

ANM brings customized HR intervention strategies as per industry benchmark & value creating implementation support across **Steel, Power, Automobile, Apparel, Infrastructure, Hospitality, Engineering & Manufacturing Industries (Construction Equipments, Paints, Cement & Steel)**. Identifying and understanding organization needs and delivering relevant pragmatic offerings thereby enhancing sustainable performance & competitiveness of the organization.

1. **HR As is study & Policies formulation-** Analyzed and evaluated organization's existing HR operations so the gaps of the department can be mapped, providing guidelines for redefining HR strategic development with respect to industry benchmark. For effective implementation of HR policy quarterly audit was executed to identify gaps & act on it!
2. The HR policies were formulated to provide guidelines appropriate to support business needs, leading in driving adherence to standard processes and procedures across organization on working hours / attendance, discipline & code of conduct, policy against sexual harassment, dresscode & attire, open door, internal communication, recruitment, leave, grievance addressal, performance management system, promotion, learning and development, transfer, separation, rewards & recognition, salary advances, fuel reimbursement, information technology usage, canteen & pantry facility usage & tour reimbursement. It has set a framework for delegation of decision making to HR ambassadors ie. HODs ensuring prompt action because the policies serve as standards to be followed. They prevent the wastage of time and energy involved in repeated analyses for solving problems of a similar nature. Also helped in relieving management from getting involved in routine activities & focus on strategic role. Ensured that their best employees are retained & demonstrate good faith among employees that they will be treated fairly and equally. This led to maintain the wellness of the organisation inside & also created a good corporate & professional image fostering employer branding. HR formats were implemented for substantiating records & working based on standard operating procedure.
3. Futuristic **grade structure** with **Strategic, Leadership, Managerial, Operational & support level**. Fitment of employees were done within grade structure based on their competencies & experience. This helped individual employees to chalk out their career progression & matrix giving clarity of fast track & normal promotions with time frame & expected performance. Various benefit matrix were designed based on grade structure.
4. Effective induction manual & checklist for smooth joining which assisted employee adapt to new role, adjust to the work culture and start delivering results thereby increased the operational efficiency of the organization & reduced employee turnover cost.
5. **Compensation benchmarking** gave a framework of upper & lower scale of each grade based on competency & experience of employee. Along with promoting

internal equity and consistency, a structured salary range gave companies a better ability to compare with competing organizations & rationalize their pay.

6. **Manpower planning** not only assisted in analysis of current human resource but also in manpower forecast thereby shortages and surpluses were identified based on workload & work flow analysis .On the basis of which actions were taken by the management to ensure organization is right sized which was closely integrated for the attainment of the organization's goals and objectives. Also the HR expenses were controlled & was within range of 5% of turnover by optimizing the manpower requirement & instilling job rotation based on workload analysis.
7. **Performance Management System-** Considering the Annual Business Plan, Cascading organization goals/ company KPIs in different verticals/departments & aligning thus helped in driving shared accountability & performance centric culture-vital to organization's success. Once KRA measures were identified considering financial, customer, process, learning & development perspectives **SMART KPIs** have been outlined which helped to gauge performance in terms of meeting their operational goals. Employees' need to substantiate with objective documents/records to support their performance for which tracking mechanisms were developed.
8. **"What gets measured gets managed** "there by tracking employees' progress quarterly ,driving the skill and capability requirements in order to fulfil their KRA & reinforcing performance & recognition culture . This impacted in terms of improved organizational performance, employee retention, improved productivity, clear accountabilities, opportunities for career growth(promotion), reward & recognition (increments) on a fair and equated basis. Also aligned individuals and their teams to the strategy, objectives and values of the organization, periodical review of progress on goals & reward true success and contributions propelling performance culture in organization. More than 500 employees have been involved in the process.
9. Based on **Role Identification Study** Job Description , Job specifications were defined & restructured organization structure thus increasing efficiency and effectiveness of the work flow & span of control.
10. **Coaching "Competency Building"**: A pragmatic approach enabled the organization to create a culture of performance management, develop human capital, foster skill development and unlock their potential through individual development plans , series of training programs & mentoring . It also served as an integral part of managerial succession plan by identifying and developing potential managers to the next level.
11. **Climate Study** provides companies with a valuable tool for improving employee retention rates, job satisfaction, and overall workplace productivity and profitability. This study helped company effectively gauge enablers /barriers that might negatively impact their bottom-line due to losses in workplace productivity/ employee turnover.

12. ***HR reviewing metrics*** accentuated decision making and also assisted with lagging measures based on spotting trend of success ie. reduction in absenteeism rate, late coming rate, attrition rate, HR cost optimization (overtime is demolished, salary advances amount are within limit ,tour expenses as per matrix & lower costs related to staff turnover).