Functional Area 02
Global Talent Management

GLOBALPROFESSIONALINHUMANRESOURCES(GPHR)

2021EDITION

Global Professional in Human Resources (GPHR) Workbook

Module Two: Global Talent Management

2021 Edition

This page Intentionally left blank

Table of Content

Introduction iii

Table of Content iv

Part One: Global Talent Acquisition 8

1. Global Talent Challenges 8
    1.1. Shortage of Talented Workers 8
    1.2. Changing Demographics 9
    1.3. Changing Attitude toward Work and Structure of Work 10
    1.4. Country Culture Differences 11
2. Global Talent Acquisition 11
    2.1. Talent Acquisition Framework 12
    2.2. Contingency or Retained Consultants 13
    2.3. Recruitment Process Outsourcing (RPO) 15
3. Global Recruiting 16
    3.1. Global Recruiting Process 16
    3.2. Global Recruiting Strategy 18
    3.3. Alternative Work Arrangements 20
    3.4. Contingent employment 22
4. Global Talent Sourcing 25
    4.1. Assessing the market for the talent pool 26
    4.2. Identifying a pool of viable talent with candidate profiles 26
    4.3. Sourcing candidates through your relationships 27
    4.4. Diving Deep for your right talents 27
5. Global Employer Branding 28
    5.1. Definition of Global Employer Branding 28
    5.2. Branding Techniques 28
    5.3. Employee Value Proposition (EVP) is the Foundation of Employer Branding 29
    5.4. Employer Brand Framework 29
    5.5. Manage the Employer Brand for the Long Term 30
6. Global Talent Relationship Management 31
    6.1. Short-term employment 32
    6.2. Boomerang hires 33
    6.3. Online presence 33

Part Two: Global Performance Management 34

1. Performance Management Cycle 34

Ajay Singh ajay@ubion.in

1.1. Performance planning 35
1.2. Performance monitoring 41
1.3. Performance reviewing 42
1.4. Performance rewarding 49
1.5. Performance development 52
2. Global Performance Management Dilemma 53
2.1. The cultural impact of performance appraisal 53
2.2. Standardization or Localization 55
2.3. International Legislation 57
3. Global Competency Model 57
3.1. Competencies 58
3.2. Competencies in Global Environment 59
3.3. Competency Model 60
3.4. Global-Local Balance for Competencies 62
4. Global Learning and Development 63
4.1. Learning and Development in Global Context 63
4.2. Global Learning and Development Approaches 64
4.3. Learning Management system (LMS) 66
5. Global Talent Management Assessment 66
5.1. Assessment tools 67
5.2. Talent Assessment in Global Context 68
6. Global Talent Management Practice 76
6.1. Alignment With Strategy 77
6.2. Internal Consistency 78
6.3. Cultural Embeddedness 79
6.4. Management Involvement 80
6.5. Balance of Global and Local Needs 81
6.6. Employer Branding Through Differentiation 82
Part Three: Global Employee Relations 84
1. Industrial Relations 84
1.1. Perspectives of Industrial Relations 84
1.2. Global Employer-Employee Cooperation 85
1.3. Global IL Management Approach 86
2. Trade Union 87
2.1. Objectives of Trade Union 87
2.2. Trade Union Recognition 88

Ajay Singh
ajay@ubtop.com

2.3. Why join a union? 90
2.4. Trade union-related rights 90
2.5. Blacklisting 91
3. Collective Bargaining 91
3.1. Collective Bargaining Process 92
3.2. Basic Rules of Collective Bargaining 93
3.3. Collective Bargaining in Global Conventions 94
4. Employee Engagement 95
4.1. Brand 96
4.2. Leadership 97
4.3. Performance 97
4.4. The Basics 97
4.5. The Work 98
4.6. Company Practices 98
5. Employee Survey 99
5.1. Preparation 100
5.2. Communication 105
5.3. Implementation 108
5.4. Analysis 110
5.5. Action planning 111
6. European Works Councils (EWCs) 114
6.1. Special negotiating body 115
6.2. Exemptions from the Directive 115
6.3. Subsidiary requirements 116
7. ILO Standards 117
7.1. Four strategic objectives of ILO 117
7.2. Functions of ILO 117
7.3. Fundamental Principles and Rights 118
7.4. ILO Conventions and Recommendations 122
7.5. Fundamental Conventions of ILO 122
8. OECD Guidelines 124
8.1. Respect of Join Trade Unions 125
8.2. Provide Information to Workers' Representatives 125
8.3. Cooperation between Employers and Workers 125
8.4. Favorable standards of employment and industrial relations 126
8.5. Employ local workers and provide training 126

Ajay Singh
ajay@ubiop.in

8.6. Appropriate lay-offs or dismissals 126
8.7. No threaten to transfer the whole or part of an operating unit 126
8.8. Enable authorized representatives the workers in collective bargaining 126
9. The UN Global Compact's Labor Principles 127
9.1. Human Rights 127
9.2. Labour 127
9.3. Environment 128
9.4. Anti-Corruption 128
Part Four: Global HR Technology 129
1. HR Transformation through Information Technology (IT) 129
1.1. Personnel to Human Resources 129
1.2. Human Resources to Business Partners 129
1.3. Business Partners to Business Drivers 130
2. Human Resource Information System (HRIS) 131
2.1. Benefits of HRIS 132
2.2. Types of HRIS 134
2.3. Core HR 136
2.4. Self-Services 138
2.5. Knowledge Management (KM) 139
2.6. Talent Management Systems 140
2.7. Workforce Analytics 142
2.8. Global HRIS 144
3. Employee Data Privacy and Protection 146
3.1. Keep HR data secure 146
3.2. Improve data accuracy 147
3.3. Manage data subject requests 147
3.4. Track employee consent 147
3.5. Simplify data deletion 148
3.6. Build a culture of privacy 148
3.7. Keep employees informed 149
Reference 150

Ajay Singh
ajay@ubtrop.in

Part One: Global Talent Acquisition

1. Global Talent Challenges

Global talent management is the standard human resource department practices and functions; and in the international context the term global talent management is used interchangeably with international human resource management (IHRM). Global talent management is a subset of IHRM activities (systematically linked IHRM policies and policies) to attract, develop, retain, and mobilize individuals with high levels of current and potential human capital consistent for the strategic directions of the multinational enterprise to serve the objectives of multiple stakeholders.

According to "Global Talent Management Literature Review" by SHRM foundation, there are four drivers that have shaped and are shaping the field of global talent management. More specifically, these are the drivers that impact how organizations attract, develop, retain, and mobilize talent.

Ajay Singh
ajay@aptop.in

1.1. Shortage of Talented Workers

There is considerable evidence that shows organization worldwide are having difficulty finding the right talent, which affects a wide variety of positions in many regions and countries of the world. Organizations are using several strategies to manage the talent shortages including employee training and development and aggressive recruiting strategies. The World Economic Forum and the Boston Consulting Group (2011) study recommends taking a systematic approach to managing global talent risk and suggest several responses by multinational firms:

1.1.1. Introduce strategic workforce planning (e.g., determine future talent gaps).

1.1.2. Ease migration (e.g., attract talent from a global labor pool).

1.1.3. Foster brain circulation (e.g., reduce brain drain by encouraging students and professionals to return home).

1.1.4. Increase employability (e.g., increase the skills levels of both the current and future workforce).

1.1.5. Develop a talent "trellis" (e.g., offer multiple developmental and career pathways).

1.1.6. Encourage temporary and virtual mobility (e.g., access required skills from any location.

1.1.7. Extend the pool (e.g., attract skill sets of women, older professionals etc.).

1.2. Changing Demographics

Several studies show that there is little doubt that world demographics are changing. Population in the developed economies is shrinking and becoming older while the size of population of much of the developing economies is expanding and getting younger. One implication of these demographic changes is the creation of various generations of employees: generation X, baby boomers, generation Y or millennials. Simultaneously managing mature workers or an aging population and younger workers is a challenge for the talent management function. The mature workers are likely to live longer (increasing life expectancy), retire at later age (there are increasing pressures in most countries to raise the retirement age), and when they do retire, they likely will take their tacit knowledge with them. Hence, knowledge transfer or extraction from this generation is a key issue facing human resource practitioners. In addition, developing policies and practices to manage stereotypical beliefs and negative biases towards mature workers is an important challenge facing human resource practitioners. It is important to point out that the categorical terms such as Baby Boomer, and Gen X and Y are predominantly influenced by ideology from the United States. Different countries have different generational classifications based on their historical and social events.

Ajay Singh
ajay@uptep.in

Similar to the aging population, managing the millennial is also challenging for global talent management. It is important to understand the work related characteristics of this group that include:

- Low loyalty (and engagement levels) towards employers.
- Most likely to voluntary leave when economic conditions improve.
- Consider learning and development as the most essential benefit from employers.
- Look for a good work/life balance.
- Prefer to communicate electronically at work than face-to-face.
- Career progression is important.
- Attracted to organizations that focus on corporate social responsibility.
- Strong interest in working overseas.
- Comfortable working with older generations.

The millennial generation of workers in the developing economies and countries in the southern hemisphere provide additional challenges to the talent management function. They seem to lack the necessary skills and competencies needed to meet the job requirements in today's global organizations. There are several reasons why this generation is not able to develop the necessary skills and competencies including political instability, poor or uneven quality of formal educational systems, barriers to entry in certain careers, and lack of career development programs. An important challenge for global talent management in organizations, therefore, is to find ways to develop the skills and competencies of young people living in developing countries.

1.3. Changing Attitude toward Work and Structure of Work

Attitude towards work are changing dramatically in some countries. Traditionally employees rotated through a set of jobs or positions with an occupation or a company, lateral and/or horizontal movement (e.g., job mobility) was within the employer organization, and the employer invested considerable resources in training and developing employees. In return, the employees displayed loyalty to their employer and expected continued job security. The picture now is very different.

Ajay Singh
ajay@upton.in

Workers are frequently changing jobs or moving across employers and occupations, are taking major responsibility to manage their own careers, and assume little or no job security, regardless of performance. Employee loyalty seems to be very low, or as some would say employee loyalty seems to be dead.

From a talent management perspective the consensus is that the structure of work will continue to change creating more challenges for organizations to retain talent. Recent studies provide interesting trends with respect to the future of work. Some of the trends include virtual teams (e.g., employees will interact with each other using technology) social networks (e.g., employees will have access to several potential employers), flexible work hours (e.g., employees will have more control over their work schedules), remote workstations (e.g., employees will work for companies that are geographically distant), contingent workers (e.g., employees will work for multiple organizations), and more dependence on mobile technology (e.g., the increasing use of smart phones and tablets). These trends suggest the talent of the future will be working for multiple employers, will be well connected (socially and professionally) with a variety of organizations, and will be willing to move from one job to another and one career to another. In addition, these characteristics are more likely to change the employee-employer relationship making it more difficult for organizations to manage the talent management process as attracting, retaining, developing, and mobilizing talent.

1.4. Country Culture Differences

Country culture an important role in international human resource management. Country culture can have a direct or indirect effect on how human resource management policies and practices are designed, how they work together, and how they influence employee behavior and performance both at the individual and organizational levels. An important discussion in international human resource management is on the issue of convergence/divergence of human resource practices across cultures, regions, and countries. Convergence means that human resource management policies and practices are similar across countries and cultures and divergence means that human resource management practices are different across countries and cultures.

Evidence thus far is mixed. Certain human management practices converge, some do not, and it depends on the context. For instance, it could be argued that there is more convergence at the more general policy level (e.g., all employees need certain amount of development regardless of culture) and more divergence at the more specific practice or implementation level (e.g., the specific practice used to develop talented employees will vary with the culture).

Ajay Singh
ajay@uptop.in

2. Global Talent Acquisition

For some time now, the makeover of the recruitment process has undergone some significant changes and the new term that has emerged is “Talent Acquisition” (TA).

So what is the difference between recruiting and talent acquisition? Some has commented that it was just simply changing a title to be in tune with the current practices as there is not much improvement in the process.

This new concept of “Talent Acquisition” is an ongoing holistic cycle of processes related to attracting, sourcing, recruiting, and hiring (or placing) employees within an organization. It involves employer branding, outreach, networking and relationship building with potential candidate communities to continually build and enhance the talent pool for an organization.

Traditionally, recruiting was usually the responsibility of a company's human resources department who initiated the recruitment process from job advertisement, job posting to tracking applicants to get the best candidates to fill the positions.

Now with talent acquisition, it is about recruitment and marketing - building relationships, creating brand awareness and communicating your company culture and values to the world and thereby building up the interest of potential candidates to join your organization! This talent acquisition technique can be leverage by adopting social

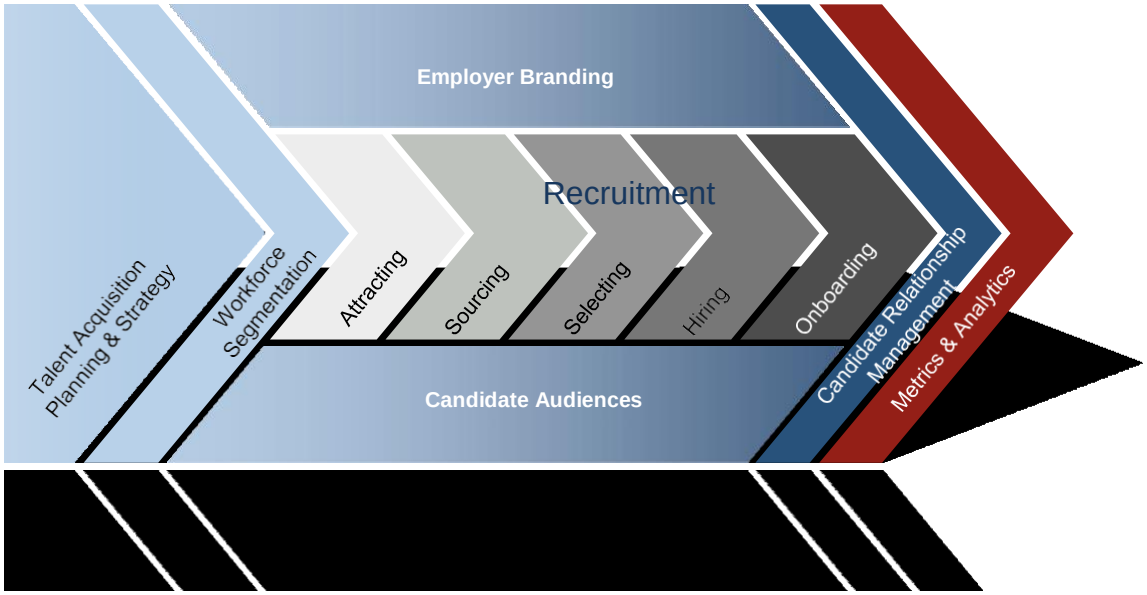
networking and mobile recruiting tools.

For a comprehensive and effective talent acquisitions strategy, most organizations still continue with campus recruitment; services of an external recruitment firm for retained/contingency search and/or recruitment process outsourcing.

2.1. Talent Acquisition Framework

Sometimes, the term "Talent Acquisition" (TA) is often used synonymously with Recruiting. However, these are two very different things. Recruiting is a subset of TA, and includes the activities of attracting, sourcing, screening, selecting, and hiring. In some organizations this extends to the early stages of onboarding, which then becomes a shared responsibility between HR and the hiring manager, with support from the learning organization. Talent acquisition, as defined by Deloitte, is —"a strategic approach to identifying, attracting and on boarding top talent to efficiently and effectively meet dynamic business needs". Talent acquisition includes recruiting, but it is inclusive of other strategic elements as follows:

Ajay Singh
ajay@ubtop.in



Source: Erickson, R. (2012). The evolution of Talent Acquisition, Newsletter, Bersin by Delloitte Research.

Talent Acquisition Planning & Strategy – ensures business alignment, examines workforce plans, requires an understanding of the labor markets, and looks at global considerations.

Workforce Segmentation – requires an understanding of the different workforce

segments and positions within these segments, as well as the skills, competencies, and experiences necessary for success.

Employment Branding – includes activities that help to uncover, articulate and define a company's image, organizational culture, key differentiators, reputation, and products and services. Employment branding can help advance the market position of organizations, attract quality candidates and depict what it is truly like to work for that organization.

Candidate Audiences – necessitates defining and understanding the audiences in which an organization needs to source for specific roles. Different sourcing strategies should be applied based on the understanding of the jobs and where the audiences will come from to fill them.

Ajay Singh
ajay@uptop.in

Candidate Relationship Management – includes building a positive candidate experience, managing candidate communities, and maintaining relationships for those candidates not selected.

Metrics & Analytics – is the continuous tracking and use of key metrics to drive continuous improvement and to make better recruitment decisions, to ultimately improve the quality of hire.

For a comprehensive and effective talent acquisitions strategy, most organizations still continue with services of an external recruitment firm for retained/contingency consultants and/or recruitment process outsourcing (RPO).

2.2. Contingency or Retained Consultants

The *retained search firm* is being paid to conduct the search. They therefore undertake a much more exhaustive process. The *contingency search firm* is paid only when someone gets hired. Their search process is skewed to producing results rapidly since the more time spent the less profitable the mandate.

2.2.1. Contingency search firm

Contingency recruiters typically work with a large number of job openings, and, using a database of known candidates, look for matches on paper and send those candidates' resumes—as many as possible—to clients for possible interviews. Contingency search is used when the candidate is the bargaining chip. Contingency is sometimes described as No Win, No Fee (or even No Cure, No Pay). It is what it says on the tin, a service performed by a recruitment company for free until the day a candidate represented by them takes a position with their client. Recruiters working on this basis often have to

compete with the client's internal HR department, advertising, direct applicants and typically one or more other recruitment companies.

The trick here is to represent the best candidate or candidates and to do this faster than the other channels. If for instance, the vacancy is hard to fill, chances are there will only be a few candidates out there qualified for the position. Getting to these before everyone else is vital for the successful no win, no fee recruiter.

2.2.2. Retained searchrecruiter

The retained search recruiter on the other hand maintains exhaustive databases of candidates, cultivates contact in sectors in which they work frequently so they know who might be restless, and pre-selects the candidates carefully using advanced assessments for suitability and job fit. You only see the finalists. Working on a retained basis means the recruiter will charge an upfront fee to the client to conduct a search. They will operate on an exclusive basis meaning the job will only be filled through this recruitment company. These recruiters work very closely with their client and will take their time and use an agreed methodology to find the best person for the job. The process is usually rigorous with a shortlist of anything from three to ten names being presented before interviews commence. In a perfect world, the retained recruiter will be able to present five candidates with the ideal skills, location, salary, etc. and all the client has to do is pick the one they like the most.

Ajay Singh
ajay@qbton.it

A retained recruitment assignment doesn't come cheap; the client will expect to pay up to 30-50% of the projected first annual salary of the successful candidate. Companies will request a retained search when they are looking to fill a senior position and sometimes when all other cheaper search options have been exhausted.

2.2.3. The main differences between Contingency and Retained search

The retained recruiter takes their time to get things right using processes and agreed methodology, knowing they will eventually fill the position thanks to their exclusivity terms. The contingency recruiter will be a lot quicker and most probably deliver more candidates to increase the odds of making a placement.

Another difference is that the retained recruiter has signed up to a service level, sometimes a retained search can be challenging and these projects can be rather lengthy. The contingency recruiter will simply move on to another vacancy or client where they believe they can get a more straightforward win.

2.3. Recruitment Process Outsourcing (RPO)

According to Recruitment Process Outsourcing Association, RPO is a form of business process outsourcing (BPO) where an employer transfers all or part of its recruitment processes to an external service provider. An RPO provider can provide its own or may assume the company's staff, technology, methodologies and reporting. In all cases, RPO differs greatly from providers such as staffing companies and contingent/ retained search providers in that it assumes ownership of the design and management of the recruitment process and the responsibility of results.

Historically, RPO provided high-volume hiring for large organizations at a lower cost compared to other recruiting options. However, RPO has evolved over the last few years to become a flexible strategic talent acquisition solution with additional benefits that can be adopted by small and medium-size organizations as well. Traditionally, organizations hire through one of three recruiting options: internal recruiters, staffing agencies, and contract recruiters. Until recently, few organizations were aware that recruitment process outsourcing could be a viable or available solution to their recruiting. Unlike other outsourced recruiting models, recruitment process outsourcing is a strategic partnership that brings additional value-added benefits, including:

Ajay Singh
ajay@uprop.in

2.3.1. Analysis and planning

When run effectively, RPO providers work with their clients to understand the business side of recruitment or business goals. They help clients forecast staffing needs and plan the necessary resources to respond to these needs, which help achieve those business goals.

2.3.2. Extensive job marketing

RPO providers market client jobs through job boards, social media, referrals, and networking to drive candidate exposure to jobs and employer brand (a major differentiator from staffing solutions).

2.3.3. Sourcing and engaging talent

In addition to finding talent, RPO providers build up employment brand and recognition; engage future potential talent through talent communities and talent pipelines; and source candidates in advance and with multiple sourcing assessments.

2.3.4. Candidate assessments

RPO providers assess candidates, guide them through the beginning of the recruitment process, and make sure they have the core skills, competencies, and motivators to do the job.

2.3.5. Candidate care

Managing the candidate experience is very important as it reflects on your employer brand. RPO providers help clients take care of the candidates and manage their experience, whether they are being interviewed, hired, or considered for the job.

2.3.6 RPO engagements

RPO is not a one-size-fits-all. RPO offers different engagement models. There are three main RPO engagement types:

Ajay Singh
ajay@unter.in

- *On-Demand RPO*: A contract-based engagement with a qualified provider that knows the company, their messaging, their processes and the results they need. The contract specifies a defined number of roles within a defined period of time.
- *Function-Based RPO*: The RPO provider takes a piece of the company's recruiting needs entirely off the company's plate (e.g., the IT department or an entire division of the organization).
- *Full RPO*: When the RPO vendor provides a company's entire internal recruiting function including access to the provider's full breadth of resources.

3. Global Recruiting

As competition for talent increases, it is increasingly important for international organizations to build recruitment strategies that are consistent across the globe. Surveys found that 70% of employers say sourcing foreign workers is very or extremely important to their talent acquisition strategy. But when recruiting globally, issues from culture to cost require careful planning for businesses of all types.

3.1. Global Recruiting Process

International recruiting holds by the same recruiting best practices that you use domestically. However, it may be even more important to understand the levers and processes that ensure success when recruiting internationally.

Ajay Singh
ajay@up

Global Recruiting Processes and Levers

Source: Aon Hewitt

3.1.1. Sourcing

Global HR should leverage innovative technologies, savvy market analysis, and targeted outreach strategies to attract the best available talent. The specialized expertise includes:

- Market research and analytics
- Social media and diversity strategies
- Postings and ad placement
- Data mining and resume screening
- Ongoing pipeline creation and campaign development
- Direct recruitment

3.1.2. Operations

Global HR should ensure the hiring process is smooth and efficient and takes over the talent management process, focusing on:

- Digital/online assessment support

- Interview scheduling and coordination
- Offer process and onboarding
- Background/medical processing
- Application/requisition disposition
- Data entry and reporting

3.1.3. Recruiting

Global HR should ensure powerful matches and positive experiences and specialize in connecting line managers with the right candidates and selling our company as a premier employment destination. The expertise will be:

Ajay Singh
ajay@uptop.in

- Pipeline management
- Requisition management
- Candidate submissions and feedback

3.2. Global Recruiting Strategy

A global recruiting strategy can strengthen a global brand, expand the talent pool and support standardized, cost-efficient processes and better candidate experiences.

When it comes to recruiting across borders, a global strategy and fostering a shared vision of success among organization stakeholders can help companies understand the talent they have and secure the new talent they need. Regardless of location, employers are discovering that appropriately skilled talent is a scarce resource, particularly when expanding global operations.

Compounding the talent challenge, individuals are more mobile and have choices of how, where and when they want to work. This makes it difficult for employers to find the right talent where and when they need it.

Further, global program success requires a long-term business strategy, not just a tactical approach. This entails transitioning from a reactive approach to filling positions to a proactive approach that reorganizes and develops talent to meet business requirements. There are several tactics as following:

3.2.1. Think Local, Act Global

In a world short on resources, companies must understand the full complement of talent within the organization and how to optimize the global talent pool.

Organizations cannot have local labor knowledge for all of the markets they want to enter, and talent may be in a different region than where it is needed.

Organizations need to be flexible to respond to business changes; volume and hiring needs across regions will differ. Aligning talent strategy globally can increase an organization's ability to understand global labor markets, conduct effective talent reviews and succession planning and be cost efficient. However, for a long-term recruiting program to be successful, it is critical to build the appropriate foundation and secure support from global leadership. A shared understanding of program objectives, scope and goals also is critical.

There are opportunities for standardization across the entire organization, but the challenge is gaining transparency across all operations. Organizations with a single, globally deployed system can provide the HR or management team with a holistic view of the workforce.

Ajay Singh
ajay@unitop.in

3.2.2. Striking the Right Balance

Achieving a fixed and flexible model that meets local requirements and supports a global strategy is an ideal end state. Elements such as brand standard, definitions and reporting will be the same across all locations. A global applicant tracking system also will be a fixed component to increase transparency and ensure the organization has access to valuable business intelligence. Other elements can be more flexible, such as the candidate recruiting environment or how open positions are advertised.

As organizations expand, mastering the nuances of recruiting locally can be challenging. In some cases, local hiring managers may be hesitant to embrace new recruiting processes due to fear of losing control. However, moving from decentralized talent acquisition functions run by geographic regions to more centralized talent acquisition with global standards and reporting is a long-term strategic choice. However, it is managed, successful global recruiting programs have four elements in common to ensure alignment with business requirements.

3.2.3. Design a framework

Thinking globally and acting locally can provide a project framework to meet the organization's needs for standardization and flexibility around brand standards, technology and compliance.

Allow for local requirements. For example, space used for interviews can vary in some cultures. Other cultures involve the whole family in the interview and recruiting process — not just the candidate. Processes also need to accommodate these

limitations.

Recruitingknowledgeandrequirementsalsomaturedifferentlyaroundtheworld. Talent managersinemergingmarketsmaynothaveaccesstothesamerecruitingbest practices and informationavailableinthoseadvancedcountries.

Also,considerlocalsystemrequirementsfordataprivacyanddatasharingfor technology-basedapplicanttracking.Atrustedadvisercansupportprogram developmentthatfitsvaryinggeographicalrequirements.

3.2.4. Deployinphases

Successfuldeploymentofaglobalrecruitmentstrategyrequirescarefulattentionand execution.Deploymentisbestdoneinmeasuredphases.Akickoffmeetingbefore deploymentcanreinforcesharedunderstandingofscope,rulesandprocesses.Thiskeeps everyonecurrentonwherethingsstand,wheretheyareheadedandwhen changes will occur.

Ajay Singh
ajay@uptop.in

Ratherthanfullydeployingatonce,apilotedapproachandmonitoringthe process can help ensuresuccessfulrolloutacrossregions.Aseachlocationgoeslive,monitor solutionsclosely, allowforalearningcurveandpreparetomakeadjustments.

3.2.5. FindingtheRightTalent

Achievingglobalrecruitingsuccessdependsontherightbalancebetweenlocaland global processesandcreatingalignmentofkeystakeholdersontheprograms' businessgoalsand objectives.Italsorequiresstandardizedprocesses,compliance support and committed resources to meetgoals.

Human potential will remain every organization's key competitive differentiator, yet finding the right talent will continue to be a challenge. By developing and executing the right global workforce strategy, organizations can secure the people they need to win the war fortalent.

3.3. Alternative Work Arrangements

In global competitive landscape where skilled talent is in high demand, many candidatesare in a positiontonegotiatealternativeworkarrangements.As a result,a growingnumberofcompaniesaretakingadvantageoftechnologicaladvancements to offer non-traditional work arrangements to attract and motivate high performers.

3.3.1. Jobsharing

A job share arrangement is a full-time job split between two individuals, each with

responsibility for the success of the total job. Job sharing allows two staff members to share the responsibilities of one full-time position, typically with prorated salary and paid time off. Creative and innovative schedules can be designed to meet the needs of the job sharers and the department. Job-sharing arrangements can be 50/50, 60/40 or any similar combination. The schedules may also overlap as needed or desired.

3.3.2. Flexible work schedule

A flexible work schedule allows employees a level of autonomy to create their own schedules and find a work-life balance that works for them. Rather than a traditional, 40 hour nine-to-five workweek, a flexible schedule allows employees to vary the times they begin and end their workday. There is still structure to a flexible work schedule: employees must work a certain number of hours, or come up with an alternative agreement with their employer regarding office hours versus remote time.

Ajay Singh
ajay@upton.in

3.3.3. Telecommuting

Telecommuting—also known as working from home (WFH), working remotely, or e-commuting—is a work arrangement in which the employee works outside the office. Impressive though it sounds, telecommuting isn't a catch-all solution. Activities that require face-to-face contact, equipment handling, or some sort of physical presence don't lend themselves well to remote environments. As a rule of thumb, remote- friendly work falls into two categories: It's online, and/or it's independent.

3.3.4. Remote work

Remote work implies that the worker lives outside of the geographic area of the company's main headquarters or office. Telecommuting and telework can mean that there may (or may not) be some on-site work being done by the worker. And these days, not all work done at a distance is done from home—workers may opt to sit with a laptop at a coffee shop, coworking space, or an airport lounge if they're a digital nomad. So while "work from home" is a common phrase, it might not actually be accurate in terms of describing exactly where people are really working.

3.3.5. Virtual teams

A virtual team is a dispersed team which can be scattered across a range of geographical locations, which results in them communicating largely over virtual platforms—video conferencing, Work OS platforms, chat messengers, and more. Depending on the objective, lifecycle and team members, the type of virtual team that is relevant for you and your goals can vary. You can find the 5 most common
types of virtual teams below.

- *Networked teams* are a workforce made up of varying positions that come together under a common goal. Participation can be fluid, with members leaving once their contribution is done and joining when needed. This type of virtual team is common in consulting and technology firms.
- *Parallel teams* are formed within an organization, with the goal of problem solving. These teams are common in industries such as research and development or innovation. A goal of forming Parallel teams is removing groupthink and developing creative solutions to pressing problems.
- *Product development teams* are brought together virtually, often from around the world, to share their expertise under the shared goal to create a new product or project. The size of the team and lifespan depends on the scope of the project.
- *Service teams* are made up of international members, which cover different time zones. Common in customer service, this would mean a representative finishing their shift in Asia, as someone in the US begins – following the sun.
- *Action teams* are formed to handle a specific situation and are dismantled after the situation passes. The lifespan of action teams are usually short and are meant to handle immediate problems.

Ajay Singh
ajay@uptop.in

3.3.6. Cross boarder commuting

Cross-border commuting is a type of mobility where employees work in another member state without moving their residence to that particular country. It is understood as repeat movement of the same person across national borders on a regular basis.

3.4. Contingent employment

Today, this segment of the workforce has gone mainstream, and it needs to be managed strategically. Given growing skills shortages and the low birth rate in many countries, leveraging and managing "alternative" workforces will become essential to business growth in the years ahead. When there is a need for additional or replacement employees, a firm may explore alternatives to recruiting. Recruitment costs can be high. Moreover, once employees are placed on the payroll, they may be difficult to remove, even if their performance is marginal. Consequently, an organization is well advised to consider alternatives to adding full-time staff members. There are some viable options of leveraging nonemployees as follows:

3.4.1. Independent contractors

An independent contractor (sometime called freelance) is a person or a business that performs services, produces outcomes, or produces products for a business under a written or implied agreement or contract. The independent contractor is not subject to the client's control or direction. Most contracts specify that a contractor is not an employee and, as such, is not eligible for any benefits, perks, or privileges an employer might provide for employees.

3.4.2. Third party contractors

Third party contractors include any person or entity other than Contractor, its Affiliates or its Subcontractors who provides services in connection with the Project that are not within the Scope of Work and do not constitute Work under this Agreement, pursuant to an agreement (each a "Third Party Contract") with Owner.

Ajay Singh
ajay@aplon.in

3.4.3. Employed Consultants

Employed consultants are a hybrid of permanent workers and contractors – offering organizations a skilled worker who's permanently employed by us, and ready to work in interim or project positions.

3.4.4. Co-employment

Co-employment is the contractual allocation and sharing of certain employer responsibilities between a professional employer organization (PEO) and client. Co-employment is the business model used by PEOs—among other things, it gives client companies access to a broader spectrum of employee benefit plans, shares a variety of employer risk, and shifts fiduciary liability of pension plans to the PEO.

A PEO—sometimes referred to as an employee leasing company—is a human resources company that is contracted by employers to take over certain administrative functions, such as payroll, taxes, and employee benefits. The PEO assumes some of the administrative burden of being an employer and that allows the clients to have a sharper focus on their business.

3.4.5. Joint employment

If two or more companies exercise some control over the work or working conditions of an employee, those companies may all be considered to be "joint employers". A company will be deemed a "joint employer" with another company if it has "direct and immediate control" over another company's employees. The factors that are considered in making this determination are whether the company that is receiving the benefit of the employees' work (even if those employees are technically on another company's payroll) (i) hires or otherwise selects the workers, or has input

into the selection process; (ii) pays the workers or determines their compensation; (iii) directs the workers' day to day activities, sets schedules or supervises performance; or (iv) has the authority to discipline the workers, enforce workplace rules or terminate the workers' employment.

3.4.6. Advantages and Disadvantages of Contingent Employment

Advantages

- Cost Savings – Most obviously, the use of contingent workforce, particularly to offset peak business volume times, helps an employer avoid hiring to accommodate busy periods only to wind up overstaffed when business reverts to regular levels. Further, contingent workers typically get their benefits such as vacation time, holiday pay, sick leave, and health insurance from the staffing supplier, so your company doesn't have to absorb those costs. Moreover, when you engage independent contractors you avoid withholding payroll taxes, paying social security and Medicare taxes, and unemployment contributions.

Ajay Singh
ajay@iiptp.in

- Eased Administrative Burden – When you engage contingent workforce, administrative burdens such as routine employment documentation and other administrative tasks are handled by the staffing supplier and/or managed services provider. You also eliminate the time-consuming tasks associated with seeking and reviewing employment applications, interviewing job candidates, and preparing tax-withholding forms. Outsourcing these activities gives your team more time to focus on the critical, strategic objectives of your business.

- Improved Recruiting Capabilities – Contingent workforce can be very useful as a sourcing tool, enabling your company to evaluate a worker's performance on the job as a temp. The top performers can be offered full-time positions after being tested in real-life conditions. Engaging a contingent worker permits you to "try before you buy," learning if a worker holds the skills, work ethic, and attitude you seek in your full-time hires.

Disadvantages

- Training Difficulties – It can be challenging to provide extensive training to contingent labor, particularly when workers are engaged to address times of extreme business volume. Even when peak seasonality is not the reason for engaging contract labor, training for contingents is often different than that for full-time employees, particularly when there is sensitive intellectual property to protect.

- Transiency and Dependability Issues – Contingent workers are sometimes perceived (rightly or wrongly) as less dependable. The implication is that a temp worker is more inclined to leave their temporary assignment when a full-time offer presents itself, which can leave the employer in the lurch.
- Legal and Compliance Issues – Numerous high profile worker classification cases have seen employers on the hook for significant fines for misclassification, co-employment and joint-employment related claims. Managing a contingent workforce requires an HR practitioner to be well-versed in the often complex and conflicting rules and regulations for utilizing non-employee labor. Some evidences prove that there is a significant risk if the contingent workforce isn't properly classified (misclassified), adding a layer of complexity to the choice of whether or not to use contingent labor. Thus, one of the most significant risks is the possibility of misclassification lawsuits alleging that workers should have been classified as "employees," and are now owed benefits and other back pay.

  While there are many benefits to a contingent workforce, companies must also be aware of the risks. Widespread use of contingent workers to perform job functions similar to full-time employees may lead to worker tensions and a decreased sense of security. High turnover can increase training costs, add inefficiencies, and create knowledge gaps – for instance, if a temporary worker is put in charge of a segment of work and the assignment ends without an effective transition.

Ajay Singh
ajay@laptop.in

4. Global Talent Sourcing

For the mid-market company that is expanding internationally — whether for the first time or into uncharted territory – identifying the right talent can be a challenge. In an Ernst & Young study of C-level and other executives in rapid-growth markets, 30 percent of respondents reported the need for a strategic hiring process in international markets. Intensifying the problem, according to the same study, is a self-reported knowledge gap in local culture and ways of doing business by more than half of the participants.

Strategic Approach to Hiring Talent Globally

Ajay Singh
ajay@uptop.in

Source: Chiefexecutive.net

A strategic approach to hiring talent globally starts with answering a few key questions that will create a candidate profile, narrow the search, and get the process underway quickly and efficiently. Once candidates are identified, the interview process and reference checks will require a deeper dive to determine the suitability of finalists not only to the position for which they are being considered but to the culture in which they will be operating.

4.1. Assessing the market for the talent pool

Is your organization going into a market in which your industry is already established? If so, there may be a local talent pool to draw from. However, keep in mind a recent McKinsey & Company report, "Perspectives on Global Organizations," which cites that companies entering emerging markets tend to face fierce competition for a small pool of local talent with the right skill sets. If that proves to be the case, or your company is the first in your industry to enter a particular market, you will likely have to bring in talent look for suitable candidates both in-house (at headquarters or otherwise) as well as new hires.

4.2. Identifying a pool of viable talent with candidate profiles

The first step in identifying a pool of viable talent is to create a candidate profile. This profile will emerge from answers to a range of questions designed to access both hard and soft skills necessary for a particular position. Among the questions to include:

4.2.1. How crucial is experience in market versus industry or product knowledge?

4.2.2. Must the candidate have lived and worked in another country in the past?

4.2.3. Is in-market language a requirement?

4.2.4. Is the candidate capable of adjusting his or her style to meet the needs of a new environment?

4.2.5. If foreign-born, how likely is the candidate to gain the trust of the people of the country to which he or she is moving?

These questions, augmented by others specific to the company and position, will shrink the candidate pool and will help determine what it will mean, within your organization, to be a successful global executive.

Ajay Singh
ajay@uptop.in

4.3. Sourcing candidates through your relationships

Once your candidate profile is established, the search can begin, whether through networking, partnership or a search firm. In sourcing candidates through networking, determine what relationships you might have in the market. Consult your own Rolodex and with peers for recommendations. Also, consider creating partnerships or joint ventures that might result in referrals. Do targeted research to find out whether other industries are operating in the market that might have people with skills that would transfer to your industry.

4.4. Diving Deep for your right talents

With the field narrowed to a selection of viable candidates, the process of interviewing and reference checks for global talent requires a deeper dive. You will need to determine whether the candidate has not only resume skills and experience but is intellectually and rationally able to succeed for the company in a specific new environment. Among the in-depth questions to ask of potential hires and their references:

4.4.1. Can the candidate work within a foreign culture where it takes time to build trust?

4.4.2. Can the candidate change his or her style to meet the needs of a new environment?

4.4.3. Will he or she be willing to move a family to another country?

4.4.4. Can the candidate be culturally sensitive?

4.4.5. Will the candidate make a successful transition?

In addition, ask the candidate for examples of past mistakes and what he or she learned from them. In gauging a candidate's response to these interview questions, look for character traits and past experiences that indicate adaptability and patience. The successful transition to a new market will require a great deal of both. In Asian markets where expansion is taking place, for instance, expats too often fail because they do not take the time to study longstanding cultural, political and socioeconomic factors of their host country.

5. Global Employer Branding

One of the greatest challenges facing global companies right now is their ability to exploit synergies and efficiencies in their global talent acquisition and retention programs. When considered with the fact we are about to enter an era of unparalleled talent scarcity around the world, global employer branding is set to become one of the most critical roles inside global companies. Then, what is the "Global Employer Branding"?

Ajay Singh
ajay@aptop.in

5.1. Definition of Global Employer Branding

It is the process of positioning an organization as an "employer of choice" in the workforce market. An employer brand creates an image that makes people want to work for and stay working for the organization. An organizational value proposition of employees is the foundation of employer branding.

5.2. Branding Techniques

Employer branding uses the same marketing, communications, and performance technology used to market products and services to create an image of what it is like to work at the company. Firms typically use the following techniques, collectively or in a selective manner:

5.2.1. The corporate Website

5.2.2. Media ads (e.g., print, television, radio)

5.2.3. Collateral materials (e.g., brochures)

5.2.4. Marketing campaigns

5.2.5. Representation of the company at job fairs, campuses, etc.

5.2.6. Community events, sponsorships, and CSR, etc.

5.2.7. Continuous recruiting to keep visible in the labor market.

5.3. Employee Value Proposition (EVP) is the Foundation of Employer Branding

An EVP answers the question, why would a talented person want to work for the organization. The EVP must be aligned with the organizational strategic plan, vision, mission, and values and create an image that attracts and retains people. Further, it must provide an accurate picture of employment for employees and candidates. Any inconsistencies in the work environment can erode the credibility of a branding strategy.

An EVP should promote the tangible and intangible benefits that people derive from working there. Many people are attracted to work for international NGOs or other nonprofits because they want to make a difference.

Ajay Singh
ajay@upton.in

To create a global Employee Value Proposition can build on the principles of corporate brand to further differentiate the company in an increasingly competitive talent marketplace. This included identifying:

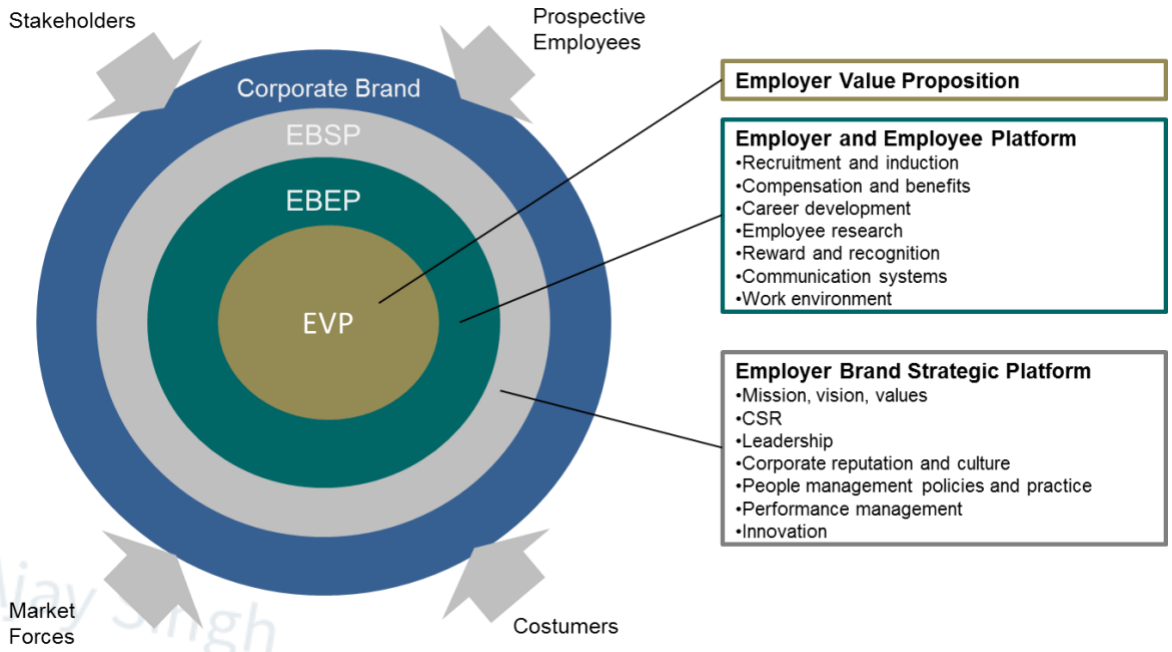
5.3.1. Any different approaches needed to attract and retain different talent segments and what those differences should be.

5.3.2. Priority areas for change in order to maintain and improve engagement of key talent.

5.3.3. The messages to use to attract different talent groups in different countries.

5.4. Employer Brand Framework

An employer brand framework defines the employment experience from a stakeholder perspective. The Framework considers the role of stakeholders including employees, prospective candidates, customers, investors, and society in employer branding.



Ajay Singh
ajay@uptop.in

Employer Brand Excellence Framework

Source: Minchington, B. (2011). Employer Branding Without Borders.

Adapting the global employer brand strategy to local environments should begin with a focus on the employee experience. Not all employees are the same and while companies like to use a "one-size-fits-all" engagement strategy, the reality is that most employees want to have their own needs met before they consider those of their team members or the organization as a whole. The employer brand strategy has to be built from the ground up.

5.5. Manage the Employer Brand for the Long Term

If there is one variable that causes more employer brand strategies to fail or to not even get started, it is the lack of relevant measures to determine the return on investment of the employer brand strategy over the long term. Most metrics used are short-term measures such as recruitment advertising costs or job-board spends. Metrics need to be more strategic and should include measures such as quality of hire, retention rate, and employee engagement that will provide deeper insights into the level of value creation from your employer brand strategy.

At the onset of your employer brand strategy, metrics based on desired outcomes should be established. There is no one-size-fits-all measurement tool for your employer brand program. The key is developing a set of metrics that is based on your own unique challenges and business objectives. Senior managers should develop a dashboard of metrics that is relevant to their organization's strategy rather than

implementing a “me-too” ROI measurement tool.

The key differentiator of companies that successfully adopt the employer brand concept in the future will be those that appoint dedicated employer brand resources and staffing, develop a clear strategy to work toward, achieving a Tier 1 status, and whose outcomes consider the objectives of candidates, employees, customers, investors, and society.

6. Global Talent Relationship Management

Talent can be defined as a group of people with special abilities. A relationship involves a connection, association, or involvement with talent in some manner or form. And management, last but not least, is how one person or department controls and directs the whole process from identifying the talent to creating engagement. In short, it is how and what organizations do to build relationships with talent—both with people inside the organization and those outside.

Ajay Singh
ajay@upton.in

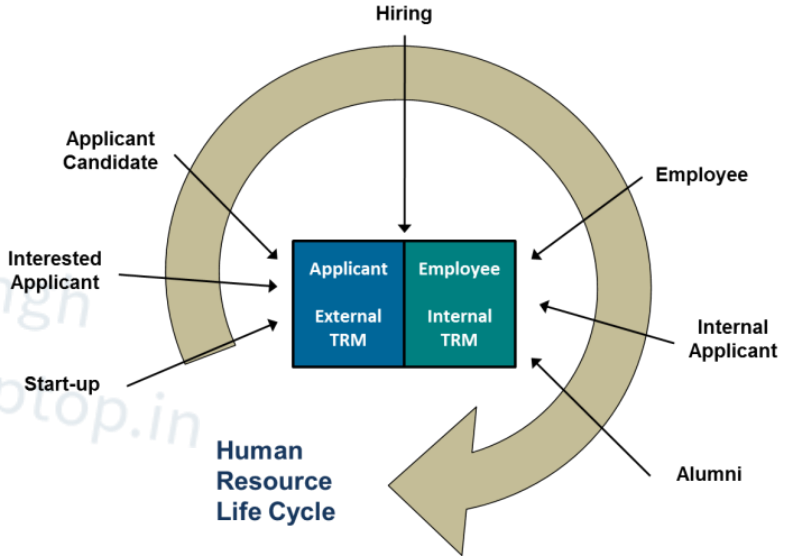
Externally, talent relationship management would involve maintaining some sort of communications and contact with people who might be a good fit to your organization or who are potentially interested in joining one day. Instead of ignoring external applications or sending standardized responses, candidates should feel that the company appreciates their interest in a position. For the hard-to-fill positions, employers should spend appropriate time to build a relationship with candidates, like giving them an inside tour of the company or an opportunity to mingle informally with co-workers.

Internally, employers need to build a strong relationship with their top performing employees. Employers should always look internally to fill positions so employees don’t look elsewhere and managers should have the foresight to help their people in their team progress in their career individually. Retaining your key performers is essentially done by continuously recruiting them to stay.

TRM intends to build up a long-term relationship with particular talented candidates in order to consider them for future vacancies. Thus, the strategic goal of TRM is to improve competitiveness of organizations on the labor market, by adopting a relationship management with high-potential candidates both within and outside the organization. In this context, TRM embraces elements and methods to build a long lasting relationship to talents in order to recruit them when new positions in an organization arise.

The figure below relates the TRM concept with the HR life cycle. Obviously external TRM is concerned with the first half of the life cycle, e.g. from the attraction to the hiring of new personnel. In contrary, internal TRM intends to build a relationship with high-

performing employees from their employment until they drop out of the organization. The purpose of the next section is to give an insight into the different elements of a TRM system, which will also serve as a base for the construction of the conceptual framework. Furthermore, it is important to bear in mind that from now when referring to TRM it focuses on the external side of the approach and, thus, on the group of applicants since this is the group of interest when it comes to the empirical part of the thesis.



Ajay Singh
ajay@uptop.in

TRM: Talent Relationship Management

Katoen, R.J. & Macioschek, A. (2007). Employer Branding and—Improving the Organizational Recruitment Approach. UMEÅ UNIVERSITY.

Experts in talent relationship management are better prepared to handle the following three workforce trends:

6.1. Short-term employment

Employees are changing jobs, and even careers, at a faster rate than ever before, and short-term employment is now the norm. Young employees now believe that they will work for 15-20 companies during their careers, up from 5-7 just 15 years ago.
This demonstrates a shift in employment practices that every company must recognize.

With this shift, employers have to stop thinking that changing companies equals disloyalty. Top talent will move around in order to gain a competitive advantage in their careers. Viewing multiple employers as a negative will sharply limit your

available talent pool and close your business off to many potentially impactful employees.

6.2. Boomerang hires

Following the trend of a mobile workforce, employers must consider re-hiring employees. Boomerang hires—or employees that leave and come back to your company—are becoming necessary to ensure long-term access to the best talent. Allowing an ex-employee the option to come back after they have gained skills and experience from other companies can have a positive impact on your business. In addition, re-hiring can be profitable, as rehires are generally productive more quickly than new hires because they are already familiar with the way things are done.

6.3. Online presence

Ajay Singh
ajay@ubtop.in

Social media and an employer's online presence is more important than ever in the hiring and talent realm. Many employers fail to prioritize their online presence, but this can be a mistake. A number of websites now exist that rank employers on everything from compensation to benefits and perks. Moreover, many people follow potential employers on social media. So, use this online opportunity to your advantage. Smart employers realize that social media is an outstanding tool for storytelling and showcasing your employment brand.

Part Two: Global Performance Management

1. Performance Management Cycle

The purpose of performance management is based on a similar fundamental premise in most countries; that is to control individuals in firms to maximize the MNCs performance. Performance management is also seen as an important way to identify employee strengths and weaknesses, evaluate training needs, set plans for further development and provide motivation by ascertaining rewards and career advancement. A pragmatic depiction of performance management purpose as three-fold: firstly, as a strategic link to the firm's goals; secondly, to supply data for administrative use; and thirdly for developmental purposes.

Ajay Singh
ajay@uptop.in

Performance management is the general term for a number of human resource functions that are concerned with managing performance. It is the systematic process that involves employees, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of the firm's mission and goals. Employee performance management includes: planning work and setting expectations, continually monitoring performance, periodically appraising performance, and rewarding good performance, and developing the capacity to perform. It is important to reiterate here that these numerous functions are much more complex to administer in an international setting.

Maley, J. (2016). Performance Management. In Robin Kramar, Jawad Syed (eds) Human Resources in the Global Context: A critical approach. Palgrave Macmillan.

The aspects of the performance management cycle are magnified and become more complex when a firm globalizes. When a company does internationalize it's operations, the human resource manager needs to become familiar with the aspects of performance management that may be influenced by the political, economic, legal and cultural feature of the countries in which the MNCs is operating. In addition, the human resource manager must be aware of the various stages of evolution of the subsidiary and how these stages may impact on the individual functions of the performance management system. The appraisal is therefore a component of the performance management system, albeit, a major component. It is forms part of the umbrella of performance management along with the other important functions. The cycle can form a structure for the design of a performance management system in diverse cultures. However, its particular form and method of implementation may vary in different cultures.

Ajay Singh
ajay@uptep.in

1.1. Performance planning

Being the first stage, planning is the foundation of the whole performance management cycle. It is carried out at the start of each business year. During this stage, managers will develop an overall plan for the company. They will identify future performance gals for every employee in terms of behaviors, targets, and actions as well as a development plan to enhance employees' skills.

1.1.1. Setting Goals

In simple words, goals indicate and give direction to an employee about what needs to be done and how much efforts are required to be put in. In this phase, every employee's goals are set for the performance period. Goal-setting theory of motivation states that specific and challenging goals along with appropriate feedback contribute to higher and better task performance. This one is a collaborative effort between the employee and their manager or supervisor.

By involving the employees in this stage, managers can help them understand the goals of the business and the what, why and how of the things that need to be done. This also boosts the commitment and motivation of an employee in achieving the goal.

The first stage is also a great opportunity to identify development and training requirements and opportunities for employees. Thus, this stage should also include the construction of a personal development plan, addressing the skills and strengths that an employee should develop in order to achieve goals.

1.1.2. S.M.A.R.T Goals

The goal needs to challenge an employee but should also be achievable. Thus, it needs to be a SMART goal.

SPECIFIC: A goal needs to be clear and detailed, stating the exact performance level expected.

MEASURABLE: A goal should have a measurable indicator so you can assess the progress and to ultimately determine if the goal has been accomplished.

ACHIEVABLE: A goal needs to challenge and employee and stretch their skills and abilities, however, it should be virtually possible to attain.

Ajay Singh
ajay@uptop.in

RELEVANT: A goal needs to be connected to the company's goals as well as being relevant to an employee's responsibilities and duties.

TIME-BOUND: A goal needs to state the "when" of the achieved results.

1.1.3. KPIs, OKRs, KRAs

Over the years, there have been many approaches to best monitor, measure and track organizational performance, from Peter Drucker's "Management By Objectives (MBO)" to three of the most popular modern measures:

Key Performance Indicators (KPIs)

Key Performance Indicators (KPIs) are high-level measures or metrics, for one particular strategic objective, which (when measured and reported) give the leadership team an "indication" as to whether the organization is making progress towards achieving that particular objective. Careful attention should be given in defining each of these core strategic planning and management elements.

KPIs are measurable values that demonstrate how effectively a company is pursuing important business objectives, focusing more on existing processes and activities. These are the measures that all the companies in your industry are using in their respective departments, from web traffic to employee satisfaction to total revenue.

For most organizations, KPIs are a means of measuring the current health of the business, and they help gauge performance relative to industry standards or established benchmarks. For instance, email open rates are a common measure of

marketing success, and all companies shoot for pretty much the same number: anything over 25% is desirable.

Each department will have its own KPI measures, from marketing to customer support and HR, and the focus of the results will be on those teams without heavy consideration for each individual employee's performance.

Objectives and Key Results (OKRs)

Most likely you have heard of the success by Google (and many other companies) with implementing a system of OKRs (Objective and Key Result) throughout the organization. OKRs have become increasingly popular, especially for companies seeking to build in more agility into their strategic management and performance system. OKRs can be used at the corporate level (Tier 1), department/business unit level (Tier 2), and employee level (Tier 3). The value of a well stated OKR is identifying in very clear language exactly what outcome is desired (objective) and attach to it a quantifiable target (key result) typically within the next 30–90 days. While there is much more to be said about OKRs, some of the distinctive features are:

Ajay Singh
ajay@intecp.in

- Set and reviewed more frequently (typically quarterly)
- Transparent to all in the organization, both vertically and horizontally
- Seek that sweet spot between aspirational and yet realistic
- Expectation that not all OKRs will be met each quarter (if they are, then they most likely are not a "stretch")
- While KPIs provide a measure of the health of your existing processes, OKRs are a way of quantifying the success of increasingly ambitious growth and improvement goals and mapping out the path to achieving them. They're more about change.

As the name implies, OKRs consist of two parts: 1) Objectives: where you want to go – your goals for a set period (often one-quarter), and 2) Key Results: how far you progressed in the pursuit of these goals.

Like KPIs, OKRs start out at the high level – "What are the organization's main objectives for this quarter?" – and get progressively more granular. But unlike KPIs, they focus more on internal performance, from the organization to project teams and individual employees. Here are the basic ground rules for OKR implementation at Google, where this style of measurement was first popularized:

Objectives are ambitious and should feel somewhat uncomfortable

Key Results are measurable; they should be easy to grade with a number (at Google we use a 0–1.0 scale to grade each key result at the end of a quarter)

OKRs are public; everyone in the company should be able to see what everyone else is working on (and how they did in the past)

The "sweet spot" for an OKR grade is .6–.7; if someone consistently gets 1.0, their OKRs aren't ambitious enough. Low grades shouldn't be punished; see them as data to help refine the next quarter's OKRs

In the same philosophy as S.M.A.R.T. goals, the specific and ambitious nature of OKRs is the key to their power. The number-based measure of how the group or individual is performing helps to prevent the kind of goal dilution that can occur to qualitative goals like, "launch new referral program."

Ajay Singh
ajay@aptop.in

You can achieve that goal by publishing a landing page, even if no one ever submits one. But if your goal is to "generate 20 new referrals this quarter," scraping together just four of those is infinitely more beneficial to your organization than the results of your vague goal, which was technically more successful but didn't help you improve.

Key Result Areas (KRAs)

Some of the confusion of OKRs and KRAs is due to the usage of the phrase "key result" in both acronyms. While there are some similarities, there are also some major differences.

- ✓ Organizational-Level (Tier 1) KRAs

In 2010 Randall Rollinson and Dr. Earl Young introduced the concept of "Key Result Areas" in their book Strategy in the 21st Century, to help organizations identify key drivers of success. At the highest level of the organization, a key result area is not a measurement at all, but rather is a strategic factor either internal to the organization or external, where strong positive results must be realized for the organization to achieve its strategic goal(s), and therefore, move toward realizing the organization's longer term vision of success. Key result areas are sometimes referred to "critical success factors (KSFs)" or "key drivers of success." When used at this altitude in your strategy development process, KRAs are not performance measurements, but rather scaffolding to help break down your vision and goal into specific categories that will

drive success.

Once6-9KRAsaredefined,aleadershipteamcanmoveontospellingout(and eventually selecting) a set of feasible strategy alternatives for positively impacting each Key Result Area. These strategies can then be incorporated into the organization's long-term strategic plan with appropriate responsibilities and time frames assigned. This set of longer-term strategies must then be translated into a balanced set of operational objectives, which are foundational to building and implementing the near-term operating plan.

- ✓ Department/business unit level (Tier 2)

Ajay Singh
ajay@e-top.in

Set up a meeting with middle management - heads of your different teams/departments - to start rolling out OKRs at the company. In this step, it is necessary to explain how the management team is thinking about the company OKRs and have an open planning conversation with team leaders. In this conversation, management collaborates with team leaders on the company objectives that the management team is proposing. Importantly, this is a two-way conversation where team leaders are able to provide feedback on the draft OKRs.

At the end of this step, middle management should have a clear understanding of company OKRs and also have draft Objectives and Key Results for their respective departments.

- ✓ *Employee-Level (Tier 3) KRAs*

When Key Result Areas are used regarding individual employee performance, it is a tool to help align each employee's day-to-day responsibilities with the higher-level strategy of the organization. Key result areas are those things that you, as a staff member, absolutely, positively must do to fulfill your responsibilities and achieve your business goals. It is a tool to help align each employee's day-to-day responsibilities with the higher-level strategy of the organization.

A good KRA includes ongoing tasks and activities of the position, and the purpose and desired results of performing those tasks. The natural tendency of many people is to focus on the activities of each day instead of the end results expected of them. You can soon become so busy with the daily activities of the job that you lose sight of the bigger picture.

The major goal of setting Key Results Areas is to improve communication and

increase productivity on your team because everyone knows what winning looks like in their role. You may follow the following guidelines when setting your KRAs:

- It is clear, specific, and measurable. You can determine exactly if the result has been achieved, and how well.
- It is something that is completely under your control. If you do not do it, it will not be done by someone else. If you do it and do it well, it can contribute significant value to your business and to your career.
- It is an essential activity of the business. A key result is an important output that then becomes an input to the next key result area, or to the next person.

Ajay Singh
ajay@intop.in

As suggested by LBL STRATEGIES, with KPIs, you're trying to figure out how well you're doing right now – how healthy your company is, and how your current initiatives are performing. OKRs are more about development and growth – whether you're on track to reach the goals you set for organizational and employee improvement, or not.

While the objectives that KPIs typically measure – revenue and engagement – tend to remain static, OKRs often evolve from quarter to quarter, as executives and employees challenge themselves to set new, ambitious goals that focus their effort and align their work with the company's objectives. KPIs are a constant companion, the same measurement monitored continuously, while OKRs have a deadline after which you evaluate how well you did in achieving your objectives.

Ultimately, KPIs and OKRs are not mutually exclusive, and you should expect to see some KPIs nested within your OKRs – in fact, for some companies the KPIs are the "Key Results" of OKRs. The main philosophical difference is that while KPIs persist over time, the "Objective" part of OKRs puts performance measurements in the context of the limited period in which they are measured. As a result, it should come as no surprise that OKRs are more heavily emphasized at companies like Google and Uber, where rapid development and the evolution of ideas requires a rolling review of performance metrics, rather than focusing on the same few goals over long periods of time.

It would be a mistake, however, just to adopt OKRs just because cool companies use them. In the end, the approach you take will depend on your company. If you're in a rapidly evolving field, where targets are shifting and you need a high degree of agility, then it may be a good idea to give OKRs a shot. If you have a single core product or service, and you have a solid history of KPI accuracy, then you don't have to jump on

OKRs just because they're becoming popular. The more important consideration is the individual measurements you're taking, regardless of approach, because they are going to be the heart of either strategy.

1.2. Performance monitoring

Employee performance and progress should be continuously monitored. "Continuous monitoring" doesn't mean watching every aspect of how the employee fulfills assigned tasks and activities. Managers should focus their attention on the achieved results, individual and team dynamics affecting the work environment. The key elements of performance monitoring are CFR: Conversations, Feedback and Recognition, also called "check-ins". These employee performance check-ins are one- on-one conversations between managers and employees about their goals and objectives and their performance plans. These help managers gain an understanding of what their employees are working on and the issues they face from time to time and help managers resolve it without having to wait for annual performance reviews.

Ajay Singh
ajay@laptop.in

The frequency of employee check-ins is different based on different workplace cultures, the type of work and the employees you work with. Depending on the complexity of goals set for your direct reports, you can either have Weekly check-ins, Monthly check-ins or quarterly check-ins. These employee check-ins should be open to be initiated either by managers or by their direct reports.

In line with OKRs, OKRs can only be graded with "complete" or "incomplete", while CFRs, on the other hand, are the result of public, transparent OKRs and afford a larger vocabulary.

1.2.1. Conversation

CFRs should be happening through the OKR cycle and should take place in the 1:1s. They should also take place at the end of an OKR cycle. The conversation should be in-person or over a video conferencing service, not on Slack or over the phone, and should include goal-setting, reflection, and ongoing progress updates. The feedback should be specific and constructive—an opportunity for employees to say to their supervisors: what do you need from me to be successful? And now let me tell you what I need from you.

1.2.2. Feedback

Feedback can be highly constructive if it's specific. For negative feedback, you could

say: You didn't respond to that client's email, and I thought it came off as unprofessional. For positive feedback: You did a great job at that meeting. I thought you were prepared and well-spoken, and it was very smart to close with the next steps.

1.2.3. Recognition

Recognition is often the most underestimated component of CFRs and the least well understood one in the acronym. Recognition is important because appreciation is a fundamental human desire. Furthermore, modern company culture often makes recognition performance-based and horizontal. It crowdsources meritocracy.

Recognition in CFRs can be peer-to-peer, which helps those who may not normally be noticed by leaders get noticed. The best part is, it can be as simple as a "thank you."

Ajay Singh
ajay@uptop.in

1.3. Performance reviewing

This is usually done on an annual basis when the finals results of an employee's performance are reviewed. This phase is a collaborative effort and designed to allow the manager or supervisor and employee to evaluate how well achievements have met the goals set during the first stage.

Performance measurement (also called performance appraisal in measuring individual performance) may be occurred in this stage - a process of collecting data necessary for the performance measures. All companies (from small business to huge corporations) measure performance to some extent. Even though many organizations are primarily focusing on financial measures, there is a large difference among companies in terms of which performance measures they use. The revolution in performance measurement has changed the priority in features of performance measurements systems. Today, one of the main challenges for organizations is matching and aligning performance measures with the company's business strategy, structure, and corporate culture. Next important tasks are choosing the right types and number of measures, the balance between dignities and costs of introducing chosen measures, and deploying those measures, so results are used and acted.

The purpose of the performance appraisal may vary between cultures and change as the subsidiary evolves through various structures and strategies. While most of US MNCs use appraisals for administrative purposes, in particular salary decisions, performance management is less frequently used for training and development purposes. They also expressed a key concern that information from performance appraisals is used by raters, ratees and firms for many purposes and that the goals

pursued by the rater and ratees are not necessarily the same as those pursued by the firm.

An effective international performance appraisal in particular needs to identify performance criteria that are important to the MNC and related to the job performance. There are several different opinions on which external criteria to use to evaluate performance. A recent standpoint advocates five clear criteria: strategic alignment, validity, reliability, specificity and acceptability.

1.3.1. Strategic alignment

Strategic alignment is the degree to which the employee's individual performance management system matches or fits with the organization's global business plan. It has been proposed that performance criteria include the aspirations of the individual and that the individual's best possible performance criteria need to be identified and fitted with the firm's conceptual criteria. More recently, the application of the Balanced Scorecard (BSC), MBO, and OKR have become a popular method of developing strategic congruence by linking the firm's long-term goals to short-term actions of employees.

Ajay Singh
ajay@uptop.in

1.3.2. Validity and Reliability

Validity refers to fact that people are being measured on areas that are truly important to the firm's objectives and refers to the extent to which a performance measure assesses all the relevant aspects of the job. If a performance management process lacks validity it does not measure all aspects of the performance of the employee.

Reliability refers to the uniformity of performance and autonomy from Radom error. There are several types of reliability that are pertinent to the performance appraisal. The most important is inter-rater reliability and refers to the level of consistency amongst the supervisors who are appraising employees. Evidence indicates that many supervisors are subjective and, therefore, their appraisal of employees will be low in reliability.

1.3.3. Acceptability

From the perspective of the appraisee, acceptability is more likely to occur when they perceive the appraisal to be fair, and when the feedback they receive from the appraiser is timely and accurate. In the international setting, a vital aspect of the

acceptability of the performance appraisal process by both the supervisor and the employee has been found to be attributed back to the clarity of purpose of the appraisal. Evidence suggests that, from an employee perspective, in order to be acceptable, the performance management process needs to have a clear purpose and the purpose has to be acceptable.

Because the appraisal has implications for individual reward, employee perceptions of fairness or justice are especially significant. Scholars claim that organizational justice has two subjective perceptions: procedural justice (the fairness of procedures) and distributive justice (the fairness of outcome). When employees feel unfairly treated in their appraisal, they are likely to react negatively.

Ajay Singh
ajay@uptep.in

The important point here is that the additional complexity of geographical distance and cultural distance in the global setting makes achieving the criterion of acceptability of the performance management system increasingly challenging to achieve. It is therefore essential that the supervisor must take extra precautions to ensure that the performance management process maintains equality, equity and justice perceived in different cultural context.

Culture may play a large role in the implementation of ethics artifacts in corporations and could be a major reason for this difference. Moreover, it has been reported that in performance appraisals, non performing factors (for example race) are one of the top ten serious ethical considerations for human resource managers in MNCs. It is, therefore, paramount that firms ensure that their performance management processes are conducted to a high ethical standard.

International research evidence indicates that, if the firm's purpose for doing the performance appraisal is clearly communicated throughout the organization, and the criteria of strategic congruence, validity, reliability and acceptability are upheld to a high ethical standard, the performance management is more likely to be successful.

1.3.4. Performance appraisal methods

Today, most firms, and certainly most MNCs, use a behavioral type of performance appraisal combined with an objective goal-based method such as management by objectives (MBO) or key performance indicators (KPIs).

MBO/KPIs

Employee motivation and performance are improved if the employee clearly

understands and is challenged by what is to be achieved. If performance management is to have a developmental purpose, it ought to focus on the process of getting results and that process must be considered in terms of the job-related behaviors over which the individual employee has control.

MBOs have been found to be acceptable method of appraisal in individualistic cultures. This could be owing to the emphasis on goal and measurement, and employee's involvement and collaborative efforts, which are integrated into the philosophy of MBO.

Some scholars argued that MBOs may destroy teamwork, and conflict with total quality management (TQM) initiatives. Furthermore, they can lack comparability and, therefore, have limitations in regards to administration, particularly if the administration requires valid comparisons, such as promotion and salary awards

Ajay Singh
ajay@uptop.in

Check-List

The basic purpose of utilizing check-list method is to ease the evaluation burden upon the rater. In this method, a series of statements, i.e., questions with their answers in 'yes' or 'no' are prepared by the HR department (see Figure 28-2). The check-list is, then, presented to the rater to tick appropriate answers relevant to the appraisee. Each question carries a weight-age in relationship to their importance.

1. Is the employee punctual	Yes/No
2. Does employee has in depth knowledge of his/her job	Yes/No
3. Does the employee follow the instructions properly	Yes/No
4. Is willing to help peers	Yes/No
5. Does maintain discipline	Yes/No

When the check-list is completed, it is sent to the HR department to prepare the final scores for all appraises based on all questions. While preparing questions an attempt is made to determine the degree of consistency of the rater by asking the same question twice but in a different manner.

The forced-choice method is developed by J. P. Guilford. It contains a series of groups of statements, and rater rates how effectively a statement describes each individual being evaluated. Common method of forced-choice method contains two statements, both positive and negative.

Examples of positive statements are:	*A pair of negative statements may be as follows:*
1. Gives good and clear instructions to the subordinates. 2. Can be depended upon to complete any job assigned.	1. Makes promises beyond his limit to keep these. 2. Inclines to favor some employees.

Each statement carries a score or weight, which is not made known to the rater. The human resource section does rating for all sets of statements—both positive and negative. The final rating is done on the basis of all sets of statements. Thus, employee rating in this manner makes the method more objective. The only problem associated with this method is that the actual constructing of several evaluative statements also called 'forced-choice scales', takes a lot of time and effort.

Ajay Singh
ajay@uptop.in

Ranking

Ranking compares each person's performance, with the manager ranking all subordinates from 'best' to 'worst'. Typically, 10% of ratings are required to be poor or excellent. Ranking forces the rater to evenly distribute the ratings across a broader range of results. This is similar to scaling requirements in university exams. Forced ranking is argued to avoid problems of manager bias and, in particular, leniency.

Behavior observation scales (BOS)

The BOS is a list of critical incidents behaviors which the supervisor has to rate in terms of frequency. This method has recently gained in popularity and is used by many large MNCs because it can be used to measure the behavior and value of employees whose job performance cannot be evaluated on the basis of productivity alone. However, it is very difficult to develop the BOS because you need to identify what are "critical incidents" etc.

Behaviorally Anchored Rating Scale (BARS)

Behaviorally anchored rating scales (BARS) bring out both the qualitative and quantitative benefits in a performance appraisal process. BARS compares employee performance with specific behavioral examples that are anchored to numerical ratings. BARS provides clear standards, improved feedback, accurate performance analysis, and consistent evaluation. However, when done manually it suffers from the

usual distortions that are inherent in most review methodologies.

Critical Incidents Method

In this method, the rater focuses his or her attention on those key or critical behaviors that make the difference between performing a job in a noteworthy manner (effectively or ineffectively). The basic idea behind this rating is to apprise the workers who can perform their jobs effectively in critical situations. This is so because most people work alike in normal situation. The strength of critical incident method is that it focuses on behaviors and, thus, judge's performance rather than personalities. Its drawbacks are to regularly write down the critical incidents which become time-consuming and burdensome for evaluators, i.e., managers. Generally, negative incidents are positive ones. It is rater's inference that determines which incidents are critical to job performance. Hence, the method is subject to all the limitations relating to subjective judgments.

Ajay Singh
ajay@uptop.in

Graphic Rating Scale

The graphic rating scale is one of the most popular and simplest techniques for appraising performance. It is also known as linear rating scale. In this method, the printed appraisal form is used to appraise each employee. The form lists traits (such as quality and reliability) and a range of job performance characteristics (from unsatisfactory to outstanding) for each trait. The rating is done on the basis of points on the continuum. The common practice is to follow five points scale. The rater rates each appraisee by checking the score that best describes his or her performance for each trait all assigned values for the traits are then totaled.

Performance Factor	*Performance Rating*				
Job knowledge is information pertinent to the job that an individual should have for satisfactory job performance.	☐ Poorly informed about work duties	☐ Occasionally unsatisfactory	☐ Can answer most questions about the job	☐ Understands all phases of the job	☐ Has complete mastery of all phases of the job
Dependability in following directions and company policies without supervision.	☐ Required constant supervision	☐ Requires occasional follow-up	☐ Usually can be counted on	☐ Requires very little supervision	☐ Requires absolute minimum of supervision

This method is good for measuring various job behaviors of an employee. However, it

is also subjected to rater's bias while rating employee's behavior at job. Occurrence of ambiguity in design- mg the graphic scale results in bias in appraising employee's performance.

Grading

In this method, certain categories of worth are established in advance and carefully defined. There can be three categories established for employees: outstanding, satisfactory and unsatisfactory. There can be more than three grades. Employee performance is compared with grade definitions. The employee is, then, allocated to the grade that best describes his or her perfor-mance. Such type of grading is done is Semester pattern of examinations and in the selection of a candidate in the public service sector. One of the major drawbacks of this method is that the rater may rate most of the employees on the higher side of their performance.

Ajay Singh
ajay@uptop.in

Essay

Essay method is the simplest one among various appraisal methods available. In this method, the rater writes a narrative description on an employee's strengths, weaknesses, past performance, potential and suggestions for improvement. Its positive point is that it is simple in use. It does not require complex formats and extensive/specific training to complete it.

However, essay method, like other methods, is not free from drawbacks. In the absence of any prescribed structure, the essays are likely to vary widely in terms of length and content. And, of course, the quality of appraisal depends more upon rater's writing skill than the appraiser's actual level of performance.

Moreover, because the essays are descriptive, the method provides only quali-tative information about the employee. In the absence of quantitative data, the evaluation suffers from subjectivity problem. Nonetheless, the essay method is a good start and is beneficial also if used in conjunction with other appraisal methods.

Multisource feedback (360 Degree Appraisal)

The process of multisource feedback (360-degree appraisal) involves obtaining feedback from subordinates, peers, supervisor, self, and customers. This gives everyone more information about a ratee's behaviors, thus enhancing the potential for improvement. If not handled properly, this method can also suffer from the subjectivity of the appraiser or political issues.

On the one hand, experienced supervisors usually have good norms because they have seen several employees working on the job, which can result in well calibrated views of different performance levels and supervisor rating is acceptable across most cultures. Peers are often in closer proximity to the work being. Self-ratings have the advantage that there is a great amount of information conveniently available. In addition, other forms of feedback have been found to be invaluable when managing employees who are geographical distant and the supervisor may not witness the majority of subordinates' behaviors.

On the other hand, peers and subordinates are often inexperienced in making rater and task judgments and may only be aware of a small portion of a manager's performance and self-ratings can be distorted because of an inflated perception of one's own performance. In an international context, multisource feedback has been found to be particularly challenging and recent evidence suggests that multisource feedback is not transferable across all cultures.

Ajay Singh
ajay@uptop.in

1.4. Performance rewarding

Rewarding means providing incentives to and recognition of employees, individually and as members of groups, for their performance and acknowledging their contributions to the organization's mission. Although reward and recognition are intertwined they are also very different. Put simply, rewards are tangible, recognition is intangible. *Rewards* are always something you can touch and of a specific amount. In addition to pay, these can include everything in an employee's benefits package – from pension and income protection to health and well being. *Recognition*, on the other hand, is often invisible in nature yet priceless in value: for example, praise from your boss or peers on a job well done.

The term "pay-for-performance compensation" refers to performance-based pay programs where an employee is incentivized and rewarded for achieving goals or objectives. There are many types of pay-for-performance (PFP) plans as follows:

1.4.1. Piece Rate System

In the individual incentive system, there are two work rates, one is lower and the other is higher. Those who reach the standard output are given a higher piece rate. The lower rate is applicable to those workers whose output is below standard. The standard is determined by time and motion study.

1.4.2. Bonus

A bonus is an individual incentive payment that is given to an employee beyond one's normal standard wage. It is generally given at the end of the year and does not become part of base pay. It is extra payment to workers, over and above normal wage.

1.4.3. Merit Pay

Merit pay is an individual incentive based on how well an employee has done the assigned job. The payment is based on individual employee's performance. Rewarding the best performer with merit pay is a powerful motivation. Merit pay motivates the employees to work hard and achieve the assigned tasks. Merit pay may be in the form of lumpsum amount or as a percentage base pay.

Ajay Singh
ajay@upton.in

1.4.4. Sales compensation

Compensation plan for salespeople consist of a straight salary plan, a straight commission plan or a combination of salary and commission plan.

Straight Salary Plan – It provides stable income and provides freedom from financial uncertainties. But there is no additional incentive for good performance. Example- Straight salary plan can be used in jobs where non-selling activities are more in the total times spent by the salesperson like sales and service engineers. Also in the case of salespersons, who do more of sales promotion activities in the field.

Straight Commission Plan – Here, payment is made as per sales productivity. The person receives no compensation if sales are not made. A high performing salesperson can earn very high commission based on business generated. Example- Selling insurance and financial products.

Salary plus Commission Plan – The plan provides security of stable income and additional income through commission for achieving sales targets. The plan is very useful for maintaining the morale of salespeople. Therefore, salary plus commission plan is being increasingly used by most of the companies in our country.

Target sales incentive – an individual incentive that motive salesperson to achieve sales targets and increase selling effort (meeting more number of prospects/customer/extended working hours, selling full range of products, conducting sales campaigns etc.). Types of Sales Incentives include:

- ✓ Financial incentive: The salesperson is eligible for cash incentive for

achievement of sale target/exceeding the sale target. The sale target may be for a quarter or for the whole year.

- ✓ Non-financial incentives – While financial reward is a powerful motivation, money is not the sole motivator. Therefore, companies have come out with non-financial incentive such as ***recognition*** of outstanding performance, annual conferences in hill stations/foreign countries, membership in Achievers' Club, members of the task force, personal letters of commendations, etc. to motivate sales people.
- ✓ Combination of financial and non-financial incentives – Many companies dealing with pharma products, consumer goods and durables are increasingly using a combination of financial and non-financial incentive system to motivate sales people and achieve increase in sales, market share and profits.

Ajay Singh
ajay@uptop.in

1.4.5. Group or Team-Based Incentives

The plan rewards all team members equally based an overall performance of the team members. Performance is evaluated using an objective standard. Payments to team members may be made in the form of cash bonus or non-cash rewards such as luxury goods or pleasure trips. Team based incentives can motivate the members to work as a team rather than brilliant individuals. It is relatively easy to measure team performance.

1.4.6. Profit Sharing

Profit sharing involves the determination of organization's profit at the end of the financial year and the distribution of a percentage of the profits to employees, qualified to share the earnings. To enable the workers to participate in profit sharing, they are required to work a certain number of years and develop some seniority.
Profit sharing is an additional payment over and above regular salary payment. Professional management consider workers as partners in the production process and profit is an outcome of the efforts of employees and therefore it could be shared between employer and employees. According to International Labour Organization (ILO), "Profit sharing is a method of industrial remuneration under which an employer undertakes to pay to his employees, a share in the net profit of the
enterprise in addition to their regular wages".

1.4.7. Gain Sharing

Gain Sharing aims at increasing productivity or decreasing labour cost and sharing

the gains with employees. When productivity exceeds the baseline, an agreed savings is shared with employees. Gainsharing plan increases co-operation and understanding among workers and teams and they work for achievement of common goals. Example- Scanlon plan aims at cost cutting and increasing efficiency of operations and sharing the gains with employees. It also includes suggestion scheme for cost-cutting.

1.4.8. Employee Stock Plans

Employee Stock Plan is one of the important pay for performance devices to attract and retain promising employees. It commands employee loyalty. Stock options are tremendous motivators because they directly link performance to the marketplace. The principle of stock option is to let employee add value to the company and benefit from it. It is a form of compensation which enables the employees to purchase shares of their company and gain from possible rises. Under the scheme, employees who are eligible for receiving the award are they offered specified number of shares. They gain when the share prices goup. Stock options create wealth for employees without involving large cash flow to the company.

Ajay Singh
ajay@uptep.in

1.5. Performance development

Developing means increasing the capacity to perform through training, giving assignments that introduce new skills or higher level of responsibility, improving work processes, or other methods. Development efforts can encourage and strengthen good performance and help employees keep up with changes in the workplace. One way to hold employees accountable is through a performance improvement plan, otherwise known as a performance development plan or a performance success plan.

1.5.1. Performance improvement plan (PIP)

Performance improvement plan (PIP), also known as a performance action plan, is a tool to give an employee with performance deficiencies the opportunity to succeed. It may be used to address failures to meet specific job goals or to ameliorate behavior-related concerns. Outcomes may vary, including improvement in overall performance; the recognition of a skills or training gap; or possible employment actions such as a transfer, demotion or termination.

1.5.2. Individual Development Plan (IDP)

Individual development plan (IDP) is generally prepared both by the employee as

well as the employer as to what all initiatives the organization needs to take to enhance the skills of an employee and help him grow both personally as well as professionally.

2. Global Performance Management Dilemma

Multinational corporations, therefore, should consider their international employees and need to think about tailoring the performance management system to fit the norms and beliefs of local national cultures. The virtual office presents difficulties for performance management. Online performance management systems are now widespread. Firms often introduce elaborate and expensive performance management systems but fail to ensure that employees know how to use them adequately. It has even been suggested that managers tend to give more negative ratings with online appraisals compared to those given on an old fashioned paper form. There is little doubt that technology has impacted the way firms manage performance management. It is an area that will continue to witness enormous change. For example, the impact of the speed of communication and social network sites could have a major influence on the politics of performance management.

Ajay Singh
ajay@uptou.in

Performance management is a human relations process and needs trust between the supervisor and the employee to work well. Although progressive contemporary technology has removed the burden of many tedious administrative tasks in the office, it must be considered that for a performance management process to work effectively across a diversity of cultures there needs to be three vital activities between the supervisor and the subordinate that cannot be substituted by a computer. These activities are regular face-to-face contact, repeated opportunity for feedback and performance appraisal follow-up. In other words, looking towards the future the MNC's performance appraisal must be embedded in the performance management system that transcends all cultures.

2.1. The cultural impact of performance appraisal

Performance appraisal is an area that experiences a great deal of difficulty when translated into different cultural environments. For example, ratee bias, work practice, productivity, interpretation, perception of status and the need for feedback and acceptance of the appraisal system have been found to be influenced and shaped by culture.

found that, although there was some consistency in appraisals across cultural settings, cultural attitudes and beliefs could influence ratee discrimination. They found that confidence in the international performance appraisal was influenced

strongly by culture. For example, they argue that raters in international settings are more susceptible than domestic raters to distorting and inflating their subordinate's performance appraisal ratings.

Research found that culture is one of the most significant constraints that must be considered when evaluating foreign subsidiary employees. Variations in work practices between the parent multinational corporation and the subsidiary need to be recognized. For example, one does not fire a Mexican manager because worker productivity is half the USA average. In Mexico that would mean the manager is working at a level three or four times as high as the average Mexican manager. They argue that international appraisals require relevant comparative data, not absolute numbers; the harassed Mexican manager in the above example has to live with Mexican constraints, not European or USA ones, which can be very different.
Additionally, research found that the way MNCs measure worker productivity is often similar but the results appear differently because of cultural nuances.

Ajay Singh
ajay@uptop.in

Interpretation of the performance appraisal confronts the issue of cultural applicability. For example, in different cultures the performance appraisal can be interpreted as a signal of distrust or even an insult. In Japan, for instance, it is important to enable one to 'save face' by avoiding direct confrontation and this influences the way performance appraisal is conducted. A Japanese manager cannot point out a work-related problem or error committed by a subordinate. He would explain the consequences of a mistake without pointing out the actual mistake. A study involving ten leading Chinese multinational corporations found that there are commonalities in international performance appraisal procedures and criteria between Chinese and Western multinational corporations. However, a research found that the purpose of performance appraisal in Chinese MNCs was largely to decide how much to pay rather than for the organizational development by being more concerned with short-term business achievement. The research also found performance appraisals in Chinese MNCs to be short in feedback and less transparent. In addition, it has been established that different forms of multisource assessments other than the traditional supervisory appraisal are virtually non-existent in China and Hong Kong. Research from Hong Kong revealed that Hong Kong respondents had a preference for group based appraisal and that appraisals were more directive and less participative. The appraisals in Hong Kong companies were found to have been modified to suit the cultural collectivist characteristics of the society.

In Indian firms, research found that interpersonal relations and performance levels

and performance level had a significant effect on performance ratings and that supervisors inflate ratings of low performers, suggesting local cultural norms may be operating as a moderator.

Acceptance of the performance appraisal by both the rater and ratee have been argued as being essential for a successful appraisal. In the international setting, performance appraisal acceptance has been found to vary widely across different cultures. For instance, Japanese employees have been found to be less accepting of the appraisal process than US employees.

Moreover, one of the most perplexing questions on the cultural impact of appraisal is whether performance appraisal systems designed in the parent MNCs should be transferred to other countries. On the one hand, this is possible providing the manager conducting the performance appraisal has sensitivity to foreign values. On the other hand, it is doubtful that the traditional principles that guide the design and management of appraisal in western countries can be successfully transferred to other countries. Cultural management styles may translate into distinct differences in the optimal management of performance, thus suggesting important reservations about the transferability of traditional performance appraisal principles across boundaries. Western Style performance appraisals would need to be modified extensively in order to work with Chinese employees. Until more is known in this area, strong reservations need to be expressed about the direct applicability of the performance appraisal practices typically implemented by US and European MNCs.

Ajay Singh
ajay@uptep.in

2.2. Standardization or Localization

When an organization implements performance management in global context, it is an important differentiation goes back to the paradigm that is applied: The universalist versus the contextualist paradigms. The contextualist paradigm assumes that HRM practices are contextually unique, and it seeks to understand peculiarities of countries as well as the differences and similarities between them. On the contrary, the universalist paradigm aims to improve organizations' HRM by providing strategic approaches, or so-called 'best practices', which are assumed to be universally applicable. The gap between these two paradigms is emphasized by scholars: "Universalism and contextualize are paradigms – that is, they are taken-for- granted truths that the proponents of each simply assume must be correct. The fact that there are people who hold fast to each paradigm indicates that they are intellectual constructs capable of being challenged, but for the proponents of each one, they are 'obviously' correct and the only way to think about management

science and HRM" .

	Divergence	Convergence
Definition	Context-specific influences lead to different country-specific priorities and patterns of practices	Global competition and diffusion lead to an adaptation of priorities and patterns of practices
Paradigm	Mainly contextualistic	Mainly universalistic
Influencing factors	Stable institutional and cultural influences	Increasing globalization and growing worldwide competition
Direction of development	Static	Similar or confluent
Final endpoint of development	Country-specific management practices	Global 'best practices'
Normative implication	Localization	Standardization

Source: Knappert, L. (2013). Global Performance Management in Multinational Enterprise. Berlin Campus of the ESCP Europe.

The contextualist and universalist paradigms are related to a central debate in global performance management, namely the divergence convergence debate. The contextualist paradigm is associated with the concept of convergence, which is defined as the adaptation of priorities and patterns of management practices across countries as a result of increasing global competition. The market-driven perspective emphasizes the need to find the most effective and most efficient solution in today's global and highly competitive market, often referring to US-based benchmarks, whereas the other perspective assumes a global diffusion of US-shaped practices caused by the dominant role of the USA in the global economy.

Conversely, divergence is related to the contextualist paradigm and describes differences in management practices that remain stable over time because of constant country-specific influences. While standardized solutions in global performance management practices promise comparable results and a consistent corporate culture, local conditions might require some form of adaptation. The strategic challenges of localization and standardization take place on the organizational level, whereas the corresponding phenomena of divergence and convergence can be observed on a contextual level, where similarities and differences in HRM practices occur across countries.

Hence, when following the idea of divergence, localization approaches are recommended, whereas "if more credence is attached to the convergence concept, MNCs should strive to standardize their practices throughout the organization". Although the discussion about standardization and localization has its roots in the tradition of international management, the organizational perspective is often amended by the other two research fields (cross-cultural and comparative management) when this decision and its drivers are analyzed.

Ajay Singh
ajay@ubfor.in

An integrative alternative to the convergence and divergence concepts is the idea of crossvergence, which assumes that individual work values are shaped by both national influences and economic ideology, so that new and unique practices and policies emerge. The concept of crossvergence emphasizes transnational learning and flexibility and corresponds to the organizational level as well, in the form of the balance and integration of global standards and local peculiarities. The below table provides an overview of the convergence divergence debate and its related concepts and approaches.

2.3. International Legislation

It is important for the international human resource manager to understand that industrial relations governing performance management will most likely differ across national boundaries. It is very essential to acknowledge that in the industrial relations field no industrial relations system can be understood without an appreciation of the way in which rules are established and implemented and decisions are made in the society concerned. It is usually necessary to have some appreciation of the historical origin of the performance appraisal legislation.

3. Global Competency Model

Competency model as a detailed and behaviorally specific description of the knowledge,

skills, abilities and other characteristics (KSAOs) that employees need to be effective. A competency model might be considered the set of competencies associated with a job or role in an organization. A competency model organizes the competencies needed to perform successfully in a particular work setting, such as a job, occupation, or industry. Competency models can be used as a resource for developing curriculum and selecting training materials, identifying licensure and certification requirements, writing job descriptions, recruiting and hiring workers, and evaluating employee performance.

3.1. Competencies

Competencies as belonging to one of two categories: personal or corporate. Personal competencies are possessed by individuals and include characteristics such as knowledge, skills, abilities, experience, and personality. Corporate competencies belong to the organization and are embedded processes and structures that tend to reside within the organization, even when individuals leave.

Ajay Singh
ajay@uptop.in

For corporate level, the combination of resources and capabilities in an organization can be classified as "core competencies" when they are valuable, rare, difficult to imitate, and difficult to substitute. As such, core competencies can be a source of strategic competitiveness.

For individual level, the term of competency has some simple but important characteristics. First, employee competencies have to do with observable behavior. Second, the behavioral pattern is related to job performance. Third, the concept of competency can include the knowledge, skills, abilities and other characteristics (KSAOs). Core competencies here are the KSAOs that employees must possess in order to successfully perform job functions that are essential to business operations.

Competencies can be broken down into helpful categories to better understand the type of information that might be included, such as:

3.1.1. Core competencies

Core competencies include the baseline skills required by the organization for all employees; these are the basic things that employees must fulfill. This will vary from company to company, as it depends on the values, philosophy and goals of each organization, but can include basic requirements like communication skills or teamwork. Most jobs require a basic element of being able to work with other people to some degree.

The goals of the organization are reflected in broad competencies that reflect the strength and uniqueness of the organization. For a company that specializes in

international parcel delivery, the core competency would be logistics. Drilling down to an employee's job within this type of organization, a core competency for an employee could be on-time delivery of customer parcels.

3.1.2. Functional competencies

Functional competencies are job-specific skills and behaviors that are unique for each role. For example, a competence for an HR professional may be the ability to effectively managing employee relationships, where a competence for an accountant may be the ability to analyze a specific type of financial data in order to prepare reports. Functional competencies should describe what behaviors or skills need to be performed in order for the employee to be a top-performer in their position.

3.1.3. Leadership competencies

Ajay Singh
ajay@qbtop.in

Leadership competencies, also called managerial competencies, are often used for supervisory and management related roles, although can be applied to any job position that requires an employee to lead others. They include leadership skills and behaviors like decision-making abilities.

3.2. Competencies in Global Environment

3.2.1. Capability for personal growth

Countries with strong individualistic cultures tend to regard competencies as characteristics that employees develop within themselves. Others may regard competencies as relatively unchangeable traits of individuals, which must be hired into the organization rather than developed among employees.

3.2.2. Cultural values of specific competencies

Decisiveness looks very different in a culture that believes in individual initiative and risk taking than it does in a culture that values decisions made by consensus and collaboration. In some cultures, leaders need to steer decisions and make them look and feel as though they emerged organically from consensus. In other cultures, a decisive leader is respected, and looking for support could be perceived as weakness.

3.2.3. Openness about self

Employees in cultures that value public humility may have difficulty explaining how they are fit for a specific job. Likewise, they may not be able to describe easily their strengths and weaknesses for purpose of professional development. Those employees may be undervalued in the global organization when compared with others who overstate their skills and abilities.

3.2.4. Perceptions of leadership

A team leader who asks the team for input into the decision-making process will be considered strong in a culture that values such an approach. The same leader will be seen as weak in a culture in which leaders are expected to know all of the answers.

3.2.5. Familiarity with the concept of competencies

Different countries may have started using competencies at different times in their history. Consider this when developing, introducing, or revising global competencies.

3.3. Competency Model

3.3.1. The purpose of competency model

Ajay Singh
ajay@upton.in

A competency model refers to a collection of competencies that are needed for effective job performance. The individual KSAOs or combinations of KSAOs are the competencies, and the set of competencies is typically referred to as the competency model. The purpose of a competency model is twofold. On the one hand it communicates what is expected of staff, how they should do their job. On the other it is used as a benchmark to ensure people have the skills they need for success.

Developers of competency models often organize competencies by various criteria, such as whether the competencies apply to all jobs (i.e., core competencies) in an organization or profession, or whether they are specific to particular jobs or roles (i.e., technical competencies). In addition, competency models typically include detailed information, such as key behaviors and standards of proficiency that apply to different levels of job experience or expertise.

In the field of HR, competency models play an important role in the selection, training and appraisal of HR and other professionals. Individually, HR professionals can use competency models for career management and development purposes by guiding the choice of job assignments and in making other career decisions.

Organizations can use competency models to help structure themselves and their teams to align what is needed for successful performance with organizational strategy. Organizations can also use well-designed competency models to build performance assessments for existing employees, create behavioral interviews for hiring new employees and determine selection criteria for succession planning.

3.3.2. The structure of competency model

The structure of a competency model will depend on the competency type and purpose. There should be a competency model or framework for each set of

competencies. One for the core values, another for core competencies, a leadership (or managerial) competency model and multiple competency models for job specific competencies.

Competency models that address organizational values, core competencies and leadership competencies should have no more than 5-7 competencies. If there are too many competencies assessment is less accurate because reviewers will lose focus and will not properly consider their responses.

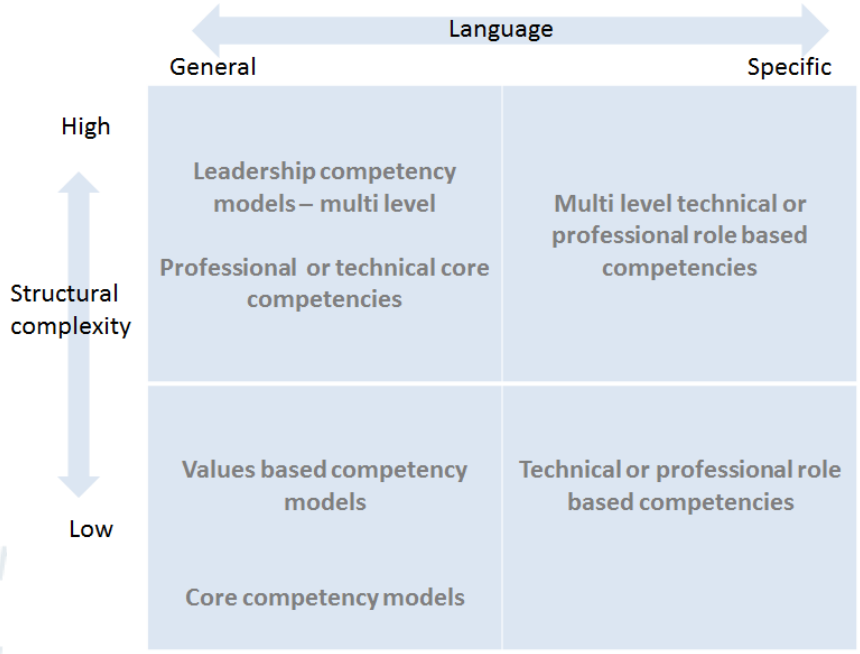
For values-based competencies that serve to communicate the required approach the competencies may simply have a description of desired behaviors (indicators or standards) and a rating scale. If more detailed assessment and information is required the competency may list a maximum of 4-5 behaviors (indicators or standards) with their own rating scale. Core competencies and leadership competencies will normally have separately rated behaviors (indicators or standards).

Ajay Singh
ajay@untop.in

Depending on the complexity of work within the organization, functional – technical/clinical competencies may have sub headings, each of which has indicators or standards. They may also have levels of competence with different standards for each level, or different achievement requirements per level for competence.

For functional competencies the structure of the competency model or framework will depend on how competency assessments are to be done. The model may have multiple competencies with only a few mapped to a role specific competency requirement profile.

The language in the competency model should match its purpose. For values based, core and leadership competencies the language will be simple using concepts that research shows contribute to organizational effectiveness. For technical or professional role-based competencies the language will be specific to the particular processes, tasks, and equipment.



Ajay Sii
ajay@u[illegible]op.in

Source: https://www.centranum.com/

3.4. Global-Local Balance for Competencies

3.4.1. Involve all countries in developing the global competency model

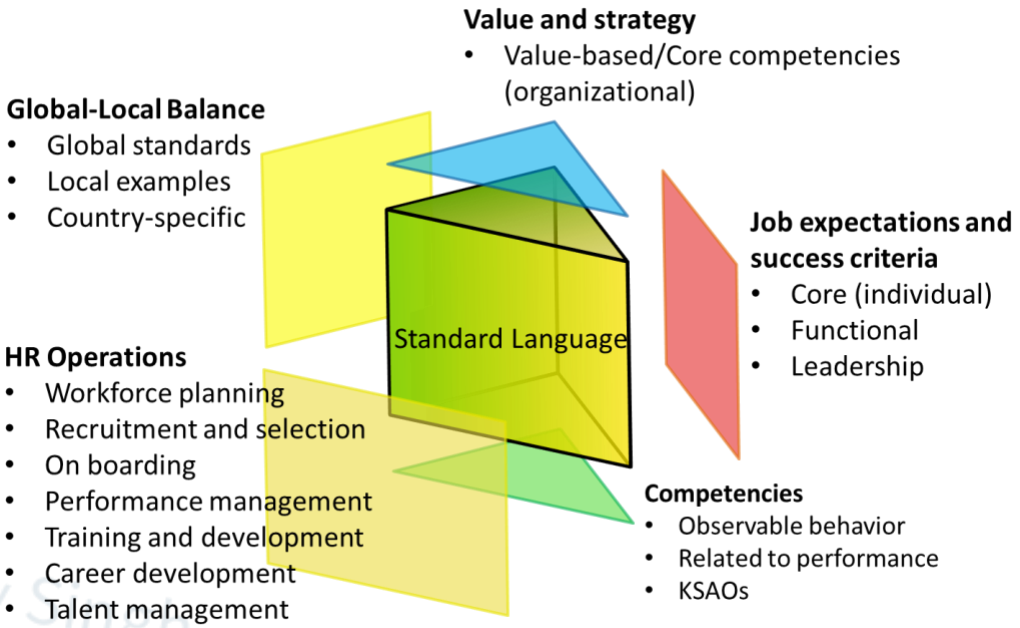
The Family organizational culture is marked by a parent-child dynamic in which personal relationships and getting along together are extremely important. Power rests in key leaders, who guard it carefully. Success often depends on one's ability to manipulate and build on relationships. This culture occurs most frequently in countries like Japan, France, and Spain.

3.4.2. Create local examples to illustrate each global competency

The competencies remain the same, but they are more easily understood in terms of behaviors when described in terms of the local context.

3.4.3. Create additional country-specific competencies

Country-specific competencies should be created as part of the global competency development process. They will not become part of the global model, but they will add credibility to it by recognizing local differences.



Ajay Singh
ajay@uptop.in

Global Competency Model

4. Global Learning and Development

With more and more companies hiring talent from around the globe, training employees has become quite a challenge. Enterprises that employ a global workforce need global training and development strategies to be an integral part of the business. Not only that, these companies also need to choose the best strategy in order to balance learning needs of their global workforce with that of the company's specific needs and interests.

4.1. Learning and Development in Global Context

If you've worked for a multinational company, you've most probably heard of the term 'global training.' While the term itself is very self-explanatory, there is a big difference when you compare it to the usual on-site or online learning.

The differentiating factor is that your content and strategies have to be designed to cater to a much wider audience – as opposed to a specific employee group or workforce demographic. With teams composed of workers from all over the world, your global training and development strategies have to be attuned to address the learning needs of all learners. This is the point where issues arise – designing effective training and development approaches for a diverse workforce.

There are expected challenges when you train employees from different parts of the

globe. While the advantages of having a diverse workforce will always trump its drawbacks, things do get 'lost in translation' when you employ global training and development strategies.

For example, sending a distinct message through global training and development programs can be quite a tedious task. Your learners speak different languages, come from different cultures, and live in different time zones.

There is also the obstacle of high training costs. The cost of training a global workforce will always be much higher than that of training employees locally.

Technology can also be another factor because not every region has the technological capacity to handle online courses or training materials.

Ajay Singh
ajay@uptou.in

4.2. Global Learning and Development Approaches

When you handle a global workforce, you need to formulate global learning and development approaches to address the aforementioned challenges. In this process, there are four things that you might want to think about. These four considerations will greatly determine your approach to global training and will also map out your priorities. Each option has its own pros and cons too. So, you might want to take a closer look at each option and examine the possible repercussions before committing to a specific strategy.

4.2.1. ALL Standardized

The first approach is to implement one learning approach for all topics that will apply to all regions. Your course delivery and design will follow one standard method – online learning, for example. Moreover, all courses will utilize one language and will all have the same content.

This approach makes content creation easier and less costly because a team from global headquarters can take care of the entire training process. This does come at the expense of addressing the different contexts of your learners. However, when you're working on a tight budget on a very short timeline, this option becomes the only choice – most of the time.

4.2.2. Standardized Approach for EACH Topic

Another approach entails using one learning approach for each topic across all regions. This means that every course is still standard across the entire enterprise – local or overseas. Every topic though can differ in the method of delivery. This gives

you more flexibility when it comes to designing courses. For example, some topics can be taken through a *learning management system* (LMS) while others can be a mix of on-the-job learning and face to face instruction.

Taking on this strategy makes course creation less complicated as each course will be delivered in one standardized approach. The main challenge is ensuring that the same message is conveyed throughout all regions. Always take note that there are preferred learning methodologies for every region or culture. When it comes to learningapproaches,whatsuccessfullyworksforoneregiondoesn'tnecessarily mean it will be successful in another. Also, note that you would need to ensure that facilitators from all regions are calibrated when it comes to the delivery of the courses.

Ajay Singh
ajay@apcop.in

4.2.3. Standardized Learning Objectives, Bespoke Regional Approach and Content

The third approach is to implement one set of learning objectives using different methodologies and content for employees in all regions. This does seem like an obvious choice. Learning objectives and required skills should come standard across the entire organization – no matter where employees are in the world.

Moreover, content should also be further customized to address specific languages and cultures. For example, a course on Quality Compliance is dictated by global HQ. North American and Australian sites will utilize an online learning method through an LMS. The course for Southeast Asian sites, on the other hand, will be delivered through face-to-face instruction.

This approach is more time-consuming and would require a greater amount of resources to execute. Each region would need to have a dedicated team or point person whose biggest responsibility is translating the learning objectives into approaches and content that are more relevant to the learners.

4.2.4. Bespoke Learning Objectives and Content per Region

The fourth strategy is to implement different learning goals and content in all regions – with direction from global HQ's training and development team.

This means that every course is customized to suit a specific need of a target audience or region. From the learning objectives, to the approach and content, everything will be tailor-fit to the learners. The global training team would take on more of an 'auditor' role – ensuring that learning objectives, approaches, and content still fit into the organization's requirements.

While this is another very obvious choice, this option requires a tremendous amount

of collaboration between teams separated by geographical differences. To add, a lot of effort is required to pull this off – with most of the time and resources usually spent in the back-and-forth between the local and HQ training teams.

Another dilemma is giving complete autonomy to your regional learning teams. Since most topics will be dependent on a region's learning needs, each region can, therefore, have its own collection of courses. Global headquarters might find it challenging to keep track of everything that's going on.

4.3. Learning Management system (LMS)

A learning management system (LMS) is a software application that provides the framework that handles all aspects of the learning process – it's where you house, deliver, and track your training content. Getting an LMS can produce tremendous savings on training costs. Instead of sending trainers (or learners) all across the globe, you can move all your training online. When it comes to global training and development strategies, an LMS solves issues on location, time, and even language.

Ajay Singh
ajay@uptop.in

Having an LMS for also allows you to scale your courses. You get to reach more people with less cost, effort, and resources as compared to traditional face-to-face training. Moreover, an LMS will also allow you to track training completion, issue certifications, and manage your learners easier.

Having an LMS does not guarantee that you get to address each of your global learners' needs nor does it promise to make your courses more effective.

What it does give you, though, is an advantage by providing a medium to easily reach out to your global audience. That, in itself, is already taking a great, big step, in the right direction when it comes to training and developing your global workforce.

There is no silver bullet when it comes to global training. When you choose a global training approach to implement, always remember to put three big things into consideration: your resources, your learners, and the role of your global training team. Your strategy needs to balance these three aspects to ensure that you get the most out of your global training and development programs.

5. Global Talent Management Assessment

Talent assessments provide a wealth of information to help leaders understand why people think and behave the way they do. From job simulations to interviews, there are a number of different types of competency assessment tools organizations use to find, hire, keep, and develop talents that drives their business forward.

5.1. Assessment tools

Below is a look at some talent assessment tools used in the selection or development process - ranked from most to least effective - and an analysis of their predictive power in terms of determining future performance.

5.1.1. An assessment center (AC)

An assessment center (AC) is a means of gathering relevant information, under standardized conditions, about an individual's capabilities to perform a managerial position. In essence, an assessment center puts candidates through a series of group and individual exercises designed to simulate the conditions of a given job (sets of different working sampling or job simulations) and determines if they have the competencies necessary to perform that job. It does this by bringing out the candidate's behavior relevant to the job, while being observed by a group of assessors.

Ajay Singh
ajay@aptop.in

5.1.2. Job simulations / Work simulations

Work samples and simulation tests are used in the pre-hire assessment process to give employers the opportunity to see the candidates in action. These skills tests involve giving the candidates a work-related task to complete or having them engage in a role-play simulation test. The main objectives of this type of testing are to access job-specific skills and to analyze decision-making capabilities. While work samples and job simulations are similar, there are some key differences between the two types of skills tests. A candidate completing a work sample will perform a subset of a job's tasks, often in the actual environment and using the requisite tools and equipment. A candidate completing a simulation will perform job-related activities in a fictitious environment that mirrors the actual job.

5.1.3. Cognitive ability and problem-solving testing

Research showed a direct link between cognitive ability and job performance across multiple job types. Additionally, these types of pre-employment tests are cost-effective to administer, and cognitive ability tests have been shown to predict job performance particularly well for complex jobs. The more intricate the job or training demands, the better aptitude tests and cognitive tests work. Problem-solving tests, on the other hand, can assess leadership, potential, vision, insight, and intelligence, all of which can translate into a higher job performance level.

5.1.4. Personality testing

In a personality test you or observers are presented with statements on behavior or opinions. You or observers or then choose which of those are more or less applicable to you. Many employers find the personality test can help pinpoint important attributes, such as leadership, integrity, attendance, creativity and cooperation. These personality traits in turn are quite effective at predicting future job performance, which can help with employee selection. However, the accuracy of these predictions is directly related to the quality of the tests. Highly structured personality tests that are industry specific tend to offer a higher level of results than standardized personality tests.

5.1.5. Interviewing

Ajay Singh
ajay@apton.in

While there are a variety of different types of interviews, *structured interviews* have a higher degree of predictive power than other types of interviews. In a structured interview, the interviewer asks each prospective job candidate the exact same series of questions. The interviewer can elaborate if the candidate does not understand the question, but he cannot stray from the pre-determined set of questions. This type of pre-hire tool can help assess certain types of skills, such as communication skills, but this is only the case if a trained interviewer and highly-structured interview process is used. Otherwise, the results are very subjective, a factor that is not accurate at predicting job performance and not very useful in the employee selection process.

On the other hand, unstructured interviews have no set format and no set of questions to ask each job candidate. Many managers like this format because it gives them the freedom to take the interview in any direction. They believe this allows them to better assess candidates in the employee selection process.

The truth is that this type of interview leads to inconsistent and subjective results. Even trained interviewers have a difficult time comparing job applicants and providing useful results for employee selection. In addition, it is not uncommon for the interviewer to miss asking vital questions during this type of interview process, which makes it even more difficult to predict future job performance.

5.2. Talent Assessment in Global Context

Adapting to a global workforce also requires designing assessment tools that can adapt to global audiences. Here are some ways that Global HR are put first in talent assessment designs.

5.2.1. Adapting to a Global Audience

A global workforce requires assessment tools that can adapt to local needs and preferences. It's not simply a matter of translating words; the design must accommodate the shapes and order of those words or find ways to substitute universal iconography. You're never going to hit every audience, but a good assessment makes sure everyone at least has a decent experience.

Cultural adaptation also requires recognizing when certain concepts aren't universal, and therefore not optimal for assessment. For instance, the idea of Christmas isn't relevant to everyone's culture. Or consider Boxing Day, which is virtually unknown in the United States but is widely recognized in former British Commonwealth territories.

Ajay Singh
ajay@aptoon.in

Also, colors can convey different meanings in different cultures, and so can icons and images. The dollar sign ($), for example, doesn't universally represent currency. These and other elements of visual design should be streamlined and optimized for international use. These are all things that designers must keep in mind when creating assessment tools for a global audience.

5.2.2. Emphasizing the Candidate Experience Across Cultures

Designed well, assessments can contribute to an extraordinary candidate experience that communicates the values of an organization and fits the employer brand. But well-designed assessments have to be stripped of culture-specific markers.

Sensitivity in this area can help protect a brand's reputation with consumers and candidates by making it more likely that people will talk about your company in a positive way. Social media has amplified the power of word-of-mouth influence, and giving a candidate a good experience often has a cascading effect.

In creating assessments, the goal should be to give candidates something that's easy, intuitive and enjoyable to complete. They should gain something from the exchange, such as insight into their skill set and career possibilities. The tests should be based on adaptive scoring techniques that match questions to the candidate, making each individual feel challenged but not overwhelmed.

The settings should feel natural, to the point that candidates don't need instruction on what to do. Assessments can feel daunting and overwhelming, but if you can present candidates with something that is familiar and comfortable, it helps them relax.

They're more engaged and it's easier to get a true assessment of their personality, skills and aptitude.

5.2.3. Putting Your Organization's Values First

Good talent assessment tools should be accessible cross-culturally. Instead of privileging one ethnic culture over another, they should be designed to put your organization's values at the forefront of the candidate experience. Purging ethno-cultural markers can help streamline the assessment to read for talent attributes in a fair and unbiased manner.

These talents and traits should not be read in a vacuum, however; they're measured against the culture and values of the company. This will help your organization to determine the most-fit candidates based on what your company values. Adaptive learning renders each person's assessment results unique, regardless of cultural or environmental factors. There are multiple differences between people across nations and cultures, but at the core, people are the same: We all have the same need for purpose and belonging.

Ajay Singh
ajay@upton.in

5.2.4. Avoiding cultural biases in global context

For many employers in many countries, people assessments are common practice in sifting, selecting and developing employees. And rightly so. Rigorous assessments are the best way to predict whether the right employees are or will be in the right positions within the organization. To be fair and objective when assessing international candidates, it's important to be culturally aware and to avoid cultural bias. There are four key things to consider when assessing employees with different cultural backgrounds.

Apply culturally fair assessment instruments

To be able to fairly judge and compare candidates from different cultural backgrounds, it's important to use culturally fair assessment instruments. Good test providers develop their psychometric tools to be fair and valid across cultures. Look for proven solutions that robustly deliver insight into an individual's work-related personality characteristics, ability, and competencies.

When developing culturally fair assessments, the R&D team at Cubiks takes into account important questions such as; do the concepts we mention exist in every language and culture? Can they be understood and are they translatable?

To adequately tackle these kinds of challenges, test items should be written by experts from a broad range of cultural backgrounds and of various nationalities. Subsequently, they need to be tested on reliability and validity across multiple countries. Only then can we be confident that each candidate will receive a fair assessment, with limited cultural bias.

Consider how tests are translated

It isn't enough to simply translate assessments into different languages. Straightforward translations can miss the cultural nuances in various languages. This is why backtranslation is essential. Items in a test or questionnaire should go through the process of backtranslation; whereby they are translated from the source language to the target language, and subsequently, by a separate translator, back from the target language to the source language.

Ajay Singh
ajay@apton.in

The original item and the backtranslated item should then be compared, to check whether the content matches and the meaning is still the same. If it is, then the item can be included in multinational assessments. This method ensures that when tests and questionnaires are translated, they are fair and relevant in all languages and cultures.

Use local norm groups

Using items that are understood in the same way for everyone, regardless of cultural background, is a good start – but we must also recognize that most cultures have their own culture specific values. Some norms and values only exist in certain cultures, or are considered more important in those cultures. That's why your assessments should have specific, tailored standards for every country.

By using local norm groups, you will also be able to objectively compare a candidate with the norm groups of countries other than his/her own. Using this method, it's easy to understand how an individual characterizes him/herself in comparison to his/her own cultural background as well as other cultures. This contributes to our understanding of how certain scores are influenced by cultural differences. This equips assessors with valuable knowledge to use during face-to-face assessments.

Ensure your assessors are culturally aware

To minimize cultural bias, assessors who interpret and discuss assessment results with participants should have training to ensure they are culturally aware. These

individuals need to understand not only the cultural differences between themselves and participants, but also the relationship between the cultural background of participants and the culture of the country in which the organization is located.

In addition, training needs to raise awareness in assessors of the difficulties that can arise in distinguishing between characteristics that are personal and those that are culturally determined. Plus, it is often possible that people can be influenced by multiple cultures. Trained assessors will take all of these factors into account; delivering evaluations that explore the cultural differences between an employer and potential employee. This kind of dialogue builds an understanding of the possible problems the individual may encounter, as well as which traits and competencies might help or hinder them.

Ajay Singh
ajay@laptop.in

Assessors with knowledge of these areas and a high degree of self-awareness can use their discussions with candidates to gain an in-depth perspective on their suitability for a role and make an objective recommendation as a result.

Moreover, the great challenge in any selection process is minimizing unconscious bias. It is human nature to like people who are similar to us but this shouldn't be allowed to influence your hiring decisions. Therefore, it is important to train assessors (and interviewers) to understand and avoid unconscious bias - and to focus on best practice evaluation techniques and interviewing skills.

6. Global Leadership Development

Leadership is the act or process of influencing people so they will strive willingly toward the shared objectives. Leadership, then, is a special type of management, one that inspires enthusiastic cooperation in pursuit of the objectives, not mere assent.

The distinction between leadership and management is difficult to define exactly, if only because there is no commonly agreed definition of the term leadership. There is also considerable overlap between the terms leadership and management. Differences can be that leaders depend on popular support for their position whilst managers are appointed.

Concerning "Manager vs. Leader", Managers are concerned about how things get done, and they try to get people to perform better. Leader are concerned with what things mean to people, and try to get people to agree about the most important things to be done.

Globalization has effected major changes in leadership development. As the world shrinks and globalization increases, companies are constantly changing strategies and operational

procedures. Having the right leaders at international and multinational companies is critical to corporate performance. Managers and executives need to be able to motivate, influence and enable individuals across national boundaries and cultures to accomplish a company's goals.

Part of a global leader's impact is that person's ability to increase an organization's capacity to evolve into a global company and to grow a business strategy for the larger global marketplace. This kind of corporate evolution demands that an organization prepare future leaders who can successfully carry out global corporate strategy. Global leadership development (GLD) provides much-needed competency.

Global leadership demands are qualitatively different and significantly more complex than those for domestic leadership. Leadership values in different locales also vary. Further, there is a shortage of global leaders which hinders companies' global business strategy execution. In previous generations, the global leadership competency was not required. However, changing business environments and the shortage of prepared global leaders creates an immediate and critical need for global leadership development. GLD programs to address the gap between global leadership needs and the capacity shortage should be a major focus for talent management and learning and development leaders.

Ajay Singh
ajay@uptop.in

6.1. Attributes of Global Leader

There is a growing consensus around the most valuable global leadership attributes. Effective global leaders often stand out in four primary areas: personality traits, values, cultural background and corporate work experiences. The personality traits are perhaps the hardest to change and develop, as well as the most difficult to assess during the recruiting and succession planning process. Nonetheless, assessing personality is valuable because it impacts the effectiveness of the GLD experience.

The widespread acceptance of a major taxonomy of personality, often called the "Big Five" as follow:

- Emotional Stability: disposition to be calm, optimistic, and well adjusted.
- Extraversion: tendency to be sociable, assertive, active, upbeat, and talkative
- Openness to experience: tendency to be imaginative, attentive to inner feelings, have intellectual curiosity and independence of judgment
- Agreeableness: tendency to altruistic, trusting, sympathetic, and cooperative
- Conscientiousness: tendency to purposeful, determined, dependable, and

attentive to detail.

6.2. Global Leadership Competencies

From here, it is important to determine what global leadership competencies are not only necessary, but complement the aforementioned personal attributes. Six global leadership competencies have been found to be most relevant.

Global Leadership Competencies

Desired competency	Development method
Engagement in personal transformation	Coaching and experiential learning
Knowledge	Expatriate assignments, global team work/projects and experiential learning
Networking skills	Global teams
Social judgment skills	Experiential learning
Self-awareness	Assessment, coaching and reflections
Self-regulation	Coaching and reflections

Source: Gillis, J. (2012). Building a Global Leadership Pipeline. Chief Learning Officer, Jan, 26- 29

6.3. Learning and Development Methods of Global Leadership

Once a company identifies the competencies critical to performance, the next step is to design and provide learning and development opportunities aligned with those competencies. There are two distinct processes of leadership development: Informal and formal processes. Informal processes usually occur during the course of managers' everyday work. Thus, these are by-products of daily work activities, such as task accomplishment, trial and error experimentation, or interpersonal interactions, and managers may not set out intentionally and explicitly to learn something through pre-planned means. Formal processes, on the other hand, include institutionally sponsored, planned and deliberate processes. These are often monitored and controlled by people other than the individual managers involved, such as job rotation, coaching and project assignments.

Learning and Development Methods of Global Leadership

	Learning and development method	Description
High Contact	**Expatriate assignment**	An international work assignment requiring an employee to temporarily move to another country for at least six months.
	Global teams	An ongoing work-based group or temporary development activity group whose members reside in different countries, organized around a specific work task.
	Experiential learning	A structured experience with learning objectives, including activities such as simulations, case studies and role playing.
	Coaching	A relationship with an individual providing accountability and development to promote behavior change.
Low Contact	**Intercultural training**	A formal intervention around similar and different world cultures.
	Assessment	An objective analysis (self-assessment, 360-degree feedback, performance reviews, assessment centers) of a leader's competency or proficiency.
	Reflection	A specific time set aside for processing, implementing and retaining lessons learned.

Gillis, J. (2012). Building a Global Leadership Pipeline. Chief Learning Officer, Jan, 26-29

Leadership development, sometime called Management Development, is a process to foster management and leadership mindset and skills. These programs provide individuals with the knowledge and skills necessary to fast track their managerial careers and provide the organization with a new generation of talented leaders. In global context, Global leadership learning and development methods range from high-to low contact, and include a variety of experiences all offering a different result. The below table highlights six learning and development methods that provide experiences across the spectrum.

7. Global Talent Management Practice

Talent management as activities and processes that involve the systematic identification of key positions which differentially contribute to the organization's sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organization. Talent pool is refer to the pool of high potential and high performing incumbents that the organization can draw upon to fill pivotal talent positions

Ajay Singh
ajay@iipt.co.in

In global environment, one of the biggest challenges facing companies all over the world is building and sustaining a strong talent pipeline. Not only do businesses need to adjust to shifting demographics and workforce preferences, but they must also build new capabilities and revitalize their organizations-all while investing in new technologies, globalizing their operations and contending with new competitors. What do companies operating in numerous markets need to do to attract and develop the very best employees so they can be competitive globally?

The range of talent management issues facing multinational companies today is extremely broad. Companies must recruit and select talented people, develop them, manage their performance, compensate and reward them and try to retain the strongest performers.
Although every organization must pay attention to each of these areas, a research convinced them that competitive advantage in talent management doesn't just come from identifying key activities (for example, recruiting and training) and then implementing "best practices." Rather, we found that successful companies adhere to six key principles:
(1) alignment with strategy, (2) internal consistency, (3) cultural embeddedness, (4) management involvement, (5) a balance of global and local needs and (6) employer branding through differentiation.

The term "talent management" is used to broadly recognizing that there is considerable

debate within companies about what constitutes "talent" and how it should be managed. (See "The Talent Management Wheel" as the below figure) Since the publication of a related study, many managers have considered talent management synonymous with human capital management. Among the companies we studied, there were two distinct views on how best to evaluate and manage talent. One group assumed that some employees had more "value" or "potential" than others, and that, as a result, companies should focus the lion's share of corporate attention and resources on them; the second group had a more inclusive view, believing that too much emphasis on the top players could damage morale and hurt opportunities to achieve broader gains.

The Talent Management Wheel

Source: Stahl, et al. (2012). Six Principles of Effective Global Talent Management. ***MIT Sloan Management Review***, Winter, 24-32.

7.1. Alignment With Strategy

Corporate strategy is the natural starting point for thinking about talent management. Given the company's strategy, what kind of talent do we need? For example, GE's growth strategy is based on five pillars: technological leadership, services acceleration, enduring customer relationships, resource allocation and globalization. But GE's top management understands that implementing these initiatives may have less to do with strategic planning than with attracting, recruiting, developing and deploying the right people to drive the effort. According to its CEO, the company's talent management system is its most powerful implementation tool. For instance, to

support a renewed focus on technological leadership and innovation, GE began targeting technology skills as a key development requirement during its annual organizational and individual review process, which GE calls Session C. In all business segments, a full block of time was allocated to a review of the business's engineering pipeline, the organizational structure of its engineering function and an evaluation of the potential of engineering talent. In response to the CEO's concern that technology- oriented managers were underrepresented in GE's senior management ranks, the Session C reviews moved more engineers into GE's senior executive band. Talent management practices also helped to drive and implement GE's other strategic priorities (for example, establishing a more diverse and internationally experienced management cadre).

Ajay Singh
ajay@uptop.in

In a similar vein, a recent survey of chief human resource officers of large multinationals highlighted another approach to aligning talent management with the business strategy.

Strategic flexibility is important, and organizations must be able to adapt to changing business conditions and revamp their talent approach when necessary. For example, Oracle, the hardware and software systems company, found that its objective goal- setting and performance appraisal process was no longer adequate. Management wanted to add some nonfinancial and behavior-based measures to encourage people to focus on team targets, leadership goals and governance. This necessitated a significant overhaul of Oracle's existing performance management systems,
investment in line management capability and overall changes to the mind-set of line managers and employees.

7.2. Internal Consistency

Implementing practices in isolation may not work and can actually be counter- productive. The principle of internal consistency refers to the way the company's talent management practices fit with each other. The study shows that consistency is crucial. For example, if an organization invests significantly in developing and training high-potential individuals, it should emphasize employee retention, competitive compensation and career management. It also should empower employees to contribute to the organization and reward them for initiative.

Such combinations of practices will lead to a whole that is more than the sum of its parts. There should also be continuity over time. For example, a MNC has tied everything related to talent management together in such a way that internal consistency among the various HR elements is virtually guaranteed. The company

recruits 10 to 12 graduates per year, assigns the new hires to a learning campus (a network for top new graduates within the division) and assesses them at the development center. Later, the designated employees go through a leadership quality analysis and review procedure, including feedback and performance appraisal, and become part of the mentoring program led by top managers. The whole process is continuously monitored through reviews and linked to the company's reward systems.

The emphasis on consistency is also paramount at IBM, which works hard to assure that its people management systems are consistent across its subsidiaries. To achieve this alignment, IBM combines qualitative and quantitative data collected quarterly to ensure that its practices are consistently introduced and implemented. The company also conducts an HR customer satisfaction survey twice a year to learn how employees are responding to the programs and to detect areas of employee dissatisfaction.

Ajay Singh
ajay@uptop.in

7.3. Cultural Embeddedness

Many successful global companies consider their corporate culture as a source of sustainable competitive advantage. They make deliberate efforts to integrate their stated core values and business principles into talent management processes such as hiring methods, leadership development activities, performance management systems, and compensation and benefits programs. For example, whereas companies have traditionally focused on job-related skills and experience to select people, some multinationals we studied have expanded their selection criteria to include cultural fit. These companies assess applicants' personalities and values to determine whether they will be compatible with the corporate culture; the assumption is that formal qualifications are not always the best predictors of performance and retention, and that skills are easier to develop than personality traits, attitudes and values.

IKEA, the Sweden-based furniture retailer, for example, selects applicants using tools that focus on values and cultural fit. Its standard questionnaire downplays skills, experience or academic credentials and instead explores the job applicants' values and beliefs, which become the basis for screening, interviewing, and training and development. Later, when employees apply internally for leadership positions, the main focus is once again on values in an effort to ensure consistency.

Researchers found that a strong emphasis on cultural fit and values was common

among successful global companies. In evaluating entry-level job applications, Infosys is willing to trade off some immediate skill requirements for a specific job in favor of good cultural fit, the right attitude and what it refers to as "learn ability." In addition to evaluating the applicant's college record, Infosys puts applicants through an analytical and aptitude test, followed by an extensive interview to assess cultural fit and compatibility with the company's values.

Rather than selecting employees for attitude and cultural fit, a more common approach to promoting the organization's core values and behavioral standards is through secondary socialization and training. Standardized induction programs, often accompanied by individualized coaching or mentoring activities, were widely used among the companies that we studied. Leading companies used training and development not only to improve employee skills and knowledge but also to manage and reinforce culture.

Ajay Singh
ajay@untop.in

In addition to inculcating core values into young leaders, successful companies often make focused efforts to adapt their talent management practices to the needs of a changing work force. Consider the growing interest in healthy work-life balance. As the number of employees seeking balance between their personal and professional lives has increased, more companies have begun to offer flexible working arrangements in an effort to attract the best talent and retain high-potential employees.

Consistent with an increased emphasis on values, some companies have introduced what might be called "values-based" performance management systems: They assess high-potential employees not only according to what they achieve but also on how they reflect or exemplify shared values.

7.4. Management Involvement

Successful companies know that the talent management process needs to have broad ownership — not just by HR, but by managers at all levels, including the CEO. Senior leaders need to be actively involved in the talent management process and make recruitment, succession planning, leadership development and retention of key employees their top priorities. They must be willing to devote a significant amount of their time to these activities.

One of the most potent tools companies can use to develop leaders is to involve line managers. It means getting them to play a key role in the recruitment of talent and then making them accountable for developing the skills and knowledge of their

employees. Unilever, for example, believes in recruiting only the very best people. To make this happen, top level managers must make time for interviews, even in the face of all their other responsibilities. Line managers can contribute by acting as coaches or mentors, providing job-shadowing opportunities and encouraging talented employees to move around within the organization for career development.

The responsibility for talent development extends beyond managers. Employees need to play an active part themselves by seeking out challenging assignments, cross- functional projects and new positions. However, the survey finds that job rotations across functions or business units are not very common. Although HR managers may see the value in job rotations and new assignments for career development, many companies lack the ability to implement them. A possible explanation is the tendency of managers to focus on the interests of their own units rather than the whole organization; this narrowness may hinder talent mobility and undermine the effectiveness of job rotation as a career development tool. A McKinsey study found that more than 50% of CEOs, business unit leaders and HR executives interviewed believed that insular thinking and a lack of collaboration prevented their talent management programs from delivering business value.

Ajay Singh
ajay@apcon.in

7.5. Balance of Global and Local Needs

For organizations operating in multiple countries, cultures and institutional environments, talent management is complicated. Companies need to figure out how to respond to local demands while maintaining a coherent HR strategy and management approach. Among the companies we studied, there was no single strategy. For example, Oracle emphasized global integration, with a high degree of centralization and little local discretion. Matsushita, meanwhile, focused on responsiveness to local conditions and allowed local operations to be highly autonomous.

A company's decision about how much local control to allow depends partly on the industry. Furthermore, rather than being static, a company's position may evolve over time in response to internal and external pressures. Many companies are moving toward greater integration and global standards while simultaneously continuing to experience pressure to adapt and make decisions at local levels. For example, Rolls Royce has global standards for process excellence, supported by a global set of shared values and a global talent pool approach for senior executives and high potentials. At the same time, it has to comply with local institutional demands and build local talent pools. Clearly, the challenge for most companies is to be both global and local at the

same time. Companies need a global template for talent management to ensure consistency but need to allow local subsidiaries to adapt that template to their specific circumstances.

Most companies have introduced global performance standards, supported by global leadership competency profiles and standardized performance appraisal tools and processes. Activities that are seen as less directly linked with the overall strategy of the corporation and/or where local institutional and cultural considerations are viewed as crucial (for example, training and compensation of local staff) continue to be more at the discretion of local management. At IBM, for example, foreign subsidiaries have no choice about whether to use the performance management system; it is used worldwide with only minor adaptations. But subsidiaries may develop other policies and practices to address local conditions and cultural norms.

Ajay Singh
ajay@upton.in

While locally adapted approaches create opportunities for diverse talent pools, they limit a company's ability to build on its global learning in hiring, assessing, developing and retaining top global talent. This requires more integration across business units. When companies do not coordinate hiring and development efforts across its different divisions, so even though it had diverse talent pools, it wasn't able to take advantage of cross-learning opportunities.

7.6. Employer Branding Through Differentiation

Attracting talent means marketing the corporation to people who will fulfill its talent requirements. In order to attract employees with the right skills and attitudes, companies need to find ways to differentiate themselves from their competitors.

MNCs differ considerably in how they resolve the tension between maintaining a consistent brand identity across business units and regions and responding to local demands. Shell, for example, uses one global brand for HR excellence and several global practices or processes for all its businesses. The brand highlights talent as Shell's top priority; each business is then able to take that global brand and apply it locally. This means that rather than having all branding efforts coming from corporate headquarters, each subsidiary receives its own resources to build the brand in accordance with the local market demands and the need for differentiation.

Intel takes a different approach. It positions many of its top-level recruiters outside the United States to ensure that the Intel brand is promoted worldwide. For instance, Intel has recently set up a large production facility in Vietnam. To staff the operation, the company sent a top-level HR manager from its California corporate office to build

local awareness of Intel as an employer. "Hiring top talent, no matter where we are, is top priority for Intel," the manager explained. To accomplish this, Intel has become involved with local governments and universities to advance education and computer literacy. Such investments may not pay off immediately, but they put roots in the ground in countries that see hundreds of foreign companies come and go each year.

One way companies are trying to get an edge on competitors in attracting talent is by stressing their corporate social responsibility (CSR) activities. A global pharmaceutical company offers an excellent case in point. The company capitalizes on its employment brand and reputation through regular news releases and media events at key recruitment locations.

In addition to adhering to a common set of talent management principles, leading companies follow many of the same talent-related practices. Although many global corporations continue to use overall HR management systems that align with their cultures and strategic objectives, the companies are becoming more similar — and also more sophisticated — in how they manage talent.

Ajay Singh
ajay@uptop.in

Several factors seem to be driving the convergence. First, companies compete for the same talent pool, especially graduates of international business schools and top universities. Second, the trend toward greater global integration means that companies want to standardize their approaches to talent recruitment, development and management to ensure internal consistency. And third, the visibility and success of companies such as GE, amplified by commentary by high-profile consulting firms and business publications, have led to widespread imitation.

Best practices are only "best" when they're applied in a given context; what works for one company may not work in another. Indeed, the need for alignment — internally across practices, as well as with the strategy, culture and external environment — has profound implications for talent management. Even with the global convergence in terms of the practices used, companies cannot simply mimic top performers. They need to adapt talent management practices to their own strategy and circumstances and align them closely with their leadership philosophy and value system, while at the same time finding ways to differentiate themselves from their competitors. Multinational corporations that excel in managing talent are likely to retain a competitive edge.

Part Three: Global Employee Relations

1. Industrial Relations

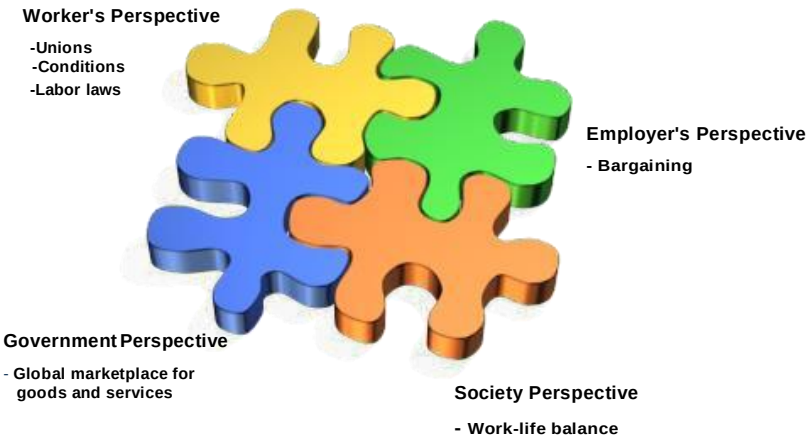
Industrial relations (IR) encompasses a set of phenomena, both inside and outside the workplace, concerned with determining and regulating employment relationship in which between management and employees or among employees and their organization that characterizes and grows out of employment.

IR is the study of the laws, conventions and institutions that regulate 'the workplace'. It is a fundamentally important aspect of our way of life, our culture and our society.

1.1. Perspectives of Industrial Relations

Ajay Singh
ajay@uptop.in

IR means different things to different people. The following illustration depicts how IR shapes our working life, our society and the national economy.



Perspectives of Industrial Relations

1.1.1. What is industrial relations from a Worker's Perspective?

As workers, we associate Industrial Relations with Unions, Industrial Awards, and labor laws that set the conditions under which we work. This includes our pay, safety, employment security and opportunities for training. 150 years ago people worked 6 days a week, 12 hours a day or more, and there were no provisions for sick pay or holiday pay. There was no protection for children who were often a form of cheap labor, or worse, were sold into slavery. As a society we have come a long way since, and this is largely due to the formation and actions of labor unions.

1.1.2. What is industrial relations from an Employer's Perspective?

The modern day employer attaches great importance to maintaining good industrial relations as a cornerstone of business growth and success. Industrial relations, for the employer, is about negotiations between workers and business owners/managers that lead to increased productivity and improved product quality in exchange for better pay and conditions of employment for workers. These negotiations between business owners/managers and their workers is often referred to as enterprise bargaining. The reduction of conflict between workers and business management is also a highly desirable objective in Industrial Relations.

1.1.3. What is industrial relations from a Society Perspective?

Ajay Singh
ajay@uptop.in

Whether we have good jobs and how we work has a fundamental effect on the quality of our lives. Unemployment causes social isolation and economic deprivation. When there is high levels of unemployment, there is social tension and upheaval. Too much employment has its own set of woes. People who work long hours often suffer from health issues and family problems. There is a need to strike a work-life balance to ensure a healthy, happy and productive populations.

1.1.4. What is industrial relations from a Government Perspective?

Industrial relations is a major factor in managing the economy. As a nation we compete in the global marketplace for goods and services. If the workforce is inefficient and wage demands are too high, then the cost of our goods and services is greater and consequently we are less competitive in the global marketplace. Governments create laws and policies that affect Industrial Relations and thereby influence the pay and conditions of work for workers.

1.2. Global Employer-Employee Cooperation

1.2.1. Codetermination

It is a form of corporate governance that requires a two-tiered corporate board structure-a typical management board and a supervisory board-that allows management and employees to participate in strategic decision making. Codetermination rights can be extensive and provide a means or employees to influence managerial decisions. There are three models of codetermination:

Dual system: In addition to the typical management board, there is a supervisory

board. Depending on the size of the company, as many as half of the supervisory board members may be workers. Because this supervisory board has the authority to accept or reject the management board's decisions, firms are essentially prohibited from implementing workplace changes without employee consent.

Single-tier system: There is only one board of directors, but employee representatives are included as members.

Mixed system: Employee representatives are included, but they are only advisors (i.e., in an on-voting capacity).

1.2.2. Industrial democracy

Ajay Singh
ajay@uptop.in

Employees have legally mandated rights to participate in management decisions.

Shop-floor participation: A participatory management approach in which workers have the opportunity to identify problems and help resolve them.

Social charter: Legislation to be implemented by European Union (EU) member states aimed at standardizing employment conditions and practices.

Work councils: Groups of workers and management representatives charged with examining how to improve company performance, working conditions, job security, etc., but where the company has final right of approval.

1.3. Global IL Management Approach

Hands-off: In this locally responsive strategy, the industrial relationship is entirely locally managed.

Manage locally from headquarters: In the centralized or standardized alternative, local HR staff simply implement, without change, headquarters-developed HR policies and practices.

Monitor: Headquarters tracks local management decisions and demonstrates its interest and concerns, but it leaves decisions to be made locally.

Guide and advice: Headquarters offers more advice and tries to apply global policies to local practices, but it still leaves decisions at the local level.

Strategic planning: The industrial relations strategy is developed with an understanding

of variation among workforces throughout the enterprise. Policies are set globally, but practices are developed locally. Practices must conform to the global policies.

Set limits and approve exceptions: Some local adaptations may be made but only after review and approval by headquarters HR.

Integration of headquarter and line management in field: Labor decisions are made jointly.

2. Trade Union

A trade (labor) union is an organization made up of members (a membership-based organization) and its membership must be made up mainly of workers. One of a trade union's main aims is to protect and advance the interests of its members in the workplace. The origin of labor unions dates back to the eighteenth century and the industrial revolution in Europe. During this time there was a huge surge of new workers into the workplace that needed representation.

Ajay Singh
ajay@upton.in

Globalization and increasing economic integration have important consequences not only for product markets, but also for labor markets. On the one hand, increasing global economic competition and capital mobility, rise of cross-border production networks combined with outsourcing, rapid pace in technological innovation, privatization, contraction of the manufacturing sector and expansion of the services sector, changes in production processes, and growing employer resistance to unionization have reduced the number of "organized worker".

On the other hand, workers are increasingly linked together across borders by virtue of being employed by the same multinational employer or by working in the same global production or distribution chain. The trade union movement is one of the most dynamic movements that organize internationally to tackle the problems of free market globalization.

2.1. Objectives of Trade Union

Most trade unions are independent of any employer. However, trade unions try to develop close working relationships with employers. This can sometimes take the form of a partnership agreement between the employer and the trade union which identifies their common interests and objectives.

- Negotiate agreements with employers on pay and conditions.

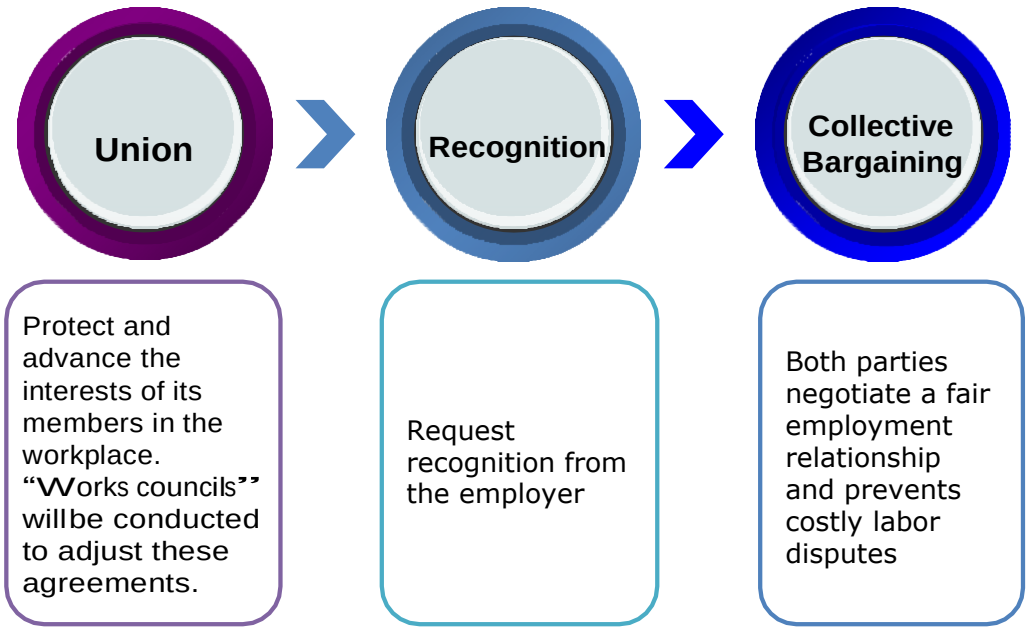
- Discuss major changes to the workplace such as large scale redundancy.
- Discuss their members; concerns with employers.
- Accompany their members in disciplinary and grievance meetings.
- Provide their members with legal and financial advice.
- Provide education facilities and certain consumer benefits such as discounted insurance.

2.2. Trade Union Recognition

Trade (Labor) unions represent worker interests and the collective bargaining process provides a way to manage the conflict in dealing with employers. The union's primary goal is to gain official "recognition" from the employer of those employees.

Recognition means that an employer recognizes the union as being entitled to conduct collective bargaining on behalf of the workers in a particular bargaining unit.

Ajay Singh
ajay@uptop.in



Goals of Unionization

2.2.1. Union

As an employer you may need to work with trade unions that represent groups of your employees, sometimes known as bargaining units. Trade unions will negotiate with you on working conditions, for example pay and holiday. You need to recognize the trade

union before they can negotiate with you. Please note that Works councils are not directly trade union bodies. But the unions have a major influence on their operation.

2.2.2. Recognition

When a trade union and an employer agree to bargain about employment terms and conditions, the employer is said to recognize the trade union. Employers which recognize a union will negotiate with it over members' pay and conditions. Many recognition agreements are reached voluntarily, sometimes with the help of the Labor Relations Agency. In most of global convention, if agreement can't be reached and the organization employs more than 20 people, a union may apply for statutory recognition. To do so, it must first request recognition from the employer in writing. If this is unsuccessful, the union can apply to the Industrial Court for a decision.

Ajay Singh
ajay@uptop.in

In considering the union's application, the Court must assess many factors including the level of union membership and the presence of any other unions. Often, the Court will organize a ballot among the affected workforce to decide whether recognition should be awarded. Throughout the process, the emphasis is on reaching voluntary agreement.

2.2.3. Collective bargaining

If a union is formally recognized by an employer, it can negotiate with the employer over terms and conditions. This is known as 'collective bargaining'. Once a union has achieved recognition, either via a voluntary or the statutory procedure, you and the union - 'the parties' - need to agree how you will conduct collective bargaining.

For collective bargaining to work, unions and employers need to agree on how the arrangement is to operate. They might, for example, make agreements providing for the deduction of union subscriptions from members' wages, who is to represent workers in negotiations and how often meetings will take place.

Both these agreements on procedure and agreements between employers and unions changing the terms applying to workers (like a pay increase for example) are called 'collective agreements'. Collective agreements usually cover pay arrangements and other terms and conditions of employment. Your contract of employment will probably set out which collective agreements cover you. It's possible that a union may negotiate on your behalf even if you're not a member.

Recognized unions also have rights to consultation where redundancies or a transfer of

business are proposed. There is a regular subscription cost for union membership and different rates may apply to trainees and part-timers. Unions will not normally help with problems which pre-date membership.

2.3. Why join a union?

Some workers join a trade union because they believe that a union can:

- Negotiate better pay
- Negotiate better working conditions, like more holidays or improved health and safety
- Provide training for new skills
- Give general advice and support

Ajay Singh
ajay@uptop.in

Union members have the right to be accompanied to a discipline or grievance hearing by a trade union representative (although trade unions are not compelled to provide this). All employees, regardless of whether they are union members or not, are entitled to be accompanied by a work colleague.

Recognized unions also have rights to consultation where redundancies or a transfer of business are proposed. There is a regular subscription cost for union membership and different rates may apply to trainees and part-timers. Unions will not normally help with problems which pre-date membership.

2.4. Trade union-related rights

Global labor conventions give workers the right to join a trade union wherever they work. This right applies whether a union has been recognized or not. They're protected from being disadvantaged for being a union member. Specifically trade union membership is an unlawful reason for:

- Refusing them employment
- Dismissing you
- Selecting you for redundancy

The global labor conventions give works the right not to join a trade union. The same protection applies to them as it does to union members. In particular, employers are no longer permitted to operate a 'closed shop' (that is, make all workers join the

employer's preferred union). An employer can't deduct payments from them, to a union or charity in lieu of union membership without their permission.

When a union is recognized by an employer, members have the right to time off at an appropriate time to take part in trade union activities. These may include:

- Voting in ballots on industrial action
- Voting in union elections
- Meeting to discuss urgent matters
- Attending the annual conference
- Time off for trade union duties and activities

Ajay Singh
ajay@uptop.in

However, they don't have the right to be paid for any time spent taking industrial action.

2.5. Blacklisting

Workers can't be discriminated against because they are in a union or because of their union activity. With rare exceptions, it's also illegal to compile, use, sell or supply a 'blacklist' of union members that will be used to discriminate against them.

3. Collective Bargaining

Collective bargaining is a fundamental right. It is rooted in the ILO Constitution. Collective bargaining is a key means through which employers and their organizations and trade unions can establish fair wages and working conditions. It also provides the basis for sound labor relations.

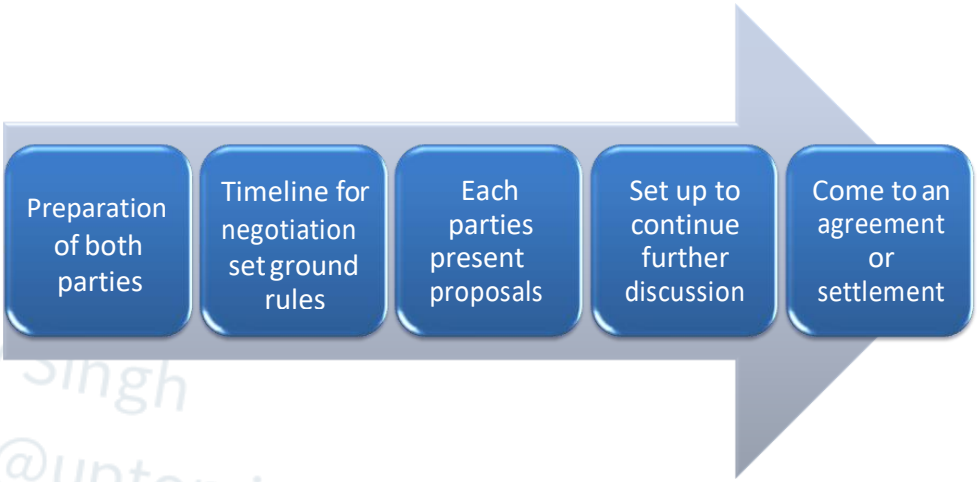
Collective bargaining allows both sides to negotiate a fair employment relationship and prevents costly labor disputes. Indeed, some research has indicated that countries with highly coordinated collective bargaining tend to have less inequality in wages, lower and less persistent unemployment, and fewer and shorter strikes than countries where collective bargaining is less established.

The role of collective bargaining is rapidly changing across the world, and in a variety of ways. In many (but not all) developed countries bargaining is declining. In many (but not all) new democracies the role of collecting bargaining in regulating working condition is increasing. Globalization is one of the drives of change. Because of capital greater ease of

movement, workers' bargaining power has been weakened.

3.1. Collective Bargaining Process

The collective bargaining process comprises of five core steps:



Ajay Singh
ajay@uptop.in

3.1.1. Prepare:

This phase involves composition of a negotiation team. The negotiation team should consist of representatives of both the parties with adequate knowledge and skills for negotiation. In this phase both the employer's representatives and the union examine their own situation in order to develop the issues that they believe will be most important. The first thing to be done is to determine whether there is actually any reason to negotiate at all. A correct understanding of the main issues to be covered and intimate knowledge of operations, working conditions, production norms and
other relevant conditions is required.

3.1.2. Discuss

Here, the parties decide the ground rules that will guide the negotiations. A process well begun is half done and this is no less true in case of collective bargaining. An environment of mutual trust and understanding is also created so that the collective bargaining agreement would be reached.

3.1.3. Propose

This phase involves the initial opening statements and the possible options that exist to resolve them. In a word, this phase could be described as 'brainstorming'. The

exchange of messages takes place and opinion of both the parties is sought.

3.1.4. Bargain

Negotiations are easy if a problem solving attitude is adopted. This stage comprises the time when 'what ifs' and 'supposals' are set forth and the drafting of agreements take place.

3.1.5. Settlement

Once the parties are through with the bargaining process, a consensual agreement is reached upon wherein both the parties agree to a common decision regarding the problem or the issue. This stage is described as consisting of effective joint implementation of the agreement through shared visions, strategic planning and negotiated change.

Ajay Singh
ajay@uptop.in

3.2. Basic Rules of Collective Bargaining

A government may not require the two parties to come to a resolution over labor disputes, but only to bargain in good faith. If arbitration fails to resolve the conflict, the employees may choose to strike, or stop working, to pressure management to accept their terms. Management could also decide to lock out workers until an agreement is reached. Occasionally, the collective bargaining process fails completely and contract disputes must be settled by the courts. Some Basic Rules in Collective Bargaining are indicated as follows:

- A negotiator should view negotiations as an exercise with both sides walking towards each other, rather than away from each other. This will enable the negotiator to keep in mind that the final objective is a satisfactory agreement. It will also lead to a search for, or identification of, common ground while also addressing the differences.
- A negotiator should be good at listening carefully to the other party who will, otherwise, feel that disagreement with his position is due to a lack of understanding. This is also necessary to encourage the other party to listen to you. Some indication should be given to suggest that the party has understood the other's position. Body language often communicates a party's reactions.
- A party should build its case in a logical sequence and, as far as possible, try to obtain agreement at each stage of the process. This will narrow the areas of disagreement and facilitate focusing on those aspects.

- Counter proposals and conditions attached to concessions should be indicated as early as possible, so that the basis on which a party is prepared to agree or compromise is understood.
- Whenever possible, invite the other party to look at the problem from the opposite perspective, e.g. a wage increase as an additional cost which, due to competitive pressures, requires management to find ways to absorb it. It is sometimes useful to ask the union for suggestions on how it can cooperate to facilitate absorption of the increase.
- It is usually preferable to avoid taking up at the outset the position that a particular item is not negotiable. It is more productive to request a party to justify its claim, and then point out why that claim is unreasonable. Taking up a non- negotiable position can lead to the perception that the position has nothing to do with the merits and that the party is not willing to listen.

Ajay Singh
ajay@uptoin.in

3.3. Collective Bargaining in Global Conventions

Freedom of association ensures that workers and employers can associate to efficiently negotiate work relations. Combined with strong freedom of association, sound collective bargaining practices ensure that employers and workers have an equal voice in negotiations and that the outcome will be fair and equitable. Collective bargaining allows both sides to negotiate a fair employment relationship and prevents costly labor disputes. Indeed, some research has indicated that countries with highly coordinated collective bargaining tend to have less inequality in wages, lower and less persistent unemployment, and fewer and shorter strikes than countries where collective bargaining is less established. Established collective bargaining practices were an element that allowed the Republic of Korea to weather the Asian financial crisis and enabled South Africa to make a relatively peaceful transition into the post-apartheid era. ILO standards promote collective bargaining and help to ensure that good labor relations benefit everyone.

3.3.1. Right to Organize and Collective Bargaining Convention

This fundamental convention provides that measures appropriate to national conditions shall be taken, where necessary, to encourage and promote the full development and utilization of machinery for voluntary negotiation between employers or employers' organizations and workers' organizations, with a view to the regulation of terms and conditions of employment by means of collective agreements.

3.3.2. Labour Relations (Public Service) Convention

The convention promotes collective bargaining for public employees, as well as other methods allowing public employees' representatives to participate in the determination of their conditions of employment. It also provides that disputes shall be settled through negotiation between the parties or through independent and impartial machinery, such as mediation, conciliation and arbitration.

3.3.3. Collective Bargaining Convention

Defines collective bargaining and calls for its promotion in all branches of economic activity, including public service.

4. Employee Engagement

Ajay Singh
ajay@ablab.in

Gallup found that whether unionized or not, world-class organizations have two crucial things in common: They recognize that talented managers are the core of an organization's success, and they understand and leverage the fact that engagement predicts performance. Employee engagement has become a widely used and popular term, and it has its basis in practice rather than theory and empirical research, while its construct often overlaps with other constructs, such as organization commitment, job involvement, or organizational citizenship behaviors (OCB). However, engagement is not an attitude; it is the degree to which an individual is attentive and absorbed in the performance of their roles. In HR practice, the concept is commonly seen as capturing levels of commitment and discretionary effort exhibited by employees.

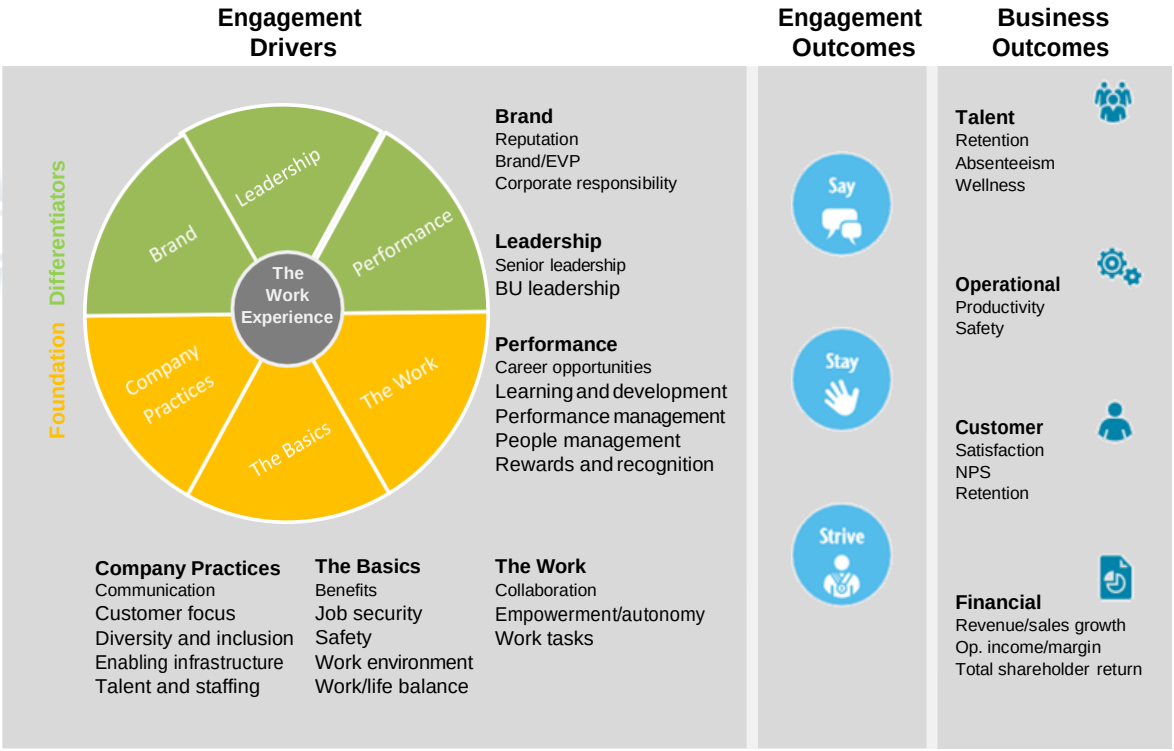
**Organizational citizenship behaviors (OCBs) are discretionary workplace behaviors that exceed one's basic job requirements. They are often described as behaviors that "go above and beyond the call of duty".*

An engaged employee is a person who is fully involved in, and enthusiastic about, his or her work. Truly engaged employees are attracted to, and inspired by, their work ("I want to do this"), committed ("I am dedicated to the success of what I am doing"), and fascinated ("I love what I am doing"). Engaged employees care about the future of the company and are willing to invest the discretionary effort – exceeding duty's call – to see that the organization succeeds.

According to Aon Hewitt, there are three dimensions through which organizations can measure the strength of their employee engagement – which the consulting firm defines as "the psychological state and behavioral outcomes that lead to better performance".

These dimensions are labelled by Aon Hewitt simply as Say, Stay and Strive.

Engaged employees: Say—speak positively about the organization to co-workers, potential employees and customers; Stay—have an intense sense of belonging and desire to be a part of the organization; and Strive—are motivated and exert effort toward success in one's job and for the company.



Employee Engagement Model

Source: Aon Hewitt

Aon Hewitt's Engagement Model also covers "Engagement Drivers." These are the areas over which management has a great deal of control—the action areas. Their extensive research formed the six major categories of the work experience that include the work people do, the people they work with, opportunities, total rewards, company practices and general quality of life.

4.1. Brand

The organizational reputation of a company isn't just important from a consumer point of view, says Aon Hewitt. The consulting firm explains that how the business is

perceived, both internally among employees and externally to the public can have a big impact on employee engagement. It is therefore important to consider your employee value proposition, or EVP, and recognize its role in connecting "an external brand promise to customers with delivery on the internal brand promise to employees". Aon Hewitt revealed that around 82 per cent of employees value this aspect of a company's brand, and a solid reputation as an employer of choice can go a long way in engaging employees.

4.2. Leadership

A company does not become a best employer without strong leadership. Companies that excel at leadership are differentiated through four disciplines: 1) Leaders set the tone for the importance of leadership by cultivating and developing talent; 2) they pursue an unrelenting focus on talent beyond a typical performance management cycle; 3) leadership programs and practices are aligned with business strategy; and 4) leadership is a way of life—it is embedded into the values and expected behaviors and culture of the organization. Leaders play an important role in employee engagement and becoming a best employer company. They do this in direct and indirect ways. First, leaders have an indirect "multiplier effect" on all the top engagement drivers and other best employer indices. Ultimately, leaders make the decisions on brands, performance goals, pay and recognition, communication to employees, work process and innovation.

Ajay Singh
ajay@uptop.in

4.3. Performance

Lastly, a strong "performance focus" is essential to employee engagement. Getting real about employee engagement requires moving beyond a generic concept and clarifying the behaviors in which you would like employees to go above and beyond. For many employers there is increasing need for agility, speed and flexibility—these traits and behaviors will vary by industry and job profile. Clarifying what engagement looks like for employees is a prerequisite to their engagement. Aligning performance management, people management, learning and development, and rewards and recognition with these engaged behavior expectations will focus, enable and reinforce employees' efforts and energy.

4.4. The Basics

Many organizations with lower levels of engagement struggle to jump right to a "culture of engagement." Leaders should not overlook the positive impact of strong company practices and enabling infrastructure; basics like benefits, safety and work-life

balance; or fulfilling work itself. Many companies that have had significant increases in employee engagement in a short period of time focus on fixing issues in some of these basic elements. Getting the foundation right is often the first step in building a culture of engagement, and cracks in this foundation can quickly erode employee engagement for any organization.

4.5. The Work

Collaboration: The act of working with other people to achieve a mutual benefit is vital to employee engagement. Surveys indicate that being cared about by colleagues is a strong predictor of employee engagement. Thus, a continuous challenge for leaders is to rally individuals to collaborate on organizational, departmental, and group goals, while excluding individuals pursuing their self-interest.

Ajay Singh
ajay@uptop.in

Empower/autonomy: Employees are given the freedom and authority they need to make necessary decisions. Empowerment is therefore critical to driving higher performance. Give people more autonomy, empower them to act and you increase the chances of them delivering more.

Work task: Meaning and purpose are core employee performance motivators that money doesn't compare to. Meaningful work is work that makes sense because we know what's expected and have the resources to do it, while understanding how our part contributes to a greater company goal and how it benefits others.

4.6. Company Practices

Communication: Internal communication is important for building a culture of transparency between management and employees, and it can engage employees in the organization's priorities. Executives employ a variety of communication methods, including face-to-face communication, to communicate with employees. The executives' chosen communication strategies aim to build trust and engagement with employees.

Customer Focus: Customer focus and employee engagement are two sides of the same coin. Clearly if your customers are going to be satisfied it takes an engaged workforce that is passionate about their work and holds a strong desire to deliver great experiences. In line with meaning of work, employees become disengaged when they lose meaning in their work. This meaning can only come from recognition and acknowledgment from customers (whether internal or external).

Diversity and inclusion: Diversity and Inclusion are values that reflect a company's culture of respect for people and the value it place on differences. An open and more inclusive environment will build trust and confidence within the organization and generate a culture in which everyone feels valued and respects their colleagues, and therefore increase employee engagement.

The business outcomes often result from strong engagement drivers and higher employee engagement levels. Researches have consistently found that companies with higher engagement levels also have better talent, operational, customer and financial outcomes.

5. Employee Survey

Ajay Singh
ajay@laptop.in

MNCs regularly conduct employee engagement or internal climate survey to assist in making accurate HR decisions for attracting and retaining HCNs. Employee survey 'season' is now in full flow and it's a great chance for HR to show their expertise and added value.

A well conducted and executed employee survey helps organizations create impact by increasing key focus areas such as employee engagement, as well as improving organizational performance. A poorly conducted and executed employee survey will damage employees' confidence in future employee surveys, as well as in HR.

Many of the most successful approaches to employee surveys are tailored to that organization, and there is no one size fits all versions. While each survey will require a different plan, this article aims to highlight some of the key aspects for consideration in the setting up of an effective employee survey process, and how to use that data in a way that benefits your organization and your people. Your organization's culture, employee profile, leadership approach and even geographical location will dictate the format and content.

Employee Survey Process

Source: Barends, A. (2014). 5 steps to create impactful employee surveys. Effectory.

5.1. Preparation

How to create impactful employee surveys tackles the preparation of your employee survey. Do you have a clear idea of your survey aim? Are your stakeholders involved from the start? Can you guarantee anonymity?

There are many things to remember if you want a successful employee survey. First of all, you have to have a clear idea of the aim of your survey. Secondly, it is important to involve stakeholders in the survey right from the start. Which method is appropriate to your organization? How should you draw up a questionnaire? And how will you handle the anonymity of the employees?

5.1.1. Determine the Survey Objectives

You carry out an employee survey to gain insights into your employees' perception of their work. The aim is to use this to make targeted improvements to your organization. Are your employees engaged? Are teams productive? What issues are important within your organization? Among other things, your employee survey gives you an insight into the satisfaction, employee commitment, employee engagement, loyalty, motivation and customer orientation of the employees.

There are many constructs regarding the objectives of employee survey. HR professionals should distinguish among these terms as follows:

Job satisfaction defined as degree to which employees have a positive affective orientation towards employment by the organization. Employee satisfaction depends on company and administrative policies, supervision, salary, interpersonal relations, working conditions, work itself, achievement, recognition, responsibility, and advancement.

Organizational commitment has been defined as an individual's dedication and loyalty to an organization. Organizational commitment embraces the following three elements. These are (a) the acceptance of organizational goals and a strong belief in these goals (b) willingness to perform substantial efforts on behalf of the organization (c) having a definite desire to maintain organizational membership.

Ajay Singh
ajay@uptoh.in

Organizational climate may be defined as "members' collective perceptions about their organization with respect to such dimensions as autonomy, trust, cohesiveness, support, recognition, innovation and fairness.

Job involvement is defined as the degree to which a person psychologically identifies with, and is related with the work motivation that a person has with a job. Job involvement is grouped into four diverse categories. These categories: 1) work as a central life interest, 2) active participation in the job, 3) performance as central to self- esteem, and 4) performance compatible with self-concept.

Employee engagement has become a widely used and popular term, and it has its basis in practice rather than theory and empirical research, while its construct often overlaps with other constructs, such as organization commitment, job involvement, or organizational citizenship behaviors (OCB). However, engagement is not an attitude; it is the degree to which an individual is attentive and absorbed in the performance of their roles. In HR practice, the concept is commonly seen as capturing levels of commitment and discretionary effort exhibited by employees.

In order to clarify the purpose of your survey, ask yourself: Why do you want to gain an insight into the work perceptions of your employees? Without a clear objective, your survey won't succeed and it won't lead to improvement.

5.1.2. Creating buy-in

As well as having a clear objective, it's important to create broad support for your

survey within the organization. Too many surveys end up in the bottom drawer because the results are ultimately not accepted or applied. To avoid this pitfall, it is essential to involve all the relevant stakeholders in the survey from an early stage. The aim is that various groups should be able to take action afterwards on the basis of the results. The support of these groups for the survey must be won in advance.

The stakeholders that should be involved in the survey from an early stage are:

- (Line) managers
- Other direct reports
- HR directors and managers
- Top management
- Executive Board / Supervisory Board
- Communication department
- Works Council (if applicable)
- Trade unions (if necessary)

Ajay Singh
ajay@uptop.in

It's advisable to involve works council representatives from the outset, not only to adhere to rules and expectations but also because a works council can play an important role in embedding the survey in the organization. If you work at an international level, get the branch managements/units involved as well.

5.1.3. Determining the survey method

When setting up your survey, think about which survey method is appropriate for your organization. This is also the time to consider whether you should implement the survey and the associated follow-up yourself or engage an external agency. There are three phases of the methodology to be considered:

- Distribution: How can you distribute the questionnaires in such fashion as to reach everyone with ease?
- Participation: What is the easiest way for respondents to participate in the survey?
- Data collection: How do you ensure that you receive the maximum number of responses?

There are many methods for conducting surveys. For a good survey of employees, two

methods are widely used: via an online questionnaire and/or via a written questionnaire. Choose the method that best suits your situation and make it easy for employees to complete the questionnaire.

A good survey also leads to a high response rate. If, despite everything, you anticipate a low response rate, you might consider scheduling a time when all the employees fill in the questionnaire together, such as the end of a shift. In that case, do make sure that an external person supervises it. Employees can address any question to that person.
Moreover, this approach avoids consultation between respondents as the questionnaires are completed. If that happens, you will be recording group opinions instead of individual perspectives.

Ajay Singh
ajay@uptop.in

5.1.4. Guaranteeing anonymity

As well as a high response, you also want a reliable one. You want employees to feel free to give their honest opinion. Can you guarantee that employees will be able to complete the questionnaire anonymously? In the interests of anonymity, you should observe the following points at a minimum:

- Ensure that employees can complete the questionnaire where colleagues cannot watch them;
- Make sure that answers are received and stored on a secure server;
- Keep questions about personal characteristics to a minimum (avoid insofar as possible questions on gender, educational level, years of service etc.);
- Convert handwritten answers into standard (computer) fonts;
- When reporting the results, keep it at group level insofar as possible.

In addition, prevent situations where employees can fill in the questionnaire more than once. To avoid duplication and unreliable results, employees should only be able to give their opinion once. Therefore, be sure to work with unique login codes that can only be used once.

5.1.5. Designing the questionnaire

Keep it simple. The participation rate can be very adversely affected if employees are daunted by the time it will take to complete the survey or if they feel the questions are irrelevant to them. Employee survey questionnaires allow an organization to understand their employees and to see what can be done to increase their satisfaction, their

engagement and their commitment to the organization. Employee surveys can be designed in-house or by an external consultant. If you wish to do your own, there are some steps to follow to ensure you will get the results you need to build positive employee relations to impact your business.

- Determine the need for your survey. Employee survey questionnaires can evaluate a wide range of topics including overall satisfaction, engagement, organization commitment, job involvement, pay and benefit perception, career advancement, supervision, communication, processes and policies, productivity and efficiency, job stress and work-life balance. The aim of your survey will determine the types of questions you will ask.
- Choose which questions need to be asked to get the answers you need to evaluate your employee perceptions in regard to the need of your questionnaire.
- Select the methodology you will use to ask your questions and gather your data. It can be both quantitative and qualitative. The way you ask your questions will be greatly influenced by the methodology you pick. It is possible to write an employee survey questionnaire that mixes both methodologies for a more complete evaluation of the situation.
- Decide which vehicle you will use to send the survey and gather the results. You can offer your employees multiple options or you can decide ahead of time that all staff members have to fill out the questionnaire on a paper format, via email, or via a secure online website.
- Proof and test your questionnaire before sending the survey to your employees. This stage allows you to ensure the validity of the result and that you will get the desired results. If the results are positive, you have completed the design of your employee survey questionnaire. If the results are not conclusive enough, start again and try changing questions or methodology until you have testing results satisfying enough to send the survey to your employees.

If the survey is to be taken by employees from other countries and cultures then it is best practice to have the survey items checked both for the accuracy of language translation and cultural fit. If possible, have a native speaker of each language translate so that the correct phraseology and wording is used to ensure consistency of meaning for each item. This is very important when there is a need to compare results from different countries.

Ajay Singh
ajay@intop.in

5.2. Communication

How you communicate your employee survey to stakeholders, managers and employees has a dramatic impact on the response rate of the survey. Well thought out communication is key to avoiding resistance and a poor response rate, and this blog provides you with practical steps on how to create a successful communication plan.

Keeping your employees informed about the survey's progress, as well as clear communication in every phase of the survey are essential to its success. Promoting your employee survey to all the stakeholders as early as possible is a must for there to be adequate support, and having people involved from the beginning of the process will favorably affect the response rate.

Ajay Singh
ajay@intep.in

If people feel involved in the survey, this will considerably increase their willingness to act on the results. If you do not communicate clearly with employees on important issues (such as information about anonymity), they may resist it. In the worst case, employees won't trust the survey and could even sabotage the survey by deliberately giving wrong answers.

5.2.1. Creating a project plan

A good communication process requires time, energy and experience and is vital to the success of the survey.

- Before the Survey

All employees must understand why you are conducting the survey and what the benefits will be if they cooperate (i.e. 'what's in it for me'). You should promote the survey before the actual start of the project and let employees know what they can expect from the survey. Remember to clearly communicate the following:

- ✓ The start date of the survey
- ✓ The planning schedule for the survey
- ✓ The intended aim
- ✓ The guarantee of strictly anonymous participation
- ✓ The deadline for completion of the questionnaire
- ✓ The possibilities for asking questions about the survey

- ✓ How you will announce the results
- ✓ What will be done with the results

The more thorough your communication is, the better. You will find that response to the survey increases substantially and don't forget to thank the employees for their cooperation!

- Start of the Survey

Whether you have opted for a paper questionnaire or online, all employees should receive a survey package. If you have chosen for a written survey, your employees should receive an envelope containing the questionnaire and an accompanying letter. In the letter you should explain what is expected of the employees and why. Don't forget to include an anonymity guarantee, and for further details, you can also to include a pamphlet explaining the background and purpose of the survey. Completing the package by including the postage-paid envelope also makes it easier for employees to return the questionnaire.

Ajay Singh
ajay@dpfpp.in

For logistical reasons, it may be a better idea to issue the questionnaires on site. For example, you may wish to do this if you do not have the home addresses of your employees. In some sectors, such as retail and manufacturing, this is often the best method to get a good response.

If you have opted for an online questionnaire, you can send the link to the questionnaire by email. In doing so you can also provide additional information about the survey and anonymity in completing the questionnaire. If some employees have no email address, you can also opt to provide login codes by written letter. If necessary, these codes can be made anonymous by means of a scratch-off layer.

- During the Survey

Of course, you want to avoid any last-minute surprises. It's important to track the response daily while the survey is underway and address the following:

- ✓ What is the response so far?
- ✓ Which departments are showing the most response?
- ✓ How much time is there left to respond?

It's advisable to inform managers after three or four days as to how their groups are

responding, which can be done easily by email. If the response is disappointing, you can resend the survey invitation and also encourage managers to remind employees to complete the questionnaire.

- After the Survey

Share what the initial results are and what steps for improvement are going to be taken together with your employees. Indicating what the actual planning for these are will help you generate the right expectations with regard to the follow-up period. In addition, it also has a positive effect on the response generated during the next survey.

5.2.2. Designing communication materials

Ajay Singh
ajay@uptop.in

There are many ways of bringing the survey to the attention of others. Some possibilities are listed below, although you may have other ideas on how to promote the survey in a creative manner. Ways to communicate your survey include:

- Letter
- Email
- Flyer
- Staff magazine
- Posters
- Intranet
- On-screen pop-up
- Workplace meetings
- Short Message Service (SMS)
- Holiday card
- Introductory video
- Presentation
- Soapbox addresses
- Employee meetings
- Slogan

5.3. Implementation

You've prepared and communicated your employee survey. Now for the practical part-implementing-review the distribution, data collection, verification and the reporting associated with your employee survey.

5.3.1. Distribution of questionnaires

In principle, you should distribute the questionnaire to every employee. If you are conducting the employee survey yourself in a small or medium-sized organization (up to 500 employees), it is perfectly feasible to print the questionnaires yourself. If you work for a larger organization, it is often better to outsource the printing and distribution.

Ajay Singh
ajay@uplon.in

If you are using an online questionnaire, make sure you have a system that works properly. Consider, for example, having an email with a link to the questionnaire, plus the possibility to save what has been filled in so far and return to it at a later time.

Which questionnaire for whom? If you work with multiple business units across international borders and with a variety of cultures, keep in mind the differences that you will encounter. You should therefore adapt questionnaires to take into account the nature of the different parts of the organization. By customizing questionnaires for each business unit, you will increase the employee commitment across the entire organization.

5.3.2. Response period

The 80/20 rule also applies to survey response times. By far the largest response is generated during the first few days. Allowing 2 weeks for responses is usually enough, but if the response is disappointing, you can always extend the deadline by a week.

5.3.3. Data collection

How to get the completed questionnaires back to you? With a digital survey, this is simple. Written (paper) questionnaires can be returned to a freepost address. In view of the anonymity guarantee, we recommend that you designate a freepost address to be used specifically for the survey.

If the questionnaires are distributed on site, you could still use return envelopes but another option is to place collection boxes at the various locations. Sometimes, to promote a high response rate, it is important to offer employees the facility to deposit

their completed questionnaires in a collection box as soon as they have filled them in. This can offer a solution for safeguarding your planning schedule, especially if you are centrally directing the survey in an international organization.

How will you recognize the various questionnaires returned by different departments? The bigger and more international your organization, the greater the need to draw up specific questionnaires. You can distinguish a questionnaire in English from one in German at a glance, but how easily can you tell the difference between one from the marketing department and one from the sales department?

It is therefore always practical to mark the questionnaires with a specific code according to surveyed group, for example per team. To maintain anonymity, write only the group name on the questionnaire.

Ajay Singh
ajay@uptop.in

5.3.4. Verifying responses

How to process the returned questionnaires? Processing data by hand is time- consuming and requires precision. You can save a lot of time by having people complete the questionnaire via the internet, providing you have set up a good system. In most cases the best option is to have your data processed by a specialized bureau, who can automatically import the completed questionnaires (optical character reading).

How to process open questions? Employees' answers to open questions, such as "What suggestions would you make for…", constitute an additional source of information. As previously mentioned, it is important that handwritten answers are converted to standard fonts to maintain anonymity. It is also a good idea to process the comments in such a way to not lose their content.

When processing answers, eliminate personal criticisms, you can also delete any coarse language, such 'creative' words frequently attract undeserved attention and usually demotivate the people involved. Revising open answers in this manner results in a more authoritative survey. If necessary, you can choose to distribute the unrevised versions among a limited audience.

5.3.5. Reporting

What should you mention in the reports? In effect, you should include everything in your report. Why was the survey conducted? What was the response? And of course, the results. Do keep it concise. Be sure to substantiate the scores by including a

statistical analysis of the results and displaying answers to open questions is important to help you get a better feel for the results.

How do you report? We recommend using graphics, charts for example. They allow you to see the progress that is made at a single glance. Use as many colors or icons as necessary to visualize issues that score well and to indicate areas in which improvement is required. Pages full of text do not inspire reading, and so, will not inspire action either. Try to divide the answers to open questions into as few categories as possible. When presenting the results for a group, make sure that you hold people's attention. Visualize the results, using images as well as text. After all, a picture is worth a thousand words.

Ajay Singh
ajay@uptop.in

At what level should you report your results? The survey pays for itself when stakeholders get reports that they can truly make use of. You should therefore attune the reports to the level of the various stakeholders:

- An A4 sheet with the main outlines for the Board of Management;
- A detailed report for HR;
- An action-oriented report for the business unit and/or the department or manager.

5.4. Analysis

The employee survey has been completed, and the data has been collected. The issue now is how to analyze the results: How should you structure the data? Should you use benchmarks? How should you prioritize? Taking care to correctly analyze your employee survey is essential in order for there to be impact. Without adequate analysis, your organization might address the wrong issues. The results of your survey should immediately disclose the state of affairs in your organization. As a rule of thumb, the data should therefore be structured to immediately reveal: the successes and the areas in need of improvements

5.4.1. Benchmarking

Whilst there may be some debate surrounding benchmarks, our experience has shown us that benchmarking is an essential addition to the structured data. A comparison of your results with those of similar companies or of the countries where you have branches can reveal valuable insights.

One of the questions you should ask is do you have good benchmark data? Much time

is often wasted by drawing hasty, incomplete conclusions. For example, a subject such as remuneration usually gets a low score in an organization. After discovering the low score, you may come to the conclusion that you should act upon the low score. This however is not always wise.

A good benchmark can inform you where your organizations stand in comparison to others. In the case above, the benchmark could inform you that despite your low score, your organization scores better than many comparable organizations. Such insights can really help you decide where to take action, and further help ensure that you do not devote unnecessary time and money to an area where it is not needed.

5.4.2. Setting priorities

Ajay Singh
ajay@uptop.in

What do your employees consider important and in which areas is your organization's score (relatively) low? A statistical program is a useful tool in this prioritization. It enables you to measure the effect of each factor on various HR themes. In this way you obtain a list of priorities showing which aspects employees are proud of and which ones call for improvement. You can see at a glance where the priorities lie and which points have a direct impact on the way your employees perceive their work.
Furthermore, it immediately becomes clear which elements make you stand out as an employer in the labor market.

5.4.3. Identifying trends

Compare your current scores with those from the previous survey in order to follow trends in the results. This will provide insight into the effectiveness of the improvement measures you have taken. Once again, communicate this clearly to the organization.
This will show employees that the survey is having an effect.

5.5. Action planning

An employee survey only becomes effective when something is done with the results. To delve further into process issues: not telling employees the results of a survey is frustrating, but, worse, it tells them their input is not really wanted. That can result in disengagement, apathy, and "working by the rules," not positive outcomes in an increasingly competitive and dynamic world.

The biggest challenge lies in ensuring that your organization takes action. But how can you ensure that there is action throughout the entire organization?

After your survey is complete and the results are in, you should begin informing people within your organization. It is advisable to consult with employees about how action can be taken, and to monitor the progress of planned actions. Finally, in order to establish whether the actions have really led to improvements, conduct a repeat survey and consider making an employee survey a permanent fixture in the calendar year.

5.5.1. Internal communications

Providing information in broad terms. Plan the initial presentation of the survey immediately after delivering the results. First, present the results to the higher echelons (directors, Management Board or senior management). However, make sure that the setup has been approved by the project group before presenting the results.

Ajay Singh
ajay@uptop.in

What should you present? Show the facts and figures, but don't make an exhaustive list of them. Omit everything irrelevant, but make sure that you present the low and high scores. Where possible, make comparisons: comparisons with other companies, countries, teams and equivalent groups. Having heard the facts, the management will immediately want to look for explanations and causes, which is fine. You give the directors some 'homework' so they can discuss the results together and make concrete improvements. This is how organization-wide points for improvement are created.

The result presentation should last no longer than one hour, otherwise those present will lose interest. Moreover, observing this time limit will ensure that the meeting deals with the most relevant points.

Providing information at group level. After the meeting with the management, let employees know what form the follow-up procedure will take. Making clear arrangements will prevent the project from losing momentum. Think about who is responsible for giving feedback on the team results; consider when and how you will give feedback on the results at group level:

Consider where the responsibility lies for the follow-up. Taking action starts with informing the employees. Don't wait too long, and be honest. Employees will soon realize if you are procrastinating. The faster you show the results, the quicker something can be done about them. Don't stop at presenting problems, but also pay specific attention to the positive points. It is important that you carefully discuss issues that cannot be remedied with your employees. The report contains meaningful information, enabling you to discuss things together and then take joint action. At a minimum, you should inform all employees with regard to the following points:

- Response
- Important scores
- Points to be proud of
- Points for improvement

Consider whether to schedule extra presentations, for example to the (European) works council or the group managers. In some countries, the trade union is an important stakeholder; decide when and how you want to give feedback to all the employees.

5.3.2. Action planning

Ajay Singh
ajay@ubtop.in

How do you ensure that immediate action can be taken on the results? The signal to take action should follow immediately after employees have been informed about the outcomes of the survey. The basis was created at an earlier stage with a clear report available, for every level. The important thing now is to translate the report into concrete, well-coordinated actions.

- Decide who is responsible for drawing up action plans;
- Set a deadline for drawing up the action plans.

The responsible managers, project owners and team managers need to discuss the results. These are then discussed with the employees. Any uncertainties among the management members can be discussed at that time. The dialogue with the employees can be initiated per business unit or team in order to arrive at improvement plans at operational level. When that has been accomplished, the path leads upward again. You compare your plans with those of other business units or teams. Frequently, the same improvements can be adopted. You should also check that the improvement plans are in line with your organization's vision and objectives.

5.5.3. Monitoring

Once you have drawn up plans for improvement, it is important to monitor progress.

- Decide who is responsible for monitoring the action plans;
- Consider the extent to which the results and action plans are incorporated in the year plan and the evaluation system;

- Communicate regularly regarding the progress of the improvement projects.

5.5.4. Repeating the survey

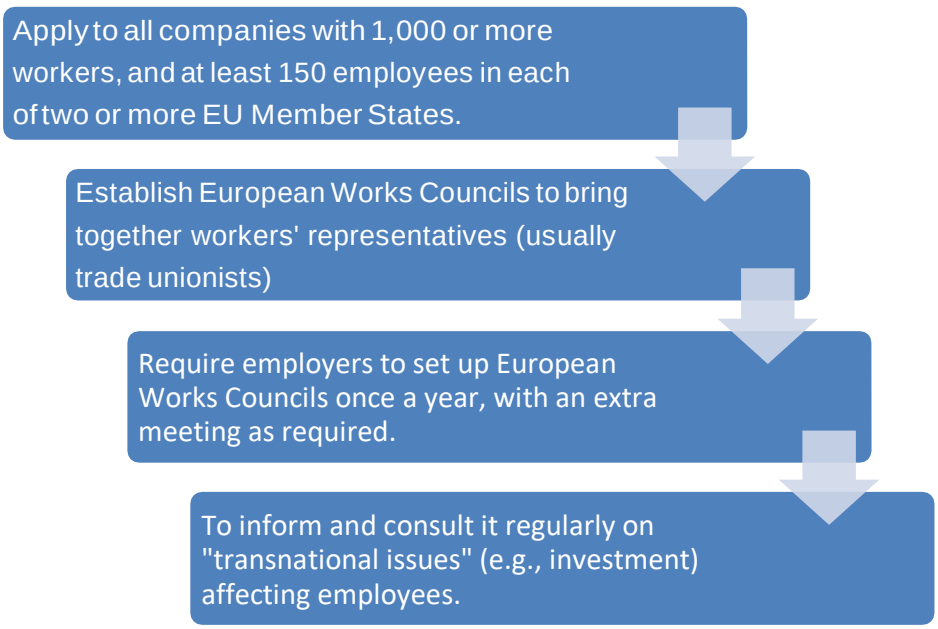
Have the actions you have taken led to positive results? The next survey is the ideal time to establish the effects your investments have had and how much employees have appreciated the effort. If you establish the employee survey as a permanent instrument, you increase the likelihood that the results will continue to improve. As you gain insight, adapt the survey to include different or additional questions or action points.

There are as many different ways to survey employees as there are organizations in the world. The specific questions are not the most important thing though; the critical components are the actions that follow. There is no reason to waste resources on a survey that does not lead to change within the organization. Every company has areas of opportunity, especially when it comes to getting their employees more engaged.

Ajay Singh
ajay@laptop.in

6. European Works Councils (EWCs)

Employees of large multinational companies based in the UK and with a presence elsewhere in Europe have a right to ask for a European Works Council (EWC) to be set up. An EWC is a body that represents employees of the multinational in the European Economic Area in discussions with management on transnational issues.



European Works Councils (EWCs)

The purpose of a European Works Council (EWC) is to bring together employee representatives from the different European countries in which a multinational company has operations. During EWC meetings, these representatives are informed and consulted by central management on transnational issues of concern to the company's employees. The EWC Directive applies to all companies with 1,000 or more workers, and at least 150 employees in each of two or more EU Member States. About 10 million workers across the EU have the right to information and consultation on company decisions at European level through these EWCs.

6.1. Special negotiating body

Ajay Singh
ajay@upton.in

This body, comprising a minimum of three and a maximum of the number of Member States:

- will have the task of determining, with the central management, by written agreement, the scope, composition, competence and term of office of the European Works Council(s) or the arrangements for implementing a procedure for the information and consultation of employees;
- may decide, by at least two-thirds of the votes, not to open negotiations or to terminate the negotiations already opened; such a decision would stop the procedure to conclude the agreement and would nullify the provisions of the Annex.

The members of the special negotiating body and of the European Works Council, and any experts who assist them, will not be authorized to reveal any information which has expressly been provided to them in confidence.

6.2. Exemptions from the Directive

Community-scale undertakings and Community-scale groups of undertakings in which there is already an agreement covering the entire workforce, providing for the transnational information and consultation of employees, will not be subject to the obligations arising from the Directives. When these agreements expire, the parties involved may decide jointly to renew them. Where this is not the case, the provisions of the Directives will apply.

6.3. Subsidiary requirements

Subsidiary requirements laid down by the legislation of the Member State in which the central management is situated will apply:

- where the central management and the special negotiating body so decide, or;
- where the central management refuses to commence negotiations within six months of the initial request to convene the special negotiating body, or;
- where, after three years from the date of this request, they are unable to conclude an agreement to establish a European Works Council or an information and consultation procedure, and the special negotiating body has not taken the decision not to open negotiations or to terminate the negotiations.

Ajay Singh
ajay@uptop.in

These subsidiary requirements must satisfy the provisions set out in the Annex, whereby:

- the competence of the European Works Council will be limited to information and consultation on matters which concern the Community-scale undertaking as a whole or at least two establishments or group undertakings situated in different Member States;
- the European Works Council is to have a minimum of three and a maximum of 30 members and, where its size so warrants, is to elect a select committee from among its members, comprising at most three members;
- four years after the European Works Council is established, it is to consider whether to open negotiations for the conclusion of the agreement on the arrangements for implementing the information and consultation of employees, or to continue to apply the subsidiary requirements adopted in accordance with the Annex;
- the European Works Council will have the right to meet with the central management once a year in order to be informed and consulted, on the basis of a report drawn up by the central management, on the progress of the business of the Community-scale undertaking or Community-scale group of undertakings and its prospects;
- where there are exceptional circumstances affecting the employees' interests to a considerable extent, particularly in the event of relocation, closure or collective redundancy, the select committee or, where no such committee exists, the

European Works Council will have the right to be informed;

- the members of the European Works Council are to inform the employees' representatives of the content and outcome of the information and consultation procedure;
- the operating expenses of the European Works Council are to be borne by the central management; in compliance with this principle, the Member States may lay down budgetary rules regarding the operation of the European Works Council.

7. ILO Standards

Ajay Singh
ajay@upfop.in

The International Labour Organization (ILO) is devoted to promoting social justice and internationally recognized human and labor rights, pursuing its founding mission that labor peace is essential to prosperity. Today, the ILO helps advance the creation of decent work and the economic and working conditions that give working people and business people a stake in lasting peace, prosperity and progress. It's tripartite structure provides a unique platform for promoting decent work for all women and men. Its main aims are to promote rights at work, encourage decent employment opportunities, enhance social protection and strengthen dialogue on work-related issues.

7.1. Four strategic objectives of ILO

- Promote and realize standards and fundamental principles and rights at work.
- Create greater opportunities for women and men to decent employment and income.
- Enhance the coverage and effectiveness of social protection for all.
- Strengthen tripartism and social dialogue.

7.2. Functions of ILO

In support of its goals, the ILO offers unmatched expertise and knowledge about the world of work, acquired over more than 90 years of responding to the needs of people everywhere for decent work, livelihoods and dignity. It serves its tripartite constituents - and society as a whole - in a variety of ways, including:

- Formulation of international policies and programs to promote basic human rights, improve working and living conditions, and enhance employment

opportunities.

- Creation of international labor standards backed by a unique system to supervise their application.
- An extensive program of international technical cooperation formulated and implemented in an active partnership with constituents, to help countries put these policies into practice in an effective manner.
- Training, education and research activities to help advance all of these efforts.

7.3. Fundamental Principles and Rights

Adopted in 1998, the ILO Declaration on Fundamental Principles and Rights at Work is an expression of commitment by governments, employers' and workers' organizations to uphold basic human values - values that are vital to our social and economic lives. The Declaration covers four fundamental principles and rights at work as showed below:

Ajay Singh
ajay@uptop.in

Four Fundamental Principles and Rights at Work of ILO

7.3.1. Freedom of association and the effective recognition of the right to collective bargaining

The freedoms to associate and to bargain collectively are fundamental rights. They are rooted in the ILO Constitution and the Declaration of Philadelphia annexed to the ILO Constitution. These enabling rights make it possible to promote and realize decent

conditions at work. ILO Declaration on Social Justice for a Fair Globalization noted that freedom of association and the effective recognition of the right to collective bargaining are particularly important to the attainment of all ILO strategic objectives.

Strong and independent workers' and employers' organizations, and the effective recognition of their right to engage in collective bargaining, are major tools for labor market governance. Collective bargaining is a way of attaining beneficial and productive solutions to potentially conflictual relations between workers and employers. It provides a means of building trust between the parties through negotiation and the articulation and satisfaction of the different interests of the negotiating partners. Collective bargaining plays this role by promoting peaceful, inclusive and democratic participation of representative workers' and employers' organizations.

Ajay Singh
ajay@untop.in

The continuing importance of collective bargaining in the twenty-first century derives from its potential as a powerful tool for engagement between employers' and workers' organizations to address economic and social concerns. It can strengthen weak voices and reduce poverty and social disadvantage. This can be done by applying collective bargaining to the needs of the parties and promoting voluntary agreements that sustain the well-being of individuals and enterprises.

The recognition of the right to collective bargaining is the key to the representation of collective interests. It builds on freedom of association and renders collective representation meaningful. Collective bargaining can play an important role in enhancing enterprise performance, managing change and building harmonious industrial relations.

Collective bargaining, as a way for workers and employers to reach agreement on issues affecting the world of work, is inextricably linked to freedom of association. The right of workers and employers to establish their independent organizations is the basic prerequisite for collective bargaining and social dialogue. The right to strike has been recognized internationally as a fundamental right of workers and their organizations and as an intrinsic corollary to the right to organize. Nevertheless, these fundamental rights are still not enjoyed by millions around the world, and where these rights are recognized, there continue to be challenges in applying them. In some countries certain categories of workers are denied the right of association, and workers' and employers' organizations are illegally suspended or their internal affairs are subject to interference. In extreme cases trade unionists are threatened, arrested or even killed.

The exercise of the rights to freedom of association and collective bargaining requires a

conducive and enabling environment. A legislative framework providing the necessary protections and guarantees, institutions to facilitate collective bargaining and address possible conflicts, efficient labor administrations and, very importantly, strong and effective workers' and employers' organizations, are the main elements of a conductive environment. The role of governments in providing for an enabling environment is of paramount importance.

7.3.2. Elimination of all forms of forced or compulsory labor

Economic circumstances can compel people to barter away their freedom, and labor exploitation can occur in many forms. But forced labor (to use a short comprehensive term) is something quite distinct. It occurs where work or service is exacted by the State or individuals who have the will and power to threaten workers with severe deprivations, such as withholding food or land or wages, physical violence or sexual abuse, restricting peoples' movements or locking them up.

Ajay Singh
ajay@uptop.in

The ILO Declaration on Fundamental Principles and Rights at Work obliges member States to eliminate forced labor. A work relationship should be freely chosen and free from threats.

Countries may have definitions of forced labor that are more comprehensive than the ILO's. The ILO sets minimum standards that fix the bottom line below which individual countries should not fall, but they can naturally achieve higher standards of protection of workers.

7.3.3. Effective abolition of child labor

Children enjoy the same human rights accorded to all people. But, lacking the knowledge, experience or physical development of adults and the power to defend their own interests in an adult world, children also have distinct rights to protection by virtue of their age. One of these is protection from economic exploitation and from work that is dangerous to the health and morals of children or which hampers the child's development.

The principle of the effective abolition of child labor means ensuring that every girl and boy has the opportunity to develop physically and mentally to her or his full potential. It's aim is to stop all work by children that jeopardizes their education and development.
This does not mean stopping all work performed by children. International labor standards allow the distinction to be made between what constitutes acceptable and unacceptable forms of work for children at different ages and stages of development.

To achieve the effective abolition of child labor, governments should fix and enforce a minimum age or ages at which children can enter into different kinds of work. Within limits, these ages may vary according to national social and economic circumstances. The general minimum age for admission to employment should not be less than the age of completion of compulsory schooling and never be less than 15 years. But developing countries may make certain exceptions to this, and a minimum age of 14 years may be applied where the economy and educational facilities are insufficiently developed.
Sometimes, light work may be performed by children two years younger than the general minimum age.

7.3.4. Elimination of discrimination in respect of employment and occupation

Ajay Singh
ajay@intop.in

Discrimination at work can occur in many different settings, from high-rise office buildings to rural villages, and in a variety of forms. It can affect men or women on the basis of their sex, or because their race or skin color, national extraction or social origin, religion, or political opinions differ from those of others. Often countries decide to ban distinctions or exclusions and forbid discrimination on other grounds as well, such as disability, HIV status or age. Discrimination at work denies opportunities for individuals and robs societies of what those people can and could contribute.

Eliminating discrimination starts with dismantling barriers and ensuring equality in access to training, education as well as the ability to own and use resources such as land and credit. It continues with fixing conditions for setting up and running enterprises of all types and sizes, and the policies and practices related to hiring, assignment of tasks, working conditions, pay, benefits, promotions, lay-offs and termination of employment. Merit and the ability to do a job, not irrelevant characteristics, should be the guide.

Discrimination in employment or occupation may be direct or indirect. Direct discrimination exists when laws, rules or practices explicitly cite a particular ground, such as sex, race, etc. to deny equal opportunities. For instance, if a wife, but not a husband, must obtain the spouse's consent to apply for a loan or a passport needed to engage in an occupation, this would be direct discrimination on the basis of sex.

Indirect discrimination occurs where rules or practices appear on the surface to be neutral but in practice lead to exclusions. Requiring applicants to be a certain height could disproportionately exclude women and members of some ethnic groups, for example. Unless the specified height is absolutely necessary to perform the particular job, this would illustrate indirect discrimination.

Equality at work means that all individuals should be accorded equal opportunities to develop fully the knowledge, skills and competencies that are relevant to the economic activities they wish to pursue. Measures to promote equality need to bear in mind diversity in culture, language, family circumstances, and the ability to read and to deal with numbers. For peasants and owners of small or family enterprises, especially the women and ethnic groups, equal access to land (including by inheritance), training, technology and capital is key.

In the case of both employees and self-employed or (own-account) workers, non- discrimination at work depends on equal access to quality education prior to entering the labor market. This is of chief importance for girls and disadvantaged groups. A more equal division of work and family responsibilities in the household would also permit more women to improve their work opportunities.

Ajay Singh
ajay@uptop.in

7.4. ILO Conventions and Recommendations

The ILO standards, in particular, serve as the foundation for the vast majority of employment laws and acceptable management practices throughout the world, and they should, therefore, play a key role in business decision making. International labor standards are legal instruments drawn up by the ILO's constituents (governments, employers and workers) and setting out basic principles and rights at work. They are either conventions, which are legally binding international treaties that may be ratified by member states, or recommendations, which serve as non-binding guidelines. Conventions are international treaties that are legally binding once ratified. Recommendations are nonbinding guidelines designed to assist countries in the implementation of ratified conventions.

International labor standards are legal instruments drawn up by the ILO's constituents (governments, employers and workers) and setting out basic principles and rights at work. They are either conventions, which are legally binding international treaties that may be ratified by member states, or recommendations, which serve as non-binding guidelines. In many cases, a convention lays down the basic principles to be implemented by ratifying countries, while a related recommendation supplements the convention by providing more detailed guidelines on how it could be applied.
Recommendations can also be autonomous, i.e. not linked to any convention.

7.5. Fundamental Conventions of ILO

The ILO's Governing Body has identified eight conventions as "fundamental", covering subjects that are considered as fundamental principles and rights at work: freedom of

association and the effective recognition of the right to collective bargaining; the elimination of all forms of forced or compulsory labor; the effective abolition of child labor; and the elimination of discrimination in respect of employment and occupation.

Fundamental Conventions of ILO

Conventions	Content
Freedom of Association and Protection of the Right to Organise Convention, 1948	Protection against discrimination for joining a trade union and taking collective action.
Right to Organise and Collective Bargaining Convention, 1949	The right to collective bargaining with an employer through a trade union.
Forced Labour Convention, 1930	Obligation for members to "completely suppress such forced or compulsory labour", with exceptions for military, civil service, court orders, for emergencies and minor communal orders.
Abolition of Forced Labour Convention, 1957	Positive obligation on member states to ensure that all forced labour is abolished.
Minimum Age Convention, 1973	The requirement that people are at least 15, or a higher age determined by member states, or 14 for member states whose education systems are developing, before working, and 18 years old before dangerous work.
Worst Forms of Child Labour Convention, 1999	Duties upon member states to identify and take steps to prohibit the worst forms of child labour (slavery, prostitution, drug trafficking and other dangerous jobs).
Equal Remuneration Convention, 1951	The right to equal pay, without any discrimination on grounds of gender.
Discrimination (Employment and Occupation) Convention, 1958	The right to not be discriminated against on grounds of "race, colour, sex, religion, political opinion, national extraction or social origin", or other grounds determined by member states, in employment.

Source: www.ilo.org

8. OECD Guidelines

Organization for Economic Cooperation and Development (OECD) -An organization that acts as a meeting ground for 30 countries which believe strongly in the free market system, The OECD provides a forum for discussing issues and reaching agreements, some of which are legally binding. The OECD strives for good relations within companies. This is reflected in certain recommendations to be found in the Guidelines. Investing in good relations will be rewarding in the long run.

The OECD "Guidelines for Multinational Enterprises" (Guidelines) embody what OECD governments have agreed are the basic components of responsible corporate conduct. They cover a range of issues such as labor and human rights, bribery and corruption, environment and information disclosure. Though voluntary for companies, governments that have endorsed the Guidelines are essentially conveying that they expect multinational companies to follow these principles and standards of good conduct in their operations worldwide.

Ajay Singh
ajay@uptop.in

The MNCs and partners in the value chain should pay attention to the following in accordance with the OECD guidelines to Employee and Industrial relations:

1. Respect employees to join trade unions and representative organizations
2. Provide information to workers' representatives
3. Consultation and co-operation between employers and workers
4. Favorable standards of employment and industrial relations
5. Employ local workers and provide training
6. Appropriate lay-offs or dismissals
7. No threaten to transfer the whole or part of an operating unit
8. Enable authorized representatives the workers in collective bargaining

OECD Guidelines: Employment and Industrial Relations Source:

www.oecd.org

8.1. Respect of Join Trade Unions

Respect the right of workers employed by the multinational enterprise to establish or join trade unions and representative organizations of their own choosing. Respect the right of workers employed by the multinational enterprise to have trade unions and representative organizations of their own choosing recognized for the purpose of collective bargaining, and engage in constructive negotiations, either individually or through employers' associations, with such representatives with a view to reaching agreements on terms and conditions of employment.

Contribute to the effective abolition of child labor, and take immediate and effective measures to secure the prohibition and elimination of the worst forms of child labor as a matter of urgency. Contribute to the elimination of all forms of forced or compulsory labor and take adequate steps to ensure that forced or compulsory labor does not exist in their operations.

Ajay Singh
ajay@uptop.in

Be guided throughout their operations by the principle of equality of opportunity and treatment in employment and not discriminate against their workers with respect to employment or occupation on such grounds as race, color, sex, religion, political opinion, national extraction or social origin, or other status, unless selectivity concerning worker characteristics furthers established governmental policies which specifically promote greater equality of employment opportunity or relates to the inherent requirements of a job.

8.2. Provide Information to Workers' Representatives

Provide such facilities to workers' representatives as may be necessary to assist in the development of effective collective agreements. Provide information to workers' representatives which are needed for meaningful negotiations on conditions of employment. Provide information to workers and their representatives which enables them to obtain a true and fair view of the performance of the entity or, where appropriate, the enterprise as a whole.

8.3. Cooperation between Employers and Workers

Promote consultation and co-operation between employers and workers and their representatives on matters of mutual concern. Observe standards of employment and industrial relations not less favorable than those observed by comparable employers in

the host country.

8.4. Favorable standards of employment and industrial relations

When multinational enterprises operate in developing countries, where comparable employers may not exist, provide the best possible wages, benefits and conditions of work, within the framework of government policies. These should be related to the economic position of the enterprise, but should be at least adequate to satisfy the basic needs of the workers and their families. Take adequate steps to ensure occupational health and safety in their operations.

8.5. Employ local workers and provide training

Ajay Singh ajay@uptop.in

In their operations, to the greatest extent practicable, employ local workers and provide training with a view to improving skill levels, in co-operation with worker representatives and, where appropriate, relevant governmental authorities.

8.6. Appropriate lay-offs or dismissals

In considering changes in their operations which would have major employment effects, in particular in the case of the closure of an entity involving collective lay-offs or dismissals, provide reasonable notice of such changes to representatives of the workers in their employment and their organizations, and, where appropriate, to the relevant governmental authorities, and co-operate with the worker representatives and appropriate governmental authorities so as to mitigate to the maximum extent practicable adverse effects. In light of the specific circumstances of each case, it would be appropriate if management were able to give such notice prior to the final decision being taken. Other means may also be employed to provide meaningful co-operation to mitigate the effects of such decisions.

8.7. No threaten to transfer the whole or part of an operating unit

In the context of bona fide negotiations with workers' representatives on conditions of employment, or while workers are exercising a right to organize, not threaten to transfer the whole or part of an operating unit from the country concerned nor transfer workers from the enterprises component entities in other countries in order to influence unfairly those negotiations or to hinder the exercise of a right to organize.

8.8. Enable authorized representatives the workers in collective bargaining

Enable authorized representatives of the workers in their employment to negotiate on

collective bargaining or labor-management relations issues and allow the parties to consult on matters of mutual concern with representatives of management who are authorized to take decisions on these matters.

9. The UN Global Compact's Labor Principles

The United Nations (UN) Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labor, environment and anti-corruption. By doing so, business, as a primary driver of globalization, can help ensure that markets, commerce, technology and finance advance in ways that benefit economies and societies everywhere.

Ajay Singh
ajay@uptou.in

As social, political and economic challenges (and opportunities) — whether occurring at home or in other regions — affect business more than ever before, many companies recognize the need to collaborate and partner with governments, civil society, labour and the United Nations. This ever-increasing understanding is reflected in the Global Compact's rapid growth. With over 12,000 corporate participants and other stakeholders
from over 145 countries, it is the largest voluntary corporate responsibility initiative in the world.

The Ten Principles of the United Nations Global Compact are derived from: the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.

9.1. Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

9.2. Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour; Principle 5:

the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

9.3. Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

9.4. Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Ajay Singh
ajay@uptop.in

Part Four: Global HR Technology

1. HR Transformation through Information Technology (IT)

1.1. Personnel to Human Resources

In the 20th century, Human Resource (HR) departments were called personnel departments, and these departments created procedures, forms, and levels of authorization to process personnel recruiting, payroll, attendance and leave, and performance appraisals. These departments also helped organizations meet the requirements of government laws, rules, and regulations relating to equal employment opportunities, occupational safety and health, and employee benefits. Because the department's functions are largely administrative, the development of information technology (IT) focused on operational efficiency within these departments. Personnel departments implemented Human Resource Information Systems (HRIS) to automate their internal workflows. By gathering, storing, integrating, and transforming HR administrative data into information that can be utilized in HR decision making, HRIS can improve the quality and efficiency of HR departments and can relieve the administrative burden of HR's day-to-day duties.

Ajay Singh
ajay@untop.in

As more transactional services became provided electronically via HRIS, HR personnel obtained greater opportunities to focus on human relations tasks, such as training, development, employee relations, and total rewards. By the end of the 1980s, personnel departments had generally been renamed HR departments. This development marked the first wave of the transformation of HR departments.
However, HRIS were insufficient for the new role of HR departments. Line managers and employees increasingly believed that information systems should not only improve HR processes in terms of business planning and personnel capabilities but also allow company employees to manage their own personnel information.

1.2. Human Resources to Business Partners

During the 1990s, electronic human resource management (e-HRM) emerged due to the growth of corporate intranets. In contrast to HRIS, e-HRM extends beyond traditional HR-related administrative functions to provide a web-based HR channel for the entire organization. In fact, e-HRM is an umbrella term that covers all of the possible integration mechanisms and content of HR and IT, such as HR portals, talent profile mapping, e-learning, and human capital dashboards. The primary goal of e-

HRM is to support decision making and to provide self-service capabilities for internal corporate stakeholders, including employees and line managers. Thus, HR has become a business partner that helps align business functions with HR-related policies and practices. This evolution constitutes the second wave of the HR transformation.

1.3. Business Partners to Business Drivers

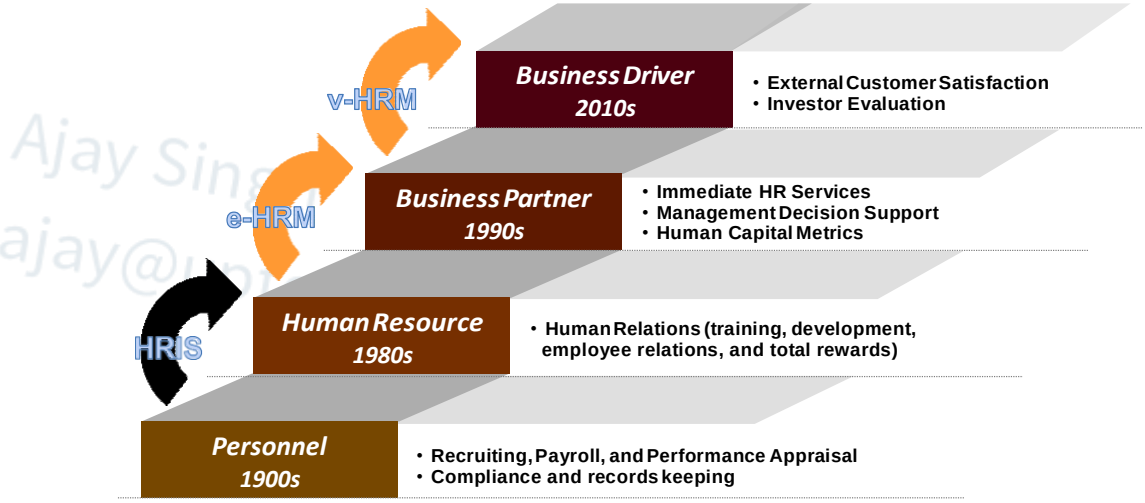
Alterations in HR functions are expected to continue. In the late 1990s, Fortune magazine published a story about "blowing up the HR function"; this story indicated that HR was not considered to be a department that adds strategic value to a firm. As business partners, HR departments can deliver immediate HR services, management decision support, and human capital metrics, but they cannot deliver business results. Therefore, HR is expected to cease being a passive business partner and instead become a proactive business driver that seeks solutions that involve and influence the perspectives of external stakeholders (i.e., investors and customers) and thereby directly impact business results. Although the management of external stakeholders is traditionally the domain of sales, marketing, and public relations, the expansion of HR into this new territory can allow these departments to follow a top-down process to derive service strategies that are driven by outcome measures. For example, by connecting with customers, HR can ensure that a firm's talent acquisition, development, reward, and retention programs all function to encourage the skills that are required for customer satisfaction. Connections with investors can allow a firm's intangible assets, including its quality of leadership and human capital, to be observed in a manner that is not evident from its financial reports; thus, these connections can provide investors with confidence in a firm's future earnings. Therefore, the shift of HR departments from passive business partners to active business drivers is projected to be the third wave of HR transformation.

Ajay Singh
ajay@apton.in

However, the global economy has forced many HR departments to operate with limited budgets, raising questions about how HR value can be most efficiently delivered for both internal and external stakeholders. Many organizations are turning to Web 2.0 and social networking sites to promote and deliver information to their target audiences. The most interactive way of sharing this information involves virtual worlds that provide three-dimensional (3D) graphics, self-determined gameplay, user- created content, and life-like human interactions; these traits differentiate virtual worlds from other social media and render these virtual worlds particularly interesting for corporate purposes.

V-HRM is an integrated HR strategy that enhances the management of human capital and increases the visibility of human capital to worldwide stakeholders through the

establishment of an online virtual world. These online virtual worlds allow companies to conduct recruitment centers, job fairs, new employee onboarding, orientation, corporate universities, outdoor training, and networking in an internet-based, simulated environment that represents the real world. The strength of v-HRM is that it enables HR professionals to interact with stakeholders in real time via personalized avatars and to demonstrate HR practices in a 3D virtual environment. The HR transformation roadmap is illustrated in following Figure.



Source: Suen, H.Y. & Chang, H.L. (2017). Toward Multi-Stakeholder Value: Virtual Human Resource Management. Sustainability, 9(12), 2177.

2. Human Resource Information System (HRIS)

Human Resource Information System (HRIS) can be briefly defined as integrated systems used to gather, store, and analyze information regarding an organization's human resources. But, as is the case with any complex organizational information system, an HRIS is not limited to the computer hardware and software applications that comprise the "technical" part of the system; it also includes the people, policies, procedures, and data required to manage the human resources function. Thus, a functional HRIS must create an information system that enables an assimilation of the policies and procedures used to manage the firm's human capital as well as the procedures necessary to operate the computer hardware and software applications.

HRIS is an information system (IS) used to acquire, store, manipulate, analyze, retrieve, and distribute information regarding an organization's human resources. The purpose of the HRIS is to provide service, in the form of accurate and timely information, to the "clients" of the system. As there are a variety of potential users of HR information, it may be used for strategic, tactical, and operational decision making (e.g., to plan for needed employees

in a merger); to avoid litigation (e.g., to identify discrimination problems in hiring); to evaluate programs, policies, or practices (e.g., to evaluate the effectiveness of a training program); and/or to support daily operations (e.g., to help managers monitor time and attendance of their employees). All these uses mean that there is a mandatory requirement that data and reports be accurate and timely and that the "client" can understand how to use the information.

Because of the complexity and data intensiveness of the HRM function, it is one of the last management functions to be targeted for automation. This fact does not mean that an HRIS is not important; it just indicates the difficulty of developing and implementing it compared with other business functions—for example, billing and accounting systems.
Powered by information systems and the Internet, today almost every process in every function of HRM is being computerized.

HRIS is often to be used for administrative purposes in organizations. This purpose is related to administrative and operational efficiency, which reduces costs and time.
Traditionally, HR in any organization faces several challenges such as information storage and retrieval (How to manage large quantities of paper?), hiring & firing (How to deal with applicant tracking, black lists, social security issues, and other reports for the government?), training (How to develop training programs that fit the new digital economy?), performance tracking (How to track employee performance worldwide?), and cost figures (How to lower the business information system costs?).

Organizations vary in the types of information that they consider useful and important to collect.
Organizations develop at least two kinds of human resource information systems.
The first HRIS replaces many of the administrative functions once performed by people in the organization. Human resource information systems, which perform administrative tasks faster than people and require fewer employees, are designed to produce a wide range of vital information at the lowest cost. Companies, in some instances, have implemented human resource information systems as a tool and approach to downsizing. The second HRIS is based on organizational reengineering. HRIS that reengineer organizational processes are based on optimization of the way in which HR managers use information.
HRIS with reengineered processes often include interactive employee information kiosks or Internet-based Web applications. Reengineered HRIS provide employees and managers the opportunity to interact with the organization's databases to apply for jobs, review organizational regulations, and to facilitate communications between employees, managers, and labor unions.

2.1. Benefits of HRIS

The systems and process focus helps organizations keep the customer perspective in mind, since quality is primarily defined and operationalized in terms of total customer satisfaction. Today's competitive environment requires organizations to integrate the activities of each functional department while keeping the customer in mind. An effective HRIS helps by providing the technology to generate accurate and timely employee information to fulfill this objective. There are several advantages to firms in using HRIS. They include the following:

- Providing a comprehensive information picture as a single, comprehensive database; this enables organizations to provide structural connectivity across units and activities and increase the speed of information transactions
- Increasing competitiveness by improving HR operations and improving management processes
- Collecting appropriate data and converting them to information and knowledge for improved timeliness and quality of decision making
- Producing a greater number and variety of accurate and real-time HR-related reports
- Streamlining and enhancing the efficiency and effectiveness of HR administrative functions
- Shifting the focus of HR from the processing of transactions to strategic HRM
- Reengineering HR processes and functions
- Improving employee satisfaction by delivering HR services more quickly and accurately to them

Ajay Singh
ajay@unsw.in

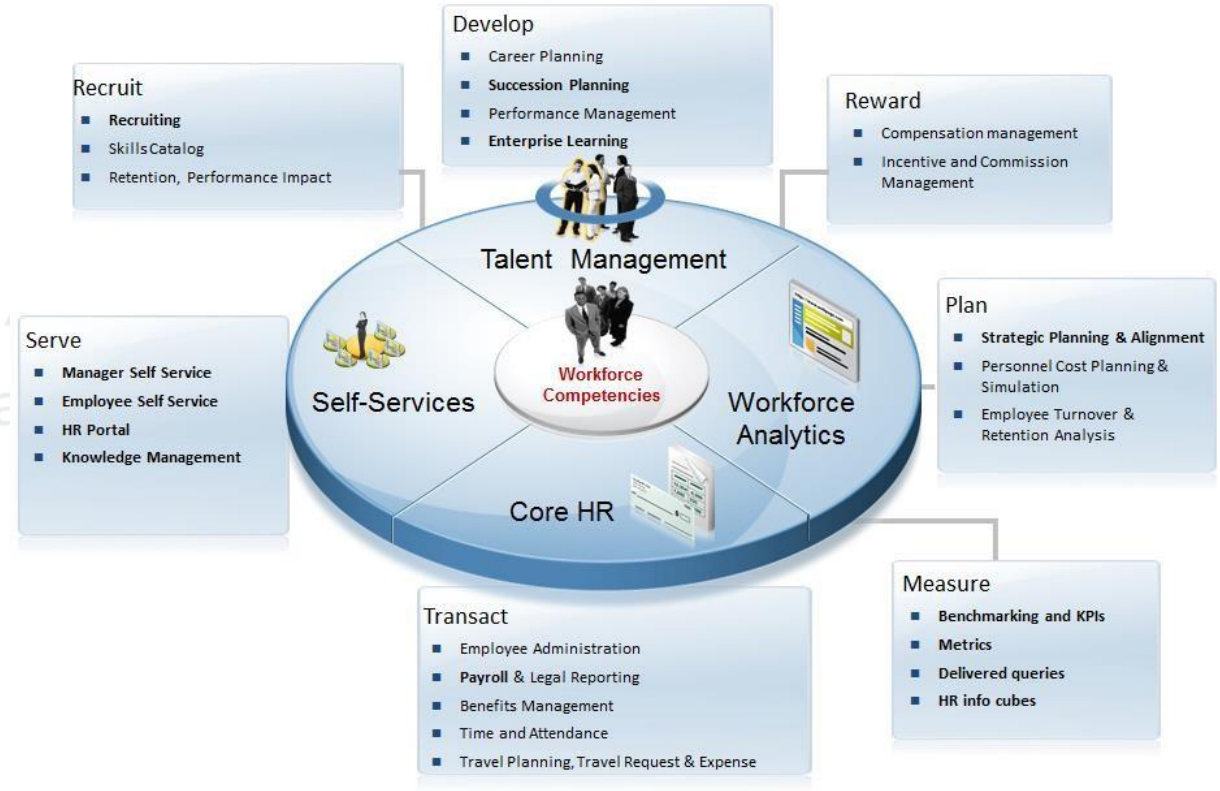
The ability of firms to harness the potential of HRIS depends on a variety of factors, such as:

- the size of the organization, with large firms generally reaping greater benefits;
- the amount of top management support and commitment;
- the availability of resources (time, money, and personnel);
- the HR philosophy of the company as well as its vision, organizational culture, structure, and systems; managerial competence in cross-functional decision making, employee involvement, and coaching; and
- the ability and motivation of employees in adopting change, such as increased automation across and between functions

In assessing the benefits and impact of an HRIS to an organization, typical accounting methods do not work with the HRM function. While there are several tangible benefits in implementing an HRIS, such as payroll efficiencies and reduction in labor costs due to automation, there are several intangible or hidden benefits as well. They include employee satisfaction with streamlined and efficient HR processes and freeing up HR from routine, administrative matters to focus on strategic goals.

Furthermore, HR practices can help organizations untangle the rigidity and inertia associated with the mechanistic, routine nature of enterprise resource planning (ERP). ERP software applications are a set of integrated database applications or modules that carry out the most common business functions, including HR, general ledger, accounts payable, accounts receivable, order management, inventory control, and customer relationship management. Obviously, HRM's emphasis on knowledge management,

human capital stewardship, and relationship building can provide considerable assistance in the implementation and use of ERPs. Therefore, active engagement of HR professionals in the introduction and ongoing functioning of an ERP is important so that organizations can realize the strategic benefits associated with these systems.



Human Resource Information System (HRIS)
Source: SAP HCM Solution

2.2. Types of HRIS

There are multiple typologies for the classification of computer-based systems; however, we are going to define the most basic types of systems and then apply them to their development and use within an HRIS. One of the earliest books in the field of computer-based systems placed systems under three basic categories: Electronic Data Processing (EDP), Management Information Systems (MIS), and Decision Support Systems (DSS). EDP is primarily electronic storage of information and was first applied to automate paperwork.

2.2.1. EDP

The EDP category of HRIS was the earliest form introduced in the HR field and fits in with the transactional level of HR activities. The EDP's basic characteristics include:

- A focus on data, storage, processing, and flows at the operational level

- Efficient transaction processing
- Scheduled and optimized computer runs
- Integrated files for related jobs
- Summary reports for management

2.2.2. MIS

The MIS type of HRIS emerged as technology improved over time, and it fits the traditional level of HR activities, such as recruitment, selection, and compensation. The characteristics of MIS include:

- An information focus, aimed at middle managers
- Structured information flows
- Integration of EDP jobs by business function (production MIS, marketing MIS ...)
- Inquiry and report generation (usually with a database- a collection of information that is organized so that it can easily be accessed, managed, and updated. In one view, databases can be classified according to types of content: bibliographic, full- text, numeric, and images.)

Ajay Singh
ajay@abrop.in

2.2.3. DSS

HRIS at DSS level began to emerge in the cost-effectiveness era of HRM development, and it fits the transformational level of HR activities—adding value to organizational processes. DSS are focused still higher in the organization, with an emphasis on the following characteristics:

- Decision focused, aimed at top managers and executive decision makers
- Emphasis on flexibility, adaptability, and quick response
- User initiated and controlled
- Support for the personal decision-making styles of individual managers

There is another type of HRIS which should be used in organizations to maximize the effect of computer-generated knowledge on managerial decision making. There are numerous reports generated on a regular basis from both the EDP and the MIS types of HRIS—for example, overtime and benefits usage. The critical question is: "how many of these reports are used by either line managers or HR professionals in their daily work, particularly in their decision-making capacity?" All HRIS software is designed to generate a standard set of reports, but surveys and reports from both managers and HR professionals indicate that many of these reports are typically discarded. Thus, it is apparent that another type of HRIS exists—the human resources management decision system (HRMDS). This type of system could be described as the ideal system since it provides critical information for decisions involving the human resources of the

company, and thus, should be used as a standard for the development and application of any HRIS. This type has the following characteristics:

- Report formation and generation based on identified managerial needs for decision making
- Categorization of reports by management level
- Timing of report generation based on frequency of managerial use: daily, weekly, monthly
- Historical information retained and reported in a timely manner so that managers and HR professionals can see the results of their use of the information in their previous decisions

2.3. Core HR

Ajay Singh
ajay@laptop.in

There are at least thirteen common human resource information subsystems.

2.3.1. Recruitment and Selection

The recruitment and selection system ensures that the list is current all the time and can be viewed by a prospective applicant anytime; generates various statistics like jobs with high turnover and the average time it takes to fill a vacancy; and tests and evaluates candidates' personality, knowledge, and skills at different company locations.

2.3.2. Personnel Administration

The personnel administration subsystem warehouses information about employee names, birthdates, service dates, race, sex, salary, department code, job code, location code, and employment status.

2.3.3. Time, Labor, and Knowledge Management

The time, labor, and knowledge management subsystem tracks and identifies work schedule patterns, absenteeism, and tardiness, allocates resources, and determines procedures to administer either time-related or knowledge-related tasks or functions based upon an employee knowledge profile.

2.3.4. Training and Development

The training and development subsystem provides programmed instructions and self- paced training to employees; plans classes, sets up training schedules, organizes training courses' activities, and collects fees; and tracks the developmental plan of each employee within the company and their learning progress.

2.3.5. Pension Administration

The pension administration subsystem streamlines plan set-up, record keeping, pension calculations, and retiree payments and statements.

2.3.6. Compensation and Benefits Administration

The compensation and benefits administration subsystem provides information on flexible and non-flexible healthcare plans, short and long-term disability plans, savings plans, retirement plans, pension plans.

2.3.7. Payroll Interface

The payroll interface subsystem streamlines payroll and accounting by providing data on salary, wages, and benefits.

2.3.8. Performance Evaluation

The performance evaluation subsystem aids management with periodic evaluations of employees. This subsystem performs multiple review functions including auditing and analyzing employee competency; analyzing the congruence between employee performance and organizational objectives; and measuring and monitoring the employer's learning progress and performance.

Ajay Singh
ajay@uptop.in

2.3.9. Outplacement

The outplacement subsystem provides support information for discharged or displaced employees such as links to self-help books, career counselors, and training programs on job search techniques, resume development, interviewing strategies, and negotiating salary.

2.3.10. Labor Relations

The labor relations subsystem includes information about work policies on privacy, sexual harassment, and workforce diversity.

2.3.11. Expense and Travel Administration

The expense and travel administration subsystem facilitates and automates employee reimbursement for business expenditures on travel, entertainment, and supplies.

2.3.12. Organizational Management

The organizational management subsystem provides information about all job positions in a company, their hierarchy, and job descriptions; generates decisions on employee hiring, promoting, transferring, retiring, and firing; and reporting requirements of various employment laws.

2.3.13. Health and Safety

The health and safety subsystem provides information about the federal, state, and local health and safety regulations relevant to the organization or workplace as well as information on the company's safety record, injury/illness prevention plan, safety compliance procedures, and worker compensation.

Numerous organizations have shifted the responsibility of updating employee records from human resource staff to the employees themselves. Self-service systems require less direct management and more technological oversight and support. Web-based HRIS allow for global access for telecommuting and traveling employees. Common self- service web-based HRIS applications include Personal Information, Banking Information, Benefits Inquiries and Open Enrollment, Time Entry and Time Off, Cross Application Time Entry, Travel Expenses, Electronic Pay-stubs, Organization Directory, Employment and Salary Verification, Training Overview and Enrollment, and Change Password.

2.4. Self-Services

The use of technology to offer services that would be performed by an HR representative. Commonly called Manager Self-Service (MSS) and Employee Self- Service (ESS), these fall into two (2) categories, informational and transactional

Ajay Singh
ajay@aptron.in

2.4.1. Informational Self-Service

Informational Self-Service refers to tools that are offered to provide information to employees. These tools are commonly referred to as "Knowledge Management" systems. They contain information about HR policies, processes and can include benefits and compensation information. They are informational in that employees cannot perform a transaction within these systems; they are used for reference purposes only. These can be present in either centralized or decentralized service delivery models and are almost always found when HR services are outsourced.

2.4.2. Transactional Self Service

These tools are offered for managers and employees to change information captured in HRIS. Employee Self-Service applications include information that the employee changes, which is typically personal in nature. Common changes that occur in an ESS system are employee address, emergency contact, tax withholdings and benefit elections. Manager Self-Service applications include information that a manager changes, which is related to the employees they manage. These most often replace paper-based processes for change of employee information like job changes, promotions, transfers and pay changes. MSS applications can also include processes for supporting performance reviews, compensation events and staff planning.

MSS applications commonly use workflow to automatically manage the approval and the routing of information changes. Workflow is a technology that routes an information change to another person for verification or approval before it records the change in the system of record. ESS/MSS applications can be present in either centralized or decentralized service delivery models and are almost always found when HR services are outsourced.

HR self-service benefits include the accuracy of information, consistency of process and reduction of time HR professionals spend in administrative activities.

2.4.3. HR Portals in Self-Service

A portal is a Web application that resides on the intranet (internally) or Internet (externally) that is designed to aggregate and personalize information for access from a single source. The HR portal in an intranet application is used to perform informational or transactional self-service. Based on an employee's role in the organization as defined within their security authorizations, the HR portal will present the applications and information the person is allowed to access. Through the use of single sign on technology, an employee can access an HR application through the portal without having to log into that application, thereby simplifying the process for the employee and eliminating the need for multiple passwords. The other benefit of an HR Portal is that information can be distributed throughout the organization while being centrally maintained. Policy information and corporate communications can be accessed by all employees regardless of location even though the actual information is stored centrally.

Ajay Singh
ajay@ubiquity

2.5. Knowledge Management (KM)

Knowledge Management (KM) is the umbrella term for the management of unstructured information - that is, all kinds of documents. KM can be defined as the process of capturing, distributing and using knowledge effectively. In order to effectively share an organization's information assets (think: policies, procedures but also expertise and experiences), that knowledge needs to be identified, captured, evaluated and easily retrieved. There are three main approaches to knowledge management:

- Technocentric: Focuses on technology, especially software that boosts knowledge sharing and creation.
- Organizational: Looks at how to design an organization to best promote knowledge processes.
- Ecological: Encourages a knowledge exchange through collaborative networks, rather than through direct management.

KM with HRIS self-service portal provides an opportunity within your organization to "connect those who know with those who need to know". Its functions may help companies manage all facets of unstructured information - from collaborative authoring and publishing to advanced search and navigation.

Knowledge Management (KM) is a discipline that promotes an integrated approach to identifying, capturing, evaluating, retrieving, and sharing all of an enterprise's information assets. These assets may include databases, documents, policies, procedures, and previously un-captured expertise and experience of individual works.

Researchers suggested that the main ingredient behind successful innovation was not a clever way of thinking or brainstorming. Instead, it was a place where people could share ideas, let them bump into each other, and in so doing, evolve into new, more powerful forms. The coffee-shops of Paris served this purpose during the

Enlightenment, allowing for fantastic new scientific and philosophical concepts to be born.

2.6. Talent Management Systems

The systems that support the processes of onboarding, recruiting, performance management, compensation management, succession planning and learning management are commonly referred to as Talent Management Applications.

2.6.1. ATS

Recruiting Applications, also known as Applicant Tracking Systems (ATS) or talent acquisition systems, support the process of sourcing and selecting candidates for open jobs. They include the creation of requisitions for the recruitment of a particular job and storing and tracking the résumés of applicants and can include screening of candidates via assessments. Recruiters can use search tools and queries to weed through the mountain of applications for a particular job. Hiring managers are presented candidates for their positions electronically.

Ajay Singh
ajay@upton.in

Recruiting applications provide benefits on the compliance side as well. Tracking for Affirmative action purposes becomes streamlined. The total cost of sourcing and selecting candidates can be reduced with a recruitment management system. HRIS job and organizational information can be interfaced to the recruitment systems for consistency purposes.

2.6.2. Onboarding

Onboarding refers to the process of hiring the employee into the organization. Applications that support this process include online self-service for new hire paperwork, drug screening, background checks, ordering of equipment (workstations, PC's, phone, company credit cards), and integration with security systems to establish an ID and access. Integration with a core HRMS automates setting up of the new hire in that system. Onboarding systems provide benefits to a company by reducing the amount of time that it takes to bring an employee into the company, making them a more productive worker in less time and reducing the total cost of hire. Many recruiting systems include onboarding modules.

2.6.3. Performance Management

Performance Management refers to those applications that manage the process by which employee's performance is evaluated. These applications can support annual, as well as more frequent review cycles, and they typically include a process for the setting of goals for the organization and the individual. As a result the individual's goals are aligned with the organization goals. These systems include the ability for an employee to perform online self-assessments, as well as manager reviews of their employees. Online automated confidential peer reviews (known as 360 assessments) can also be managed through these applications. These applications rely on the job and organizational management data in the HRMS to build goals of various organizational

units and to establish workflow for management approval. These systems provide benefits to the company by eliminating paper-based manual processes, providing information for job and pay decisions and ensuring compliance of the performance management processes.

2.6.4. Competency Management

Competency Management provides the ability to create a set of competencies by job. Ideally the integration of the application will allow the sharing of competencies with performance management for the evaluation of an employee based on the competencies, compensation for the evaluation of jobs and to determine appropriateness of pay, career planning for the identification of career paths, and succession planning to identify successors to jobs based on competencies either demonstrated through a performance evaluation or those tied to previous jobs held. Learning management systems also use competencies for linkages to training activities.

Ajay Singh
ajay@upton.in

2.6.5. Learning Management

Learning Management includes all of the functions around training employees. It includes establishment of courses and curriculum, scheduling of training events, delivering online training courses and tracking the training taken. It also supports the ability to prescribe learning plans based on the jobs a person is performing or career paths for them to pursue. These systems can provide hard dollar benefits to the organization by offering instructor-led training activities as online courses, eliminating the time and travel expenses associated with face-to-face training and the need for instructors. Other benefits of online training include less time away from ones job and greater availability of training.

2.6.6. Succession Planning

Succession Planning features the ability to assess an employee's fit for their current job, readiness to take on a new job and be potential successors for others. In an integrated suite, performance management and compensation data is included to provide a full picture of the employee's fit to current and future jobs. Oftentimes this is done in a graphical way using organizational charts. When integrated with a learning management system, a person can be given learning assignments to better qualify
them for new job assignments.

2.6.7. Compensation Management

Compensation Management refers to those applications that support the job and pay processes within the compensation department, as well as employee pay actions.
Within the compensation department these applications support the processes surrounding job creation and evaluation. They include features such as online job descriptions, integration with salary survey providers, and establishment of pay ranges/bands for jobs and support of market pricing or point-based evaluation methods. These systems benefit a company by providing accurate and timely

information for the compensation professional and management with regards to how to create and establish pay practices.

Employee pay actions are supported for merit pay, incentive pay and bonus payments. Typically, these solutions allow for the provisions of salary plans that are tied to jobs. The employee participates in that salary plan by virtue of being assigned to the job.

Pay for performance processes, also known as merit increase, are typically automated in compensation management systems through manager self-service. Using information found within the core HRMS for job, pay and organizational structure, a manager can make pay actions on their employees. These systems allow for budget management within the merit process for determination and allocation of available budget. These systems eliminate the need for manual spreadsheet based processes, improve accuracy and eliminate the need for manual entry or complex interfaces to the HRMS for the reflecting of these pay actions.

Ajay Singh
ajay@aptron.in

2.7. Workforce Analytics

Workforce analytics refer to strategies for combining data elements into metrics and for examining relationships or changes in metrics. There is a fundamental distinction between "HR metrics" and "workforce analytics". Metrics are data (numbers) that reflect some detail about given outcomes, e.g., success in recruiting new employees. These metrics reflect characteristics of the organization's HR programs and activities. Analytics refer to strategies for combining data elements into metrics and for examining relationships or changes in metrics.

2.7.1. Benchmarking

The Saratoga Institute's benchmarking efforts were the first to develop information on standard HR metrics regarding the use and management of human capital. Benchmarking data is useful in that it provides insights into what is possible.

However, a challenge in using HR metrics as benchmark data is that an organization's human resource practices and the use of its HR staff reflect current challenges facing that organization. As a result, most organizations have an HR department, but the specific functions performed by these departments vary widely across organizations.

Consequently, direct comparisons of HR benchmarking data from one's own organization to data from other organizations may not provide realistic guidelines for either goal setting or forecasting the potential effectiveness of remedial actions an organization might undertake.

2.7.2. Data Mining and "Big" data

Interest in data mining human capital information has been on the rise since the implementation of integrated HRIS and digitized HRM processes.

Data mining refers to efforts to identify patterns that exist within data and that may

identify unrecognized causal mechanisms that can be used to enhance decision making. To identify these causal mechanisms, data mining uses correlation and multiple regression methods to identify patterns of relationships in extremely large datasets. Data mining has a number of important applications, but the caveat with its use is that it can also uncover spurious and nonsensical relationships (e.g., taller employees make better leaders; older employees have longer tenures).

Current interest in Big Data reflects efforts to analyze the extremely large datasets created by many transaction systems. Often these datasets can be many terabytes (2^{10} gigabytes) or more. Many web based applications and transaction sites, like those generated by Amazon.com, Google, and many social media sites generate large numbers of transactions. Efforts in Big Data reflect attempts to mine these very large datasets for patterns that can provide addition insight for managers about customer preferences or process characteristics that managers can use to drive greater sales, higher customer satisfaction and reduce costs.

Ajay Singh
ajay@uptop.in

2.7.3. Predictive Analyses

Predictive analysis involves attempts to develop models of organizational systems that can be used to predict future outcomes and understand the consequences of hypothetical changes in organizations For example, if the organization discovered a correlation between employee job satisfaction and turnover, HR could use this data to suggest modifications to the employees' work situation or their benefits.

Efforts to develop balanced scorecards are examples of elementary predictive systems. They involve identifying leading indicators of important organizational outcomes and the nature of the relationships expected to lead to them. Engaging in efforts to test the assumptions in these models over time can lead to enhancements in the quality of the models' underlying predictive analyses, either by identifying additional leading indicators or better specifying the nature of the relationships between predictors and outcomes.

2.7.4. Operational Experiments

The evidence-based management movement argues that managers should base their decisions on data drawn from the organization and evidence about the actual functioning of its systems rather than using personal philosophies or untested personal models or assumptions about "how things work." One of the most effective methods for developing the evidence on which to base decisions is through operational experiments conducted within the organization.

Google uses operational experiments to test the effectiveness of the ad words used on its Web site. Rather than simply relying on intuition or "expert judgment" about which ad wording is more effective, it creates an experiment. It configures its site to alternate the presentation of competing ad text to visitors to its site and then tracks the number of "click-through" on the ad for a period of time. Given the large number of daily hits, Google can get to objective data on the effectiveness of the various ads in a relatively

short time and then adopt the ad wording demonstrated to be most effective.

2.7.5. Workforce Modeling

Workforce modeling attempts to understand how an organization's human capital needs would change as a function of some expected change in the organization's environment. This change may be a shift in the demand for the organization's product, entry into a new market, divestiture of one of the organization's businesses, or a pending acquisition of or merger with another organization. This process involves establishing a human resource planning program.

2.7.6. Strategic Realignment

Strategic realignment involves these to of activities most commonly known today as human resource planning. These planning efforts focus on long-term plans for needed strategic changes in the organization. Strategic realignment also extends the use of HRM analytics to planning for new situations and circumstances, i.e., mergers, acquisitions, divestitures, or entries into new geographic or product markets.

Ajay Singh
ajay@upton.in

2.7.7. HR Reporting

For individuals conducting metrics and analytics work, paying attention to the capabilities and needs of the targeted audience is critically important. The information reported must be relevant to the issues facing the managers who receive it. Further, simply providing numbers to managers is unlikely to be of much use to them until they can understand the meaning of the information for their decision situations.

HR metrics and analytics information can be reported in a number of ways. Generally, a combination of "push" and "pull" means of communication will work for most organizations. Push systems like email are excellent for getting information to decision makers. Pull systems are ways of making information available to managers so that they can access any of it at a point in time when it will be most useful for their decision making, e.g., posting HR metrics and analytics analyses and reports on internal company Web sites.

Please note that the primary objective of developing capabilities in HR metrics and workforce analytics is to increase organizational effectiveness. It is not simply to generate a static menu of HR metrics reports or dashboards. Dashboards are a component of reporting. Dashboards reflect efforts to align real-time analysis of organizational and HR processes as well as an increased capacity to aggregate organizational data.

2.8. Global HRIS

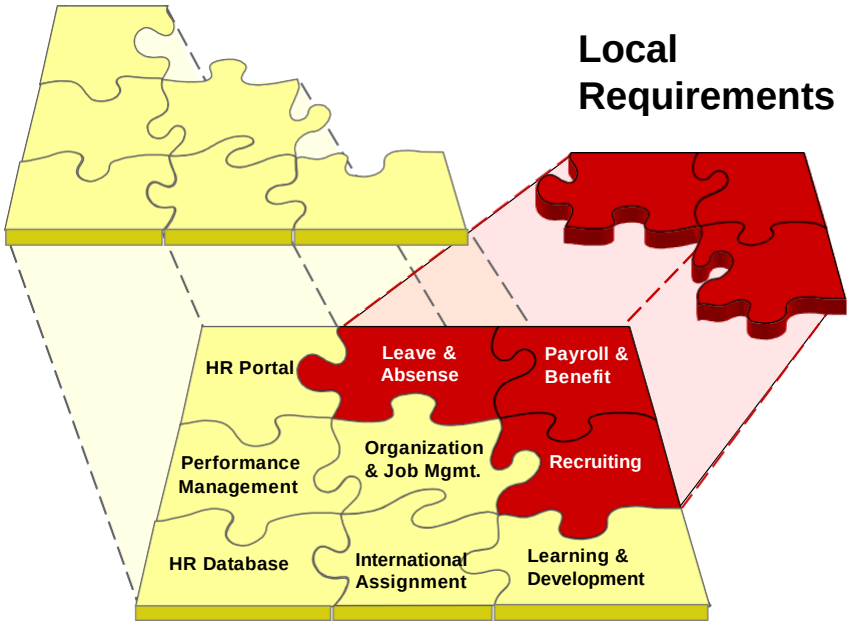
Numerous organizations have shifted the responsibility of updating employee records from human resource staff to the employees themselves. Self-service systems require less direct management and more technological oversight and support. Web-based

HRIS allow for global access for telecommuting and traveling employees. Common self-service web-based HRIS applications include Personal Information, Banking Information, Benefits Inquiries and Open Enrollment, Time Entry and Time Off, Cross Application Time Entry, Travel Expenses, Electronic Pay-stubs, Organization Directory, Employment and Salary Verification, Training Overview and Enrollment, and Change Password.

HRIS contain confidential and private information. Access to private data must be controlled. Organizations monitor and control confidential information through management strategies, physical security, and information security.

- **Management strategies:** Oversight of computer use, user training, and inventories of equipment.
- **Physical security:** Controlled access to computer areas and secure housekeeping.
- **Information security:** Passwords and locked hard drives, backup procedures, and network safety precautions.

Ajay Singh
ajay@ubtp.in



- **Global HRIS**

Designing global HRIS is challenging due to different national regulations, standards, security measures, and business cultures. Transnational business organizations must decide whether their organization will create independent and unconnected systems in each country of operation or link the entire corporation under a single network.
Transnational HRIS have to optimize compatibility, accessibility and timely data flow.

Ultimately, strategy should dictate HRIS design and decisions. HRIS within transnational organizations often include both global data fields and country customization. Country customization is necessary when national headquarters cannot agree about what information or data should be collected. Transnational HRIS are technological challenges as systems that link multiple countries require proper networking technology, trained programming staff throughout the world, global legal knowledge, and knowledge of cultural specific approaches and uses of technology. Despite the challenges, effective global HRIS improve the efficiency and strategic importance of human resources.

3. Employee Data Privacy and Protection

A HRIS contains highly sensitive data, including employees' social security numbers, payroll information, and even medical information. Information leaks and data breaches of the HRIS can be detrimental to individual employees and your organization as a whole. As such, it is important to take steps to make sure that that information is as safe as possible, from both internal and external threats.

Ajay Singh
ajay@dnfop.in

The General Data Protection Regulation (GDPR) came into effect on 25th May 2018. It was introduced to raise the bar on data privacy and ensure that personal information – data that can be identified with a natural person – is secured and managed in a way that is much more accountable and robust than in the past.

3.1. Keep HR data secure

The GDPR requires 'personal data' to be processed in a manner that ensures its security. Personal data is defined as 'any information relating to an identifiable person who can be directly or indirectly identified in particular by reference to an identifier', and covers paper files, spreadsheets and digital documents. The onus is on you as the data controller to demonstrate, for example, that you know where the information is held, why you collect it, how it is used and who has access to it, as well as have effective systems in place to secure it and report any data breaches.

Another consideration is the location of your data. The Information Commissioner's office says that while the UK Government has already made it clear that they will allow UK data to flow to the European Economic Area (EEA), in the event of a hard Brexit, the converse is not true and recommends that British businesses review how they handle personal data.

HR can store all your HR information in a single, secure online HR system. You'll benefit from advanced security at every level, from data encryption and role-based access to

your HR system, to hosting in anywhere with Amazon Web Services (AWS) or Microsoft Azure - the world-leaders in robust, secure Cloud-hosting.

3.2. Improve dataaccuracy

Under GDPR you are required to ensure that personal data is accurate and complete and to put it right when it is not. This could be almost unmanageable if employees can't see what data you hold about them in the first place. The GDPR includes a best practice recommendation that, where possible, organizations should be able to provide remote access to a secure self-service system which would provide the individual with direct access to his or her information.

You can combines an easy-to-manage employee self-service with roles-based security and approval workflows, so you can allow employees to check and update their own information while staying in control. You can configure HRIS to fit your own processes. For example, to decide what information employees can be allowed to edit, whether changes should be approved and by whom, and where local variations make sense. It's an effective –and secure – way of helping you with compliance, while simultaneously delivering a service that makes life easier for employees and their managers.

Ajay Singh
ajay@inbtep.in

3.3. Manage data subject requests

Employees (and job candidates) have the right to request a copy of the data you hold about them. GDPR requires that you respond to data subject requests comprehensively and quickly and without charging (at least the first time).

By storing your HR data and documents in HRIS, you'll always know what information you hold about each of your employees. Straightforward reporting and export to Excel for HR administrators means you are better positioned to respond to data subject requests, as well as another requirement of GDPR: the data subject's right to take their data with them in a manageable, digital format.

3.4. Track employee consent

In an employment context, consent is not the most appropriate option for processing most employee data. However, there may be occasions when you will need to obtain consent. For example, when collecting and storing information about employees that is not obviously needed to run your organization, like tracking movements through remote control technologies, or passing employee information on to a third party for marketing purposes.

With a comprehensive HRIS, you can easily generate personalized communications

with e-signatures and track when (and whether) employees have consented. Other important GDPR-related communications, such as updates to your company privacy statements, employment contracts, or data protection policies can be managed and tracked in the same way. As everything is stored centrally, it's easier for you to see when documents are missing or when you may need to refresh consent, and employees can check back at anytime to see what they agreed to.

3.5. Simplify data deletion

Once you no longer need personal data for the purpose for which it was collected, data protection legislation says it should be deleted unless you have other grounds for retaining it. These could be for legislative reasons, or if discarding the data too soon would disadvantage your business. To make matters more complicated, the GDPR expressly authorizes individual member states to implement more specific rules in respect of the processing of HR-related personal data. That mean it is important to follow national law developments, in addition to more generic GDPR requirements, and adjust your policies to match.

Ajay Singh
ajay@upforum.in

An important first step is to understand what employee data you hold and why. For example, is it necessary for compliance with a legal obligation, or for the establishment, exercise or defense of legal claims? This will help to inform the basis and timeframe for retaining or deleting data and provide a template against which you can review and delete the employee information you hold.

HRIS may include functionality that allows HR teams to set up policies that automate this process, so you're less likely to retain data that could breach the regulation. For example, a policy could be defined that deletes some information at the time an employee leaves, and then deletes or anonymizes other data, such as information relating to pay, working hours, performance or disciplinaries, when the relevant period relating to statutory requirements has elapsed.

3.6. Build a culture of privacy

Data-compliance is a company-wide issues, so ensuring that your employees receive appropriate training is part of the solution. With HRIS, you can easily review employee roles and responsibilities, allocate them to appropriate training activities, and set up notifications to trigger a reminder when training or certification is up for renewal or should be refreshed.

And, with the integrated onboarding and performance modules, you can embed data security best-practice and discussions around GDPR compliance into new joiner processes and employee appraisals, so you can ensure it becomes part of your organization's DNA. Whatever your approach, it is important that both a regular review process and methodical cleansing of HR databases (and paper-based records) is in place.

3.7. Keep employees informed

The GDPR regulations require you provide much more information to employees about how (and why) you use, manage and secure their data, and the rights they have over that data. Some of this is better managed through one-to-one communications, especially when tracking or consent is required. However, there is also an argument for embedding your privacy statements in your HR system, or creating an information hub that's always on and always available.

Ajay Singh
ajay@uptop.in

HRIS can provide the option to upload privacy statements to the employee home page, generate and track personalized documents for e-signature, and create dedicated workplaces targeted at different groups of employees if required. For example, to address country-specific requirements.

The portal manager, or managers (who can be anyone you nominate) will be able to upload relevant documentation, include links to relevant third-party sites, post updates with notifications if required, and provide a question and answers forum for employees. It's an easy way to ensure GDPR visibility and keep compliance issues top of the agenda.

Reference

- Adler, N.J. & Gundersen, A. (2007). International Dimensions of Organizational Behavior (5 edition). Boston, MA, US: South-Western College Pub.
- Adler, P. (1975). The Transitional Experience: An Alternative View of Culture Shock. Journal of Humanistic Psychology, 15(4), 13-23.
- Avruch, K. & Black, P. (1993). "Conflict Resolution in Intercultural Settings: Problems and Prospects," in Conflict Resolution Theory and Practice: Integration and Application edited by Dennis Sandole and Hugo van der Merwe. New York, US: St. Martin's Press, 1993.
- Beechler, S. & Javidan, M. (2007). "Leading with a Global Mindset." In 'Advances in International Management. Vol. 19, The Global Mindset edited by M. Javidan, M.A. Hitt, and R.M. Steers, 131-170. Oxford, UK: Elsevier.
- Bennett, M. (1993). "A Developmental Model of Intercultural Sensitivity." Derived from: Bennett, Milton J. "Towards a Developmental Model of Intercultural Sensitivity" in R. Michael Paige, ed. Education for the Intercultural Experience. Yarmouth, ME: Intercultural Press.
- Bing, J. & and Gardelliano, S. (2014). Team Building at the United Nations Industrial Development Organization. Available on www.itapintl.com.
- Tarique, I., & Briscoe, D., & Schuler, R. (2015). International Human Resource Management: Policies and Practices for Multinational Enterprises; 5 edition, (Global HRM). New York (USA): Routledge.
- Caligiuri, P. (2010). International assignee performance management (and the elusive quest for ROI). ECA International Online Press.
- Erickson, R. (2012). The evolution of Talent Acquisition, Newsletter, Bersin by Delloitte Research.
- Gillis, J. (2012). Building a Global Leadership Pipeline. Chief Learning Officer, Jan, 26-29.
- Goulet, P.K. & Schweiger, D.M. (2006). Managing culture and human resources in mergers and acquisitions. G.K. Stahl. I. Bjorkman. eds. "Handbook of Research in International Human Resource Management". Fdward Elgar. Cheltemham. UK. 405-429.
- Gupta, A.K. & Govindarajan, V. (2002). Cultivating a global mindset. Academy of Management Executive, 16(1), 116-125.
- Hånberg, C. & Österdahl, G. (2009). Cross-Cultural Training of Expatriates. Boston, US:

Ajay Singh ajay@uptop.in

Nicholas Brealey Publishing.

- Hofstede, G. (1991). Cultures and organizations: Software of the mind. London, UK: McGraw Hill.
- Knappert, L. (2013). Global Performance Management in Multinational Enterprise. Berlin Campus of the ESCP Europe.
- Lair Sale, M. (2004). Performance Appraisal Along Cultural Dimensions: Truth or Consequences . International Journal of Strategic Cost Management, Spring, 3-9.
- MacGillivray, E.D. & Golden, D. (2007). Global Diversity: Managing and Leveraging Diversity in a Global Workforce. International HR Journal, Summber, 38-46.
- Maley, J. (2016). Performance Management. In Robin Kramar, Jawad Syed (eds) *Human Resources in the Global Context: A critical approach*. Palgrave Macmillan.
- Marx, E. (2001). Breaking Through Culture Shock: What You Need to Succeed in International Business. Boston, US: Nicholas Brealey Publishing.
- Hellqvist, N. (2011). Global performance management:a research agenda. Management Research Review, 34(8), 927-946.
- Shih, H.A., Chiang, Y.H., & Kim, I.H. (2005). Expatriate performance management from MNEs of different national origins. International Journal of Manpower, 26(2), 157-176.
- Smither, J.W. (1998). Performance Appraisal: State of the Art in Practice. San Francisco CA, US: Jossey-Bass Wiley.
- Stahl, G.K., Björkman, I., Farndale, E., Morris, S.S., Paauwe, J., Stiles, P., Trevor, J., & Wright, P. (2012). Six Principles of Effective Global Talent Management. MIT Sloan Management Review, Winter, 24-32.
- Suen, H.Y. & Chang, H.L. (2017). Toward Multi-Stakeholder Value:Virtual Human Resource Management. Sustainability, 9(12),2177-2193.
- Suen, H.Y. & Yang, J.M. (2013). HR Professionalism in the Computing Environment: Predicting Job Performance within Different HR Roles. International Management Review, 9(1), 19-31.
- Trompenaars, F. & Turner, C.H. (2004). Managing People Across Cultures. Mankato, Minnesota, US: Capstone.
- Reed, S.M. (2017). A Guide to the Human Resource Body of Knowledge (HRBoK). Hoboken, New Jersey: John Wiley & Son.

Ajay Singh
ajay@untop.in

Ajay Singh
ajay@uptop.in