

1 SAMPLE COMPETENCY PROFILE

Illustrative Example-Role of Head HR

ROLE: HEAD-HUMAN RESOURCES (In a midsize plastic pellet manufacturing company)

PURPOSE OF THE ROLE:

- Assist the organisation in achieving its business goals by ensuring right talent is available at the right time through good recruitment, selection and succession planning practices
- Make the organisation the best place to work for through the best HR policies, smooth support to all employees with respect to all administrative matters and undertake other initiatives aimed at creating a high performance and learning driven culture
- Implement employee engagement practices and other contemporary HR practices to keep pace with the external changes and align with the business strategies of the organization

This role ensure the end-to-end LIFE CYCLE management of the employee-Hire to Retire by ensuring proper implementation of all HR processes in the organization.

The role holder focuses on the 3 Cs of HRD-Competency, Culture and Commitment

KEY DELIVERABLES AND EXPECTATIONS FROM THE ROLE

(Summayr of the comments made by different role holders to describe this role and their expectations from this role)

- ▶ The role holder must ensure processes that facilitate retention of the Right Talent.
- ▶ Head HR should develop and implement a Recruitment Strategy for the organisation and all its branches across the country, spanning all functions and levels. (Ensure recruitment needs for all projects are met as per SLAs)
- ▶ Ensure cost effective and innovative deployment of recruitment practices and ensure control of payroll costs.
- ▶ Take care of all the Performance Management System implementation for staff levels in the organisation.
- ▶ Ensure timely and proper implementation of PMS/Training for Managerial cadre and that the needs of senior role holders/unit heads are met.
- ▶ Ensure all day-to-day issues dealing with Manpower/People in all new projects are sorted out by team (career path, salary increments, fitment etc.)
- ▶ Conceptualize and initiate employee engagement initiatives for all staff.
- ▶ Build a cohesive team and develop them to take on greater responsibilities in the future.
- ▶ Build and invest in developing internal talent and having a ready to use talent pipeline
- ▶ Undertake measures to ensure good health of employees in every way
- ▶ Set up systems to ensure work life balance of employees

- ▶ The role holder must have sound domain knowledge
- ▶ The ability to separate emotions and sentiments from professional life-specially in decision making
- ▶ This is a very important role as the role holder has access to all employee information
- ▶ The role holder should have a strategic orientation on HR support to take business further
- ▶ Should be able to add value to business through HR
- ▶ Should guide employees on what needs to be done when implementing new initiatives
- ▶ Should be able to help identify potential areas where mistakes can happen and take preventive measures when starting a new change initiative

ROLE SET MEMBERS

Internal (on the company rolls)

Direct Reports:

- Payroll Manager
- Sr. Manager Training
- PMS and Employee engagement manager
- Recruitment Manager
- Admin Manager
- Location HR representatives

Reporting Manger

- CEO

Reviewing Manager

- MD

Key Stakeholders (The role holder deals with every single department in the organisation)

1. Planning
2. Marketing
3. Projects
4. Finance and Accounts
5. Purchase
6. Production team
7. Quality Control
8. All functional HODs across various units

External (not on company rolls):

- Recruitment Agencies or Portals
- Placement consultants
- HR, OD Consultants
- Government officials for tax reasons

- Training partners
- Business Schools for partnering on training
- HRD Associations-CII, HRD Network etc.
- Potential candidates

KPAS AND ACTIVITIES

1. Developing a HR Road map aligned to Business Goals

- Come up with a strategic roadmap for HR based on the current and future business goals of the organisation
- Formulate a recruitment and L&D strategy aligned with the HR road map and share the same with team/team member
- Participate in various important meetings like board meetings, other business related meetings to appreciate business direction and also to share HR initiatives
- Ensure approvals for new proposals or HR initiatives
- Build the talent pipeline and people capability for meeting business goals
- Undertake a market study for latest HR practices and identify what can be deployed in the organisation and the relevant time frames
- Participate in different professional forums as a speaker to share and learn best practices
- Network and attend various HR forums to get an outside in approach to HR aligned to business and use the inputs to fine tune the HR road map

2. Manpower planning, Recruitment Strategy and its Implementations:

- Prepare a recruitment strategy and manpower plan for the organization, keeping the current and likely future needs in mind
- Update the recruitment strategy/policy from time to time
- Create a talent pool based for the organization keeping current and future needs in mind
- Ensure low cost/cost effective timely recruitment and quality manpower
- Explore ways to reduce costs of recruitment by exploring alternative avenues e.g. to reduce travel costs for outstation candidates
- Keep manpower ready for various critical positions at all managerial levels.
- Oversee and ensure timelines are maintained by all HR representatives at various locations
- Explore new and latest trends in recruitment
- Ensure line managers are trained in selection methods like BEI etc.

3. Induction and Performance Management System:

- Redesign the induction program from time to time for all management cadre employees
- Ensure proper induction and placement is done for all managerial level employees for all projects
- Ensure appraisal for managerial level is done after 1 year and confirmation procedures are completed on time.
- Issue letter for all Managerial level increments, promotions, confirmations and rewards.
- Giving timely and periodic guidance to HODs on ratings and recommendations for

promotions keeping in mind the policies

- Ensure that training of all employees (across different levels) on the process and philosophy of PMS is done before initializing the process for the organization
- Participate in few PRDs to help the reviewer provide appropriate feedback on strengths and weakness of employees
- Handle all the day to day appraisal related queries
- Ensure timely completion of appraisals and collation of appraisal data

4. Compensation, benefits (Increments, rewards, revisions etc.) and MIS:

- Standardize the grade structure for the staff and management levels
- Standardize the criteria for fitment for staff levels
- Ensure fitment of new joiners is as per the grades and parity is maintained
- Ensure salary revision is done once a year, based on inputs from PMS and external surveys and benchmarking undertaken from time to time
- Monitoring the accuracy of the MIS reports sent by Unit HR heads once a month with details of recruitment, payroll costs, attrition
- Forward the report to payroll managers after validations of the same
- Ensure control of payroll costs.

5. Monitoring training activities:

- Ensure that the training manager prepares the training calendar for all staff and management level employees
- Ensure required man-days of training for each employee are met
- Ensure post training evaluation is undertaken
- Participate in selection of appropriate external trainers, shortlist and finalize on the same.
- Ensure content for the training program is generated and delivered
- Share the template for PMS, guidelines etc. with all employees

6. Employee Engagement and employee welfare measures:

- Interacting periodically with all GMs/Unit heads to ensure all perceived/real time issues or challenges faced by them are taken care of and escalate the same whenever help is required.
- Facilitate an employee engagement survey through external agencies
- Communicate the survey results to the Top Management team and address their specific concerns
- Address attrition issues and come up with initiatives to reduce the attrition percentage
- Introduce fun activities for various units in the organization to increase motivation and build desired teamwork and culture (quizzes, celebration of various days and key accomplishments etc.)
- Institute various reward, recognitions initiatives

7. Subordinate Development

- Regularly assess the subordinate's capabilities, plan and implement internal trainings to orient him/her with new concepts and process flow
- Communicate the department vision to the team member to infuse it in the conduct and beliefs of the team member
- Guide and develop team member to take on higher responsibilities with time

COMPETENCIES REQUIRED:

Technical/Functional Competencies

HR Knowledge:

- Knowledge of payroll, salary computations and other legal and statutory compliance requirements (Like PF/ESI/Misconduct/Show cause notice/policies etc.)
- Basic Knowledge of labor and staff legalities.
- Knowledge of innovative recruitment practices
- Knowledge of psychometric tests and other tests for recruitment/selection
- Knowledge of HR practices, processes and new trends in HR
- Knowledge of Performance Management systems
- Knowledge of Induction and Training
- Knowledge of motivation and retention strategies
- Knowledge of staff welfare and safety measures
- Knowledge of compensation and benefits
- Knowledge of career/succession planning

Business/Industry Knowledge:

- Knowledge of the process flow of the various units and departments.
- Basic knowledge of various materials and machines used in the plastic industry
- Knowledge of the government and state laws and its implication on the organisation
- Knowledge of market trends and best practices (HR) of the competitors

IT Knowledge

- Knowledge of computers-excel, word and PowerPoint
- Knowledge of portals and their functioning
- Knowledge of HR in the ERP module

DESIRED BACKGROUND:

- The role incumbent must be an MBA specializing in HR, or an MSW or a PM & IR post graduate.
- A minimum of 8-12 years' experience in HR of any manufacturing industry would be ideal.
- Prior experience in recruitment would be desirable.
- Certification in Talent Management would be an added advantage

SUMMARY OF THE 6 KEY CRITICAL COMPETENCIES

- **Business Acumen**
- **Interpersonal Skill**
- **Process Orientation**
- **Team Development**
- **Initiative and Drive**
- **Execution Excellence**

BEHAVIOR INDICATORS FOR THE 6 CRITICAL COMPETENCIES:

1. Business Acumen

- Good understanding of the industry, competition and key drivers of the business
- Looks at ways to enhance the image and brand of the company while interacting with those outside the organization
- Has a long term perspective in mind-is very ROI focuses
- Looks at the monetary implication of decisions
- Is good with numbers and analysis
- Comes up with strategic initiatives to take the company forward

2. Interpersonal Skills

- Has patience and tact in dealing with various heads and seniors so that work can happen smoothly
- Uses good interpersonal to build network outside the company to further the business of the company
- Uses his/her knowledge to effectively negotiate and convince the stakeholders to overcome various issues
- Continuously communicates with other key role holders to keep them informed as to what is happening.

3. Process Orientation

- Sets up systems to ensure that all employees have high respect for and adhere to rules, regulations and processes set in the organization
- Continuously explores processes for improving efficiency in the organization
- Offers suggestions to improve policies, processes and systems by collecting and implementing user feedback
- Keeps updated on new practices in systems and processes relevant to Plastic industry and gives suggestions for improvements
- Ensure the periodic external validation of systems and processes through audits to maintain high standards

4. Team Development

- Provides clear direction to the team member with respect to goals and expected deliverables
- Provides timely feedback and coaches the team member periodically
- Comes up with an individual development plan for the team member and explores ways to implement the same
- Motivates the team member by encouraging innovative ideas and recognizing the good work done
- Provides opportunities for the team member to learn and grow by involving him/her in crucial decisions and departmental plans

5. Initiative and Drive

- Proactively explores new initiatives to contribute to the business and people development
- Takes high ownership of tasks and responsibilities and drives tasks to closure
- Ensures speed and accuracy in every activity undertaken by the department
- Continuously explores new learning opportunities/develops new skills to improve the ability to lead the organization (attending seminars, seeking feedback etc.)
- Continuously benchmarks with the best HR practices in other organizations and looks out for ways to bring about improvements in the organization.

6. Execution Excellence

- Undertakes systematic planning (both short term and long term) and monitoring of various activities (PMS, trainings, etc.) to support the business goals
- Effectively allocates the tasks among the team to ensure timely completion of work
- Continuously monitors the development of tasks undertaken by the department
- Anticipates problems and plans accordingly
- Has clear cut priorities and initiates action accordingly