



FTAPCCI in association with SarvHR Presents

*A Report on*  
**Organizational  
HR Practices**

**HR Achiever's  
Best Practices**



*“Demonstrating the best HR processes  
and people management practices”*



**SarvHR**  
Connecting Business - People - Process



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## Message

I am happy to learn that FTAPCCI has initiated the “Achievers of Best HR Practices Awards – 2018” program for the first time to recognise and honor the organizations that implement the best HR Practices – that are leading the change by driving and promoting best practices.

As a part of the program FTAPCCI has come out with an exhaustive report on “Achiever’s Best HR Practices” along with SarvHR Solutions Pvt Ltd as knowledge partner. I thank the organization for their contribution in making the Report.

The “HR Best Practices Awards” are initiated by FTAPCCI for the first time and I am glad that we received good amount of participation from various companies. We invite all the companies to participate more in number and gain strength in the human resources management practices.

The ‘Presentation of Awards’ Program give the opportunity to network with fellow HR professionals and learn about the strategies that raise the profile of HR

I congratulate the team of FTAPCCI and SarvHR for working on and coming out with the exhaustive and educative report which helped us in initiating Awards for the HR best practices followed by leading companies.

My congratulations to all the Winners of Awards and my best wishes to all the companies who have sent their nominations!

**Arun Luharuka**

President  
FTAPCCI





## Foreword

In the global scenario, where the Business Management souk is swamped with varied practices, an elevating HR vertical can effectively enhance the business efficiency and growth.

The very fact that all the other resources are handled and managed by the human resource is enough to say that the human resource is the most important of all the resources in the business organization. It's importance is seen in innumerable areas, ranging from strategic planning to company image. Without Human Resources, leadership and management have no formal insight into employee abilities and talents available in the company. They play an essential role in developing a company's strategy as well as handling the employee-centered activities of an organization.

The HR Best Practices Awards are initiated by FTAPCCI to identify, recognise and honor the companies that have put people's processes and management in the forefront of organizational achievements.

The Awards are given in 3 categories namely large scale industries, medium scale industries and small scale industries to distinguish between the best practices that are implemented depending on the scale of production and size of the enterprise.

The exhaustive questionnaire designed to assess the HR practices followed in the areas of Recruitment and Hiring, Compensation and Benefits, Performance Management System, Information and Document Management, Health and Safety, Competency Development, Exit Management, Employee Engagement, Corporate Social Responsibility and Communication have given the insights into the present scenario and identify the best practices.

The "Achiever's HR Best Practices" report is a compilation of the best practices followed by the achievers.

This report aids as a guide to all the organisations – big, medium and small, to get aware of the best HR practices implemented by Achievers' HR Practices and gain knowledge of people management for achieving the organization's goals.

I congratulate the team of FTAPCCI and the team of SarvHR Solutions Pvt Ltd for coming out with this exhaustive report!

A handwritten signature in black ink, appearing to read 'Ravi Kumar'.

**R. Ravi Kumar**  
Chairman

IDC and HR & IR Committee, FTAPCCI







# 1 INTRODUCTION

Today's organizations of all sizes acknowledge the significance of developing a human capital base. They adopt various HR strategies to create inclusive policies, which help inculcate a culture that encourages cohesiveness between all the key stakeholders. Organizations are more open to adopt different trends pertaining to employee engagement, talent management, and performance improvement to face up to challenges posed by a dynamic business environment. Over the past two decades, increasing use of technology has transformed the way employees collaborate, organize, and learn. Moreover, organizations are increasingly adopting technology on a large scale to leverage their value-added activities for the HR function. The global business environment has seen a major transformation over the past couple of decades. Rapidly changing global business dynamics have led to a major shift in the way the human resources function works, especially in organizations in developing economies. From a major support function to a strategic business partner, the role of human resources in an organization has seen a steady evolution. Conventionally speaking, Human Resource Management (HRM) is a function within an organization that deals with the recruitment, management, retention and with providing direction to the people who work within that organization. The HR team facilitates the flow of knowledge, tools, training, coaching, legal and management advice, administrative services and talent management that members of an organization require for the seamless conduct of operations. The role of the HRM function has evolved significantly over the years. The Modern HR, from a unit whose role was previously deemed to be

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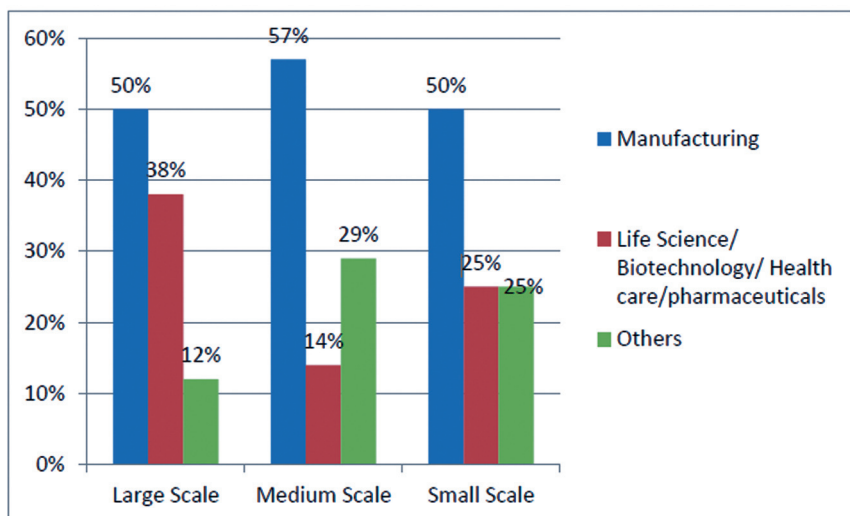
restricted to sourcing of talent, it is now considered as a strategic partner contributing not just in terms of development in the value of employees, but also in crucial business decisions and advice on critical transitions and transformations. HR is now expected to recommend processes, approaches and business solutions that would improve the ability of the organization's employees to contribute effectively. The role of the HR function now encompasses diverse objectives and tasks, including engagement and retention of employees, identification and nurturing of high-potential employees and future leaders, talent management, training & development, and others. HR is now expected to deliver services that meet the needs of both employees and employers and to actively contribute to organizational success. The new role of HRM pertains to strategic direction and HRM metrics and measurements to demonstrate their value. The HR team is now expected to play a balancing act to serve all of an organization's stakeholders, namely customers, executives, owners, managers, employees, and stockholders. In a nutshell, HRM has adopted a more holistic approach. As a Strategic Partner, HR is expected to contribute to the development and the accomplishment of organization's vision, mission, plans and objectives. To be successful business partners, HR is required to think like business people, know finance and accounting and be accountable and responsible for matters like cost reduction and the measurement of their HR programs and processes.

As an Employee Advocate, HR needs to have expertise on how to create a work environment in which people feel happy, contributing, motivated and more importantly recognize the purpose of their employment with the organization. This role involves fostering effective methods of goal setting, communication and empowerment, and establishing an organizational culture and climate in which employees have the competency, concern and commitment to serve customers well. In this role, HR provides talent management strategies, employee development opportunities, employee assistance programs, profit-sharing strategies, organization development interventions, addresses employee complaints and facilitates problem solving, and regularly provides opportunities and forums for communication and feedback. As a Change Champion, HR needs to have the knowledge and the ability to execute change strategies. It requires linking change with the strategic needs of the organization so as to minimize employee dissatisfaction and resistance to change. It involves helping to create the right organization culture, monitoring employee satisfaction and measuring the results of programs and initiatives. The role involves constantly assessing the effectiveness of the HR function, while also effecting a change in other departments and work practices. Determining the measures that will help the organization how to improve and succeed is also a crucial aspect of this role. In this scenario, elevating HR vertical can effectively enhance the business efficiency and growth. Hence, to honor the practice of appreciating the HR vertical who upholds the torch of a perfect organization FTAPCCI and SarvHR collaboratively conducted the first-of its-kind 'Recognition Program', in the form of a survey.

## 2 METHODOLOGY

This survey aimed to serve as a platform to evaluate the participants on 9 major HR functions, and examined the existence of HR Practices and policies while assessing the effectiveness of these practices. It is a well established fact that efficiently managed human resource practices significantly contribute to organizational performance. Irrespective of the firm size or the sector they belong to (Large, Medium, Small, Mini or Micro) employees are strategically important, indispensable resource to achieving an organization's objective. This assessment was designed keeping in view all the organizations – Large, Medium & Small. State of the art of existing HR policies and practices were explored by the way of collecting the factual data through the mechanism based on questionnaire and the Organizations were requested to supply the requisite information as per the questionnaires along with the supporting documents. A Robust mechanism based on factual data was followed for the assessment. There were 8 participants from large scale, 7 from medium scale and 4 from small scale segments, spread across both Andhra Pradesh and Telangana states.

**Chart showing industry wise participation**



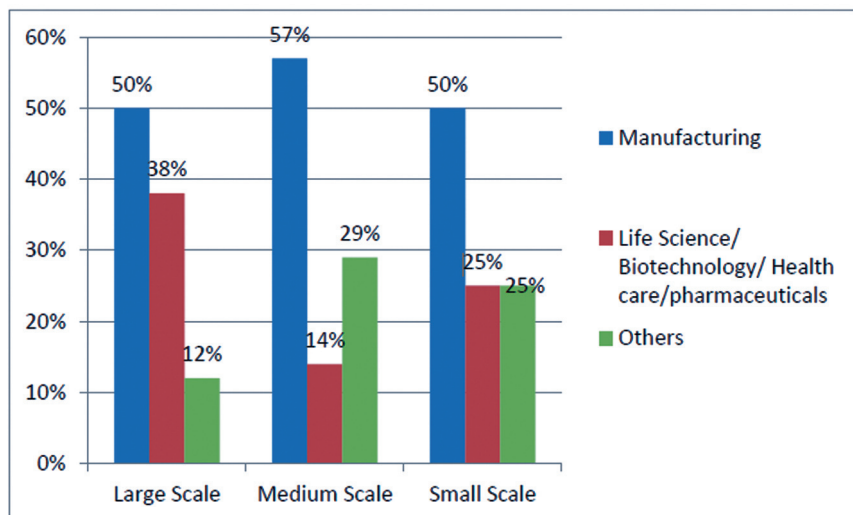
The participation varied across different industry types. Among Large Sale Industries, 50% of the participants were from Manufacturing sector, 38% from Life Science/Biotechnology and the remaining 12% from varied industries like Pharmaceuticals, Corporate relations, Gems & Jewellery, R&D, Legal and Insurance, Health care, Technology Consulting and staffing. The Turnover of the firms ranged from Rs 75 Crores to More than Rs.250 Crores. The employee strength of these organizations ranged from 68 to 13000 employees.

## 3 SURVEY ANALYSIS & FINDINGS

### 3.1 Recruitment & Hiring

Recruiting is all about matching up the best candidates with the job keeping in view the organization's future requirements. It's a good idea to stop and reevaluate the practices and strive to improve. Not minding the industry, it's a good idea to keep up with the best practices. The BEST PRACTICE is when both traditional as well as new-age initiatives are seen as scientific learning tools for improving current HR policies while overcoming different challenges. The best practice is when a process is streamlined, has a system created, measured, reviewed & repeated and is looked at like an investor. The best recruitment practices focuses on these elements : The components of hiring procedure, a healthy manpower planning along with a well equipped job description and the right choice of the hiring source and last but not the least streamlined system of maintaining, measuring, evaluating, reviewing and repeating the recruitment data to form a cost effective practice. It has been found that skills assessment and personal interview are practiced by all the firms as parts of their

***Man power planning practices among large, medium and small scale segments***

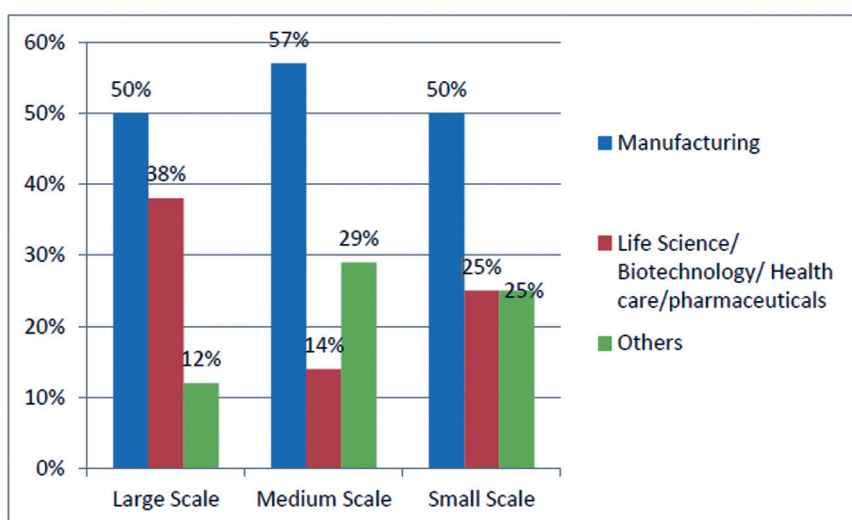


hiring procedure irrespective of the industry segment. Personality/behavioral assessment is also observed to be conducted by all the companies from medium scale. However, it is observed to be practiced only by 86% of the companies in large-scale and 50% by small scale. It has observed that only technology usage is meagerly used across industry segment .Nevertheless, 75% of the respondents

do perform background verification. Planning for the future requirements, not just for the next six months but for the next few years is the most followed practice in today's scenario. For this, practicing a Healthy planning on Manpower is a must have. 38% of the respondents perform the manpower planning on annual basis out of which 43% are from large-scale, 40% and 25% are from medium and small scale respectively. The other 62% of them perform it either on a quarterly or half yearly basis or as per their short term business needs. Performing the manpower plan as per the business need is observed as a common practice among 50% of the enterprises from small scale segment.

A good job description functions as a foundation for hiring a skilled team, and they are critical in supporting nearly every employment action, including compensation, promotion, discipline, and termination. The content of the job description is diverse depending on the rules of the company. However, the core elements for a complete Job Description should be carefully considered for them to be able to serve the purpose of its existence. It has been found as a very common practice among the participants from various segments to have a JD in place for all the in-house roles. Out of the study, it has been observed that 92% of the roles from large-scale and medium scale and 97% of the roles from small scale industries have JD. However, it is observed that a small portion of the respondents have all the elements covered in their job descriptions ranging from Position/Title with Employee status, Job summary and Qualifications to details on work environment and competencies required to perform the job. As the war for talent escalates, companies are quickly learning the importance of finding the right people. It has been observed that sourcing from job portals is the most commonly used practice by most of the companies irrespective of the industry segment they belong to. Referrals are used 37% of times in large scale whereas it is observed to be used only 14% and 10% in medium and small scale segments. However, within medium and small scale segments, barring job portal, data shows that other sources like walk-ins, paper ads, rehires and social media recruitments etc., are commonly used sources.

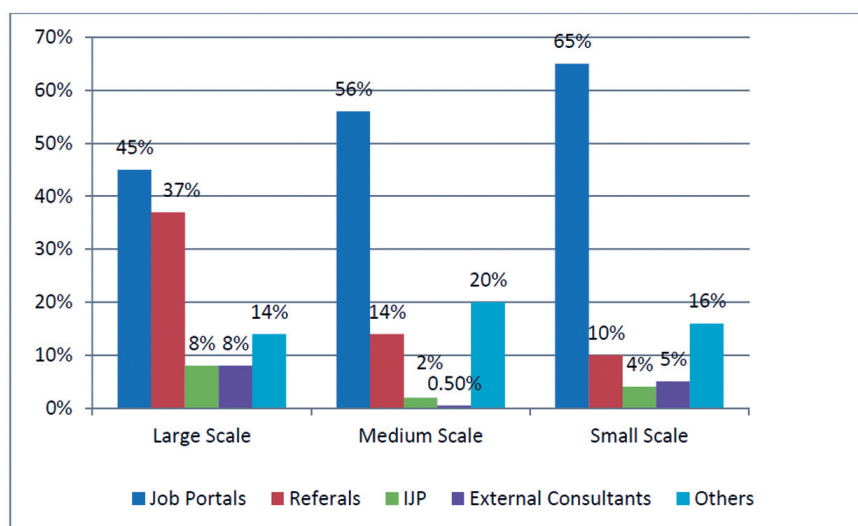
### ***Man power planning practices among large, medium and small scale segments***





Keeping track of candidates can be considered as a goldmine for the recruiting team. It has been found that it is a very common practice to maintain the recruitment tracker across the various industrial segments. Analyzing metrics like cost per hire and time to fill, along with the individual recruitment stages that make up time to fill, can help identify the most time consuming, and most costly, aspects of a talent acquisition strategy and it can also help guide resources to the most efficient and effective strategies. It has been observed that the on an average, time taken to fill an open position at a senior level, in large scale segment is 79 days, medium scale is 44 days and small scale is 31 days. It has also been observed that in medium and small segments the time taken to fill positions at junior and mid levels is on the similar timelines.

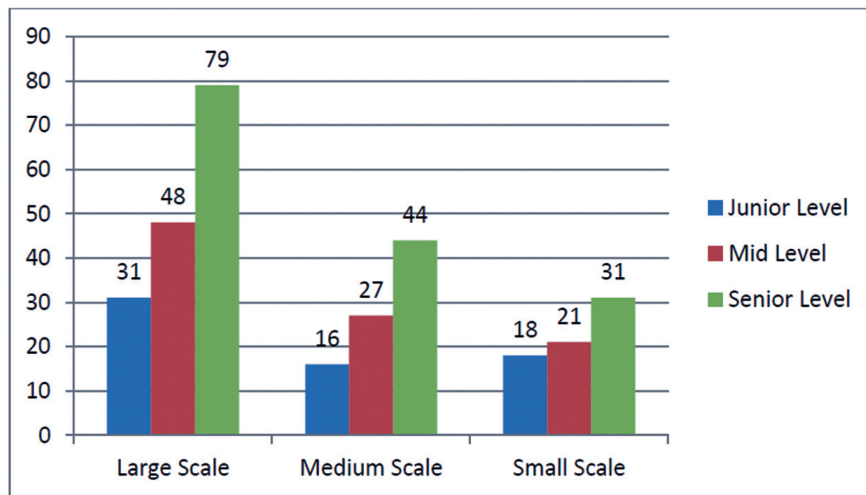
***Patterns on Recruitment sourcing channels practices in all the three segments***



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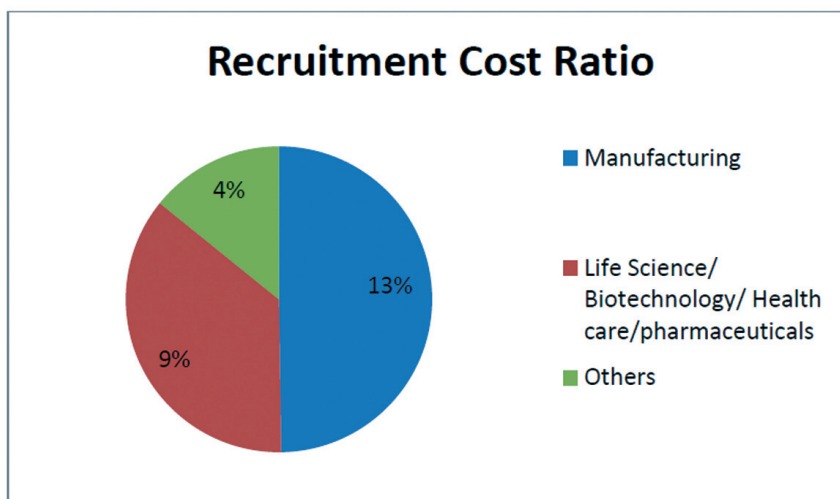
Regardless the cause, recruiters who measure and try to improve their own time to fill will help reduce the strain an open position can have on a business. Recruiting Cost Ratio measures the expense incurred by the Recruiting and Hiring function in relation to the total compensation-related expense incurred for the positions filled over the same period of time. High values for this metric can be indicative of inefficient choices of regions from which to recruit from

### ***Patterns on Time to fill in large, medium and small scale segments.***



(i.e., universities, online job listings, sponsored events, etc.), poor candidate selection for interviews (i.e., choosing candidates who are not the best fit for the position, etc.), inefficient candidate offers (i.e., offers that do not provide cost effective compensation in the eyes of either the candidate or the company), and sub-par Recruiting & Hiring employee training and performance. Each of these factors can prolong hiring cycle times increasing the cost of recruitments. According to the respondent's data the average recruitment cost ratio of the manufacturing sector was noted as 13%, bio/life sciences and healthcare sector as 9% and the other sectors as 4%.

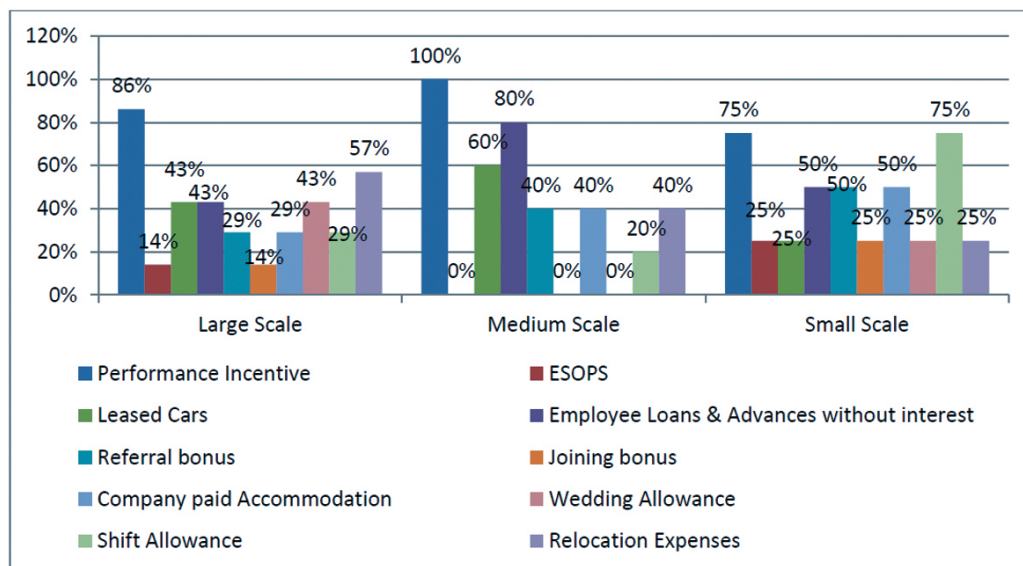
### ***RCR trends across various industries***



## 3.2 Compensation and Benefit

Compensation is the foundation for driving behavior in any organization. So, the compensation system of an organization plays a major role in efforts to manage employees in a better way. To formulate a comprehensive compensation system with Fixed pay and Performance linked with incentive scheme is a must have in today's competitive scenario. It has been found that the components of variable pay like bonus plan, short term incentive plan for sales employees, and long term incentive plan in terms of ESOP for middle to senior management employees has been provided by some of the participants. Some participants also provided car lease, relocation benefits, health insurance, accident insurance, life insurance, communication benefits and emergency loans and salary advance facilities.

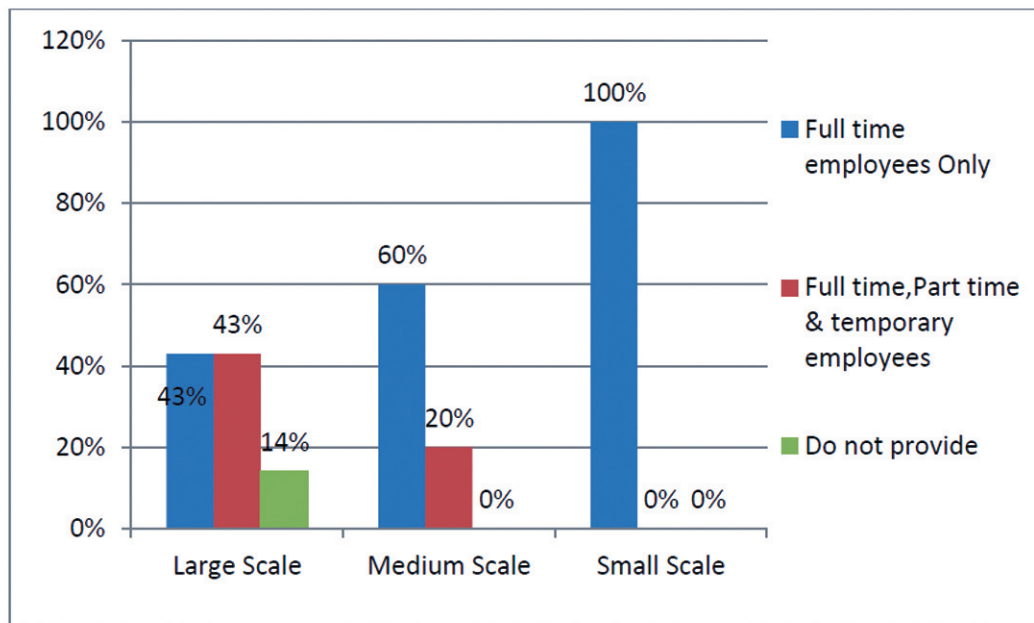
**Patterns of components of variable compensations across the segments**



It has been observed that performance linked incentives is the common variable component in all three industry segments. It has been noted that variable pay components like ESOPS, joining bonus and wedding allowance are not included in the pay structures by the medium scale enterprises. However, a meager percentage of participants from other two segments have these variable components as a part of their compensation.



### Health insurance patterns in large scale, medium scale and small scale segments

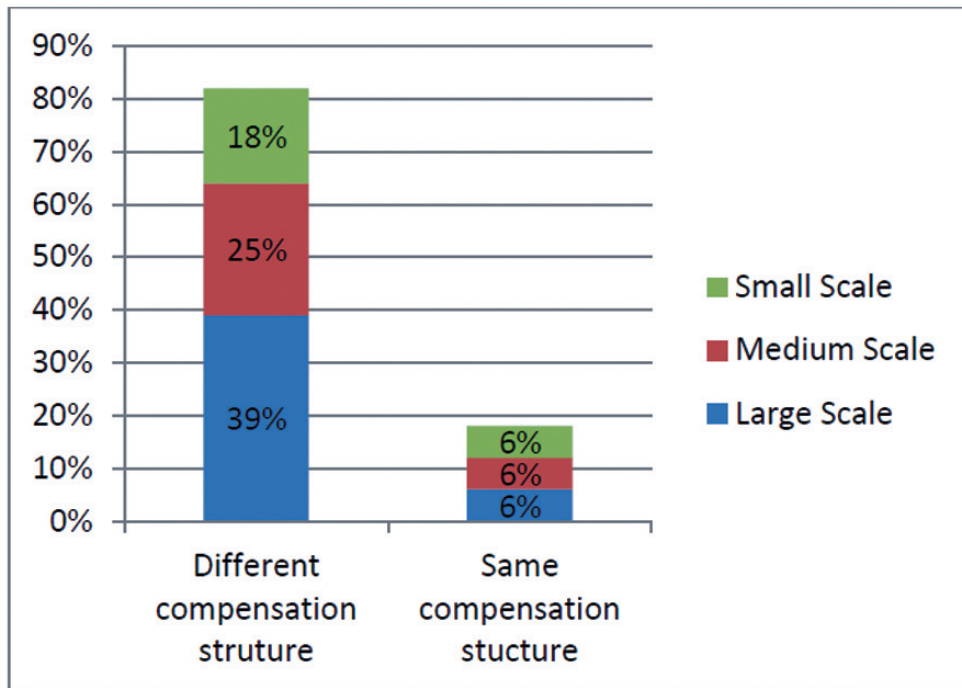


Health insurance is provided by all participants across the segments. Detailing on the category of the employees to whom the insurance is provided, it has been observed as a usual practice to cover only full time employees among participants of small scale segment. In large scale it is found that number of organizations providing health care is in equal percentage for the categories of 'provided to full time employees' and to 'all employees including fulltime, part time and temporary' respectively.

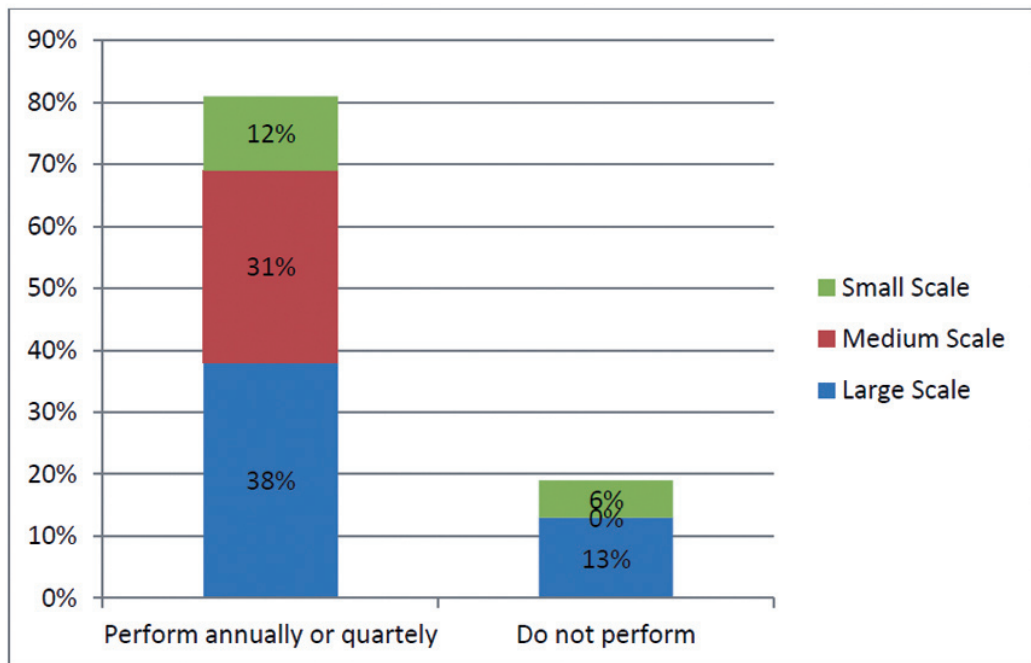
To develop an employee friendly compensation structure, to attract and retain employees is very essential and can be achieved only through a well designed compensation policy. This will enable revamping of compensation structure even during difficult times to be able to reward its employees.

82% of the respondents have different compensation structures for employees at different levels. Out of these 39% are from the large-scale, 25% are from medium scale and remaining from small scale enterprises. Other 18% of the organizations, who follow the same compensation structure across various levels. Both fixed pay and variable pay form the pillars of the organization's compensation philosophy. The compensation and benefits for employees should be regularly visited and updated according to the market conditions. This has proven to help the organization to attract the best of the talent from the industry. Every organizational function and activity needs money to run smoothly. Availability of adequate financial allocation is needed for development and improvement purposes. This is also true of Human Resource department. HR Budgeting is a powerful financial tool that can estimate the expenditures made by the HR department. This strengthens and allows the HR to control the cost rather than letting the cost control the HR initiative. While there are many items that may or may not be included in an HR department's budget, some of the most common ones being considered for budgeting are recruitments, training and development, compensation & benefit, employee engagement, welfare & charitable.

## Compensation structures



## Patterns on performing HR Budgeting across the segments

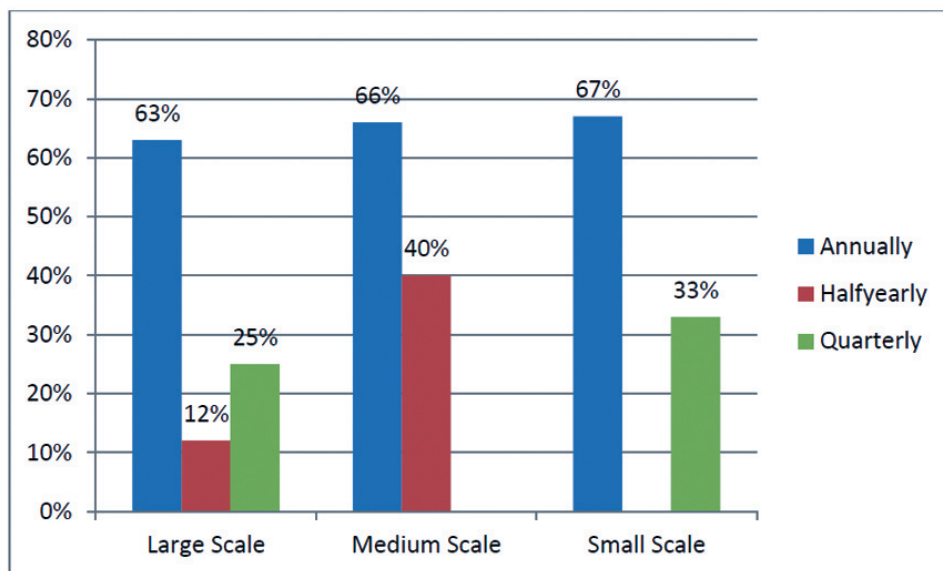


Of the participants around 81% are found to be practicing HR budgeting. Out of these 81% it has been observed that 38% belong to large scale, 31% to medium scale and 12% to small scale segments. HR budgets are found to be prepared by these respondents either annually, quarterly or without a schedule. Highlighting the aspect of participation in medium segment, it has been found that 100% of them are practicing the HR budgeting.

### 3.3 Performance Management System

A talented and skilled workforce is the lifeblood of every organization. Among the various HR practices, performance management processes in particular has been identified to play a key role, in determining employee-employer expectations. Performance appraisal (PA) process involves employers setting performance standards and providing employees with feedback about their level of performance. The entire performance management system includes the understanding of job role, the fair, timely and accurate evaluation of performance, and utilization of the PMS data to reflect the effectiveness of the system. From the results of this study it has emerged that practicing performance appraisals on annual basis is most common across the entire three segments-large, medium and small.

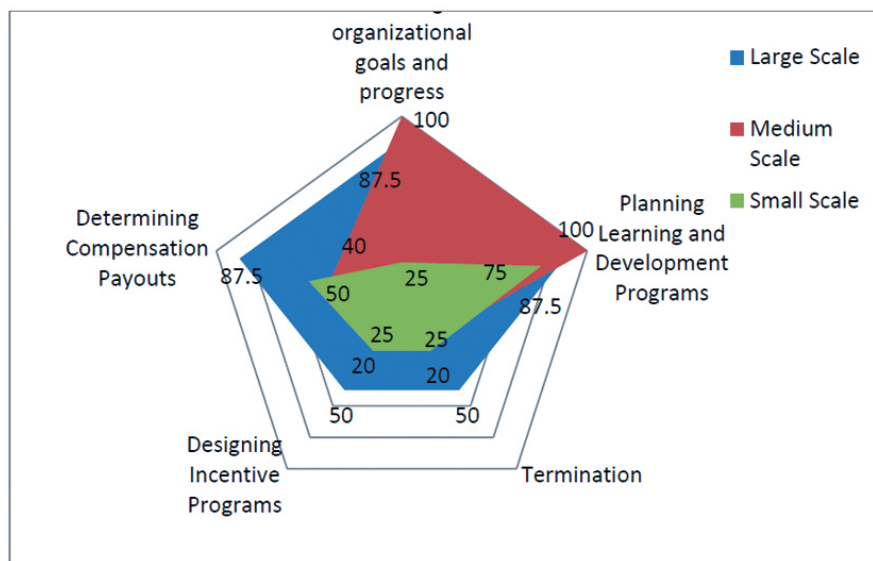
#### *Patterns of performance appraisal frequency in all three segments*



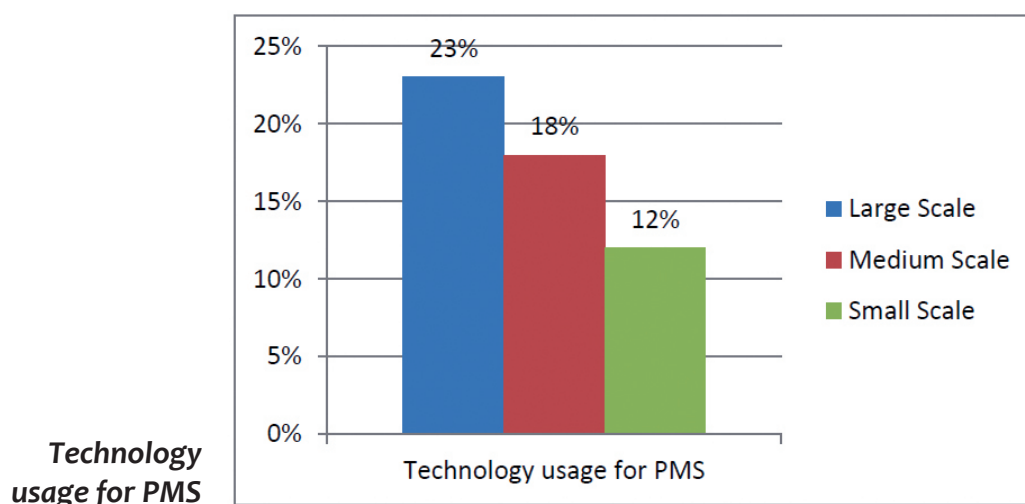
How an organization sets goals, plans performance, provides ongoing coaching and evaluates performance of employees (individuals and/or teams) is dependent on the designing of a well equipped performance management system. Performance appraisals and assessments are just one piece of the talent management puzzle. The final outcome of the process of PMS is the data utilization element which demarks the leaders in the market from rest of them. It has been part of observations that a major portion of the participants from large scale and medium scale utilize the PMS data to influence various other strategic decisions like planning & tracking organizational goals and progress, designing incentive plans and learning and development programs and making termination

decisions. However, in small scale it has been noticed that a very less participants use this data for most of the mentioned elements.

### ***PMS data utilization trends in large, medium and small scale segments***



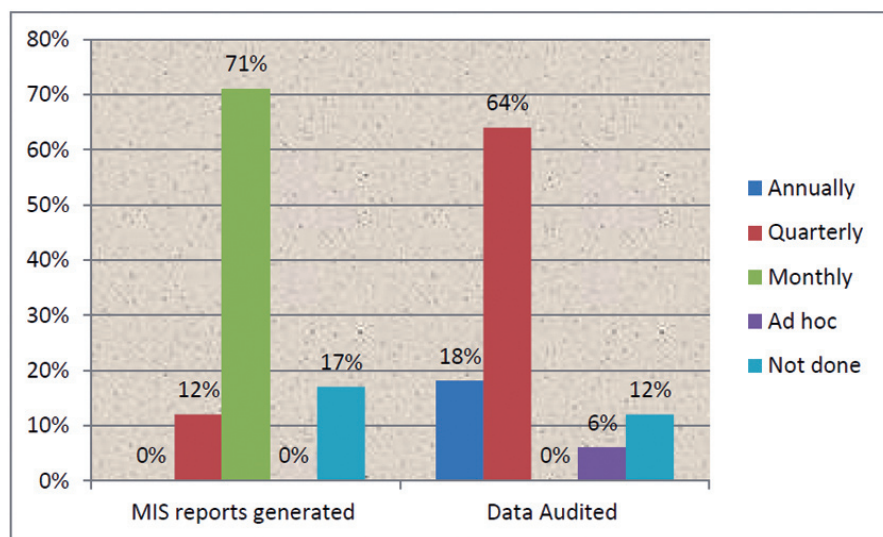
Technology helps to measure and manage the employee performance. It helps to automate the processes of HR and save time and cost and reduce the efforts required and the paperwork. To automate the processes of Performance Appraisal, organizations are increasingly taking the help of IT, which help to systematically record all the data necessary for Performance Appraisal. Through analytics and machine learning technology is helping leaders guide to take a more active role in managing the performances and careers. Technology-enabled performance management is far more comprehensive and holistic. It is focused on maximizing people development, improving the performance of individuals and the entire organization. It is the future of work. 53% of the organizations are already using technology for the performance management in their organizations. The further segregation is illustrated in the chart below.



### 3.4 Information and Document Management

HR managers coordinate a wide variety of employee management activities that involve large amounts of data over a time. Having a human resources information system in place facilitates provision of accurate and timely information for decision making; it also streamlines HR operational, managerial and executive support processes by making the key data on staffing, turnover, benefits and regulatory compliance issues readily available; it also helps the human resources personnel to provide reports on analysis of compensation, recruiting, accidents and injuries, total number of employees, cost to hire, vacant positions, benefits costs, cost of raises, bonuses etc. With the growing importance of human resource management and increasing size of the organizations, maintenance of employee related data and generating appropriate reports are the crucial aspects of any organization. Therefore more and more organizations are adopting technology based human resource data management systems. The accuracy and health of data in a HRIS is critical for an organization's ability to effectively and swiftly make key business decisions – and to reduce risk regarding compliance and security. Data auditing and data maintenance is the only way out to keep up the accuracy of the end reports.

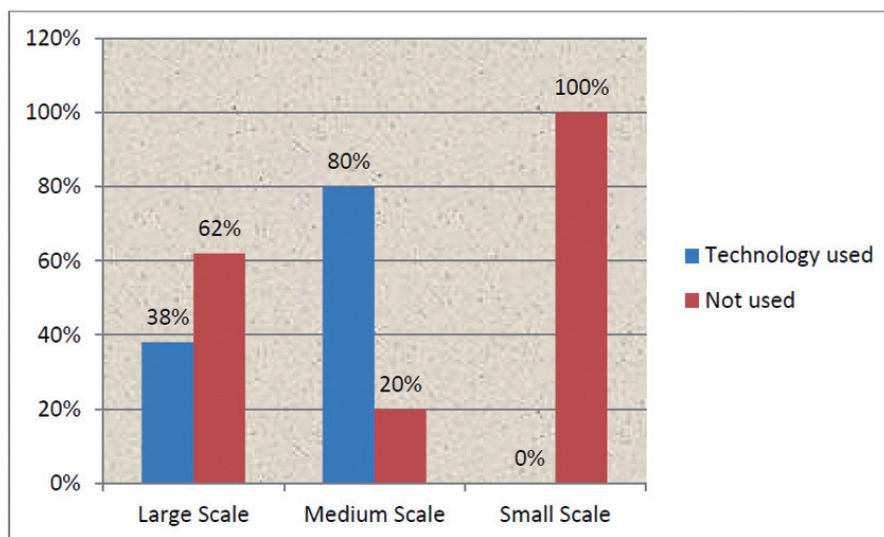
#### ***Patterns on MIS generation and data audits in all the three segments***



Out of the data collected, it has been found as a usual practice among all the three segments- large, small or medium to generate MIS reports every month and audit the data every quarter. It has also been observed that among medium scale enterprises 80% of them are using technology interface for the data

management and verification. Whereas, only 38% of them from the large scale segment are found to have updated themselves with the technology platform for data management.

### ***Technology usage for data management/verification and analysis***



Taking a glance at the compliance aspects, it is found that all the participants among large scale are practicing ESI, PF, gratuity & minimum wages act audits. However, among medium and small scale enterprises around 65% of the participants are found to be conducting the compliance audits.



## 3.5 Health and Safety

Audits evaluate the effectiveness of safety plans, double-check that processes are still accurate and determine if established procedures are being followed. Audits are often voluntary so, organizations have the liberty to determine the method of an audit as well as its frequency. It has been observed from the survey that 88% of the participants among large scale, 40% from the medium and 50% from the small scale industry segments choose to perform a questionnaire or a survey based health and safety audit in their firms. Post audit, compiling all the data into a report that summarizes findings is important and it has been found that across various segments a manual recording system is found to be adopted on a major scale. However, only 37% of participants (who belong to large scale segment only) use technology interface for these audits.

**Table showing HSE audit patterns in large scale, medium scale and small scale segments.**

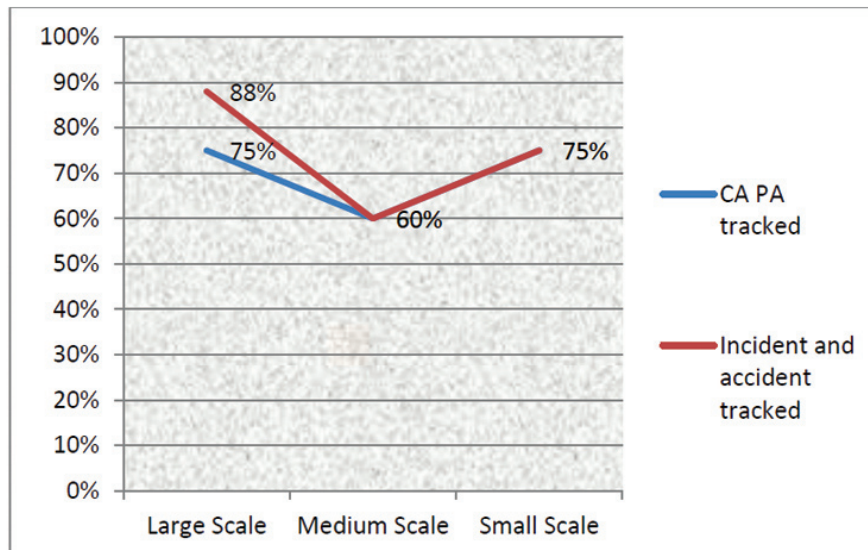
HSE audit patterns	Large Scale	Medium Scale	Small Scale
Question based or Survey based audit is performed	88%	40%	50%
It is based on Ad hoc Observation	12%	20%	25%
Using Manual recording system	63%	60%	75%
Using Technology	37%	0%	0%
Not performed	0%	40%	25%

### ***‘You can't manage what you can't measure’ - Drucker***

All accidents and occupational health hazards can be prevented through systematic analysis. Training to resources can control risks and prevent incidents. For effective accident and incident management system collection of related information, accurate analysis leading to identification of actionable causes is a key to manage employee safety at work. Out of the survey result, it has been observed that 60% of the participants from medium scale and 75% from small scale

track and maintain incident and accident tracker and also corrective actions and preventive actions tracker. In large scale segment 88% of them are found to be tracking incidents and accidents, while only 75% are tracking the corrective actions and preventive actions.

***CA PA and incident and accident tracker maintenance patterns***

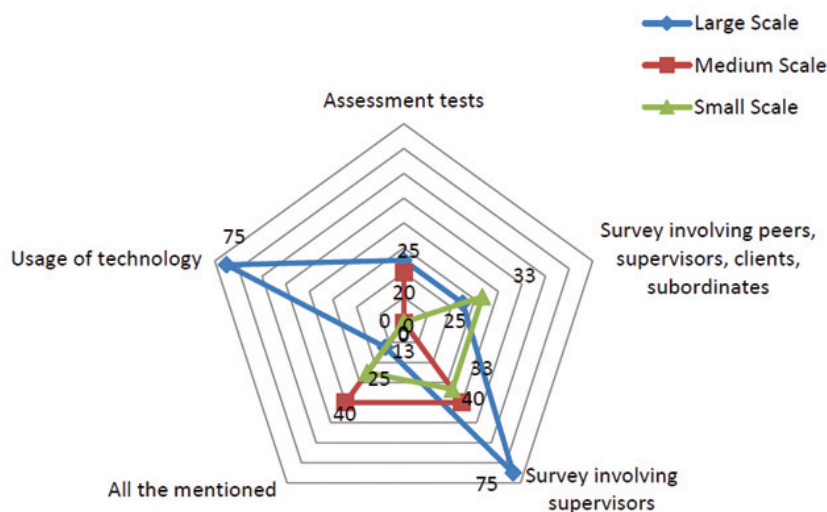




## 3.6 Learning and Development

Competencies are the integrated knowledge, skills and attributes that an employee needs to perform a job effectively. Having a defined set of competencies for each role portrays the kind of behaviors the organization values, and which it requires to help achieve its objectives. Training need identification crops up from these role specific competencies. It has been observed that in large scale 75% of the participants have competencies defined for all their existing roles. Likewise, 80% of them in medium scale and 50% of them in small scale also are found to have competencies defined for all their roles.

### ***Patterns of TNI identification methods in large, medium and small scale enterprises***

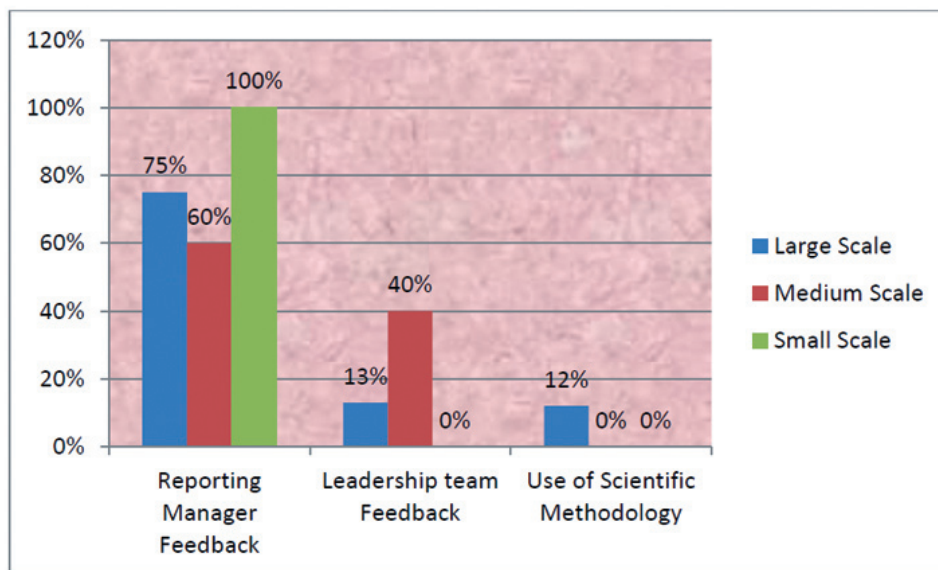


It has been observed from the survey that in large scale segment, the training need identification is largely dependent on superior feedback. It has been found that 3quarters of the participants use technology for surveys In the medium scale segment it has been found that 40% of the participants use a comprehensive method including assessments, feedbacks and use technology for assessing training. The remaining 60 % depend on either feedbacks or on assessment tests.

Emerged out of the study, the average number of training days per employee for a year in large scale is 4 days; medium scale is 5 days and small is 10 days. Coming to the average training cost per employee per annum it is noted as Rs.6000/- across

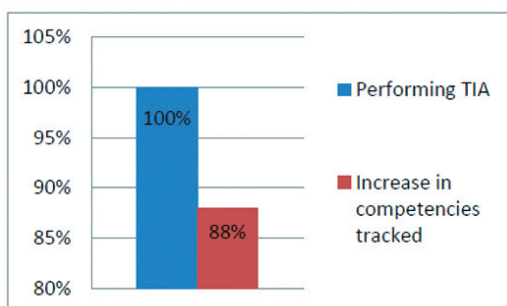
all the 3 segments. Impact assessments are very strong sources for identifying the needs for the future training programs and more importantly the strategies to implement them. It has been found that all the participants from large and medium enterprises are performing training impact assessment (TIA) out of which 88% from large and 40% from medium are keeping track of the increase in competencies before and after the trainings conducted. In small scale only 67% of the respondents have been found to be practicing TIA.

### **Identification of actionable objectives from the training needs**

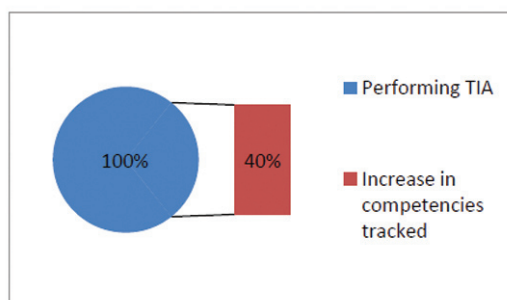


### **Performing TIA and competencies increase tracking patterns in all the three segments**

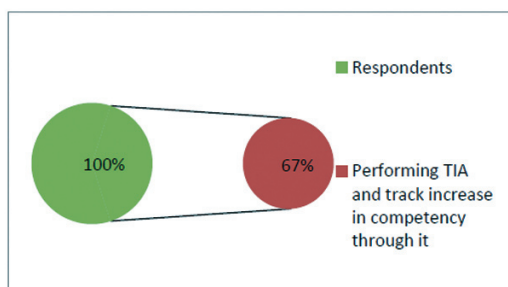
#### **Large Scale Segment**



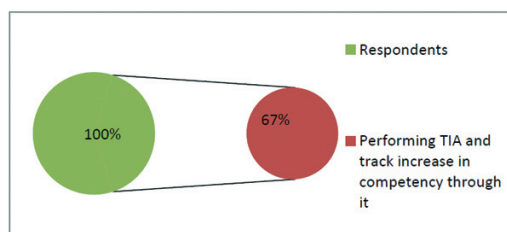
#### **Medium Scale Segment**



#### **Small Scale Segment**



#### **Small Scale Segment**



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## 3.7 Exit Management

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The employee exit process provides the company with beneficial information that can be used to improve the human resource management practices. Reflecting upon the exit information can help a business identify areas of weakness that could be improved. It has been found from the surveys that, all the respondents irrespective of the segment are enforcing formal notice period, knowledge transfer with formal handover of works and full and final settlements as a part of their exit process. Among medium scale industry a meager percentage of participants are found to be carrying out the cause and impact analysis for the exits. However, among large scale participants it has been found that 63% of them are performing the cause analysis with impacts being assessed. Exit Interviews provide the input and data you need to make decisions and those that need changes. Exit data can provide a powerful edge while suggesting about the changes that may be needed, especially with leadership teams and decision makers. Across the segments the top reasons for exit were found to be employee's desire for a challenging role, dissatisfaction with job and salary.

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## 3.8 Employee Engagement Activities

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Properly informed and engaged people add value for the company. The basic HR processes like recruitment & selection, training, performance management, rewards and recognition and employee management leave little or no time for employee engagement. Thus to track and measure changes and improvements for this process is a must have practice in today's work scenario. At the core of employee engagement are values. These values determine the why, how and what of that company. In today's economy, organizations need to brand themselves through externally as well as internally.

Clear and objective oriented employee engagement activities have a sustained and positive impact on employee attitude and behavior, and ultimately on outcomes that affect organizational success.

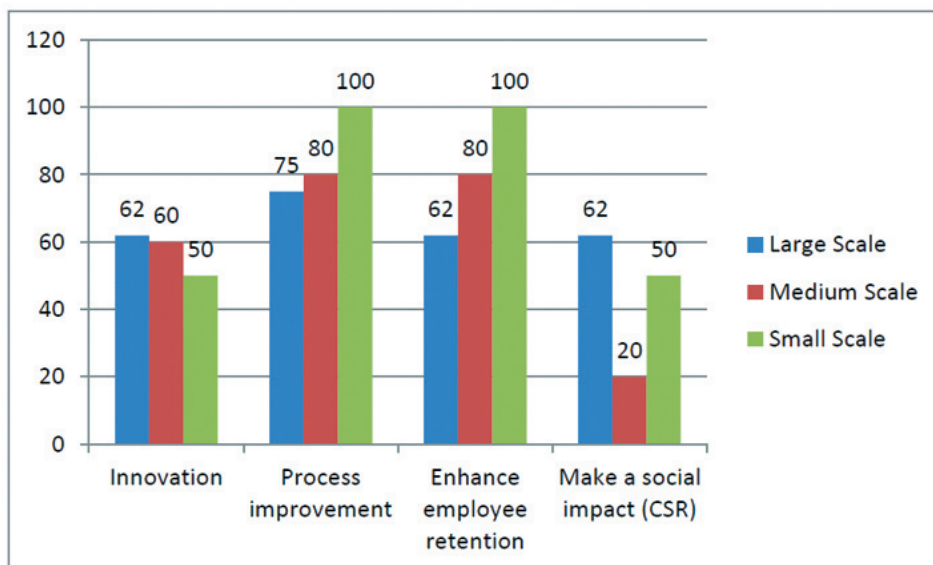
According to the survey all the participants from large and medium scale segments are found to be practicing employee engagement. Out of these, 40% of them are found to be analyzing the impact of most of the programs either

with or without technology interface. In large and medium scale segments the objective with the highest priority is found to be process improvement. The employee engagement cost per employee per year for large scale varies between Rs.1200/- to Rs.9000/- and medium scale varies between Rs.1000/- to Rs.12000/- . However, among small scale segment only 50% of the respondents are found to include employee engagement practices in their work culture. It has been noticed that the objectives for these activities are to improve processes and enhance retention. The average amount spent on employee engagement per year in the practicing companies is Rs.10, 000/- per employee.

### ***Identification of actionable objectives from the training needs***



### ***The patterns of EEA Objective across the segments***



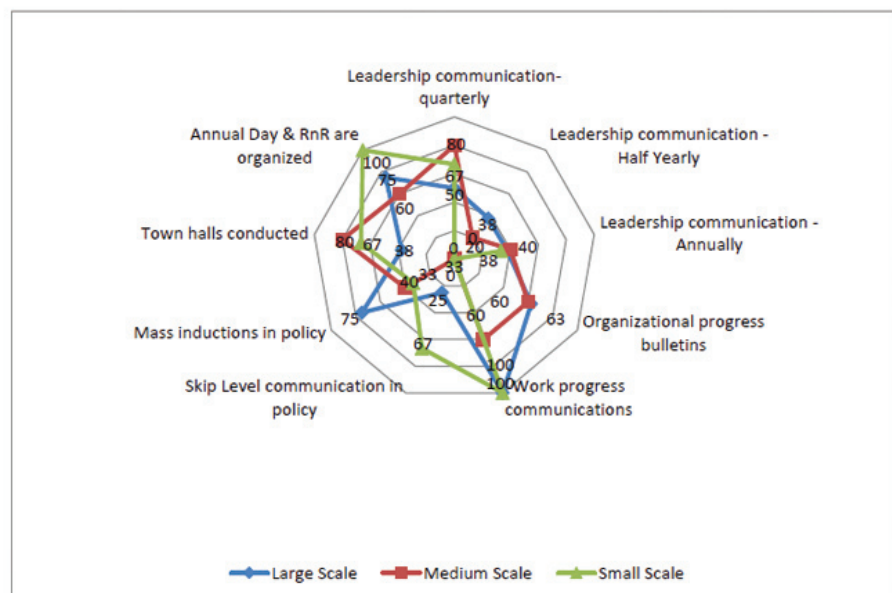
### 3.9 Corporate Social Responsibility

Corporate Social Responsibility (CSR) is a concept that suggests that it is the responsibility of the corporations operating within society to contribute towards economic, people, business and environmental development that creates positive impact on society at large. Although there is no fixed definition, however the concept revolves around the fact that corporations need to focus beyond earning just profits. Among the large scale 75% of the participants are found to be contributing their share towards the society/ environmental/ people centric corporate social responsibility activities. 86% out of the practicing participants publish the CSR report either internally or externally. In medium segment 60% of the participants are found to be conducting CSR activities, out of which 75% of them do publish their reports. In small segment 50% of them are practicing while no one is found to be publishing the report. The CSR spending in large scale enterprises vary between 0.5% to 2% of the turnover, in medium it varies between 1% to 5% and in small scale it varies between 2% to 3.5%.

### 3.10 Communications

Communication is relay of information pertaining to company policies, goals and business updates within an organization. This is done in varied ways like leadership communications are planned on a regular basis or organizational bulletins may

#### ***Mode of organizational communication and their varying patterns among large, medium and scale segments***



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be used to communicate to the employees, a mass induction policy may be in practice as a part of the policy or town halls may be organized for a group of employees on a scheduled basis. Irrespective of the mode of communication effective communication does increase the productivity, which benefits employees and the company. Proper communication techniques can boost employee morale to create a positive work atmosphere.

Out of the survey it has been found that work progress communication is followed as a vital communication process in large and small scale segment. Celebrating annual days and conducting rewards and recognitions is considered to be more in practice among small scale segment while in large scale segment it is practiced by 75% of the participants. Apart from these, town hall meets and quarterly leadership communications are considered to be sources of communication which are practiced on a popularly used in medium and small scale segment. While this is so, it has been noticed in large scale segment that leadership meets and town halls are not very popular as very few participants are found to be practicing. Organizational bulletins on the other hand are practiced only among large and medium scale enterprises.

Around 53% of the participants from all the 3 segments have an internal publication in the form of magazine or an annual report, of which 41% do it on quarterly basis and others either on half yearly or annual basis. 29% of this 53% belong to large scale, 18% belong to medium scale and 6% belong to small scale segment.

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