

A
PROJECT REPORT
ON
“Analysis of HR Policies”
UNDERTAKEN AT
“MIT School of Distance Education”
IN PARTIAL FULFILMENT OF
“PGDHRM”
MIT SCHOOL OF DISTANCE EDUCATION, PUNE.

GUIDED BY
“Vaishali Kamble”

SUBMITTED BY
“Uday Shankar”

STUDENT REGISTRATION NO.: MIT2022D02401
MIT SCHOOL OF DISTANCE EDUCATION PUNE - 411 038

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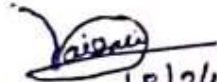
EverestFleetPvtLtd.C-104MhatrePenBuilding,SenapatiBapatMarg,Dadar(W),Mumbai400014.

CERTIFICATE

This is to certify that **Mr. UDAY SHANKAR** has completed the project report with us for his project report work on To Analyzed the HR policies of Everest Fleet Pvt. Ltd. To study satisfaction level of employees with respect to HR policies.

The Completion of his Course with MITSDE on Post Graduate Diploma in Human Resource Management as prescribed by MIT SCHOOL OF DISTANCE EDUCATION, PUNE.

This project is a record of authentic work carried out by him with guidance by our relevant department from 10/06/2023.


20/8/24

(Vaishali Kamble)

HR Executive

Branch- Baner



DECLARATION

I hereby declare that this project report entitled “To Analysed the HR policies of Everest Fleet Pvt Ltd, To study satisfaction level of employees with respect to HR policies.”

PROJECT” is a bonafide record of the project work carried out by me during the academic year 2023-2024, in fulfilment of the requirements for the award of **POST GRADUATE DIPLOMA IN HUMAN RESOURCE MANAGEMENT** of MITSchool of Distance Education.

This work has not been undertaken or submitted elsewhere in connection with any other academic course.



(Uday Shankar)

MIT2022D02401

ACKNOWLEDGEMENT

I would like to take this opportunity to express my sincere thanks and gratitude to Vaishali Kamble of Everest Fleet- Baner for giving me an opportunity to do my project work in your esteemed organization and it has indeed been a great learning and enjoyable experience.

I would like to express my deep sense of gratitude and profound thanks to all staff members of Everest Fleet-Baner for their kind support and cooperation which helped me in gaining lots of knowledge and experience to do my project work successfully.

At last, but not least, I am thankful to my Family and Friends for their moral support, endurance and encouragement during the course of the project.



(Uday Shankar)

MIT2022D02401

ABSTRACT

The project is the program for MBA student for interaction with an organization. These 90 working days teach various practical things and experience to MBA student.

To get the practical knowledge and work experience for specialization subject is the important for each student before entering into corporate field after completion of MBA course. Student should have to interact with the organization, aware about its culture, policies, production and operation and other management area is the basic idea behind the project. It is nothing but training for MBA student.

People are integral part of any organization today. No one can run organization without its Human Resource in today's highly complex and competitive situation also handling of Human Resource is very critical job for HR manager.

Study of Human Resource policies cover HR practices in recruitment and selection, training and development, performance appraisal industrial relations, job discipline, health and safety measures, office management and so on. I have selected topic "**Analysis of HR Policies**" because it will help me to get maximum knowledge about HR policies and practices which will help, me into future when I will enter into organization as a HR person.

Today, in India there is increase Transports demands. This sector has high competition and having need of technological advancement with skilled employees for operations, marketing, admin etc. and for that, here is great demand for HR persons. Here, HR needs high skills to handle these employees

. TABLE OF CONTENTS

Chapter No.	Title	Page No.
1	Introduction of Company	7
2	Organizational Profile	8
3	Project Objectives and Scope	11
4	Data Analysis and Interpretation	31
5	Conclusion / Findings	47
6	Suggestions/ Recommendations	50
7	Annexure	52
8	References / Bibliography	54

CHAPTER 1.

INTRODUCTION TO THE COMPANY-

-Introduction of the Company-

Everest Fleet is a leading fleet management company in India, primarily serving the ride-hailing industry. Founded in 2016, the company has quickly grown to become a significant player in the market, particularly as a key partner of Uber in India. Everest Fleet operates a large number of vehicles across major Indian cities, providing ride-hailing services through platforms like Uber.

Key Features of Everest Fleet:

1. **Fleet Management:** Everest Fleet specializes in managing a large fleet of vehicles, ensuring they are well-maintained, compliant with regulatory requirements, and ready to serve the ride-hailing market. Their fleet mainly consists of fuel-efficient cars, ensuring cost-effectiveness and environmental responsibility.
2. **Driver Management:** The company is known for its robust driver management system, which includes recruitment, training, and ongoing support for drivers. This ensures that the drivers maintain high standards of service and safety, in line with the requirements of ride-hailing platforms.
3. **Partnerships:** Everest Fleet's primary business model revolves around partnerships with major ride-hailing companies like Uber. These partnerships are crucial for their operations, as they provide a steady demand for their fleet services.
4. **Technology Integration:** To manage their large fleet and driver base effectively, Everest Fleet uses advanced technology solutions. These include fleet tracking, driver performance monitoring, and maintenance scheduling systems, which help in optimizing operations.
5. **Expansion and Growth:** Since its inception, Everest Fleet has rapidly expanded its operations across various cities in India. They have continuously added more vehicles to their fleet and have grown their workforce to manage this expansion effectively.
6. **Customer Focus:** While their direct customers are typically the ride-hailing platforms, Everest Fleet also indirectly serves end-users by ensuring that the vehicles and drivers provided are of high quality, safe, and reliable.
7. **Corporate Social Responsibility (CSR):** Everest Fleet is also involved in various CSR initiatives, focusing on community development and environmental sustainability. They aim to reduce their carbon footprint by investing in eco-friendly vehicles and other sustainable practices.

Market Position:

Everest Fleet has positioned itself as a key enabler in the Indian ride-hailing market, helping platforms like Uber expand their reach and maintain high service standards. Their ability to scale operations, manage large fleets efficiently, and maintain a strong focus on quality has made them a leader in this space.

CHAPTER 2. COMPANY PROFILE -

Name	- Everest Fleet Pvt. Ltd.
Add	- Sush Pashan Road, Village- Sus, Dist. - Pune 411021
Establishment	- 2016
Headquarters	- Mumbai (Thane), Maharashtra, India
Industry	-Fleet Management, Ride-Hailing Services

Key Services:

- Fleet Management for ride-hailing platforms
- Driver Recruitment, Training, and Management
- Vehicle Maintenance and Compliance
- Technology Integration for Fleet Operations

Primary Market: India

Major Partnerships: Uber India

Overview:

Everest Fleet Pvt. Ltd. is a rapidly growing company in the fleet management sector, with a strong focus on the ride-hailing industry. Established in 2016, Everest Fleet has made significant strides in providing well-maintained, fuel-efficient vehicles to ride-hailing platforms, with Uber being one of their primary partners.

Vision and Mission:

- **Vision:** To be the leading fleet management company in India, known for its high standards of service, safety, and operational efficiency.
- **Mission:** To provide top-notch fleet management services that ensure a reliable, safe, and comfortable ride experience for end-users, while supporting drivers with the best tools, training, and support.

Key Features:

- **Fleet Size:** A large and growing fleet of vehicles, including various models that cater to the needs of ride-hailing customers.
- **Driver Base:** A vast network of trained drivers who are regularly assessed for performance, safety, and customer service.
- **Technology Integration:** Utilizes advanced technology for fleet tracking, driver management, and maintenance scheduling, ensuring seamless operations.

- **Operational Efficiency:** Strong emphasis on maintaining high vehicle uptime, efficient route management, and minimizing operational costs.
- **Sustainability:** Commitment to environmental sustainability through the use of fuel-efficient vehicles and practices aimed at reducing the carbon footprint.

Management:

Everest Fleet is led by a team of industry veterans with extensive experience in transportation, logistics, and technology. Their leadership has been instrumental in scaling the company's operations across multiple cities in India.

Achievements:

- Successfully established a strong presence in major Indian cities like Mumbai, Pune, Bangalore, and others.
- Recognized as a key partner by Uber India for consistently maintaining high service standards.
- Rapid expansion of the fleet size and driver base, contributing to the company's growth trajectory.

Corporate Social Responsibility (CSR):

Everest Fleet is actively involved in CSR initiatives that focus on community welfare, driver support, and environmental conservation. The company is committed to contributing positively to society while growing its business.

Future Plans:

- **Expansion:** Everest Fleet aims to expand its operations to more cities across India and increase its fleet size to meet growing demand.
- **Sustainability:** The company plans to invest in more eco-friendly vehicles, including electric vehicles (EVs), as part of its sustainability strategy.
- **Technology Upgrades:** Continued investment in technology to enhance fleet management, driver support, and customer satisfaction.

Contact Information:

- **Website:** Everest Fleet Pvt. Ltd.
- **Head Office:** Mumbai, Maharashtra, India
- **Customer Support:** Available via website contact form or customer service numbers.

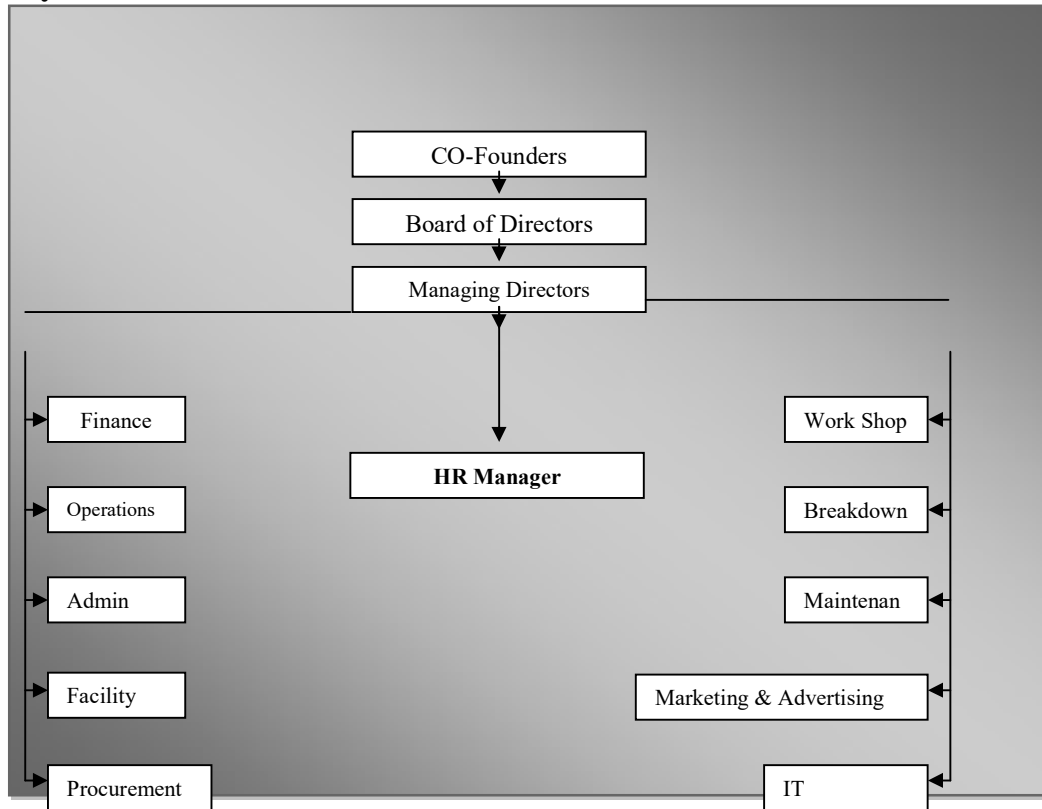
Everest Fleet's commitment to quality, safety, and innovation has positioned it as a leader in the fleet management industry, particularly in the ride-hailing sector.

Key Persons	- Siddharth Ladsariya	Co-Founder& CEO
	Himani Ladsariya	Co-Founder & CTO
	Anand Chheda	Co-Founder & COO

- HR Departments of Company-

Sr. No.	Name of Department	Head of Department
1	Manager Human Resource (Corporate Office)	Ms. SariksGundeti
2	Manager HR -Operation (Corporate Office)	Ms.Nndani Singh
3	Manager – Recruitment (Corporate Office)	Mr. Sajin Fardanice
4	Sr. HR Executive (Baner Office)	Ms. Vaisali Kamble
5	HR Executive Payroll (Corporate Office)	Ms. Rajvir Kaur
6	HR Executive Compliances (Corporate Office)	Mr. Shivam Dube

Company Structure-



CHAPTER 3- PROJECT OBJECTIVE AND SCOPE

Project Objective:

The primary objective of this project is to analyze the Human Resource (HR) policies of a selected organization to determine their effectiveness in meeting both organizational goals and employee needs. The analysis aims to:

- 2.1 Assess Policy Effectiveness:** Evaluate how well the current HR policies support key HR functions such as recruitment, training, performance management, compensation, employee relations, and compliance with labor laws.
- 2.2 Identify Gaps and Challenges:** Identify any gaps, inconsistencies, or areas of concern in the existing HR policies that may hinder the organization's performance or employee satisfaction.
- 2.3 Evaluate Alignment with Strategic Goals:** Determine how well the HR policies align with the organization's strategic objectives, values, and culture.
- 2.4 Benchmark Against Best Practices:** Compare the organization's HR policies with industry standards and best practices to highlight areas for improvement or innovation.
- 2.5 Provide Recommendations:** Offer actionable recommendations to enhance the HR policies, ensuring they contribute effectively to employee engagement, retention, productivity, and legal compliance.

Project Scope:

The scope of this project includes:

- 3.1 Organization Selection:** The analysis will focus on a specific organization, which could be selected based on availability of data or relevance to the study.
- 3.2 HR Policy Areas Covered:** The project will review and analyze HR policies across various key areas, including:
 - Recruitment and Selection
 - Training and Development
 - Performance Management
 - Compensation and Benefits
 - Employee Relations and Grievance Handling
 - Compliance with Labor Laws
 - Diversity and Inclusion
 - Health, Safety, and Well-being

3.3 Data Collection Methods:

- Review of organizational HR documents such as employee handbooks, HR manuals, and policy documents.
- Interviews or surveys with HR professionals, managers, and employees.
- Analysis of existing reports and records related to HR practices and outcomes.

4 Comparative Analysis:

- 4.1 Benchmark the organization's HR policies against industry standards and best practices.
- 4.2 Evaluate the impact of these policies on key HR metrics such as employee turnover, engagement, and productivity.

5 Analysis Methodology:

- 5.1 Use qualitative and quantitative analysis to assess the effectiveness and alignment of HR policies.
- 5.2 Identify patterns, strengths, weaknesses, and potential risks in current HR practices.

6 Recommendations:

Based on the analysis, propose specific recommendations for improving HR policies to better align with organizational goals and employee needs.

7 Limitations:

Acknowledge any limitations, such as access to data, time constraints, or potential biases in feedback from participants.

8 Deliverables:

A comprehensive project report that includes an executive summary, detailed analysis, findings, and actionable recommendations for improving HR policies.

9 Timeline:

The project will be conducted over a defined period, with key milestones for data collection, analysis, and report submission.

This project will enable a deep understanding of how HR policies impact organizational effectiveness and employee satisfaction, and will provide insights into how these policies can be optimized for better outcomes.

THEORETICAL BACKGROUND

Basic Concept-

Human Resource Management-

We often hear the term Human Resource Management, Employee Relations and Personnel Management used in the popular press as well as by Industry experts. Whenever we hear these terms, we conjure images of efficient managers busily going about their work in glitzy offices. In this article, we look at the question “what is HRM?” by giving a broad overview of the topic and introducing the readers to the practice of HRM in contemporary organizations. Though as with all popular perceptions, the above imagery has some validity, the fact remains that there is much more to the field of HRM and despite popular depictions of the same, the “art and science” of HRM is indeed complex. We have chosen the term “art and science” as HRM is both the art of managing people by recourse to creative and innovative approaches; it is a science as well because of the precision and rigorous application of theory that is required.

As outlined above, the process of defining HRM leads us to two different definitions. The first definition of HRM is that, ***“it is the process of managing people in organizations in a structured and thorough manner.”*** This covers the fields of staffing (hiring people), retention of people, pay and perks setting and management, performance management, change management and taking care of exits from the company to round off the activities. This is the traditional definition of HRM which leads some experts to define it as a modern version of the Personnel Management function that was used earlier.

The second definition of HRM encompasses the management of people in organizations from a macro perspective i.e. ***“managing people in the form of a collective relationship between management and employees.”*** This approach focuses on the objectives and outcomes of the HRM function. What this means is that the HR function in contemporary organizations is concerned with the notions of people enabling, people development and a focus on making the “employment relationship” fulfilling for both the management and employees.

These definitions emphasize the difference between Personnel Management as defined in the second paragraph and human resource management as described in the third paragraph. To put it in one sentence, **personnel management is essentially “workforce” centered whereas human resource management is “resource” centered.** The key difference is HRM in recent times is about fulfilling management objectives of providing and deploying people and a greater emphasis on planning, monitoring and control.

Whatever the definition we use the answer to the question as to “what is HRM?” is that it is all about people in organizations. No wonder that some MNC’s (Multinationals) call the HR managers as People Managers, People Enablers and the practice as people management. In the 21st century organizations, the HR manager or the people manager is no longer seen as someone who takes care of the activities described in the traditional way. In fact, most organizations have different departments dealing with Staffing, Payroll, and Retention etc. Instead, the HR manager is responsible for managing employee expectations vis-à-vis the management objectives and reconciling both to ensure employee fulfillment and realization of management objectives.

In conclusion, this article has briefly touched upon the topic of HRM and served as an introduction to HRM. We shall touch upon the other topics that this field covers in other articles.

Scope of HRM-

Human resources are undoubtedly the key resources in an organization, the easiest and the most difficult to manage! The objectives of the HRM span right from the manpower needs assessment to management and retention of the same. To this effect Human resource management is responsible for effective designing and implementation of various policies, procedures and programs. It is all about developing and managing knowledge, skills, creativity, aptitude and talent and using them optimally.

Human Resource Management is not just limited to manage and optimally exploit human intellect. It also focuses on managing physical and emotional capital of employees. Considering the intricacies involved, the scope of HRM is widening with every passing day. It covers but is not limited to HR planning, hiring (recruitment and selection), training and

development, payroll management, rewards and recognitions, Industrial relations, grievance handling, legal procedures etc. In other words, we can say that it's about developing and managing harmonious relationships at workplace and striking a balance between organizational goals and individual goals.

The scope of HRM is extensive and far-reaching. Therefore, it is very difficult to define it concisely. However, we may classify the same under following heads:

HRM in Personnel Management:

This is typically direct manpower management that involves manpower planning, hiring (recruitment and selection), training and development, induction and orientation, transfer, promotion, compensation, layoff and retrenchment, employee productivity. The overall objective here is to ascertain individual growth, development and effectiveness which indirectly contribute to organizational development.

It also includes performance appraisal, developing new skills, disbursement of wages, incentives, allowances, traveling policies and procedures and other related courses of actions.

HRM in Employee Welfare:

This particular aspect of HRM deals with working conditions and amenities at workplace. This includes a wide array of responsibilities and services such as safety services, health services, welfare funds, social security and medical services. It also covers appointment of safety officers, making the environment worth working, eliminating workplace hazards, support by top management, job safety, safeguarding machinery, cleanliness, proper ventilation and lighting, sanitation, medical care, sickness benefits, employment injury benefits, personal injury benefits, maternity benefits, unemployment benefits and family benefits.

It also relates to supervision, employee counseling, establishing harmonious relationships with employees, education and training. Employee welfare is about determining employees' real needs and fulfilling them with active participation of both management and employees. In addition to this, it also takes care of canteen facilities, crèches, rest and lunch rooms, housing, transport, medical assistance, education, health and safety, recreation facilities, etc.

HRM in Industrial Relations:

Since it is a highly sensitive area, it needs careful interactions with labor or employee unions, addressing their grievances and settling the disputes effectively in order to maintain peace and harmony in the organization. It is the art and science of understanding the employment (union-management) relations, joint consultation, disciplinary procedures, solving problems with mutual efforts, understanding

+ human behavior and maintaining work relations, collective bargaining and settlement of disputes.

The main aim is to safeguarding the interest of employees by securing the highest level of understanding to the extent that does not leave a negative impact on organization. It is about establishing, growing and promoting industrial democracy to safeguard the interests of both employees and management.

The scope of HRM is extremely wide, thus, cannot be written concisely. However, for the sake of convenience and developing understanding about the subject, we divide it in three categories mentioned above.

Process in HRM-

The efficient designing of these processes apart from other things depends upon the degree of correspondence of each of these. This means that each process is subservient to other. You start from Human resource Planning and there is a continual value addition at each step. To exemplify, the PMS (Performance Management System) of an organization like Infosys would differ from an organization like Wal-Mart. Lets study each process separately.

Human Resource Planning:

Generally, we consider Human Resource Planning as the process of people forecasting. Right but incomplete! It also involves the processes of Evaluation, Promotion and Layoff.

Recruitment: It aims at attracting applicants that match a certain Job criterion.

Selection: The next level of filtration. Aims at short listing candidates who are the nearest match in terms qualifications, expertise and potential for a certain job.

Hiring: Deciding upon the final candidate who gets the job.

Training and Development: Those processes that work on an employee onboard for his skills and abilities up-gradation.

Employee Remuneration and Benefits Administration:

The process involves deciding upon salaries and wages, Incentives, Fringe Benefits and Perquisites etc. Money is the prime motivator in any job and therefore the importance of this process. Performing employees seek raises, better salaries and bonuses.

Performance Management:

It is meant to help the organization train, motivate and reward workers. It is also meant to ensure that the organizational goals are met with efficiency. The process not only includes the employees but can also be for a department, product, and service or customer process; all towards enhancing or adding value to them.

Nowadays there is an automated performance management system (PMS) that carries all the information to help managers evaluate the performance of the employees and assess them accordingly on their training and development needs.

Employee Relations:

Employee retention is a nuisance with organizations especially in industries that are hugely competitive in nature. Though there are myriad factors that motivate an individual to stick to or leave an organization, but certainly few are under our control.

Employee relations include Labor Law and Relations, Working Environment, Employee health and safety, Employee- Employee conflict management, Employee- Employee Conflict Management, Quality of Work Life, Workers Compensation, Employee Wellness and assistance programs, Counseling for occupational stress. All these are critical to employee retention apart from the money which is only a hygiene factor.

All processes are integral to the survival and success of HR strategies and no single process can work in isolation; there has to be a high level of conformity and cohesiveness between the same.

Performance management:

The very mention of appraisals, reviews and ratings is enough to make seasoned professionals cringe and rejoice alike. For some, these are occasions when they would come out smiling out of the review whereas for others, there is nothing memorable about the whole process. So, what is it that is so important about performance management? For starters, performance management is the process of reviewing an employee's performance during the preceding year or cycle and deciding where he or she stands as far as their peers in the same band are concerned. The process of reviewing results, arriving at a rating and then deciding upon the bonus or salary hike is what performance management is all about. Before we look at the topic sentence, it is important to understand what goes into the decision-making process and who is involved in the same. Typically, the process of performance management starts a month or two before the appraisal cycle ends. The appraisal cycle can be half-yearly or yearly depending upon the policies of the organization. Further, the appraisal cycle can be based on the calendar year or the financial year i.e. it can run from April to March of the following year or January to December of the same year. In the same vein, it can be half-yearly as well. There are different rounds to the appraisal process.

In the first round, the people who participate in an employee's appraisal are the employee and his or her manager. In this round, the manager gives a frank assessment of the employee's performance after giving a chance to the employee to self-assess.

The second round consists of the manager and the manager's manager. This round is mostly about deciding the band in which the employee falls post the rating and in comparison, with his or her peers. This process of rationalizing the employee's performance with others is called "normalization". In some organizations, this takes place in the third round where the HR manager is involved as well. In any case, the ratings cannot be decided without the HR manager's assent to the same. Once these rounds are over, the bonus level or the salary hike are decided.

What we have described in the above paragraphs is the way the system "ought" to work. However, as any HR professional or Industry magazines would tell you, the performance management process as it exists in many organizations leaves a lot to be desired. In fact, surveys and studies have found that the majority of employee's who quit organizations do so because of differences over their ratings. In other words, attrition is in

many cases a direct consequence of the way in which the performance management process is managed.

The question as to why this happens can be best understood if we understand the dynamics inherent in the process. For instance, despite exhortations from HR professionals and experts about letting personal biases and prejudices affect the process, in many cases, if the manager and the employee do not see eye to eye on many issues, the appraisal and the ratings are the place where this difference of opinion comes out into the open. Further, the organizations are themselves to blame in some cases as the process of “normalization” means a “winner takes all” approach which leaves the moderate performers bracketed with the poor performers. The point here is not to belittle the competitive environment that is the reason for this. On the other contrary, what is needed is a more holistic approach towards performance management that takes into account the varying needs of employee’s and a broader appreciation of differing working styles and motivations.

Hiring strategies-

People are the lifeblood of any organization. Whether the organization is in the traditional sectors like manufacturing or it is a “new economy” based one like IT and ITES, it needs to be staffed with people of caliber and mettle. Hence, the kind of people that an organization hire is critical to the success of the organization. In this respect, the hiring strategies followed by organizations take on prominence in the competitive business environment.

Hiring can take place in many ways and at many levels. It can be for entry level positions or “lateral” hiring where people with experience are taken on board. Further, hiring people can be based on competitive exams (entry level) and the personal approach favored by HR managers for senior level positions. In recent times, hiring for the entry level has taken on an entirely new dimension with the campus recruitment procedures that rely on getting the best talent available from the different recourses wishing to hire for entry level positions. The other way of hiring is through selective approach where the Staffing department entrusts the placement consultants with the task of identifying potential employees by picking “profiles” from employee databases and the consultants own database as well. As outlined above, the different hiring strategies are for different levels in the organization. The most niche hiring takes place at senior levels where the essence is discreetness and hence dedicated consultants or HR professionals approach people at higher levels on a one-one basis.

Whatever be the hiring strategy deployed, the essential components of the process remain more or less the same. These include choosing from the available candidates, taking a decision as to the pay and perks, making an offer and finally, getting them “on board”. The hiring process ranges from as less a month or so to draw out affairs for niche placement. The strategic imperatives that underpin hiring depend on the ability of the organization to effectively leverage its reputation, flexibility in the roles that are available, availability of skilled resources and finally, the package that the organization is willing to offer.

Most debates in organizations on the hiring process hinge on the length of time it takes to hire a person for a particular role and the package that the organization is willing to offer. The term “fitment” is often used as HR jargon which is all about whether a particular person is suitable for the role that is being filled and how well he or she “fits” the job profile.

One of the reasons for attrition in organizations is the fact that many employees join them with a set of assumptions about their role only to have their hopes dashed in reality. Hence, in recent times, industry experts have focused on this aspect of ensuring that people are hired only if they are of the right fit.

In conclusion, hiring people is a key component of a company's internal strategy and hence something that needs detailed attention and focus. We have touched upon the hiring strategies and the overview of the process. In subsequent articles, we would explore the topic further.

Retention strategies-

Any employee retention strategy would necessarily include a plan for redressing employee grievances and ways and means to address employee issues. This would mean that the employees would be enabled to take their issues regarding pay, their work, their role etc. to the HR manager for each division and expect to get a fair hearing in the process. There should be a plan where the HR manager in conjunction with the manager of the employee who has raised the issue works towards resolving the issue.

Training and development: -

Training and development is vital part of the human resource development. It is assuming ever important role in wake of the advancement of technology which has resulted in ever increasing competition, rise in customer's expectation of quality and service and a subsequent need to lower costs. It is also become more important globally in order to prepare workers for new jobs. In the current write up, we will focus more on the emerging need of training and development, its implications upon individuals and the employers.

Noted management author Peter Drucker said that the fastest growing industry would be training and development as a result of replacement of industrial workers with knowledge workers. In United States, for example, according to one estimate technology is de-skilling 75 % of the population. This is true for the developing nations and for those who are on the threshold of development. In Japan for example, with increasing number of women joining traditionally male jobs, training is required not only to impart necessary job skills but also for preparing them for the physically demanding jobs. They are trained in everything from sexual harassment policies to the necessary job skills.

The Role of the Manager-

The manager has a duty to ensure that his or her management of the employees is free of biases and prejudices. It's been the case across industries and verticals where the employees feel discriminated against leading to attrition, lower employee morale and in the extreme cases, lawsuits against the company. Hence, the manager has to "walk the talk" and not simply pay lip service to the company's policies on employee performance. During the course of working together as a team, there are bound to be instances where friction between the manager and the team and within the team manifests itself. It is incumbent upon the manager to ensure that this does not morph into a corrosive effect that threatens the very existence of the team.

The Role of the Employee-

The above section looked at the role of the manager. The manager has a duty to manage the team effectively and so does the employee have corresponding responsibilities as well. Absenteeism, Shirking Work, A negative attitude and a blasé approach to work are some things that the employee must avoid. It is helpful to the employee to know that once he or she is categorized as having an attitude problem, then it would be difficult for the employee to break the perception and perform effectively. This does not mean that the employee has to take whatever comes his or her way. The point here is that the employee must use the channels available for redressal instead of sulking at work if he or she has grievances about the manager.

Organizational Focus-

Though the role of the HR manager and the organization seems to be relatively small, it is a fact that organizational goals and culture play a very important part in ensuring that employee performance is managed to the benefit of the organization. Most of us have read about or heard the benefits of working for MNC's (Multinational Companies) in India. The reason why they are highly talked about is the perception among potential and aspiring employees that these companies treat their people well. Though the point here is not to belittle Indian companies, the objective of this section is to highlight the ways in which organizations can shape the treatment of people in theory and practice.

Managing employee relation-

Literally speaking employee relations consists of all those areas in Human resource Management that involves general relationship with the workforce. This may be in the form of collective or mutual agreements that leads to the formation of trade unions or through policies and procedures for employee engagement and communication.

The increased growth of workforce diversity has led to a need for continuous changes in HR practices and policies. Managing human relations has become the most difficult challenge that the managers are facing today. Conflicts within the organization, small or large have become inevitable. This can be overcome by developing sound interpersonal and conflict management skills within you.

Furthermore, employee relations strategies are made in order to overcome these problems. These strategies define the objectives of the organization to manage its relationships with employee and all other organizations. These strategies are aimed at enhancing the overall quality of employee management and ensuring their participation and continuous improvement.

Establishing and maintaining harmonious relationships with employees, managers need to develop skills that focus on interpersonal communication and conflict management. In addition to this, they need to define and establish such policies and procedures that go well with the diversity of workforce. It is evident that maintaining diverse workforce and understand their psychology has been emerged as one of the biggest challenges for managers. The impact of globalization can be seen on every organization and in every part of the world.

In today's times, it is really the toughest business for managers to deal efficiently with employees. Failing to do so can result in high attrition rate. To retain and get the maximum output from them, managers need to improve their skills such as active listening, effective communication, acceptability, adaptability, decision-making and conflict management. These are the core skills that supervisors and managers can use tactfully to resolve conflicts among employees or between employees and organization.

However developing or improving above mentioned skills does not guarantee a smooth and conflict-free working environment because conflict is the hard core truth that can not avoided fully. It is but natural to have conflicts and clashes where different people from different backgrounds and cultures come together and work. Still, we can focus on developing these skills in order to manage employee relations to the extent possible:

Interpersonal Skills:Effective communication is an art as well science to mend spoiled relationships among employees as well as between employee and employer. This is the foundation for all the actions taken by a manager to establish and manage human relations in an organization. Working with diverse workforce, understanding their psychologies, needs and requirements requires tremendous amount of effort as well as interaction. It is the first step to break the ice and move ahead in a positive direction. It helps managers create a peaceful working environment in the organization.

Conflict Management: Learning to manage conflicts can help managers resolve employee relations issues quickly and effectively. Listening patiently both the sides and arriving upon a decision that can satisfy both parties can help greatly. A manager should avoid jumping straight to the conclusion, making hasty decisions and boosting the ego of one party. This can lead to bigger or never-ending conflict. Effective communication, efforts to reach to the truth and making right decisions are some of the qualities that a manager needs to possess to resolve the conflicts among employees forever.

Employees are the most important assets of any organization-big or small. Managing employee relations effectively can help organizations achieve their goals faster.

Participative Management: -

A basic understanding of participative management: -

Participative Management refers to as an open form of management where employees are actively involved in organization's decision-making process. The concept is applied by the managers who understand the importance to human intellect and seek a strong relationship with their employees. They understand that the employees are the facilitators who deal directly with the customers and satisfy their needs. To beat the competition in market and to stay ahead of the competition, this form of management has been adopted by many organizations. They welcome the innovative ideas, concepts and thoughts from the employees and involve them in decision making process.

Participative Management can also be termed as 'Industrial Democracy', 'Co-determination', 'Employee Involvement' as well as 'Participative Decision Making'. The concept of employee participation in organization's decision making is not new. However,

the idea couldn't gain that much popularity among organizations. Studies have shown that only 3-5 percent of organizations have actually implemented this concept in their daily operations. Though the theory of participative management is as old as the institution of employees and employers still it is not applied by a large proportion of organizations.

The idea behind employee involvement at every stage of decision making is absolutely straight. Open and honest communication always produces good results both for organization as well as workers. Freedom and transparency in company's operations take it to the next level and strengthens the basis of the organization. On the other hand, there are several companies that straightway rule out the possibility of participative decision making process. According to them, employees misuse their freedom of expression and participation in decision making as it provides higher status to employees and empowers them.

However, there are many companies who have embraced this particular style of management and are now getting positive results. Toyota is the best example. The company has been following suggestion schemes and employee involvement procedures for over a decade now. The management receives almost 2,000,000 suggestions and ideas every year and around 95 percent of these are implemented by the company. Who is not aware of Toyota's success rate? Around five thousand improvements per year have made Toyota one of the fastest growing organizations globally. The need is to develop and implement a comprehensive company policy and everything works well.

British Airways is another great example of participatory management. During economic downsizing, employees' suggestions helped them cut annual cost of their operations by 4.5 million pounds. This is just unbelievable. The company would have suffered from huge losses, had it not adopted employees' suggestions. It is right to some extent that employees can misuse industrial democracy but with a proper management of HR functions, this problem can be solved and the operations of organization can be taken to the next level.

Satyam is another great example. It has been implementing company-wide suggestion scheme, 'The Idea Junction', since 2001. A real-time web-based portal is present in Intranet that can be accessed by all its employees all across the globe to support the entire life cycle of an idea right from its generation till its implementation. The main idea behind adopting this management style was to create values and bring sense of belongingness in the employees through ideas, suggestions and complaints. The whole procedure is backed by a strong and comprehensive reward policy that encourages employees to perform better each time.

Employee participation at each level of decision-making process is not at all harmful if managed efficiently. The whole process can be well coordinated and controlled by the sincere and honest efforts of human resource managers.

Scope of participative management: -

The scope of participative style of management certainly depends on the organization, its nature, functions and processes. Though associating employees at every stage of decision-making is not possible still regular exchange of information, ideas, consultations, thoughts, decisions and negotiations between employer and the employees definitely is a boon to the organization. Few of the world's biggest organizations like Toyota, HSBC, British Airways, Satyam, British Gas and Nokia Cellular have achieved considerable profits and value creation

by implementing the most amazing ideas of their employees. Their success witnesses the importance of workers' participation in the process of decision making.

The scope of workers' involvement in managerial decision-making may extend to social, economic and personnel decision making depending upon the requirements of the organization. But there is a difference of opinion about the extent to which employees can participate in managerial decision-making process. Should they be equal partners and make joint decisions or should workers be given opportunities through their seniors to come up with the ideas. The first school of thoughts favors the actual participation of workers while the second school of thoughts suggests the consultation of workers in managerial decision making. It is up to the management to decide which style it prefers and till what extent it requires involvement of employees.

However, if we talk about the scope of workers' participation in social, economic and personnel decision-making, it may have a direct impact on some of the most crucial activities of the organization. Let's read further to understand how these three groups of managerial decision-making can affect any industrial establishment.

Social Decision-Making:

It refers to employee involvement in decision making regarding hours of work, rules and regulations at workplace, welfare measures, workers' safety, employee welfare, health and sanitation. In this category, employees have a say in decisions in these areas. They may take an advantage of their liberty and sometimes, can dominate the management. Here the concept of bounded or restricted participation can work well.

Economic/Financial Decision-Making:

It includes involvement of employees on various financial or economic aspects such as the methods of manufacturing, cost cutting, automation, shut-down, mergers and acquisition and lay-offs. Inviting ideas from employees on various issues like how to cut down the operating cost can work wonders.

Personnel Decision-Making: The employees' participation in personnel decision-making refers to their involvement in various management processes including recruitment and selection, work distribution, promotions, demotions and transfers, grievance handling, settlements, voluntary retirement schemes and so on. Participation of employees in these processes can safeguard their interests and motivate them to work hard for the betterment of self as well as the organization.

Employee participation in decision-making process although is beneficial. However, there may be some limits on it to ensure that they do not take advantage of their liberty and right of participation. There are several ways through which employees can participate in the whole process. Some of them are financial participation, participation through collective bargaining, participation at the board level, participation through ownership, participation through work councils and committees and participation through suggestion schemes. Any one of these ways or processes can be adopted by the management to ensure participation from workers.

Objective of participative management: -

Participative management acts as a force to motivate employees to meet specific organizational goals. The main idea behind this style of management is not only using physical capital but also making optimum utilization of intellectual and emotional human capital. This is the process of involving people in decision making process to ensure that everyone's psychological needs are met. It, in turn, increases the job satisfaction among employees and improves the quality of their work life. Motivated employees are the biggest assets of an organization and participative management is an effective strategy to retain the best talents of the industry.

Participatory Management or co-determination is seen as the quick cure for poor morale, employee attrition, low productivity and job dissatisfaction. However, it may not be appropriate to empower employees at every level but use of joint decision making at certain levels in organization can work wonders. Let us read further to explore the **main objectives to introduce participative style of management in organizations:**

To Make Best Use of Human Capital: Participative management does not restrict organizations to exploit only physical capital of employees. Rather it makes the best use of human intellectual and emotional capital. It gives employees an opportunity to contribute their ideas and suggestions to improve business processes and create a better working environment.

To Meet the Psychological Needs of Employees: When employees have a say in decision making process, it gives them a psychological satisfaction. It is a simple force that drives them to improve their performance, create a proper channel of communication and find practical solutions to design better organizational processes.

To Retain the Best Talent: Participatory management is one of the most effective strategies to retain the best talent in the industry. It gives employees a sense of pride to have a say in organizational decision making process. Once they are valued by their seniors, they stick to the organization and become management's partners in meeting specific goals and achieving success.

To Increase Industrial Productivity: In today's competitive world, motivation, job security and high pay packages are not enough to increase industrial productivity. Leadership, flexibility, delegation of authority, industrial democracy and employee say in decision making are important to increase annual turnover of any organization.

To Establish Harmonious Industrial Relationship: Participatory form of management is an unbeatable tact to establish and maintain cordial relationships with employees and workers union. The success of an organization depends on its human resources. Employee empowerment acts as a strong force to bind the employees and motivate to give them their best to the organization.

To Maintain a Proper Flow of Communication: Two-way communication plays an important role in the success of any organization. Employee participation in decision making ensures proper flow of communication in the organization. Everyone contributes their best and tries to strengthen the organization by contributing their best to improve business processes.

Features of participative management: -

Employees have always been bossed around their managers and told what they are supposed to do. They never had the authority to decide things in the company. Gradually, times are changing and employees are encouraged to participate in organization's decision making process. Management motivates them to come up with ideas and suggestions that can make organizational processes far more efficient. The main idea behind adopting participatory form of management is to work together, achieve targeted goals in minimum possible time and stay ahead of competition.

For some companies, participative management is still a foreign subject. The concept is not widespread and is still restricted to a few organizations. They have such a weird perception towards it that they can't even picture it working. The management in such companies doesn't like employees questioning its authority. But the organizations that have successfully adopted this particular style of management they look upon it as a means to achieve their targets and create a sound working environment. The concept is gaining world-wide recognition and popularity day by day.

Some companies still stick to conventional ways of management while others are encouraging employees to contribute to the suggestion box. Let us know about its features and see how participative management can work wonders:

Ethical Dimensions: Participatory management has ethical dimensions and based on morals, principles and values. In this form of management, every one is treated equally when it comes to organizational decision making. It is based on employee empowerment, responsibility sharing and delegation of authority.

Proper Channel of Communication:

Participative form of management encourages two-way communication. It is not only management that decides what employees need to do but it also encourages employees to participate in decision making and give ideas and suggestions to make organizational processes better and more efficient. They are allowed to share their problems, views, ideas and feedback with their managers.

Empowers Employees:

Participative style of management gives employees a chance to participate in management processes. They are encouraged to come up with their views. Gone are the days when employees were bossed around by their managers. Now they are to be treated like co-workers. This provides a higher status to employees as they also have a say in decision making.

Recognition of Human Dignity:

In this form of management, all employees are treated equally irrespective of their designations when it comes to giving ideas and suggestions for organizational decision making process. Employees are no more the servants of managers but are the most important assets of an organization.

Psychological Satisfaction to Employees:

Most of our lives are spent at workplace. It is important for everyone to have psychological satisfaction as far as our employment is concerned. Commitment from the organization, respecting the dignity of individuals and co-determining the company policies are some of the features of participative management that provide psychological satisfaction to employees.

Participative Management is a universally recognized concept but still most organizations hesitate to adopt it. Through this style of management, both the parties, employer and employees, are satisfied. It brings management and employees closer and thus, should be adopted open heartedly.

Benefits of participative management: -

Participative management as a decision-making style is not welcome by one and all! Drivers or Unions, for example do not approve of this. They argue that it is in fact disadvantageous to welfare of the workers because the participative processes give deep insights to the management, which in turn puts the latter in a better bargaining position while dealing with unions.

Denison in the year 1990 elaborated on a large number of benefits of participative management. This is after Kanter made useful contributions in the subject from 1983-1989. According to him participative management allows for innovation and knowledge sharing between the managers and the workers, those who are contiguous to the products being made. They being the closest can give better feedback for quality control, devise efficient manufacturing processes and strategize for the same.

Apart from the above-mentioned workers, Markowitz and Lawler have also worked independently in the field. Nonetheless we may enumerate the **benefits of participative management as follows:**

Innovation and increased efficiency: -The problem-solving process and openness to new ideas can result in innovation. Apart from this as mentioned above there is also knowledge sharing amongst the workers and the managers. This means that those who are part of a certain process at the ground level give inputs for improved efficiency of the same. This has dual implications, helping improve the quality of product and curtailing the cost of manufacture.

Timeliness: There is improved communication between the managers and the workers and between workers across different units. A loophole or flaw is reported in time.

Employee satisfaction and Motivation: Empowering the employees increases their ownership or stake in their work. This increases efficiency and productivity. Consequently there is decreased absenteeism and less employee turnover. This also works in attracting more people towards the organization and the job.

Product quality: A say in decision making means that workers can immediately pin point and suggest remedial measures for improving the efficiency of the process they are apart of. This means that quality control in product or service is exercised for the lowest level.

Less supervision requirements: There is greater focus on management of self with due emphasis of widening one's skill set. One of the major benefits of this is that there is a lesser need of supervision and support staff.

Better grievance redressal: Increased communication paves way for reduced number of grievances and quick and effective resolution of dispute (often on the spot). Union - management relationship is also benefited and strengthened.

Hiring Flexibility: Hiring flexibility is increased as a result of cross training. Increased coordination among team members also offers a comfort zone for the newly hired.

Advantages and disadvantages of participative management-

After having read lots of stuff about participative management and its implementation, lots of questions arise in the mind of the reader. Is participative management really beneficial? What are the pros and cons? What are the challenges involved in implementation? What effect does it have upon ROI, after all change comes at a cost! These and lot more, I am sure. Continue reading for getting your answers.

Advantages of Participative Management: -

Undoubtedly participative approach to management increases the stake or ownership of employees. But there is more to it. The following points elucidate the same.

Increase in Productivity: An increased say in decision making means that there is a strong feeling of association now. The employee now assumes responsibility and takes charges. There is lesser new or delegation or supervision from the manager. Working hours may get stretched on their own without any compulsion or force from the management. All this leads to increased productivity.

Job Satisfaction: In lots of organizations that employ participative management, most of the employees are satisfied with their jobs and the level of satisfaction is very high. This is especially when people see their suggestions and recommendations being implemented or put to practice. Psychologically, this tells the individual employee that, 'he too has a say in decision making and that he too is an integral component of the organization and not a mere worker'.

Motivation: Increased productivity and job satisfaction cannot exist unless there is a high level of motivation in the employee. The vice versa also holds true! Decentralized decisionmaking means that everyone has a say and everyone is important.

Improved Quality: Since the inputs or feedback comes from people who are part of the processes at the lowest or execution level. This means that even the minutest details are taken care of and reported. No flaw or loophole goes unreported. Quality control is thus begun and is ensured at the lowest level.

Reduced Costs: There is a lesser need of supervision and more emphasis is laid on widening of skills, selfmanagement. This and quality control means that the costs are controlled automatically.

Disadvantages of Participative Management:-

There is a flip side to everything; participative management stands no exception to it. Whereas this style of leadership or decision making leads to better participation of all the employees, there are undoubtedly some disadvantages too.

Decision making slows down: Participative management stands for increased participation and when there are many people involved in decision making, the process definitely slows down. Inputs and feedback starts pouring from each side. It takes time to verify the accuracy of measurements which means that decision making will be slowed down.

Security Issue: The security issue in participative management also arises from the fact that since early stages too many people are known to lots of facts and information. This information may transform into critical information in the later stages. There is thus a greater apprehension of information being leaked out.

The advantages seem to outnumber the disadvantages. This however is no assurance that one should blindly adopt it for his/her organization. Organizations are different and therefore the culture, the human resources. A deep understanding of both is required in order to ascertain a decision making style and adopt the same. Participative management cannot work in isolation. It involves each and every member of the organization. For deriving benefits and success out of the same, no single member or employee group can be left out. There are limitations but they arise because there either one or the other group is left out or there is serious communication gap that needs to be taken care of.

Limitations of participative management: -

Participative management is undoubtedly one of the better approaches to management. But like any other style of decision making there are certain limitations. These limitations arise either externally or internally vis-à-vis the implementation.

The following are certain limitations of participative management:

Complexity of Technology and Organizations: Organizations and Technology are so complicated these days that there are specialized workers required for each job. Workers cannot extend beyond a certain limit in participation. There are instances when a certain department or group participates aggressively and a corresponding group acts equally opposite. Then there are limitations at the level at which you work. Workers, for example, can participate in matters pertaining to operations, policy matters remain outside their reach.

Employee's right of not participating: An employee has the right to not participate. Certain people do not believe in the usefulness of participation and therefore opt out of the same. Some labor unions for example question the usefulness of participation reasoning that participation offers the management deep insights into the workers and they may then use it against the latter.

Manipulation: Managers may sometimes use participation to manipulate employees. This may be both conscious and subconscious. Similarly, representatives of the labor unions may also exploit the workers in the name of participation.

Workers Psychology: An existent psyche amongst the employees, that they are the workers and their primary purpose is to serve their masters (management) prevents them from participating. It is therefore of little interest to such people.

General Bias: Resistance to change inside the organization as mentioned earlier is the biggest hurdle to participative management. Managers decline to share power or to delegate apprehending that they may lose authority by doing so. Workers similarly show disinterest in the participation presuming everything to be well in order. Further there is bias from the top management who step back on their promises when they fail to see participation deliver results in quick time.

Trade Unions: Trade unions are integral to the success of participative management; they may be equally detrimental to the success of the same. Most of the trade unions engage in politics and are little bothered about participation. Add to it, the approach of representatives or individuals is also not very favorable. Workers join trade unions for personal rather than organizational reasons. Membership is regarded as a kind of protection against mishaps like accidents, dismissal and other problems whereby union interventions can rescue the worker. Naturally, the motive of participation is diluted.

HR Policies of Everest Fleet Pvt. Ltd company: -

1. Recruitment & selection policy: -

Company has clearly stated Recruitment & Selection policy. Company adopt internal as well as external recruitment source. In internal recruitment source, company use promotion and transfer policy. In external source, company uses advertise media like news paper, labor contractor, and direct application.

For selection, company gives ranking to qualification, experience, skill, and then personality. Company has employee referral scheme which include monetary and non-monetary rewards, depends upon management decision.

Management takes various tests during selection like background checks, psychometric tests, drug screen, and physical test for some post. Company has 6 months probation period.

Company has different interview panel for different level of post, like for lower level- HR manager and Head of the Department are both present. For middle level- HR manager, HOD and Branch Manager are present. Also, for upper level interview City Lead and Chairman, MD, and other Board of Director are present.

2. Training and development policy:-

It is compulsory for all fresh as well as old employees. Company has different training programs like, personal hygiene, waste management, health and safety management, material handling, communication etc. Company has different training officers as well as it ask to outside training officers. Company gives training to employee at month basis. Every employee should have to complete his training properly.

3. Performance Appraisal: -

A performance appraisal or performance evaluation is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives.

Human resource management (HRM) conducts performance management. Performance management systems consist of the activities and/or processes embraced by an organization in anticipation of improving employee performance, and therefore, organizational performance.

Company conducts performance appraisal at least annually.

4. Remuneration plans: -

Remuneration is the total compensation that an employee receives in exchange for the service they perform for their employer. Typically, this consists of monetary rewards, also referred to as wage or salary. A number of complementary benefits, however, are increasingly popular remuneration mechanisms.

5. Promotion: -

According to L.H. Haney, "Promotion may be defined as the process of organizing and planning the finance of a business enterprise under the corporate form."

C.W. Gernstenberg says, "Promotion may be defined as the discovery of business opportunities, and the subsequent organization of funds, property and managerial ability into a business concern for the purpose of making profits therefore." Promotion is considered as putting an idea into practice.

In this company, promotion is based on merit- cum seniority.

6. Industrial relations: -

Industrial relation is a multidisciplinary field that studies the employment relationship. Industrial relations are increasingly being called employment relations because of the importance of non-industrial employment relationships. Many outsiders also equate industrial relations to labour relations. Industrial relations studies examine various employment situations, not just ones with a unionized workforce.

Industrial relation has three faces: science building, problem solving, and ethical. In the science building phase, industrial relations is part of the social sciences, and it seeks to understand the employment relationship and its institutions through high-quality, rigorous research. In this vein, industrial relations scholarship intersects with scholarship in labor economics, industrial sociology, labor and social history, human resource management, political science, law, and other areas. In the problem solving phase, industrial relations seeks to design policies and institutions to help the employment relationship work better. In the ethical phase, industrial relations contains strong normative principles about workers and the employment relationship, especially the rejection of treating labor as a commodity in favor of

seeing workers as human beings in democratic communities entitled to human rights. The term human relations refer to the whole field of relationship that exists because of the necessary collaboration of men and women in the employment process of modern industry. It is that part of management which is concerned with the management of enterprise - whether machine operator, skilled worker, or manager. It deals with either the relationship between the state and employers and workers organization or the relation between the occupational organizations themselves.

7. Occupational health & safety: -

Occupational safety and health (OSH) is a cross-disciplinary area concerned with protecting the safety, health and welfare of people engaged in work or employment. The goals of occupational safety and health programs include fostering a safe and healthy work environment. OSH may also protect co-workers, family members, employers, customers, and many others who might be affected by the workplace environment.

8. Work discipline (Progressive Discipline): -

Progressive Discipline is a system of discipline where the penalties increase upon repeat occurrences.

This term is often used in an employment or human resources context where rather than terminating employees for first or minor infractions, there is a system of escalating responses intended to correct the negative behavior rather than to punish the employee.

The typical stages of progressive discipline in a workplace are:

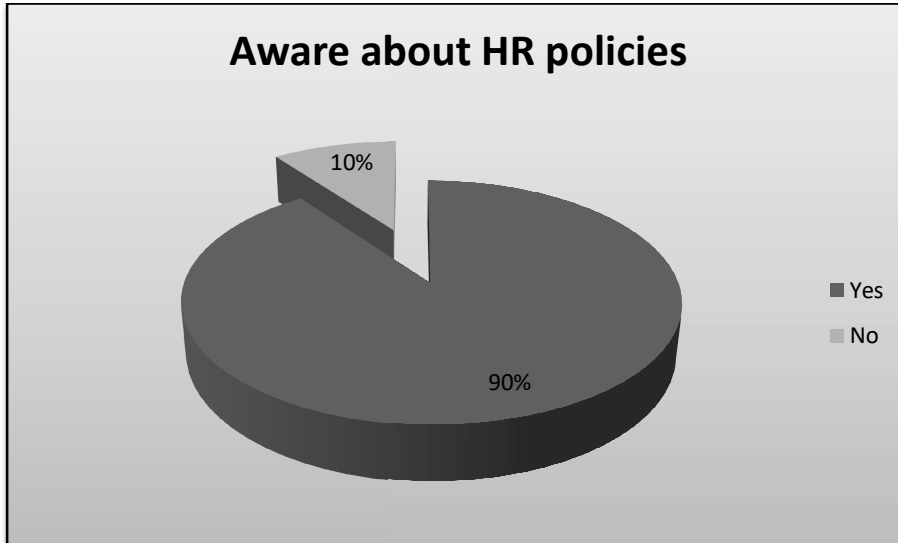
Counseling or a verbal warning;
A written warning;
Suspension or demotion;
Termination.

The stage chosen for a particular infraction will depend on a variety of factors that include the severity of the infraction, the previous work history of the employee and how the choice will affect others in the organization.

CHAPTER 4-DATA ANALYSIS AND INTERPRETATION

Employee opinion for HR policies:-

1. Employees aware about HR policies:-



90 % employees are aware about HR policies and 10% are not aware about HR policies.

2. Opinion about Recruitment & Selection policy:-



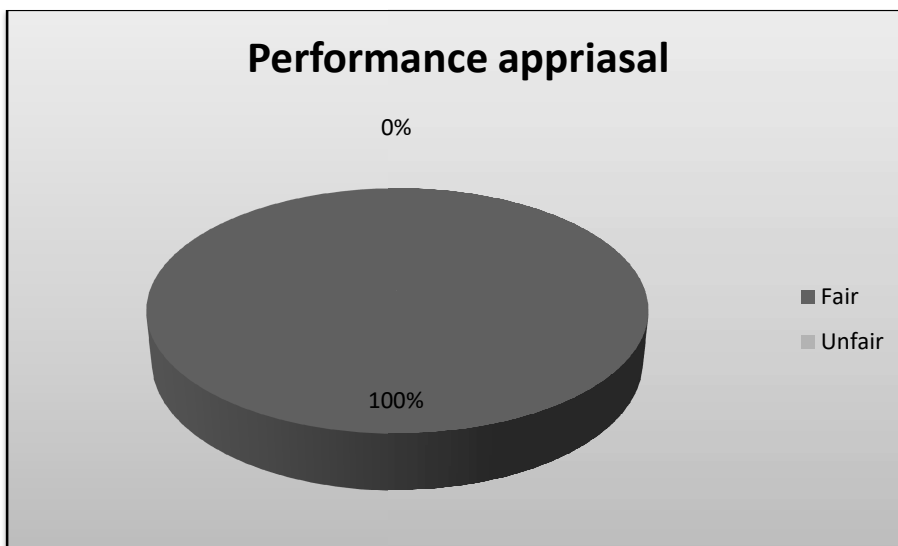
100% employees are thinking that, recruitment and selection policy of company is fair.

3. Opinion about training given by company:-



100 % employees are satisfied with training policy of company. Employees get enough training at right time in right manner.

4. Opinion about performance appraisal of employee:-



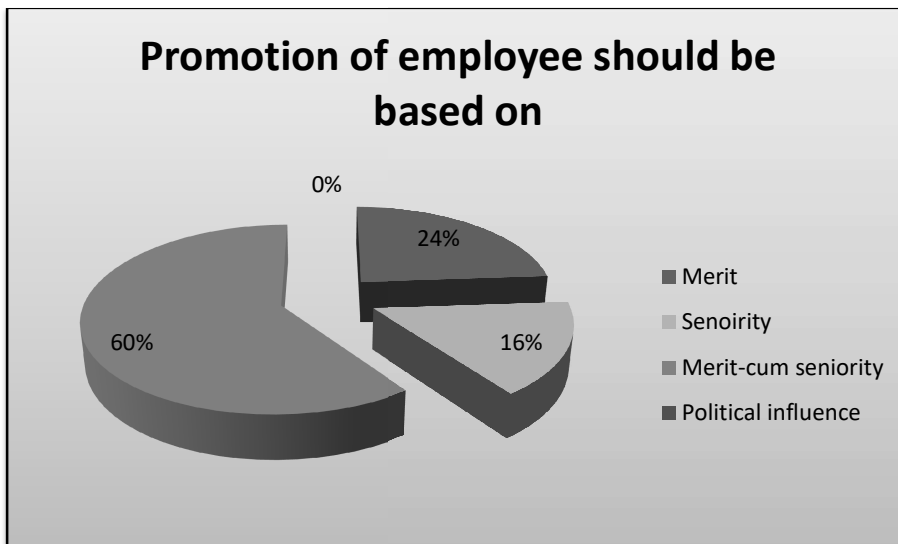
Company makes performance appraisal of each employee at specific period. Employees think performance appraisal of employee will help them in their future. So, 100% employees are satisfied with performance appraisal of company.

5. Opinion about remuneration plans designed to motivate employees:-



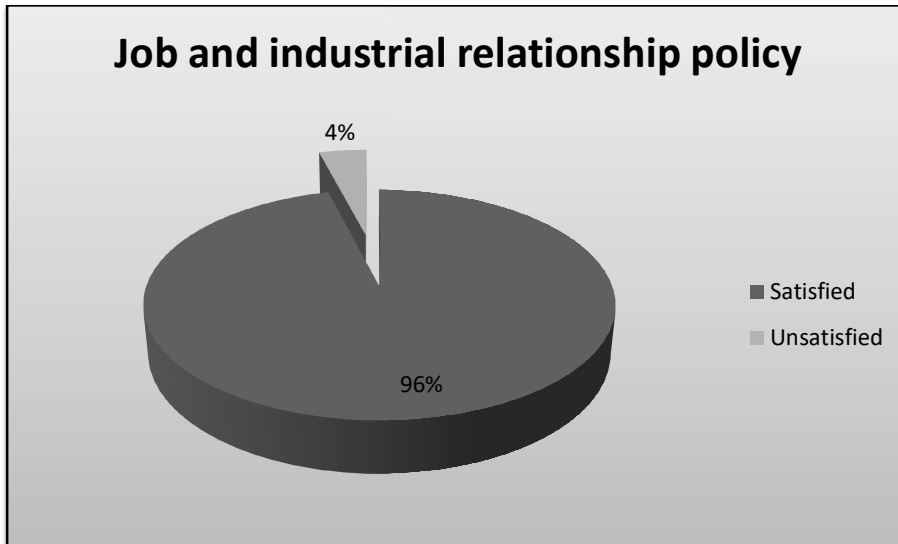
90% employees are satisfied with remuneration plans to motivate employees, where 10% are not satisfied.

6. Promotion of employee should be based on:-



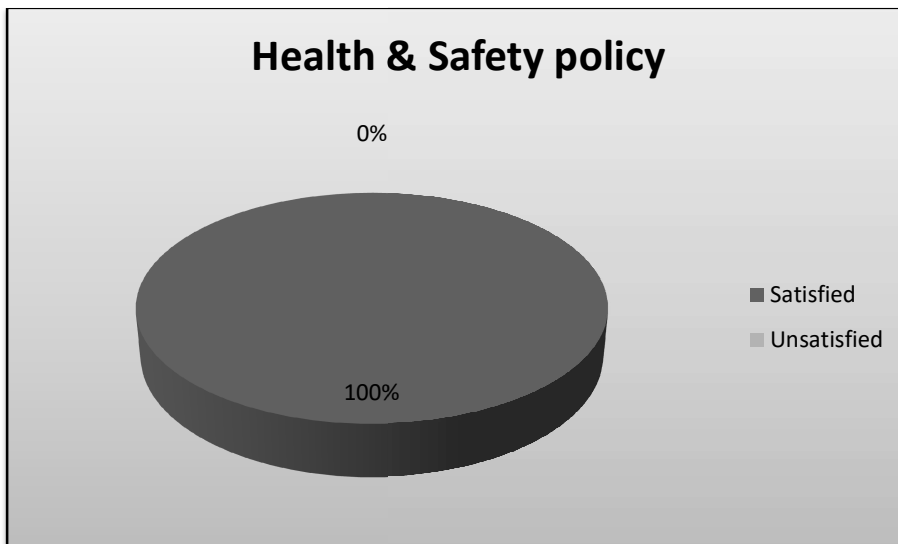
Here, 24% employees think promotion should based on merit, 16% think it should based on seniority where as 60% think it should be based on merit-cum seniority. No any employee want promotion should base on political influence.

7. Job and industrial relationship policy:-



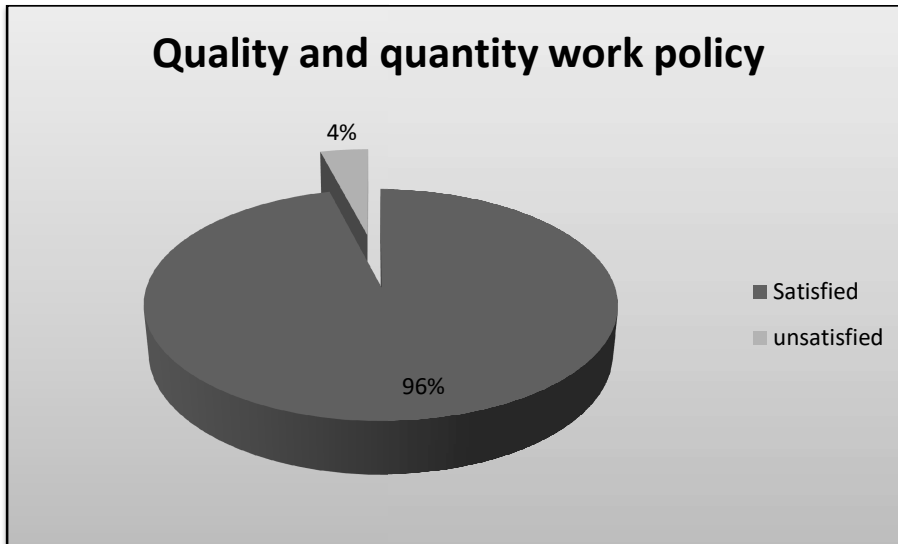
96% employees are satisfied with job and industrial relationship policy where as 4% employees are not satisfied with job and industrial relationship policy.

8. Health & Safety policy:-



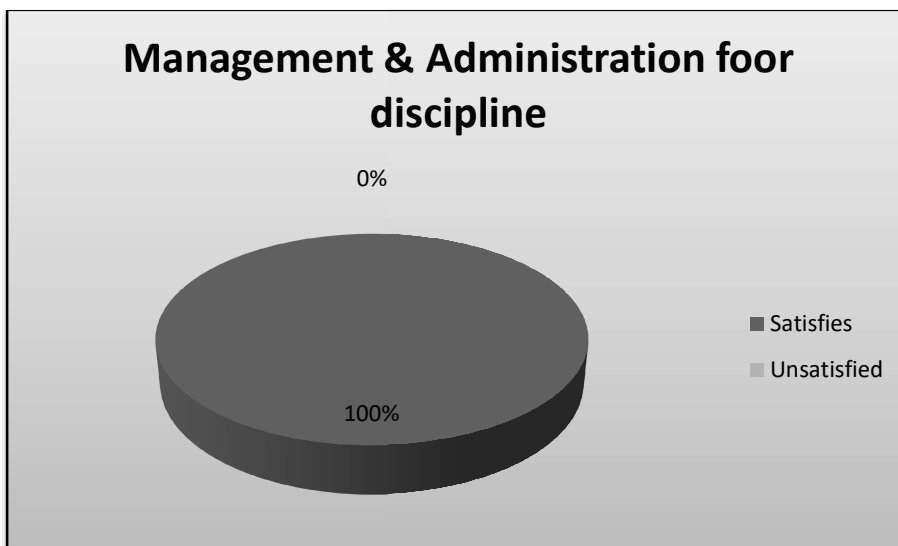
Above data shows that company has good health & safety policy for employee. 100% employees are satisfied with company's health and safety policy.

9. Quality and quantity work policy:-



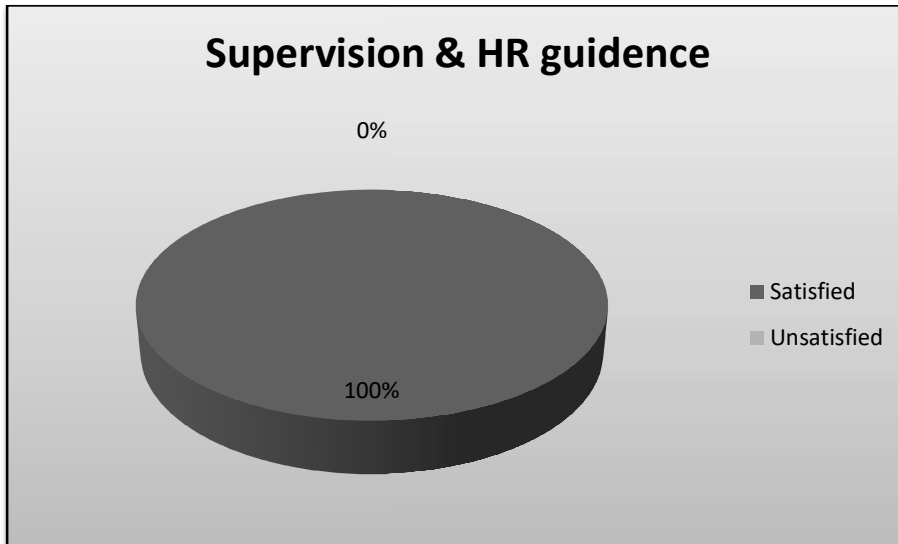
96% employees are satisfied with quality and quantity work policy, and 4% are not satisfied with it.

10. Office management and Administrative for Discipline process:-



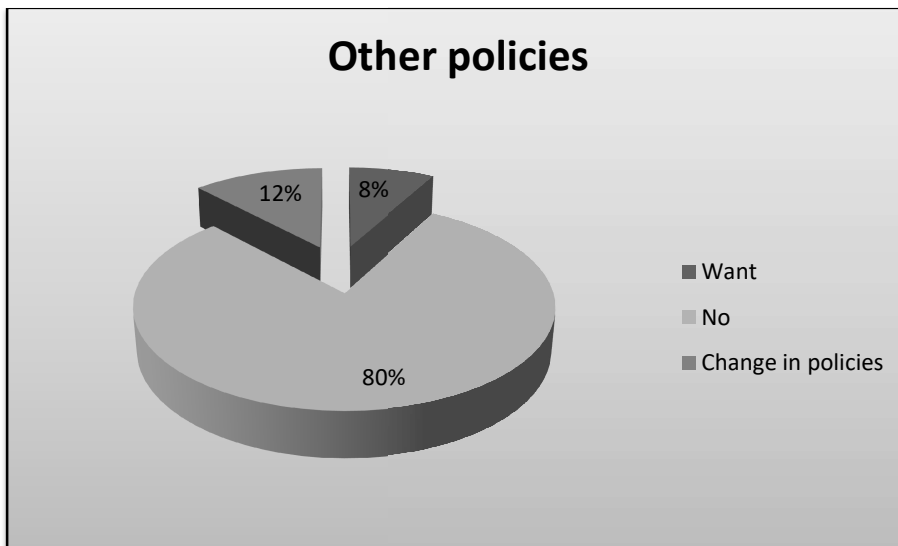
100% employees are satisfied with management and administration for discipline policy of company.

11. Supervision & HR guidance:-



100% employees get proper supervision and they are satisfied with personal guidance of HR for their respective work.

12. Other policies:-



8% employees want other policies like computer, traveling, education etc. 80% are satisfied with current policies, where as 12% wants to change in current performance appraisal, canteen, accommodations policies.

EVERESTFLEET (RECRUITMENT & SELECTION POLICY)

INTRODUCTION : This Process deals with the recruitment and appointment of a right candidate for right job at EFPL.

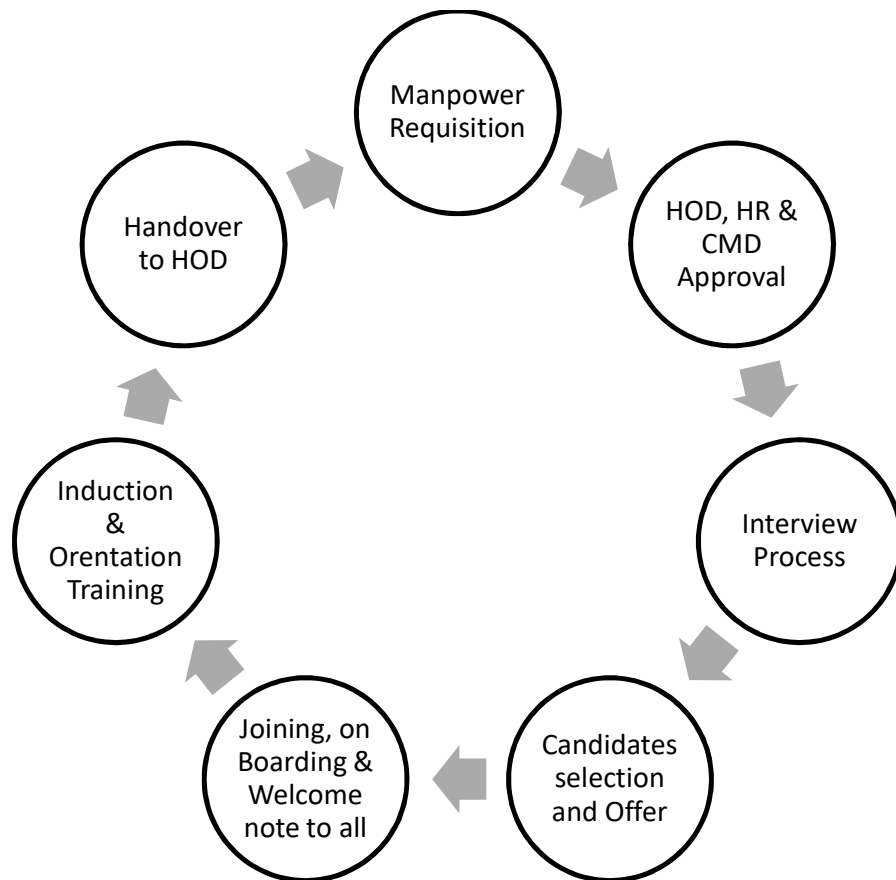
PURPOSE : To fulfill the present and future manpower requirement of the EFPL and to regularize the new recruit on payroll of the organization.

SCOPE : This document covers the procedure to be followed for recruitment and regularizing the employees at EFPL.

1. HODs will generate manpower requirement with desired Job Description (JD) in standard Manpower Requisition Form (MRF) & will submit to HR Department.
2. On the basis of vacancy need, HR will discuss jointly with HOD & GM/ BU Head and cross check the actual need of manpower or if there is possibility of internal adjustment like transfer from internal sources, or additional responsibility to colleagues working in same department.
3. If above alternatives are not possible then HR will take approval from BRANCH HEAD and will source the desired candidates with job portal, private placement agencies, internal reference, etc. by providing them desired profile of required candidate.
4. HR will scrutinize the received applications/ CVs as per JD and get it shortlisted from concern HOD within 2 days. HODs will confirm to HR about suitable date and time for conducting interviews of shortlisted candidates also.
5. On the scheduled date & time of interview candidate will be attended by Reception. Reception person will give Application Form to candidate. Then reception will handover candidate's CV attached with Application Form and Candidate Evaluation Form to HR.
6. Interviews will be conducted with concern HOD. HOD will check the desired job knowledge of the candidate and if finds ok then will make the preliminary shortlisting of the candidates for second interview with higher authority (Manager/GM/MD), if needed. Interviewer will put his/her comments on candidate evaluation form. Then papers will come to HR Department.
7. Simultaneously HR will check the References & Background Verification (native reference & HR verification) of the candidate (HR will keep the evidences of verification). If references are found ok then HR will call candidate for second interview. During second interview if candidate found sound then HR will make Salary Negotiation with concern candidate.
8. HR will confirm negotiated Salary/ CTC with GM/ Business Unit Head/ CMD and will confirm Offer and joining details of selected candidate.

9. After the selection procedure from HOD/ HRA, offer letter is issued to the new entrant mentioning the designation, department, date of joining and other documents required for personnel file record.
10. On the candidate's first day of joining- HR will collect all the required documents from candidate mentioned in Joining Formalities SOP.
11. The candidate will be treated according to Joining Formalities SOP where his joining formalities will be done within prescribed period.
12. Punching process will be done on first day only & necessary stationary will be provided to new entrants on the same day as per the requirement.
13. Appointment letter is issued to the new entrant on or before the first week only after completion of joining formalities outlining the terms & conditions of employment, salary structure, designation offered to the candidate, etc.

Process Flow



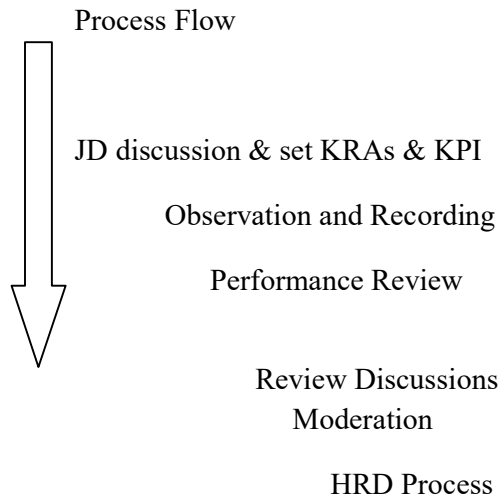
EVEREST FLEET PERFORMANCE APPRIASAL POLICY

PERFORMANCE APPRIASAL POLICY

Objective: This document has been underlined with the intention to outline the performance review process at Accurate Group. It explains the flow of the process, a brief on the various components of the system, explanation of the various Parts of the performance review form etc.

Applicability: This policy is applicable to all on roll employees of EFPL and working at least 6 months in the organization.

Performance Review Period: Performance review is on annual basis and period is April to March (Last Financial Year performance)



JD Discussion & Set KRA: The Job description discussion begins when a new employee joins the organization or during the beginning of a new review period. The objective of JD discussion is to outline the various key activities that the employee needs to achieve during the period. These performance objectives are set in consultation between the manager and employee. The same should be documented and reviewed from time to time for any changes, modifications, accomplishments and failures. The KRAs should be challenging and the onus of fulfilling the objectives needs to be shown by the employee.

Observation and recording& feedback sharing: After the discussion of JD & KRAs it should be divided into specific tasks, which would help to achieve the

KRAs. The tasks should be specific in nature so that it can be recorded and observed. This should be done between the employee and manager along with the Human Resource Department. Tasks should be time bound in nature. Line manager and HR department along with the employee to understand and document the progress and the hindrances should review the same once in six months & share the feedback.

Performance Review: The performance review is done annually for the employee. The major inputs to assess performance should be the task sheet & other feedback documents. The primarily tool to record the performance is the performance review form.

The appraisal form has five Parts:

Part I Basic Information: - In this part includes employment details like Name, Dept, Designation, Reporting Authority, Date of joining & Performance review period. This information has to be filled in by the appraisee (An employee)

Part II Major Achievements: Please indicate three major achievements (Quantifiable)

In this part, Appraisee should mentioned his/her achievements against discussed KRAs and routine job descriptions. As well he/she can provide supporting information or documents against that achievements and attached to this form. This contains first a self-appraisal and then a discussion between appraisee and appraiser to arrive at a mutually justifiable rating.

Part III Major Improvement Areas (For Self) :- (Please indicate three major Improvement Areas for yourself) In this part, Appraisee should transparently share his/her improvements areas and also express the way out to overcome. Appraisee also can expect the support from organization to overcome his/her lacunas or any training is required

PART IV. MAJOR MISSED OPPORTUNITIES/FAILURE :- (Please indicate three Missed opportunities/failure):- In this part, Appraisee should mentioned honestly and transparently the missed opportunities or failures details against the set KRAs and also mentioned the reasons

PART V. MAJOR GOALS/OBJECTIVES- (Please indicate three Major level goals/Objectives)

In this part, Appraisee & HODs can set Goals/objectives for next review period and should mutually acceptable by them.

PART VI. Rate the following attributes

(To be completed by the supervisor prior to Appraisal):

Rating Scales are as below

1. Requires Improvement
2. Satisfactory
3. Very Good

Functional Attributes	Very Good	Satisfactory	Requires Improvement
Creativity			
Quality of Work			
Relations with colleagues			
Initiative			
Technical Skills			
Knowledge of required procedures			
Teamwork			
Communication Skills			

The form needs to be signed by the employee, the manager, the reviewer and the HR Head.

Review Discussions: The line manager/HOD and the Appriasee (employee) should complete the performance appraisal form through a formal performance review discussion. The ratings, which will evolve, will be called the “First Rating” .The objective should be to arrive at a justifiable consensus on the performance. HOD need to submit the form to HR for further process.

Moderation: After the review forms for the entire organization reaches HR a Moderation process is done involving HODs & Senior Management. The “Final rating” will evolve from this review meeting and will be communicated to the concerned employees through the

respective line managers. The performance review is to be done on an annual basis only and with the intention to convert departmental and team inputs into organizational outcomes.

HRD Process: This will constitute the following:

1. Compensation hikes as per management decision.
2. Issue of Hike letters.
3. Clarifications, if any, sought by employee.
4. Determining the Performance improvement program for question marks.
5. Communication of Key resources and development path for them.
6. Beginning of KRAs setting for the next period.

Policy Review –

This policy will be reviewed as and when its require. The change, amend, alter in this policy will be done only after approval from CMD & Director HR & Finance.

EVEREST FLEET TRAINING POLICY

Objectives

The objectives of this policy are to:

Have a reservoir of young talent who would take up higher responsibilities in the future.

Integrate conceptual understanding gained through academic curriculum into practical application.

Have professionally qualified manpower, multi-skilled persons who could be utilized for various functions.

Recruitment

Process for recruiting Trainees in various disciplines shall be undertaken mainly once in a year through Campus Recruitment/advertisements. The number of Trainees required to be taken, shall be decided during the annual budgeting exercise/ business expansion plans. Trainees shall preferably be recruited from mid tier engineering / non-engineering colleges in the region.

Disciplines

The trainees shall be recruited under the following training schemes: -

3.1.1. EFPL TRAINEE:

Technical:

MBA, PGDBA or Equivalent Degree, with experience of 2-4 years in the relative field.

Non Technical:

MBA, PGDBA or Equivalent Degree, or Graduate with experience of 2-4 years in the relative field.

3.1.2 EFPL TRAINEE:

Non -Technical

Graduates in Science, Commerce, Arts, Post graduates in Marketing Etc.

Duration

EFPL TRAINEE: The duration of training period shall be for one year to 1.5 years, however depending on the requirement/situation, it could be changed by approval of UNITS HEAD.

EFPL TRAINEE: The duration of the Training period will be 1 year. However depending on the requirement/situation, it could be changed by approval of CO-FOUNDER.

Structure of the Training Scheme.

The duration of training period shall be of six months to one year and during the training period, the trainee will be on probation.

The respective UNIT HEAD has to design the Training program, inform HR and concerned departments accordingly.

Every HOD has to evaluate Trainee performance between the periods from every 3 to 6 months till training completion.

The performance of the trainee will be reviewed regularly as per laid down schedule.

Compensation

The compensation paid to trainees will of Rs 15000/ per month as a stipend and there will not be any deduction for PF and PT form the fixed amount.

Training Modules

The training modules for all categories of trainees shall be a fine blend of academic based training and On-The-Job training.

All training modules shall lay a specific emphasis on orientation towards application by the trainee in various functions.

The training module for all trainees can consist of the following broad areas:

- Orientation / Induction - One Week
 - Cross-functional training - One -Six Weeks
 - Specialty training in related function - One – Four Weeks
 - IT/ERP Training
 - Exposure to training programs/seminars
 - Exposure to WORK SHOP Concepts
- } - Two Weeks

Visit to customers/ site

On-the-job-training - Thirty-Four- Forty Weeks

Note: However, the respective HOD's have to plan their On the Job Training accordingly as per departmental / Job requirement.

Annexure:

On completion of training, the trainee shall be assigned to a specific function. The trainees will be given exposure in the broad areas for the duration shown against each of them:

Review Mechanism

8.1 Mentor /Coach

Every trainee shall be assigned a Mentor for entire training period. The Mentor shall have a structured review of the performance of the trainee atleast once in six months to enlighten the trainee with respect to the strengths and areas of improvement of the trainee.

Supervisor

During the training period every trainee shall be assigned to a supervisor who shall be responsible for the day-to-day functioning/conduct of the trainee. He/she shall act as an immediate guide to the trainee in respect of any problems or difficulties being encountered during the training process. The supervisor will change with the change in placement of the trainee.

Diary

Every trainee shall be required to maintain a diary in which he/she shall record the details of the work done, observations, suggestions as also the books, journals and articles studied during the day.

The diary shall be put up to the Mentor, Supervisor and HRD Department at regular intervals as specified in the review schedule.

Assigning of project

During the course of on-the-job training, the trainee can be assigned short-term project assignments related to the working problems. The trainee will be encouraged to make a presentation of the same to the senior management team.

8.5 Evaluation

The successful completion of the training shall be on the basis of the formal evaluation of the trainee done in respect of the performance, project report/ presentation and the overall conduct of the trainee. Evaluation can be done between every 3- 6 months.

8.6 Placement

On successful completion of the training period, the trainee shall be formally assigned to a function.

8.7 Given below as ANNEXURE –1 is the review/assessment system for the trainees. Also following formats can be used for feedback/review of the trainees.

KATS Trainee Evaluation Form

KATS Trainee Evaluation Form.

Diary Format

Trainee Confirmation Application Form

CHAPTER 5- CONCLUSION/FINDINGS

Conclusion-

We have seen the centrality of managing employee performance to the success of the organization. If organizations want to cut down on attrition and boost sagging employee morale, the first thing they can do is to ensure that the employee performance management system is streamlined. Only by a focused approach towards this key driver of organizational effectiveness can the firms ensure that they do not lose out on the “war for talent” as well as “retention” of achievers.

Findings -

1. 90% employees are aware about HR policies.
2. 100% employees are satisfied with recruitment and selection policy, training policy, performance appraisal policy, health and safety policy, office management, administration, and discipline policy.
3. 100% employees are satisfied with supervision and personal guidance of HR manager.
4. 90% employees are satisfied with remuneration plans to motivate employees where as 10% employees are not satisfied with remuneration plans to motivate employees.
5. 24% employees suggest that, promotion of employees should be based on merit base, 16% employees suggest promotion should be based on seniority, and remaining 60% employees suggest that promotion should based on merit- cum seniority.
6. Company has very good employee job and industrial relationship policy. i.e. 96% are satisfied and only 4 are not satisfied with job and industrial relationship policy.
7. 96% employees are satisfied with job quality and quantity policy.
8. 8% employees want other policies like computer, traveling, education etc. 80% are satisfied with current policies, where as 12% wants to change in current performance appraisal, canteen, accommodations policies.

Here are some recommended books that can provide valuable insights and guidance for analyzing Human Resource (HR) policies:

1. "HR from the Outside In: Six Competencies for the Future of Human Resources" by Dave Ulrich, Jon Younger, Wayne Brockbank, and Mike Ulrich

- **Overview:** This book focuses on the evolving role of HR in organizations and the competencies needed to succeed. It emphasizes the importance of aligning HR policies with business strategy and offers practical advice on how to do so.
- **Why It's Useful:** It provides a comprehensive framework for understanding the strategic impact of HR policies and how to adapt them to meet future challenges.

2. "The HR Scorecard: Linking People, Strategy, and Performance" by Brian E. Becker, Mark A. Huselid, and Dave Ulrich

- **Overview:** This book introduces the concept of the HR Scorecard, a tool for measuring the effectiveness of HR policies in driving organizational performance. It provides a method for linking HR policies to business outcomes.
- **Why It's Useful:** It's particularly helpful for those looking to analyze the impact of HR policies quantitatively and demonstrate their value to the organization.

3. "Strategic Human Resource Management: A Guide to Action" by Michael Armstrong

- **Overview:** This book offers a detailed exploration of strategic HR management, including how to develop and implement HR policies that support organizational goals. It covers various aspects of HR policies, from recruitment to performance management.
- **Why It's Useful:** It provides practical tools and techniques for aligning HR policies with strategic objectives, making it a valuable resource for policy analysis.

4. "Aligning Human Resources and Business Strategy" by Linda Holbeche

- **Overview:** This book explores how HR policies can be aligned with business strategy to drive organizational success. It provides case studies and real-world examples of how organizations have successfully aligned their HR practices.
- **Why It's Useful:** It's an excellent resource for understanding the strategic importance of HR policies and how to ensure they are aligned with the broader business strategy.

5. "The Essential HR Handbook: A Quick and Handy Resource for Any Manager or HR Professional" by Sharon Armstrong and Barbara Mitchell

- **Overview:** This book serves as a practical guide for HR professionals, covering a wide range of HR policies and practices. It offers step-by-step advice on how to develop, implement, and analyze HR policies.
- **Why It's Useful:** It's a concise, easy-to-reference guide that provides practical advice on all aspects of HR policies, making it a great resource for a quick review or deep dive.

6. "HR Transformation: Building Human Resources from the Outside In" by Dave Ulrich, Justin Allen, Wayne Brockbank, Jon Younger, and Mark Nyman

- **Overview:** This book discusses the transformation of HR functions to add more value to the business. It emphasizes the importance of creating HR policies that are outwardly focused and business-oriented.
- **Why It's Useful:** It provides insights into how to redesign HR policies and processes to better meet the needs of the business and its external environment.

7. "Human Resource Management: Gaining a Competitive Advantage" by Noe, Hollenbeck, Gerhart, and Wright

- **Overview:** This textbook provides a comprehensive overview of HR management, including the development and analysis of HR policies. It covers the strategic role of HR and offers practical tools for policy analysis.
- **Why It's Useful:** It's a well-rounded resource for understanding the key components of HR policies and how to analyze them in the context of organizational performance.

8. "First Break All the Rules: What the World's Greatest Managers Do Differently" by Marcus Buckingham and Curt Coffman

- **Overview:** This book, based on extensive research by Gallup, challenges traditional HR practices and offers insights into what makes policies effective. It emphasizes the importance of creating policies that empower managers and employees.
- **Why It's Useful:** It's particularly useful for questioning and rethinking existing HR policies, helping you identify areas for innovation and improvement.

These books offer a mix of strategic insights, practical tools, and case studies that can help you analyze and improve HR policies in your organization.

CHAPTER 6 :- SUGGESTION /RECOMENDATIONS

1. Enhancement of Employee Engagement Programs

- Suggestion: Introduce more frequent and diverse employee engagement activities to boost morale and foster a positive workplace culture. Consider initiatives like team-building exercises, wellness programs, and recognition events.
- Recommendation: Establish a quarterly schedule for engagement activities and create a cross-functional team to design and implement these programs, ensuring alignment with employee interests and organizational goals.

2. Review and Update of Compensation and Benefits

- Suggestion: Regularly review compensation structures to ensure they remain competitive within the industry and are aligned with employee performance and organizational objectives.
- Recommendation: Conduct an annual market analysis of salary benchmarks and adjust pay scales accordingly. Additionally, consider introducing flexible benefits packages that cater to the diverse needs of the workforce.

3. Improvement of Recruitment and Onboarding Processes

- Suggestion: Streamline recruitment processes to reduce the time-to-hire and enhance the quality of hires. Also, refine the onboarding process to better integrate new employees into the company culture.
- Recommendation: Implement advanced HR technology tools for recruitment, such as AI-driven applicant tracking systems (ATS), and develop a comprehensive onboarding program that includes mentorship and continuous feedback during the first six months of employment.

4. Strengthening of Performance Management Systems

- Suggestion: Revise the current performance management system to focus more on continuous feedback and development rather than annual appraisals.
- Recommendation: Introduce a 360-degree feedback system and promote regular check-ins between managers and employees. Additionally, link performance evaluations to specific, measurable, achievable, relevant, and time-bound (SMART) goals.

5. Development of Leadership and Career Growth Programs

- Suggestion: Invest in leadership development programs and career progression pathways to nurture talent and reduce turnover.
- Recommendation: Create tailored leadership training programs for different levels of management and offer clear career development plans for all employees. Regularly monitor and adjust these programs based on feedback and evolving organizational needs.

6. Promotion of Diversity and Inclusion Initiatives

- Suggestion: Strengthen diversity and inclusion (D&I) policies to create a more inclusive workplace and leverage the benefits of a diverse workforce.
- Recommendation: Develop and implement a D&I strategy that includes training, diversity hiring goals, and the formation of employee resource groups (ERGs). Monitor progress through regular D&I audits and adjust strategies as necessary.

7. Emphasis on Work-Life Balance

- Suggestion: Implement policies that support a healthy work-life balance to reduce burnout and improve overall employee satisfaction.
- Recommendation: Introduce flexible working hours, remote work options, and encourage the use of paid time off. Consider setting up programs that promote mental health and well-being, such as counseling services and stress management workshops.

8. Utilization of HR Analytics

- Suggestion: Leverage HR analytics to gain insights into workforce trends and make data-driven decisions that enhance HR policies.
- Recommendation: Invest in HR analytics software and train HR staff on data interpretation. Use analytics to track key HR metrics such as employee turnover, engagement levels, and training effectiveness, and adjust policies accordingly.

CHAPTER 7 :- ANNEXURE

Survey Questionnaire

Personal information:

Name :- _____

Age: - _____

Dept. :- _____

Post: - _____

Questionnaire:-

1. Do you know about HR policies for you?
 Yes No

2. What is your opinion about recruitment & selection policy?
 Fair Unfair

3. What is your opinion about training given by company to you?
 Fair Unfair

- Does your company make performance appraisal?
 Yes No

4. What is your opinion for remuneration plans designed to motivate employees?
 Fair Unfair

5. Promotion of employee is based on,
 Merit, Seniority, Merit-cum seniority, Political influence

6. Have you satisfied with your job & industrial relationship policy?
 Yes No

7. What is your opinion about health & safety policy?
 Fair Unfair

8. Are you satisfied with quality & quantity of work policy?
 Yes No

9. What you think about office management policy?
 Fair Unfair

10. What is your opinion about administrative process?
 Fair Unfair
11. Does your supervisor/ HR manager personally guide you for focus on your work?
 Yes No
12. Does your company ask you for new methods to improve your respective work?
 Yes No
13. Do you have proper & good supervision?
 Yes No
14. What is your opinion for family & illness leave policy?
 Fair Unfair
15. Are you agreeing with discipline policy for you?
 Yes No
16. Which policies you get from company other than mentioned above? _____

17. Which policies you want from company? _____

CHAPTER 8:- REFERENCES & BIBLIOGRAPHY

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 - Discusses the HR Scorecard, a tool for measuring the impact of HR policies on organizational performance.
3. Buckingham, M., & Coffman, C. (1999). *First Break All the Rules: What the World's Greatest Managers Do Differently*. Simon & Schuster.
 - Offers insights into the effectiveness of HR policies from a management perspective.
4. Holbeche, L. (2009). *Aligning Human Resources and Business Strategy*. Butterworth-Heinemann.
 - Explores the alignment of HR policies with business strategy, supported by case studies.
5. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2019). *Human Resource Management: Gaining a Competitive Advantage* (11th ed.). McGraw-Hill Education.
 - A comprehensive textbook covering HR management, including policy analysis.
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- Torrington, D., Hall, L., & Taylor, S. (2017). *Human Resource Management* (10th ed.). Pearson.
 - Offers an in-depth examination of HR policies and their impact on organizational performance.
- Bratton, J., & Gold, J. (2017). *Human Resource Management: Theory and Practice* (6th ed.). Palgrave Macmillan.
 - Combines theory and practice, providing insights into the development and analysis of HR policies.
- Storey, J. (2007). *Human Resource Management: A Critical Text* (3rd ed.). Cengage Learning.
 - Provides a critical perspective on HR management, with discussions on the implications of various HR policies.

Additional Online Resources

- Society for Human Resource Management (SHRM). (n.d.). *HR Topics & Resources*. Retrieved from <https://www.shrm.org>
 - SHRM offers a wealth of articles, tools, and resources on HR policies and practices.
- Harvard Business Review. (n.d.). *Human Resource Management Articles*. Retrieved from <https://hbr.org/topics/human-resources>
 - A collection of articles and case studies on HR management, including policy analysis.

These references and bibliography provide a solid foundation for your HR policy analysis project, combining both foundational texts and practical guides. Make sure to format them according to the citation style (APA, MLA, Chicago, etc.) required for your project.

40