

BLUESKY CONNECT

FROM THE CEO'S DESK



Accountabilities linked to Incentives and Penalties

I have distinctly observed that when it comes to employee management, its always about empowerment, providing greater accountability and along with that rewards and incentives. Surprisingly most incentives schemes are constructed around rewarding people to do their jobs rather than incentivizing them for stretch targets. The argument I put forth is that remuneration and fixed compensation is paid to an employee with an expectation of a fixed threshold performance and hence any incentive pay-out must be aligned with performance levels above this threshold. Let me present an example-An accounts executive may have a responsibility of ensuring that utility and telecom bills are paid on time or probably ensuring that "C" forms are received from all third party agencies. Now it's often observed that the incentive structure would be tied around awarding incentives for efficient compliance of the above KRA's whereas this is the minimum requirement of the job for which the Company pays a fixed compensation. Hence if these

basics are not complied with then it's safe to assume that the individual has not done the minimum expected from the job and consequently a penalty levied for such inadequacies or non compliance. If Companies today are exposed to SLA's and corresponding penalties for non-compliance why should this not be passed on to the employee for professional negligence. This also integrates the reinforcement theory that refers to the "carrot and stick" approach. Moreover in such an environment the employees has a natural tendency to take on greater ownership for his or her work responsibilities and in turn reduces management attention and bandwidth on making trivial things happen. Imperative that at the time of the employee being recruited, along with the job role, the employee must be clearly communicated on the pre-defined incentives and penalties that will be applicable to avoid ambiguity or arbitrary action.

On the other side the incentive plan must clearly be reserved for performance above the minimum expectation for that role. Lastly the administration of penalties is a sensitive subject and must be handled fairly and equitably.

Review Mechanisms

In our previous edition we highlighted the need for Organizations to develop a strong Dashboard mechanism to monitor the critical variables of an organization. Parallel with a dashboard, Companies must institutionalize a robust review mechanism to ensure that what is planned and envisioned get executed and stays done! The common grouse of most mid sized organizations are nested in an echo that everyone has ideas but these ideas do not take off or get implemented. Conversely, the crying need is for serious implementation. One effective mechanism to ensure execution lies in the ability to continuously review

the plans that were drawn up with the respective Managers or HOD's. These reviews could be in the form of Business Review Meetings, Strategy or Execution meetings. To ensure that there is adequate seriousness given to these meetings, its important to have a pre-defined agenda that focuses on a few key themes/priorities. This ensures that such meetings do not degenerate into mundane reviews. Further each member must have their presentation built around what was expected to be done and what got accomplished with relevant reasons for set-backs. In addition such reviews also create a uniform platform of

communication and inclusion amongst members, thus breaking down silos working and better appreciation for the Company's goals vis a vis their own functional priorities. The spin offs from such reviews can dovetail into Cross Functional Team(CFT's) that leverage on the collective intellect of the members within the organization. Importantly the Management must avoid procrastinating or indefinitely deferring such meetings and ensure that due importance is demonstrated. Along with such review meetings its essential to have accurate MIS to make these reviews effective and focused.

CLIENT UPDATES

ADDITIONS TO THE BLUESKY TRIBE



Established in the year 1939, Kumar Metal Industries Pvt. Ltd is a globally established detail engineering & manufacturing organization with special expertise in Oil Mill, Solvent Extraction & Edible Oil Refining plants.



WATMedia Pvt. Ltd is a Digital Media Company that aims to bring the digital media industry in India closer through the use of its media and media allied services.



Goldmine Project Consultant Pvt. Ltd. was established in the year 1989. It is known for its quality interior design and architectural projects.



Engage4more is India's first and only integrated staff engagement and employer branding solutions provider.



CNC (India) Pvt. Ltd. is a knowledge based Company and acclaimed by all visitors of its plant, to be the best Job Shop (Machining) in Mumbai from 1999 by virtue of adding Remote Managed CNC Turning centre.

Open House Interactive Session launched @ Saf Labs

Employee engagement is the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. It is a positive attitude held by the employees towards the organization and its values.

The Open House session will feature discussions on the critical issue of employees & their suggestions. In I-Care sessions various employee issues were addressed by HR & solution for the same was provided.

The I-Care sessions are initiated to give an open platform to Saf Labs Pvt. Ltd. employees to interact & share their views, opinions & suggestions with reference to their Job, Management & HR.

@ Khana Khazana



Khana Khazana's Diwali this year was not just about sweets, diyas and rangoli but to make it more exciting for all the Chefs and foodies, "INNOVATION STATION" – an initiative to bring out innovation from members was arranged for. All the members including senior management across India participated for the competition where teams were formed and were required to excite Master chef Sanjeev Kapoor with one innovative Indian Diwali recipe. Teams with mix of Chefs and Non Chefs pulled up their socks and started oiling their brains with full excitement to come up with the most innovative Indian recipe this Diwali to be served in Master chefs palette. This Diwali, Khana Khazana's kitchen was charged up with innovative delicacies being tried with tight time limits, hygiene being observed, team coordination and planning being observed, wastages and utilization of ingredients being observed by the HR.

Khana Khazana Recipe Bank was credited with 09 innovative recipes this Diwali.

FROM THE BLUE SKY LAB-Decision Making Guidelines (DMG)

As Companies scale up, the centre of decision making has to disseminate from the promoters and founders to the professional team. Only when down the line executives are empowered to take these decisions a Company moves from a proprietor based set-up to a professional process based set up. While all entrepreneurs will agree that this is a common intent, this is easier said than done. The biggest fear is entrusting these responsibilities to employees who may not have the acumen, experience or passion to cope with such responsibilities.

To bring about simplicity to this process we at Bluesky we have developed a Decision making Matrix that outlines what decisions are possible corresponding to various levels. Further the matrix is functionally plotted so that for a specific function all major tasks within the function are clearly mapped against each level and the respective authorities they can take without reference upwards. In addition we have integrated the PRIDE framework (Propose, Review, Inform, Decide, Execute) there is clarity on who can propose, who will review, who should be informed, who will decide and who is responsible to Execute). Get in touch with your HR Manager to implement the DMG



Bluesky- Micro Model



The world is moving micro with everything getting increasingly smaller but still maintaining the impact needed.

To enable Micro enterprises and start ups to put in place HR at an early stage, Bluesky has introduced a novel offering for such enterprises in respect to the development of their Human Resource function.

The right Culture and behavior gets developed when institutionalized at the nascent stage of an organization's growth and maturity. For enterprises that have less than 15 employees, Bluesky has developed a product which is priced sub Rs. 10,000/- per month wherein all the key processes that include policies, processes, job roles and clarity, structure, KRA's are bundled in this offering institutionalized within one year. In addition an HR Executive is deputed on-site for 2 days(4 half days) in a month to enable execution and implementation.



Executive Development Program: After the success of the Managerial Development program, Bluesky will be shortly announcing the Executive development series , targeted to executive who are seeking executive excellence and upward progression in the career.



The Objective is to impart knowledge to the under privileged children of the society.

Muskaan gives you the opportunity to share smiles.

**Grab the opportunity by logging on
www.muskaansharingsmiles.com**

Bluesky has associated with Muskaan an NGO that supports under privileged children with respect to their education and up-bringing. Till date we have had more than 45 number of children who have been adopted. Muskaan ensures that the children are admitted in the best of schools with intensive support to their leaning and well being right from a tender age. Members interested in sponsoring a child may contact Bluesky. All donations are entitled for a tax deduction as per the IT norms

BLUESKY CONNECT

Bluesky Tip!!

No one likes to deliver bad news. But sitting on problems, rather than putting them out in the open, only makes things worse. Next time you have to tell your boss that something has gone wrong, try these four steps:

Describe. Provide a general overview of the problem, and explain the impact. Be sure to position this in terms of what matters to your manager.

Identify a solution. Recommend a specific solution or approach, along with alternatives.

Analyze your solution. Share the pros and cons and explain the implications. Be prepared to discuss the risks or barriers that may be of concern to your boss.

Accept responsibility. Let your manager know that you are willing to take the responsibility for the outcome of your proposed approach.

SKIERS SPEAK

BlueSky has helped me to learn and appreciate the ever-changing business challenges and opportunities in a better way. I have truly enjoyed and cherished every moment and I find myself fortunate to work with the smartest group of people in the HR Domain, who are not just talented but also fun loving. The flow of information across the company is quite free and is not obstructed like most companies.

Sachith Nair , Manager HR Operations



Bluesky has given me enormous sense of "Self worth". It provides an excellent environment, tremendous growth opportunities and open culture for an individual to enjoy, grow, prosper and excel in the HR domain. To describe my experience here in one word, it has been '**Amazing**'.

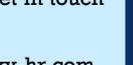
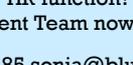
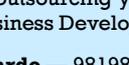
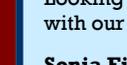
The ever growing
team of
Bluesky
40 members
plus



Food for thought

"If you put fences around people you get Sheep!"

Livio DeSimone
CEO-3M



Get Powered today!!

Looking at outsourcing your HR function?? Get in touch with our Business Development Team now!

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