

# HR- Unchanged Content to Changed Context

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Human resources have always been an integral part of the business world along with machines, money, and material. The content revolving around the world of HR remains the same from recruitment to retirement, what has changed is the context. The way these functions have seen a transition from the good old days to the current pace of fast moving environment is a journey of transformation than merely transactions. HR manager's role today has moved from a Business Partner to that of a Business Enabler. It has moved from just being a service provider to that of being a Think Tank. HR today does not think of people in the company but is focusing of company of people. This has given it a broader perspective where HR today should move from just supporting needs to defining needs.

Some of the HR activities which would be of critical importance and have a definite probability of changing are as follows:

Journey of self development would be in the hands of the individual right from the time he joins the organization to the time he departs. HR managers may not have to organize and conduct training program. This part could be handled by technology. As and when the employee needs any help for working on a machine or on a project, an application downloaded on a smart phone will act as his guide. This will be a challenge to HR as managers will no longer decide the training program to be attended by employees. They will merely act as facilitators or even spectators to see the informed workforce. It's a movement from 'Know How' to 'Learn How'.

This will bring with it a culture of Nurturing Performance rather than just Managing Performance. Technology will make it easy to grasp knowledge and make informed decisions through websites, blogs, Facebook and the entire gamut of social media impact and initiatives. HR will have to focus more on understanding the learning styles of individuals rather than putting across the training methodology.

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HR manager will have to start maintaining a repository of the journey of an individual from the time he began his stint in the organization to the time he bids adieu. This will help in trouble-free transitions.

A major change would be transforming and enabling HR through technological advancement. HR has come a long way from being an administrative function to a business partner. The focus now for HR shall be on creating smooth and efficient processes, thereby improving employee experience through use of technology. The next orbit would be utilizing the right employee data metrics to track measure and make informed decisions. HR analytics will play a vital role in forecasting the real time issues in areas like attrition analysis, linking strategic goals to workforce utilization rate, manpower planning etc. Technology can be better utilized to automate more and more administrative task, while freeing up time to focus on finding, retaining and grooming talent.

Another major shift would be managing the extended workforce across the globe. With global network of employees, business partners and outsourcing vendors, building an inclusive workplace shall be on HR's agenda. It shall encompass strategies to effectively manage the workforce through employee selection, development, engagement, retention etc. Today's workforce is comprised of employees with diverse cultural backgrounds, age which calls for inclusive work atmosphere. Trends like reverse mentoring are bringing in scope for diverse workforce to come together and share work interest areas. Concepts like workplace flexibility to accommodate working parents are likely to shape up the agenda for HR in coming years.

Performance management system is also likely to undergo some major change. With annual/bi annual appraisal being too long period for sharing feedback, closing the loop at the earliest is the next thing. Companies have started discarding traditional comparative performance appraisal tools like Bell Curve and forced ranking methods and are opting for weekly/monthly one on one feedback pattern. This would bring about a rather target driven, transparent and timely system that will enable HR in taking appropriate decisions related to rewards and career progression.

Reinventing context does not imply reinventing the wheel. Transformational ideas that will help in repositioning HR as a strategic business center capable of meeting the intense business demands should be aimed for.