



# HR as growth partner

Alignment between an organization's business objectives and its own people is an imperative, and as long as there remains an inherent synergy between business and HR, organizations can only grow from strength to strength

Since the beginning of my role as the CEO, I have always tried to explore different channels to connect better with people and to understand their expectations from me and the organization that they form a part of. This, I believe, is integral to ensuring that everyone is on the same path to reach the set goals. And undoubtedly Human Resources is the perfect binding layer to percolate this connect between the top management and the larger internal as well as the external groups. Today, HR is relevant not only for its traditional function of personnel management but also for aligning the company's business objectives with its employee strategies.

The alignment (also a two-way communication) between an organization's business objectives and its people is fundamental for success; and this alignment should be the obsession of leaders not only to attain business goals but also to ensure employee happiness. But this alliance is not just limited to Strategic Business Units, functions or

departments, but extends to each strand of the human capital.

HR plays multiple roles — roles that are non-sequential and typically played in parallel at times. In a service distribution intensive industry such as insurance, harmony between strategic objectives and HR is must and can only be achieved by including Human Resources in all the mission-critical discussions. To ensure that employees are well aligned with company's business strategy, the human resources head must be involved to not just take the employees' chair at the table but also to understand how to socialize changes.

## HR: The Business Growth Partner

For an organization, it is critical to ensure that the CHRO is a part of every strategic decision-making, long-term strategic meetings or annual operating plans to understand current productivity and predict the manpower requirements of any department. Without the right people and the right amount of people, an organization cannot function

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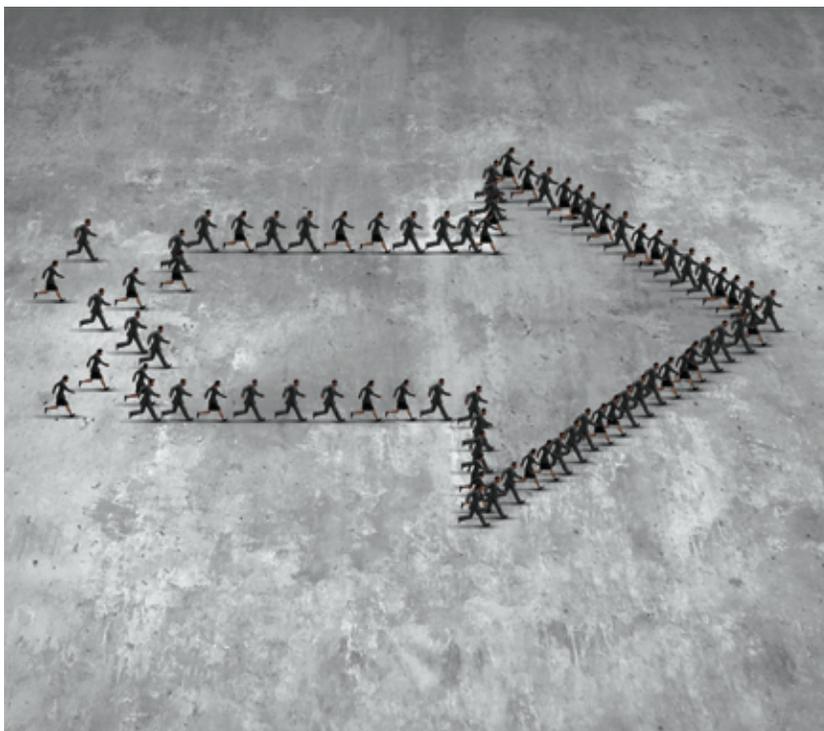
effectively and grow the way it wants to. For this to happen, the HR needs to understand the KPIs for each role and function, and how all of them add up to the bigger picture.

Given the diverse skill-sets that are required in any industry today, a synergy between strategy, business, and HR is critical. Only when the intended KPIs and objectives are clearly known and defined can the Underwriters, Actuaries, Service engineers, lawyers, marketers, sales reps etc. deliver the results required out of them.

Another important avenue that any growing organization can provide to its employees is to give them the flexibility and freedom to choose functions and locations as per their fields of interest. At Bajaj, this is achieved by internal job posting mechanism 'My Job, My Choice' through which several employees have been able to find and follow their true calling. Our portal, TalPort, enables the HR to automate CV screening and carry job feasibility analysis to further reduce the time taken in recruitment, offering them an advantageous edge over the market to onboard the best talents. HR also plays a critical role in ensuring that our employees get rewarded for all the hard work they put in. This keeps employees well motivated, be it through our attractive incentive schemes or by our timely talent management system that pays bonuses and increments ahead of other players in the industry. This plays a critical role in employee happiness which in turn leads to better retention and growth of the company.

### **HR: Partners for Learning & Development**

In a knowledge-based industry where employee skilling, reskilling, and upskilling are the need of the hour, I see HR as a critical function in automating, gamifying product trainings for all employees, especially sales personnel. At Bajaj, Wolf of Park Street, a gamified platform for learning not just focuses on products but also focuses on sales pitch and tonality of closure. Apart from this, various workshops conducted on aspects varying from spoken English to leadership to even work life balance, help a lot in the holistic development of employees. To foster a culture of learning and development, we encourage our employees to get professional certifications. For instance, for every employee who clears the III or the actuarial exams at the first go, the fee is fully reimbursed. The HR also collaborates with various online training institutes that add value to the overall development of the employees. However, I think it's critical for organizations to focus on learning and the holistic development of employees. At BAGIC, the HR has efficiently put down a clear roadmap for every employee by identifying the skills and needs required to move either up the ladder or laterally to a different role. This also involves identifying career streams or career paths within the organization and sharing it with each employee so that they can align their career aspirations with that of the organization itself.



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### **HR: A Confidante, Friend, Philosopher & Guide**

Making employees' lives simpler is the forte of organizations today. At BAGIC, this is facilitated either through the employee mobile application Mobibuzz or solution of queries through the voice based BOT – Buddy, and the HR function is striving hard to digitize and simplify employee experience. At BAGIC, frank conversations and constructive feedback are always kept open. Any issue being faced by any employee is taken seriously as without addressing employee queries, no organization can truly evolve. Common issues are highlighted through townhalls at regular intervals, where HR plays the role of bringing out issues to the forefront, which are addressed by me and our leadership team. Such sessions work like sounding boards that facilitate feedback in a transparent manner.

HR plays the pivotal role of employee engagement at the work place. This could be out-bounds, talent hunts, sports days, picnics or even celebrating festivals to ensure all employees come together as one. In the long run, all this helps create a sense of belonging, which make our colleagues look forward to coming to work and boosts cross team communication and interactions. 🍷

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