



HR Audit & Human capital

A different Perspective!!

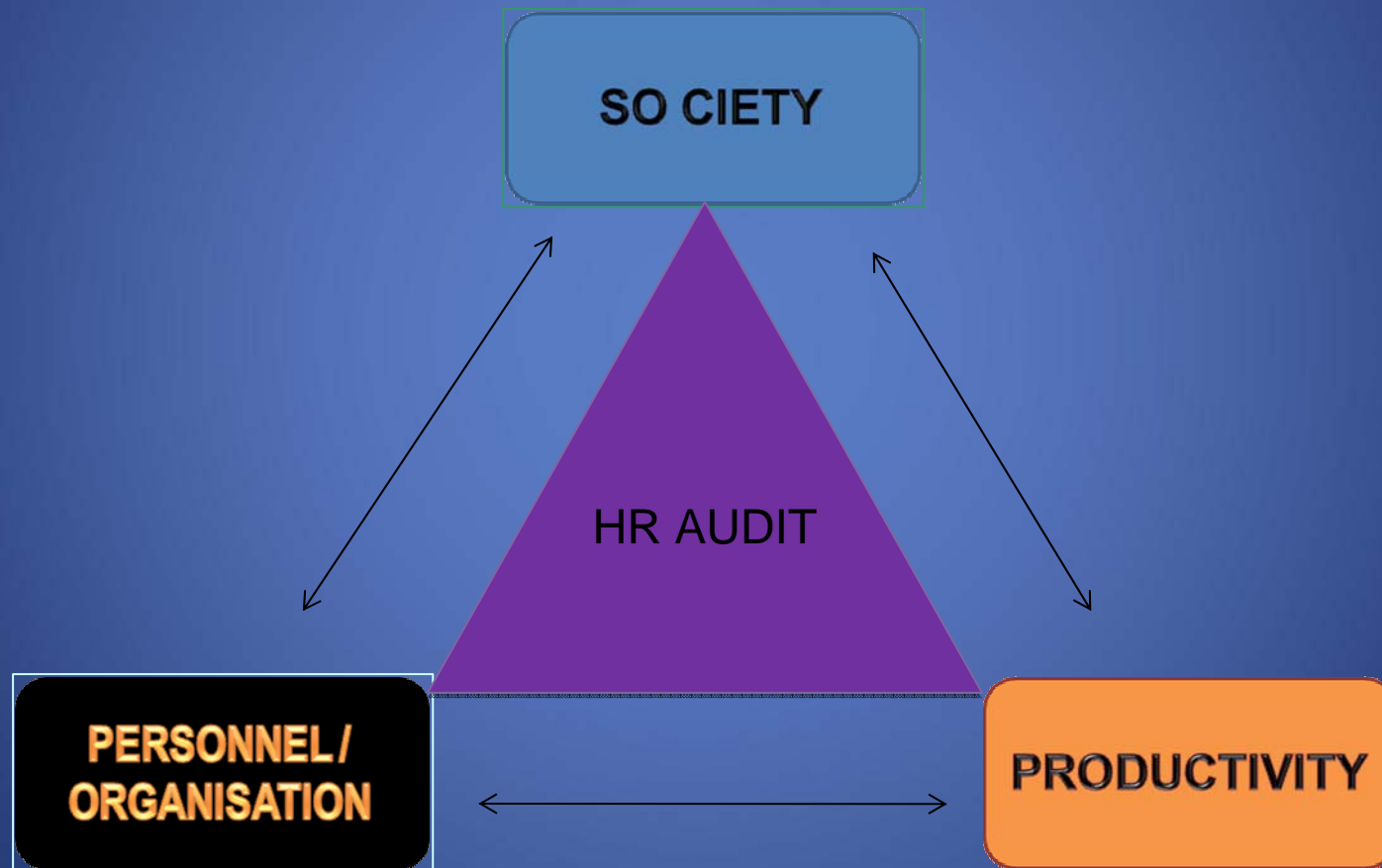


Theme...

- Ever expanding social space and physical space enables human force to tap opportunities.
- Key HR function is to balance the demand for human resources inside the organization based on the social capital – both inside and outside.
- Performing organizations need to focus on the key aggregate - social capital - in the changing environment to enhance productivity



HR AUDIT - Concept . . .





What is AUDITED here?

- Audits the process of drawing the social capital of the society and nurturing it as an organization to improve the productivity of both the personnel and the organization, respectively to enhance the productivity of the nation as a whole.

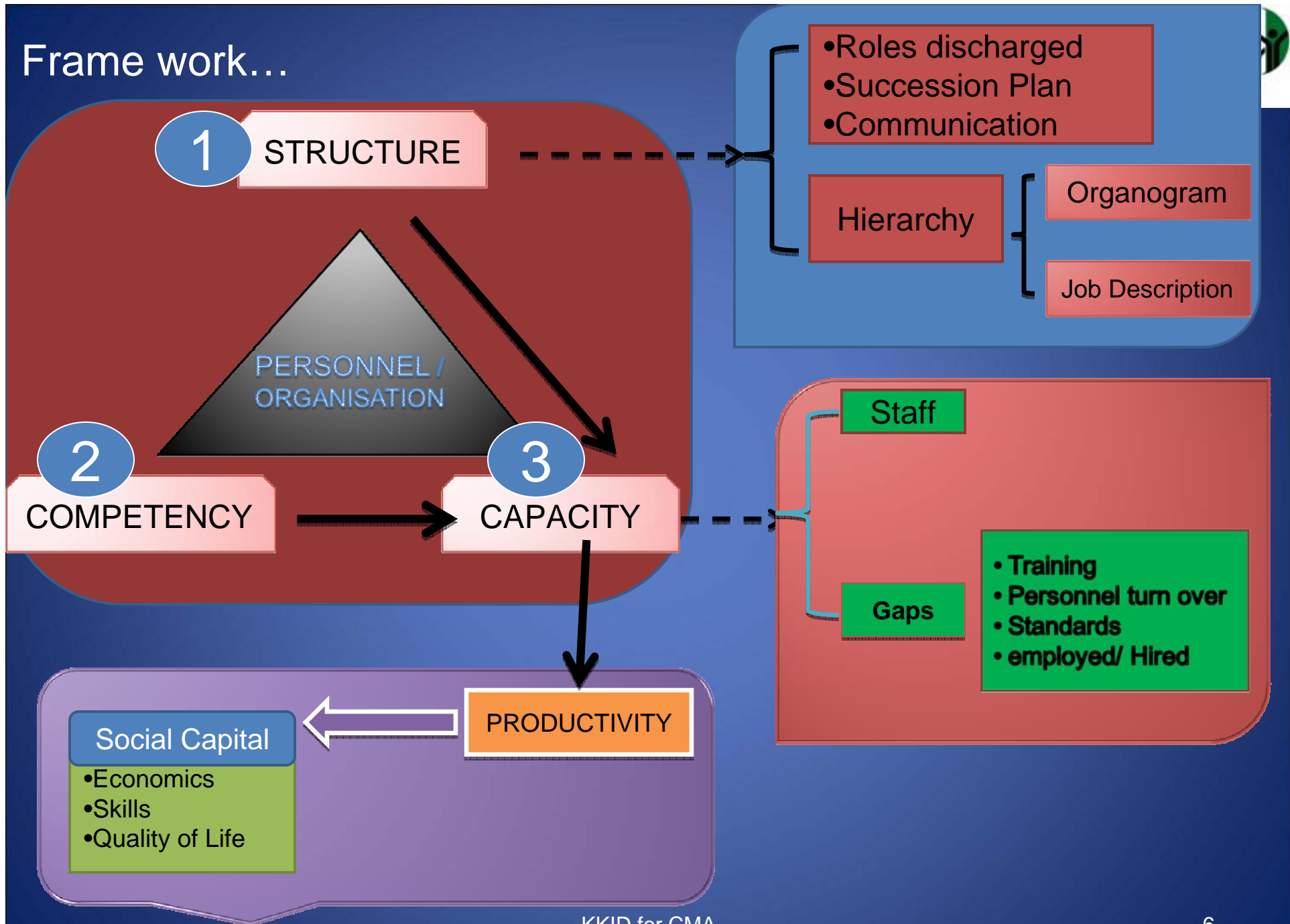


Social Capital . . .

- “networks together with shared norms, values and understanding that facilitate co-operation within or among groups”
- 3 varieties: **Bonds**, **Bridges** & **linkages**
- Social bonds provide potential benefits as it radiates the feeling of “ people like us”

Social capital provides the glue which facilitates co-operation, exchange and innovation. The New Economy: Beyond the Hype

Frame work...





STRUCTURE

1

•Roles discharged

- More or less a perfect match between the jobs designed and roles performed by individual, teams, departments will be identified



STRUCTURE

1

•Communication

- Enhances visibility across the chain as what one is doing? Who is who? What is what?
- The overall efficiency of communication will be measured periodically



STRUCTURE

1

•Succession Plan

- The scope to pick out successors of each nodal points in the structure is wide
- The idea of succession enhances healthy competition and boost creativity
- Sensitizes the staff that incompetent cannot grow in the ladder
- Enables the management to pick up the competent ones to nurture, retain and provide options to lead



1

STRUCTURE

Hierarchy

Identifies if the structure is adequate enough to handle the pressing and future HRD needs of the company through:

- assessing the existing skill base of the staff of the company,
- Professional preparation
- Attitude and values
- Developmental needs and line manager's perception
- Examine full time staff and assess in terms of use of task forces and other mechanisms

- Checks the ability of the person to discharge the roles according to the job design.



3

CAPACITY

Staff

- Assess the size, composition, density, multi-skilling and structural components of social capital / staff in proportionate to job description and requirement
- The permanency and consultancy can be designed for lean operations



3

CAPACITY

Gaps

- Supports designing apt quantum and quality of training for staff and provides parameters for selection of future staff
- Checks personnel turnover
- Aligning to standard company prescriptions
- Enables one to decide and retain a core team



3

CAPACITY

- Economics
- Quality of Life

- Economics... the bottom line is productivity will be enhanced if human capital is groomed
- Skills...if the staff are skilled the organization will gain visibility
- Quality of life – both internal and external will harvest better human capital from society



To sum up...

- It is a continuous process
- *It can begin with one HR function and be expanded*
- *It is an investment for sustained growth of the organization*
- *It has to be reviewed once in a year*



Thanks and Wishes!!

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