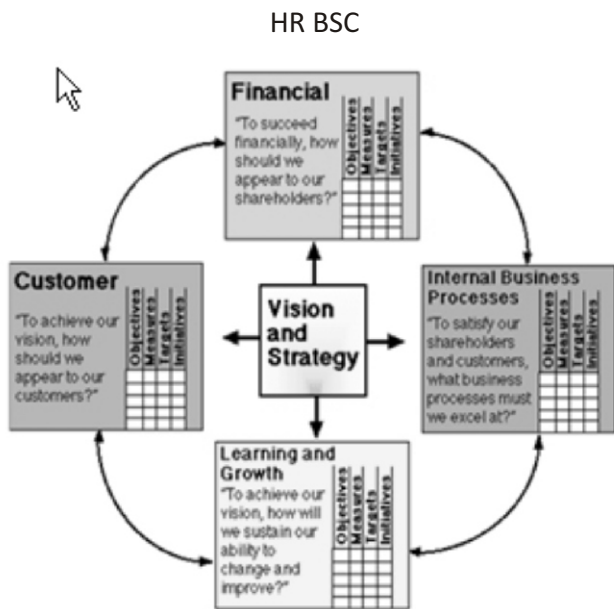
To implement the developmental steps with the consistent support and for tracking the potential of employees, HR facilitated the periodical review of employees potential by reviewing their target / achievement and projects status through a “Mid Term Review” process.

“HR Balanced Score Card” ensures the above processes are in right direction and keep track of HR

The secret of financial success is to spend what you have left after saving, instead of saving what you have left after spending

metrics in “Key Result Area”. Also it enables the HR associates to derive their Key Performance Indicators to track various results. BSC tracks the following area:

- Financial
- Internal Business process
- Learning and growth
- Customer



“The future of our industry, and any progress in the technical field, depends on the training of capable mechanics and technicians.”

Robert Bosch

In order to develop the Leadership, Entrepreneurial mind set and Professional competency, we have developed our Competence model which enables us to identify the focused Learning and training needs of our associates.

Training programmes are classified in to 3 parts

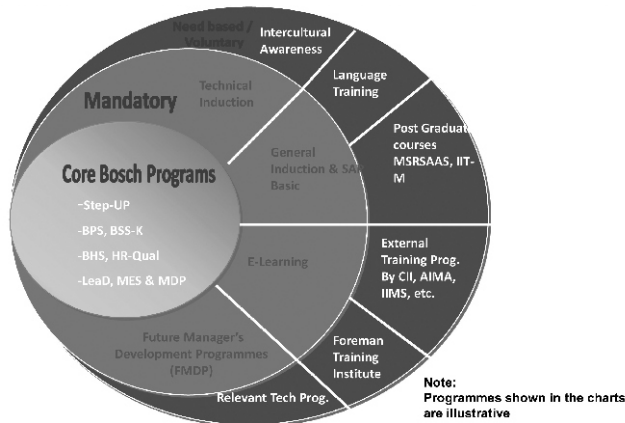
- Core Bosch programmes
- Manadatory
- Need based / Voluntary

Our training objective is:

- Integrated set of programs to build basic skill / competency

- Focus to improve Future competency
- To introduce a structured approach to training and replace existing system of 'ad-hoc' nominations

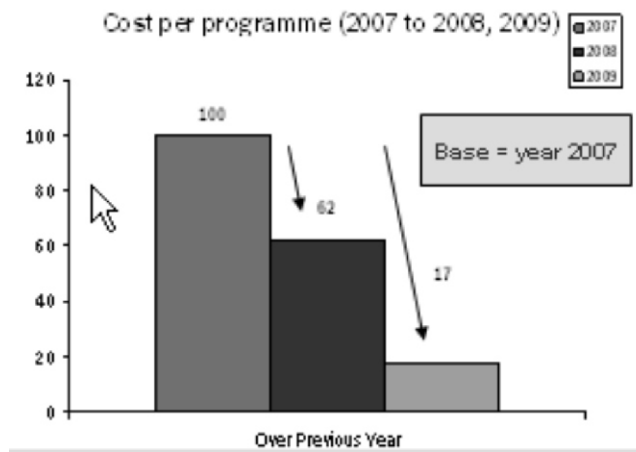
The below enclosed is our Training concept :



Keeping training Quality & cost reduction in view, the following measures are in place

- To maintain the training quality we have eminent academicians / facilitators from reputed training Institutes and universities.
- Towards cost reduction initiatives across the organisation, we are contributing in a small way. E.g. Converting residential training programmes to non residential ones.

Following graph depicts the training cost reduction achieved during the previous years.

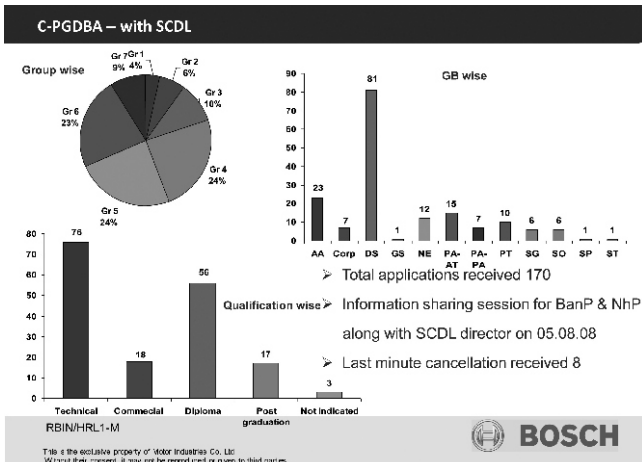


Inconveniences are a fact of life; learn to smile through them!

To Motivate, provide opportunity to all our executives and to support pursue their academic ambitions we have tied up with reputed Technical and Management institute. Under this initiative we have sponsored 170 executives and have already completed First semester in **Corporate Post Graduate Diploma In Business Administration & Successfully 29 executives have completed their Technical Post Graduate Certification course.**



Bosch Guidelines for Leadership



- Aim for success.**
Profit, growth, quality, customer and process orientation-these are the key metrics with which our corporate objectives are aligned. Regularly communicate these objectives to your associates. Make it clear what each individual can contribute to achieve them.
- Demonstrate initiative.**
Together with your associates, generate new ideas and strategies that make our company stronger. Encourage them to embrace change and take initiative on their own and support them in the implementation.
- Demonstrate courage.**
Stand by your associates. Make clear decisions and demonstrate determination in implementing them. Be a role model and exemplify the Bosch values.
- Keep your associates informed.**
Of course you give your associates factual information. They should also know the business context and background-they are an important prerequisite for identification with the company.
- Lead by goals.**
Delegate tasks and give your associates the authority to perform them. Agree on clear goals and allow sufficient space so that creativity, self-confidence, and accountability can be developed. This enables you to lead your associates to success.
- Give feedback to your associates.**
Recognize the strengths of your associates and help them to utilize and further develop them. Take a close look - praise your people where praise is due, but also give fair and constructive criticism. Mistakes happen on both sides. Be quick and open in addressing them with the associate.
- Trust your associates.**
They are capable and willing to perform. Have the courage to manage with limited control. Your trust will create the entrepreneurial momentum that all of us want.
- Shift your perspective.**
Put yourself in your associates position and also look at things from their point of view. How would you react to the decisions you have taken as their supervisor, and what rationale would you expect to hear?
- Shape the future together.**
Your associates can and do contribute to our company. Integrate them into the preparation of decisions and capitalize on the ideas and the potential that the cultural diversity of our company offers. Work together with your associates to transform mere interfaces into connection points, and barriers into opportunities.
- Develop your associates.**
Advise and systematically support your associates in their professional development. Support them if there are suitable opportunities for, or if they desire, further development somewhere else in the company.

The timely and the effective (frank) communication holds the key in effectively spreading the best practices to all associates in the organisation. The Bosch leadership Guideline emphasis as follows

“You give your associates factual information. They should also know the business context and background they are an important prerequisite for identification with the company”

HR in a structured way sharing and consolidating these elements and ensuring it doesn't lose its efficacy. The forums that's being utilised for taking these messages forward includes the following

To conclude, we at Bosch believe in seeing an opportunity in every crisis. And this has been possible with the Bosch culture which has the Bosch values & Bosch Leadership guidelines at the foundation, balancing the employee expectations and Business needs while using the HR interventions and policies towards the HR mission which is to be an Employer of choice for a challenging and fruitful career. ■

Sl. No.	Career Development Tools	Objective	Coverage
1	ED work shop	- To share all HR Various tools - Guide to use the tool - Agreement with the Vertical to ensure the process is implemented - Promote common understanding on HR tools across all divisions	- All Business unit heads and Managers in the vertical
2	House of Orientation (HoO)	- share HoO - Focus To develop Bosch Corporate culture	- All employees
3	Bosch Values	- Values and Principles - Exclusive W/e - T T T How to follow the Values	- All Business unit heads and Managers in the vertical are the coordinator to communicate down the level in their Business division
4	HR Qualification prog	- To share all HR Various tools - Guide to use the tool	Exclusive to HR community

NIPM National Office
 45, Jhowtala Road, I Floor,
 Post Box No. 10275, Kolkata 700 019
 Phone : 22801759 / 22875650 / 22817415
 Fax : 91 033 22908179
 E-Mail : nipm@cal2.vsnl.net.in
 Wbsite : www.nipm.in

The secret of financial success is to spend what you have left after saving, instead of saving what you have left after spending