

- 1 Google
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- 5 Forbes Marshall
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- 7 Ujjivan Financial Services
- 8 MakeMyTrip
- 9 Marriott Hotels
- 10 Blue Dart Express



# INDIA'S BEST COMPANIES TO WORK FOR 2013



**Ranked #1 in Education & Training Industry**  
**Ranked #2 for fairness in Performance Management System**

The study was conducted across 550 Organizations spanning 22 Industries  
by Great Place to Work Institute.



**NIIT ranks as the 4th Best Company to Work for, in a survey among 550 companies across 22 industries in India, by 'Great Place to Work Institute®'**

**- Acknowledged as the No.1 Education & Training company to work for, consistently for the third year in a row**

**New Delhi, June 25, 2013:** NIIT, leading Global Talent Development Corporation and Asia's largest IT trainer, has been acknowledged as the 4th Best Company to Work for, in a survey among 550 companies across 22 industries in India, by 'Great Place to Work Institute®'. Further, NIIT has been recognized as the number one Training & Education Company to work for, consistently for the third year in a row.

The survey- which is the most extensive workplace study in India- is conducted across the country by the Great Place to Work Institute® (GPTW). NIIT which has consistently featured among the best places to work for has constantly improved its rankings over the last 3 year's GPTW survey. In the 2013 survey, NIIT features as the first Indian Multinational Company in the pecking order, preceded only by Google, Intel and Amex.

Commenting on the results of the survey, **Vijay Thadani, Chief Executive Officer, NIIT Ltd.** said, "What makes NIIT a Great Place to Work is that we always put people first. Since the past three decades, the organisation has lived its core value & belief that NIIT is People. We foster career building by creating opportunities that facilitate learning, thinking and innovation."

NIIT also achieved the distinction of being among the top two companies in India for fairness in Performance Management System, and among the Top 10 companies in terms of Rewards & Recognitions for its employees.

**Shampi Venkatesh, Chief People Officer, NIIT Ltd.,** said, "We are delighted to be adjudged fourth amongst the best companies to work for in India. It is recognition of our continuous endeavor to bring in policies and processes that keep pace with the changing economic environment and at the same time retain the care & concern on people practices that NIIT has always been known for. It is also a reflection of the strong sense of pride that every NIITian feels for the company and the trust & faith they continue to repose in its management."

Over the past year, NIIT has re-engineered its performance management system by revamping the organisation's goal-setting process and has introduced annual performance appraisals based on individual absolute performances. This is coupled with a strong execution focus on making appreciation a way of life with its innovative rewards and recognition program called HATS OFF.

NIIT has also placed a lot of focus on Talent Mobility initiatives to give growth and career opportunities to its people through initiatives like Individual Development Plan (IDP), Internal Job Postings, Mobility Maps, and Tenure Matrix etc. Into its tenth year, India's Best Companies to Work for Study – 2013, the largest study in the country on workplace culture carried out in association with The Economic Times, attracted participation from around 550 organizations across 22 industries. The study is based on rigorous employee survey and culture audits and follows a unique employee centric methodology.

The Top ranking companies, including NIIT, scored high on- caring for employees, equal opportunity for recognition, candid communication, reliability of managers, collaboration with employees, impartiality and ample opportunities for career growth.

*About NIIT*

Established in 1981, NIIT Limited, a leading Global Talent Development Corporation and Asia's premier IT trainer, offers learning and knowledge solutions across 40 countries. Leading IT journal Dataquest has conferred upon NIIT the 'Top IT Training Company' award successively for the past 20 years, since the inception of this category.

NIIT's Individual Learning Business offerings include industry-endorsed programs for students seeking careers in IT – GNIIT and Edgeineers, and Global Net Plus for IT professionals. The company has introduced "India's first cloud campus", through its new-age GNIIT program. This offers students a higher mobility as they can access courseware using Netbooks to connect seamlessly to NIIT's Cloud Campus network.

NIIT's Corporate Learning Solutions offers Managed Training Services including integrated learning solutions (strategic consulting, learning design, content development, delivery, technology, assessment and learning management) to Fortune 500 companies, Universities, Technology companies, Training corporations and Publishing houses.

NIIT Yuva Jyoti, a joint venture between NIIT and NSDC, offers vocational skills training programs to enhance employability of youth across India.

NIIT has provided computer-based learning to over 17,000 Government and private schools. The futuristic NIIT nGuru range of learning solutions for schools comprises Interactive Classrooms, Math Lab, IT Wizard programs and Quick School (Education Resource Planning software).

NIIT Imperia - Centre for Advanced Learning, offers Executive Learning Programs in association with leading Business schools in India, KPMG, Google India and Internet and Mobile Association of India (IAMAI), using the synchronous learning platform.

NIIT Institute of Finance Banking & Insurance (IFBI), formed by NIIT with equity participation from ICICI Bank, offers programs for individuals and corporates in Banking, Financial Services and Insurance.

NIIT Institute of Process Excellence Limited, a NIIT-GENPACT venture (NIIT Uniqua), offers complete training outsourcing services to the Business Process, Knowledge and Technology Services industry to create business models that enhance productivity and lower costs.

In recognition of its people centric policies, which fosters an environment of growth and career development, **NIIT has been ranked 4th in "Best companies to work for in India", 2013-14, by Great Place to Work Institute®.**





Vijay K Thadani, CEO, NIIT (in deep blue shirt and specs) and Chief People Officer Shampi Venkatesh (leading the group in red saree) pose with fellow NIITians

**NIIT**

**LEARNING SOLUTIONS**

EMPLOYEES: **2,448**

LOCATION: **Gurgaon**

YEAR OF INDIA OPS.: **1981**

GENDER RATIO (F/M): **1:1.81**

RANK 2012: **10**

4

Over the past year, the company has also launched other initiatives like, 'To my leader with love', where team members voted for the leaders they love. "Leaders are the ones evaluating people but no one evaluates them and so an initiative like this creates an equilibrium," says Thadani. Likewise, 'Conversations with the CEO' is a forum, where employees can meet and chat with the CEO whenever they want.

The company also launched a 'Hats off' initiative, which allows performers to collect reward points and redeem them

through products over a period of time.

NIIT's global leadership program, which is intermittently held three times a year, has also benefited professionals like Bhavna Kumar, who heads the soft skills division of one of the businesses.

"We are taught by the crème de la crème of India and are exposed to global best practices. It is positioned as programme for high achievers and is a huge acknowledgement of the work done by us," she says.

Thadani says every morning when he leaves home for work, he feels he is going for his first date. "It is a feeling that something good is going to happen and you'll be respected for what you are," he says.

Ironically, the company was also one of the first in the country to give dating allowances in the nineties targeted at their predominantly young workforce.

He says what makes NIIT a Great Place to Work is the company's principle of putting its employees first before customers.

# FRESH LEARNING

**At NIIT, compatibility and competence go hand in hand to strike a unique balance**

**Anumeha Chaturvedi**

'EMPLOYEE' IS A taboo word at the Gurgaon-headquartered learning solutions firm NIIT. All professionals working with the company are referred to as NIITians. Chief Executive Officer Vijay K Thadani feels the company has consciously stayed away from using the terms 'employee' and 'employer' as they create a divide. "NIITian signifies an equality of some kind.

As a company, we look for compatibility in addition to competence in professionals. We

are a training company and can build competence. But what we cannot fill is a gap in compatibility," says Thadani.

And once the company does find its compatibility match in professionals, it is known to nurture them through numerous opportunities of career growth and a change of roles. Priti Arora, general manager of Information Systems Development, started working with the company in 1994.

She has thought of moving on at times but always stuck around because she was provided diverse roles. "Each time I felt I was getting

bored, my bosses were approachable. I could ask for a change and I may not have been given that immediately but it was planned in a structured manner," she says.

Sumit Mago, Development Head, Technology, School Learning Solutions at NIIT, was a part of the company's exalted Chairman's Club initiative last year.

The Chairman's Quality Club is a club whose members come through the most stringent selection process and are personally mentored by NIIT's chairman for special projects. "One gets to learn a lot by working with the chairman and other senior leaders," he says.

Mago started his career with the company in 1999 as a faculty member at one of their centres. Later, he got into school learning solutions and says the nitty-gritty that he learnt from each individual role, seems to have paid off well.



## Special Category Awards

### 1 The Best Companies for Flexibility and Work Life balance

1. Intel Technology India Pvt. Ltd.
2. Intuit India
3. CA (India) Technologies Pvt. Ltd.
4. IndiaFirst Life Insurance Company Ltd.
5. Indus World School

### 2 The Best Companies for Engaging Frontline staff

1. Marriott Hotels India Pvt. Ltd.
2. American Express India
3. Ujivan Financial Services Pvt. Ltd.
4. Equitas Holdings Pvt. Ltd.
5. Radio City 91.1

### 3 The Best Companies in Employer Branding Initiatives

1. Whirlpool Of India
2. Philips Electronics India Ltd.

### 4 The Best Companies in Developing People Managers

1. Intel Technology India Pvt. Ltd.
2. American Express India
3. Philips Electronics India Ltd.

### 5 The Best Companies among Organisation Utilising Analytics to drive Great Place to Work® Initiative

1. American Express India
2. Intel Technology India Pvt. Ltd.

### 6 The Best Companies in Fairness in Performance Management System

1. Intel Technology India Pvt. Ltd.
2. NIIT Ltd.
3. Radio City 91.1
4. American Express India
5. Philips Electronics India Ltd.

## Best in Class

### Agro Based

1. Monsanto India Ltd.

### Manufacturing & Production

1. Forbes Marshall Pvt. Ltd.
2. Classic Stripes Private Ltd.
3. Mahindra & Mahindra (Automotive & Farm Equipment Sectors)
4. Godrej Industries Ltd. (Chemicals SBU)
5. Whirlpool Of India

### Insurance

1. HDFC Standard Life Insurance
2. Apollo Munich Health Insurance Company
3. SBI Life Insurance Co.
4. Canara HSBC Oriental Bank of Commerce Life Insurance Company

### Best Company in Large Organisations (more than 10,000 employees)

1. NTPC
2. Taj Hotels Resorts & Palaces
3. HDFC Standard Life Insurance
4. Vodafone
5. Dr. Reddy's Laboratories

### Professional Services

1. MakeMyTrip
2. Cactus Communications
3. Edelman
4. Indegene Lifesystems
5. ISS Facility Services

### Best Company in Public Sector

1. NTPC
2. Indian Oil Corporation
3. RINL/Visakhapatnam Steel Plant

### ITeS

1. Midland Credit Management (Part of Encore Capital Group)
2. ADP
3. EMC, India
4. Broadridge Financial Solutions
5. Concentrix Technologies

### Media

1. Radio City 91.1
2. TV18 Broadcast
3. Groupm

### Transportation

1. Blue Dart Express
2. InterGlobe Enterprises

### Biotechnology & Pharmaceuticals

1. Dr. Reddys Laboratories Ltd.
2. Lupin Ltd.

### Electronics

1. Philips Electronics India Ltd.

### Retail

1. United Colors of Benetton
2. Lifestyle International
3. Titan Industries

### Auto Components

1. Apollo Tyres
2. Rane Brake Lining

### Energy, Oil and Gas

1. NTPC
2. Tata Power Delhi Distribution
3. Indian Oil Corporation
4. GAIL

### Education & Training

1. NIIT Ltd.
2. Koenig Solutions Pvt. Ltd.

INDIA'S LARGEST WORKPLACE STUDY

## Slow & Steady

How the downturn has honed innovative HR practices with a sharp focus on costs

Rica Bhattacharyya & Shreya Biswas

**MAKEMYTRIP, FOR THE** past two years, has been training its senior management to enhance their macroeconomic understanding along with big data and analytics to help them with more accurate business forecasting. To achieve high level of engagement, the company rewards exceptional performers with "hyper-performance" schemes, which gives innovative rewards, like overseas team offsites, for achieving short business goals.

"Moving away from structured compensation models helps in driving the right messaging and focus effort towards mission critical organizational activity," says Purva Misra, senior vice president and head of HR at MakeMyTrip.

The sustained tough economic environment, starting from 2008, which has posed companies with the challenge of cost rationalization while keeping up employee morale, has led to the role of human resources as a management function evolve from being merely transactional to a more strategic one. To tackle the slowdown, companies resorted to salary cuts and lay offs, which made it increasingly crucial for firms to keep the spirits of the employees high and guide them towards the future in order to retain valuable talent. Considering the demanding times faced by organizations as a result of the economic slowdown, companies like Blue Dart Express, Bajaj Finance, MakeMyTrip, NIIT, MindTree and Philips took up several initiatives like enhanced communication, career progression assistance, training programs, building leadership pipeline, structured framework for rewards and recognition, among others, to hold on to valuable employees.

NIIT put a greater focus on headcount, costs and productivity. In order to manage hiring better, for every new hire, the company studied the staffing norms with rigor and ensured that every unit was a lean and mean team. It also revamped sourcing strategy, focused on control of hiring costs, worked out innovative ways to manage entry-level salaries. It focused on right structuring with right people at the right positions and compensation parity.

On the other hand, it revamped goal-setting for the organization. It brought in more rigor to business-wise goal-setting and tightened the linkages and cascading effect on the individual goal-setting processes. "We made sure that there was a much closer connect between the company and individual performances and did away with the Bell-curve approach to performance appraisals and linked the same to individual performance," says Shampi Venkatesh, Chief People Officer, NIIT.

"The slowdown impacted our people practices on

hiring, training, rewards & recognition and we reviewed the policies related to performance management & compensation-linked to the same," adds Venkatesh.

Also, to heighten employee engagement and boost morale, the company created a structured framework on rewards and recognition, recognising small successes as well as demonstrated behaviour in line with NIIT's values & beliefs. Appreciation, especially in tough times, can be a great source of energy. "We 'variabilised' (sic) compensation for all NIITian, linked to annual performance...earlier, this was restricted to middle to senior leadership and sales teams," says Venkatesh.

Blue Dart Express, India's largest transportation and distribution company, too had to tighten its belts and undertake some cost conscious activities, like putting a freeze on hiring and restricting recruitment to customer-facing functions only to sail through the tough times. At the same time, to mitigate the damage caused by loss of valuable employees, the HR proactively stepped in by engaging them in various projects where there is visible individual growth and helping them achieve their long-term goals while retaining existing talent. The company also enhanced its communication strategy and started initiatives, like team brief by managing director, which was cascaded to all the employees, open house in various branches and service centres to address concerns of employees, and in-house training programs.

"Considering the demanding times faced by organizations as a result of the economic slowdown, HR today must ensure right communication is cascaded to the bottom-most echelon of the organization. This should include communication on company financials, impact due to slowdown and how can employees support the organization to meet its goals," says Anil Khanna, Managing Director, Blue Dart Express.

Also, regular dialogue with employees to address their concerns and apprehensions, restore their faith in the organization and motivate them to contribute whole-heartedly, he adds.

Bajaj Finance too focused on communication to tide over the tough times. "HR professionals are depended upon to maintain the economic balance between organizational priorities and employee expectations and as such manage and regulate the communication or feedback, which occurs within the organization during these difficult times," says Deepak Reddy, Chief Human Resources, Bajaj Finance.

IT solutions company MindTree took efforts to develop effectiveness of mid-level managers and leaders. The company in-



troduced training programs to enable change management and trained employees to interact with Gen Y and customers to create a homogenous environment. All top 100 leaders underwent an analysis on various competencies and abilities and based on the results, a talent review was conducted and individual development plan was created.

"The change reflected over a period of time and it has shown positive results. The global business environment is changing, so are customers. They are looking for more value addition and expertise. The employees had to be re-oriented to reflect to the needs of the customer. More interactions were encouraged so that customer and employee expectations could strike a balance," says Ravi Shankar B, Executive Vice President and Chief People Officer at MindTree.

At Philips, the HR function itself saw a transformation from value addition to value creation in business. It now focuses more on strategic partnering with business instead of doing transactional activities. "We create brands for attracting and retaining talent, we leverage social media to harness the power of digital age and are continuously finding new ways of creating value in business and though we have been very successful and results are evident - this transformation journey for us has been full of its challenges but we have enjoyed the journey," says Yashwant Mahadik, Senior Vice President, Head, HR Indian Subcontinent & Global Chief Learning Officer, Philips.

And employees too responded to the changes positively, claims the companies. Blue Dart Express says when it could not dole out big hikes it gave employees the biggest motivator—job security. The company has an attrition rate of 13-14%, much lower than the average industry attrition rate of about 24%.

The company also received innovative ideas from its staff on improving topline, rationalising costs and boosting margins, including the launch of new products, like COD (cash-on-delivery), rate reductions from all vendors, and improving staff productivities, among others.

"A high level of motivation existed, despite the constant burning of midnight oil—when overseas holiday trips were seen at the end of the three-month stretch project," says Misra of MakeMyTrip, explaining the premise behind the company's rewards programme. Agrees Shampi of NIIT: "Recognition of individual performance puts more responsibility of performance on the individual himself/herself. People appreciated the investment the organization was making to enable and propel individual growth."

And businesses that implemented these changes effectively grew well and did better than the previous two years in terms of order intake, collections, revenue, profitability and overall people retention, claims the companies. And this, despite meager hikes, limited job options coupled with downsizing.





The Top 10 HR heads on diversity versus performance, data versus human interface and attrition

# PEOPLE'S PEOPLE

INDIA'S LARGEST WORKPLACE STUDY



**SHARAD GOYAL**  
Designation: Head of People Operations-Sales, Google

**Present stint at company:** Little over 5 years  
**Previous assignments:** Yum Restaurants in India, Accenture, ITC.

**WHICH SIDE ARE YOU ON AND WHY?**

**A. Diversity versus Performance?** To be very clear, I do not see an element of choice between diversity and performance. More diverse the workplace is internally, it is a representative of a diverse user-base. Therefore, it is not a choice and both have to go hand in hand.

**B. Career HR people do a better job at human relations or HR is too important a job to be left to career HR guys?**

HR as a function has evolved over the years and is certainly not an end in itself. HR guys support business and know and understand business. At Google, there are HR specialists who look at coaching and business partnering. But we do not look for HR specialists only.

**C. Data/analytics-driven HR versus human interface-driven HR?** It is not a 'versus' question because Google is an exceptionally data and analytically-driven company. There is no decision taken purely on intuition and whims. For everything, we need data and then we just customise.

**D. HR will survive the next decade or will HR be replaced?** HR will definitely survive well into the next decade. The shape and form it takes could be different in the future.

**E. HR is HR department's job versus HR is a shared responsibility** HR is a shared responsibility between the HR department and the business leadership and line managers as they strive to recruit and retain the best talent, develop their potential and manage an engaged, productive workforce.

**F. According to you, what is HR's biggest dilemma?** HR's biggest dilemma is to reinvent itself, given the challenges of supporting increasingly dynamic businesses and a changing workforce. This will mean for systemic changes in the HR function, systems, processes etc., some of which will be painful in the short-term.

**The attrition rate in your own department is:** The attrition within human resources is higher than that within the business.

**Attrition rate is lower than the overall organisation numbers.**

**Attrition rate is the same as the organisation.**

**Attrition rate is higher than the overall organisation numbers.**

**PREETHI MADAPPA**

Designation: HR Director, Intel South Asia  
**Present stint at company:** 11 years  
**Previous assignments:** Titan Industries (Tata Group Co), Warner Lambert India

**WHICH SIDE ARE YOU ON AND WHY?**

**A. Diversity versus Performance?** Diversity, of course! Time and again, studies have proven that performance is an outcome of having a diverse workforce. Diversity, whether from a gender perspective or broad-based to include all forms of diversity in general, ensures a richness of perspective and high performing innovative teams.

**B. Career HR people do a better job at human relations or HR is too important a job to be left to career HR guys?**

To date, career human resources professionals have done a good job at HR. They bring the right knowledge, tools and concepts to the job that forms the baseline for the initial years of experience as a HR professional. A rotation into the business coupled with consulting skills helps increase the business acumen of these HR folks.

**C. Data/analytics-driven HR versus human interface-driven HR?** HR requires the right data, policies and processes in order to measure progress, spot trends and chart out a course of action. However, human interface helps in providing an opinion and foresight requisite in assessing, supporting and growing talent and organisations.

**D. HR will survive the next decade or will HR be replaced?** HR will remain one of the important functions that ensures that an enterprise can operate cohesively. But as businesses and success models become more complex, HR will continue to transform from providing process support to strategic business partnership.

**E. HR is HR department's job versus HR is a shared responsibility** HR is a shared responsibility between the HR department and the business leadership and line managers as they strive to recruit and retain the best talent, develop their potential and manage an engaged, productive workforce.

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**The attrition rate in your own department is:** The attrition within human resources is higher than that within the business.

**Attrition rate is lower than the overall organisation numbers.**

**Attrition rate is the same as the organisation.**

**Attrition rate is higher than the overall organisation numbers.**



**JYOTI RAI**  
Designation: Vice President/Head Human Resources,

American Express  
**Present stint at company:** 14 years  
**Previous assignments:** AF Ferguson & Co.

**WHICH SIDE ARE YOU ON AND WHY?**

**A. Diversity versus Performance?** At American Express, all our programs and initiatives are focused on driving greater business performance. We believe it's about creating an empowering environment.

**B. Career HR people do a better job at human relations or HR is too important a job to be left to career HR guys?**

From our perspective, both functions need to work in partnership for the growth of business.

**C. Data/analytics-driven HR versus human interface-driven HR?** HR requires the right data, policies and processes in order to measure progress, spot trends and chart out a course of action. However, human interface helps in providing an opinion and foresight requisite in assessing, supporting and growing talent and organisations.

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**F. According to you, what is HR's biggest dilemma?** HR's biggest dilemma is to reinvent itself, given the challenges of supporting increasingly dynamic businesses and a changing workforce. This will mean for systemic changes in the HR function, systems, processes etc., some of which will be painful in the short-term.

**The attrition rate in your own department is:** The attrition within human resources is higher than that within the business.

**Attrition rate is lower than the overall organisation numbers.**

**Attrition rate is the same as the organisation.**

**Attrition rate is higher than the overall organisation numbers.**



**SHAMPI VENKATESH**  
Designation: Chief People Officer, NIIT

**Present stint at company:** Chief People Officer since March 2011.  
**Previous assignments:** 25 years at NIIT

**WHICH SIDE ARE YOU ON AND WHY?**

**A. Diversity versus Performance?** Performance, anytime. Diversity is a non-issue for us. Whether you are a man or a woman, there is nothing that stops you from getting a seat at the table as long as you perform.

**B. Career HR people do a better job at human relations or HR is too important a job to be left to career HR guys?**

At a frontline staff level, you need qualified HR people with domain expertise but at a senior strategic level, I do not think it is required. In today's day and age, having a professional coming from business to head HR makes sense.

**C. Data/analytics-driven HR versus human interface-driven HR?** You have to analyse data to come up with policies that are completely human interface-driven. HR is supposed to be empathetic, but the new HR looks at data to devise policies.

**D. HR will survive the next decade or will HR be replaced?** HR will survive. A few decades back, it was about administration. It is a very critical part of any organisation now and goes beyond administration, policies, costs and getting the right talent at the right time. It is playing a critical role in talent management and is the primary concern of every CEO.

**E. HR is HR department's job versus HR is a shared responsibility** Responsibility for people, for their growth and happiness is a shared responsibility. It is a business responsibility facilitated by human resources.

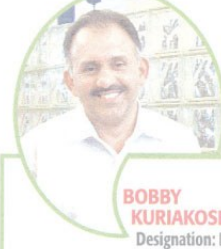
**F. According to you, what is HR's biggest dilemma?** How do you take tough decisions on people numbers and costs to ensure there is productivity and how do you keep the morale and motivation levels high?

**The attrition rate in your own department is:** Almost the same as the organisation.

**Attrition rate is lower than the overall organisation numbers.**

**Attrition rate is the same as the organisation.**

**Attrition rate is higher than the overall organisation numbers.**



**BOBBY KURIAKOSE**  
Designation: Director-HR, Forbes Marshall

**Present Stint:** 23 years  
**Previous Assignments:** First job

**WHICH SIDE ARE YOU ON AND WHY?**

**A. Diversity versus Performance?** I feel diversity brings in greater vibrancy into any organisation.

**B. Career HR people do a better job at human relations or HR is too important a job to be left to career HR guys?**

This to me is a mixed bag. I find some of the career HR guys doing a great job in Human Relations and some of our line guys dealing with their teams in a much better way. It has to do a lot with some of the skills the individual possesses.

**C. Data/analytics-driven HR versus human interface-driven HR?** The new generation HR professionals have started believing that data-driven HR is the way to go about handling human beings. To me, it destroys the core philosophy for which you exist. The essence of good HR is in the people connect.

**D. HR will survive the next decade or will HR be replaced?** This will depend on the HR fraternity and how they respond to the challenges which are being faced by the HR function. Organisations today have a much higher reliance on HR professionals in engaging their people.

**E. HR is HR department's job versus HR is a shared responsibility?** HR is just not the HR department's job. No great organisation can have a HR team handling its HR role without the involvement of line managers and this includes the senior leadership teams as well.

**F. According to you, what is HR's biggest dilemma?** It is the conflict between whether HR accountability is the career HR team's role or the line manager's. Most of the HR teams even today refuse to accept the fact that it has to be joint responsibility. The result is an organisation with a leadership team unhappy with the way HR is being handled and a set of disgruntled operational managers.

**The attrition rate in your own department is:** Lesser than the organisational numbers. Attrition in NTPC's HR department was 0.14% between April 2012-March 2013. Overall attrition in NTPC was 1.77%.

**Attrition rate is lower than the overall organisation numbers.**

**Attrition rate is the same as the organisation.**

**Attrition rate is higher than the overall organisation numbers.**



**UMESH PRASAD PANI**  
Designation: Director, HR, NTPC

**Present stint at company:** 35 years  
**Previous assignments:** Head of projects in Kahaigaoon and Vindhyaachal, Regional Executive Director, Eastern Region 1, Patna

**WHICH SIDE ARE YOU ON AND WHY?**

**A. Diversity versus performance?** Performance, anytime. In the present competitive scenario, if you are not able to perform, you will not be able to survive in the market.

**B. Career HR people do a better job at human relations or HR is too important a job to be left to career HR guys?**

I have been a hardcore site professional and I have not been an HR professional from the start. Would not be able to answer this.

**C. Data/analytics-driven HR versus human interface-driven HR?** Data analysis is required to implement your decision but human interface has its own importance. HR cannot be effective unless you see its human face.

**D. HR will survive the next decade or will HR be replaced?** HR will definitely survive. Perhaps, one may not see hard-core professionals in this space. One might see more people like me entering this space. In any company, human resources is the biggest strength.

**E. HR is HR department's job versus HR is a shared responsibility** It is a shared responsibility and cannot be restricted to a water-tight department. You cannot have an isolated HR department to manage human resources.

**F. According to you, what is HR's biggest dilemma?** How to manage and meet the requirements of professionals of various generations and age groups in the company.

**The attrition rate in your own department is:** Lower than the organisational numbers. Attrition in NTPC's HR department was 0.14% between April 2012-March 2013. Overall attrition in NTPC was 1.77%.

**Attrition rate is lower than the overall organisation numbers.**

**Attrition rate is the same as the organisation.**

**Attrition rate is higher than the overall organisation numbers.**



**VITTAL RANGAN S**  
Designation: Head -Human Resources, Ujivan Financial Services

**Present stint at company:** 3 years  
**Previous assignments:** Birla Sun Life Insurance, Cholamandalam, Asian Paints

**WHICH SIDE ARE YOU ON AND WHY?**

**A. Diversity versus Performance?** I believe Diversity & Performance go together. At Ujivan, where 100% of our customers are women, diversity has always helped in getting the right balance on productivity, lower portfolio at risk and higher loan ticket size.

**B. Career HR people do a better job at human relations or HR is too important a job to be left to career HR guys?**

HR is a practice backed by strong scientific research on human behavior. Career HR people add to the knowledge by bringing right HR Practices in business. However, HR is too important a job to be left only to career HR guys. Leadership of people is an honour. Leaders cherish this and not see this as bleak routine.

**C. Data/analytics-driven HR versus human interface-driven HR?** In HR, context is as important as content. While analytics provide history and trends, the actual human interface will connect the right context. The value lies in how we apply what we make out of analytics.

**D. HR will survive the next decade or will HR be replaced?** Administrative HR will be replaced; Transformational HR that supports change effectively will survive & drive future businesses.

**E. HR is HR department's job versus HR is a shared responsibility** HR is the leadership agenda and therefore, a shared responsibility.

**F. According to you, what is HR's biggest dilemma?** HR dilemma is to balance employee expectations vs business priority. The successful HR-friendly organisations are those who have mastered this art.

**The attrition rate in your own department is:** Attrition rate of my department is the same as organisational attrition levels. We closed the year 2012-13 at 22%.

**Attrition rate is lower than the overall organisation numbers.**

**Attrition rate is the same as the organisation.**

**Attrition rate is higher than the overall organisation numbers.**



**PURVA MISRA**  
Designation: Sr. Vice President & Head HR, MakeMyTrip

**Present stint at company:** Since January, 2012  
**Previous assignments:** Director HR, Max Healthcare APAC Regional HR Director, Aon Hewitt Principal Consultant, Hewitt Associates

**WHICH SIDE ARE YOU ON AND WHY?**

**A. Diversity versus Performance?** Diversity because it brings fresh blood, new ideas, different thinking and the ability to deal with a dynamic and complex environment of changing customer need. This sustains the organisation in the long run. Performance is an immediate 'today, here and now' focus. Keeps you afloat today - runs the danger of being battle-weary tomorrow!

**B. Career HR people do a better job at human relations or HR is too important a job to be left to career HR guys?**

People decisions are for business managers. People processes are for career HR people. They facilitate consistent thinking for managers, advice and are the guardrail for decisions.

**C. Data/analytics-driven HR versus human interface-driven HR?** Process-driven HR delivered with a human face. An absolute must but also a tricky balance. With too much process, human resources is cold and bureaucratic! With too much human interface, HR runs the danger of being called biased, political, playing favorites!

**D. HR will survive the next decade or will HR be replaced?** Survive and thrive! The most complex business issues which face top management are talent-related and without HR, these cannot be tackled. Unfortunately, these issues cannot be dealt with excel sheets, formulas or templates. They require decision-making, which is the most premium skillset. Human resources is best positioned to support and advise this decision-making.

**E. HR is HR department's job versus HR is a shared responsibility** Though each person has specific needs, drives, aspirations and capabilities, at varying degrees of intensity, people's basic needs thus have to be like joint family.

**F. According to you, what is HR's biggest dilemma?** Organizational politics, inadequacy of competencies and high attrition are most often results of misaligned structures than the so-called human nature - and HR has to grow from Time Office to Board Room.

**The attrition rate in your own department is:** Lower by 6%

**Attrition rate is lower than the overall organisation numbers.**

**Attrition rate is the same as the organisation.**

**Attrition rate is higher than the overall organisation numbers.**



**GURMEET SINGH**  
Designation: Area Director of Human Resources, Marriott Hotels

**Present stint at company:** 14 years  
**Previous assignments:** Director of Human Resources at Renaissance Mumbai Hotel.

**WHICH SIDE ARE YOU ON AND WHY?**

**A. Diversity versus Performance?** Our commitment to global diversity and inclusiveness is absolute. It is the only way to achieve lasting success and meet our responsibilities to our associates, customers, owners and franchisees, suppliers and all stakeholders. It is essential in order to attract and retain the best talent available and forge the business relationships necessary to continue our dynamic growth and maintain our competitive advantage.

**B. Career HR people do a better job at human relations or HR is too important a job to be left to career HR guys?**

The role of HR is to help business solve its own unique problems by applying solutions that are suited to the organisation. The work of HR is less to engage in mere HR activities and more to drive business outcomes.

**C. Data/analytics-driven HR versus human interface-driven HR?** Need to move from opinion-based HR to research-based HR. All HR processes must build and sustain the appropriate culture, given the business imperatives.

**D. HR will survive the next decade or will HR be replaced?** It is stating the obvious that business is resourced through the key components of Men, Money, Machine and Material. Within this, it is people (Men) who are the principal actors managing the other three. People hold the key to success and as such hold primacy to success. Thus HR will survive.

**E. HR is HR department's job versus HR is a shared responsibility** Though each person has specific needs, drives, aspirations and capabilities, at varying degrees of intensity, people's basic needs thus have to be like joint family.

**F. According to you, what is HR's biggest dilemma?** Organizational politics, inadequacy of competencies and high attrition are most often results of misaligned structures than the so-called human nature - and HR has to grow from Time Office to Board Room.

**The attrition rate in your own department is:** 10% low (overall) is 32%.

**Attrition rate is lower than the overall organisation numbers.**

**Attrition rate is the same as the organisation.**

**Attrition rate is higher than the overall organisation numbers.**



**SMITA SAHU**  
Designation: Senior Manager Talent Management & Organisation Development, Blue Dart Express

**Present stint at company:** 1 year  
**Previous assignments:** HR Business Partner, Tata Communications

**WHICH SIDE ARE YOU ON AND WHY?**

**A. Diversity versus Performance?** Diversity amongst employees can create a better performance than 'versus'. Traditionally, diversity meant simple demographics, such as colour, gender, age but at a higher level, it can also mean a person's knowledge, educational background, values and goals. Due to cross-pollination among employees, diverse organisations can benefit from the debate, constructive conflict and differing opinions.

**B. Career HR people do a better job at human relations or HR is too important a job to be left to career HR guys?**

Human relations and its in-depth understanding and the interplay they have on enhancing organisational performance is essential to manage human capital and keep it progressive and passionate.

**C. Data/analytics-driven HR versus human interface-driven HR?** Let's not veer too much on either side. A balanced approach is always recommended and ideal, we cannot disregard the power of either the emotional quotient or the analytical output. The head and heart both have to play their role in motivating, retaining and creating a productive culture.

**D. HR will survive the next decade or will HR be replaced?** As long as human beings would be working in organisations, HR will survive. HR has evolved over the past decade in progressive organisations to move from the daily tactical aspect to strategically contribute to achieving the business objectives of the organisation.

**E. HR is HR department's job versus HR is a shared responsibility** HR is a shared responsibility. Each and everyone have certain HR responsibilities in their team, with the team members. Every line manager should know how to handle the human aspect for better engagement to maximize productivity.

**F. According to you, what is HR's biggest dilemma?** Ensuring employees stay motivated and with high morale to ensure sustainability/profitability of business.

**The attrition rate in your own department is:** Lower than the overall organisation numbers.

**Attrition rate is lower than the overall organisation numbers.**

**Attrition rate is the same as the organisation.**

**Attrition rate is higher than the overall organisation numbers.**



## Search Over for the Best Workplace

Google retains top spot, followed by Intel and Amex

### Wish You were Here? BEST WORKPLACES

- 1 Google
- 2 Intel Technology
- 3 American Express
- 4 NIIT
- 5 Forbes Marshall
- 6 NTPC
- 7 Ujjivan Fin Services
- 8 MakeMyTrip
- 9 Marriott Hotels
- 10 Blue Dart Express



**RICA BHATTACHARYA**  
MUMBAI

Flying in from all corners of the country, braving lashing monsoon rains and snarly traffic jams in Mumbai, the HR chiefs and CEOs of leading companies queued up to a suburban hotel last Friday, with just one question in mind: How have they fared in that coveted list, India's Best Companies To Work For. And given that India Inc is in the throes of a grinding slow-down, talent management has become crucial for top managements as industries marshal resources against the tough times. So this year's The Eco-

nomics Times and The Great Place To Work Institute study had special importance. For some years, the study has provided the industry with a much-needed barometer to judge how the companies fare on the people front. The 2013 study, one of the largest in the world, covered 550 companies spanning across 22 industries, surveying a total of 98,998 employees as part of its in-depth research. So it was but natural for the 60 CEOs and some 300 HR chiefs, to wait with bated breath as the list was read out. In the end it was Google who took away the honours of being the best workplace in India, followed by Intel and American Express.

Economic Times, New Delhi, June 24, 2013

