

What can replace the bell curve?

Doing away with an ineffective system is often not as difficult as finding an alternative to it

NICOLAS DUMOULIN

In October 2013, Microsoft did away with the Bell Curve method of measuring staff performance that assigned forced rankings based on which compensation and rewards were determined. This decision sparked intense debate. The bell curve method popularised by General Electric CEO Jack Welch during the 1980s forced team managers to grade their staff — only 10 per

cent could be “high performers”, 80 per cent had to be ranked as “average to good”, and the final 10 per cent were labelled “poor performers” and had to be fired. While this idea sounded good in theory, this forced “stack ranking” promoted fierce internal competition between teammates and discouraged the sharing of ideas or collaboration. Even in a team of high-performers, someone had to be singled out as “poor”. Critics argued the bell curve system was too rigid and, especially within high-pressure teams and organisations, deflated staff morale to such an extent it ultimately hurt company performance.

Alternative models
Since Microsoft's decision, others have followed suit. In November 2014, Cisco did away with the bell curve



Some of the major IT companies in India have moved away from the bell curve appraisal system.

PHOTO USED FOR REPRESENTATIONAL PURPOSE ONLY

method during performance reviews. By 2015 major Indian IT companies like TCS, Infosys and Wipro also abandoned the system. The CEO of Better Works, Kris Duggan predicts that 50 per cent of Fortune 500 companies are going to abandon bell curve rankings and ratings by the

middle of 2017. A number of companies agree the bell curve system may not be the most effective workforce management tool, but continue to adhere to it because a comprehensive alternative framework has not emerged. Others have started to experiment with alternative models. And while the jury is still out on what will replace the bell curve, there are some emerging trends and challenges that CHROs need to consider as they devise new people management frameworks.

Elements of a new framework
Delegates at a recent Michael Page India roundtable discussed what some of these alternative models were. While agreeing solutions would have to be customised, a few common factors arose:

- * Continuous feedback at shorter intervals through the work year as compared to annual reviews
- * Constructing holistic accounts of employee performance, which include input from peers, customers and managers
- * Capturing performance as a journey of improvement rather than a destination or as, before, “a rank”
- * Consciously including a diverse demographic at the workplace including baby boomers, Generation X and the Millennial workforce
- * Changing the nature of learning and development programmes, with employee wellbeing as the cornerstone
- * Identifying and nurturing employee evangelists to serve as culture advocates

Delegates also talked about the specific impact of external factors on performance including state of the economy, nature of industries, dominant workforce demographics (generation Xers or millennials) and their own position in their industry.

Back to the drawing board
The ultimate challenge for

all CHROs is to create a high-performing work culture which is able to both differentiate and reward talent according to their ability to add value to the company's mission. While the bell curve system and stack rankings have been seen as too rigid, more qualitative assessments so far have been inconclusive or inactionable. Similarly, office culture takes time to change. Expectations of yearly performance reviews and annual raises are long-established norms. Within these constraints, serious design thinking will be required by today's CHROs to develop individual frameworks. CHROs must now accept the merging of social and mobile applications has created a hyper-connected world of employees, who will constantly be in dialogue, sharing competing opportunities, work cultures, and of course, the ongoing debate around work-life integration.

In particular, social platforms have given voice to employees, disrupting a culture of silence or top-down management. In a world where companies are crowd-sourcing HR policies from employees, a rigid framework does not apply. CHROs have an unenviable task ahead. To start things on the right foot, they must communicate with management and obtain buy-in that change is upon them. The next step would be to provide the rationale for this change and prepare the groundwork to address concerns of all relevant stakeholders.

(Nicolas Dumoulin is managing director at Michael Page India)

Manufacturing sector acutely hit by skill gap

R. ANANDAKRISHNAN

Skill gap is a reality for companies across sectors in India. Around 30 lakh graduates join the Indian job market every year but only about 5 lakh of them are considered ‘employable’. According to National Skill Development Corporation, the growing skill gap in India will be more than 25 crore workers by 2022. Skill gap is acutely felt by companies in the Indian manufacturing sector, as they are unable to find qualified candidates for open positions. Skill development of the enormous talent pool will act as one of the critical levers of growth.



Many corporates are now investing heavily in training programmes to prepare old employees and upskill new employees. PHOTO: REUTERS (USED FOR REPRESENTATIONAL PURPOSE ONLY)

The current education system is responsible for producing engineers who are incapable of applying knowledge in practical areas. Out of the 15 lakh engineering graduates India produces every year, 20-30 per cent of them do not find jobs and many others get jobs well below their technical qualification. There is a huge gap between engineering curricula and actual industry requirements, which causes companies to spend significant time on training and unlearning/re-training new talent. The ‘Skill India’ initiative launched by the Government of India is a step in the right direction and will provide industry with

skilled workforce in the long run. The initiative is expected to train over 500 million young people by 2020 to make them more employable. In addition to Government initiatives, corporates are also undertaking several measures to help build a stronger talent pipeline. Companies are increasingly viewing investments in skill development as core to business growth and sustenance. Addressing skill gap concern, corporates are investing heavily in training programmes/modules to prepare new employees and upskill existing employees. Organisations are collaborating with institutions and academia to prepare role-ready, employ-

able candidates. Companies have started structured ‘Collaborative Education Programmes’ to create tailor-made curriculum with on-the-job training for skilling students.

Automobile industry

The Indian automobile industry is poised to grow steadily and emerge as the world's third largest by 2020, but the biggest pothole in its path of progress is the significant gap in skilled manpower. By 2022, it is expected to create 15 million direct jobs. To emerge as a global hub for the automobile industry, India needs to acknowledge the skill gap issue and take collective measures by involving all relevant stakeholders. Since corporates are most attuned to the changing market dynamics, they should lead industry-led skill development programmes and channelise funds allocated for CSR into funding and supporting community skill development initiatives.

(R. Anandakrishnan is Senior Vice President — HR at TVS Motor Company)

GENERAL

AMET
ACADEMY OF MARITIME EDUCATION AND TRAINING
(Instituted as deemed to be UNIVERSITY by UGC, 1984)

FACULTY RECRUITMENT

For the Disciplines of Marine Engineering, Nautical Science, Naval Architecture, Petroleum Engineering, Mechanical Engineering, EEE (Marine), Mining Engineering, Information Technology, Food Processing Technology, Biotechnology, Business Management, Physics, Chemistry, Mathematics and English.

Category I : Professor of Emeritus/Scientist Preferably retired Professors having proven track record of publishing papers with high impact factors (Thompson Reuters) in SCOPUS indexed journals and handled funded-major research project; Salary is negotiable.

Category II: Professor / Associate Professor / Assistant Professor
Qualification : As per UGC and DGS norms. Candidate with Research projects, Publication at Scopus level Preferred.

Category III : Full time Research Scholars in the above said disciplines. They will be paid Ph.D. Research Fellowship.

For details Visit website : www.ametuniv.ac.in

- REGISTRAR

S. N. BOSE NATIONAL CENTRE FOR BASIC SCIENCES
Block — JD, Sector — III, Salt Lake City, Kolkata — 700106
(An Autonomous Institute Under Department of Science and Technology, Government of India)

ADVERTISEMENT

Ref. No. SNB/60.4/16-17/014 Date : 30th November, 2016

The S. N. Bose National Centre for Basic Sciences, an autonomous institute under the Department of Science and Technology, Government of India, invites application from Indian Nationals for the positions of ‘Assistant Professors’ and ‘Associate Professors’.

For details, please visit the Centre's website :-
<http://newweb.bose.res.in/InfoAnnouncements/JobOpenings.jsp?type=ACADEMIC>

Interested persons may apply to the **Chairman, Faculty Search Committee, S. N. Bose National Centre for Basic Sciences, Block JD, Sector III, Salt Lake, Kolkata-700106**. Applications received within 30 days from the date of publication of the advertisement will be considered in the current cycle of recruitment.

Sd/-
REGISTRAR

CENTRAL WAREHOUSING CORPORATION
(A Govt. of India Undertaking)
Corporate Office: 4/1, Siri Institutional Area, August Kranti Marg, Hauz Khas, New Delhi - 110016. Ph. 011-26513178
Email: gmpers.cwhc@nic.in

ADDENDUM Dated 29.11.2016
Advt. No. CWC/1-Manpower/DR/Rect/2016/02/Dated: 20.09.2016
We are thankful to the prospective candidates for their overwhelming response towards our Advertisement No. CWC/1-Manpower/DR/Rect/2016/02 dated 20.09.2016. We had earlier given tentative list of examination centres and had also advised that CWC reserves the right to cancel or add some centres at its discretion depending upon the response and administrative feasibility etc. Further, it has also been stated that CWC reserves the right to allot the candidate to any centre other than the one he/she has opted for. Since, the number of candidates for the posts of **Superintendent & Junior Superintendent** is much more than our expectation; it has been decided to add few more exam centre to facilitate the candidates to appear in the online exam for the post of Superintendent & Junior Superintendent. Candidates will receive the information regarding their test centres in their Admit Card, which shall be available online through the website www.cwacor.nic.in, www.cwcjobs.com and www.cwcjobs.in. Hence the candidates are advised to keep visiting the above websites for updates; published from time to time.

Recruitment Cell
Central Warehousing Corporation

SRI MUTHUKUMARAN INSTITUTE OF TECHNOLOGY
(Approved by AICTE, New Delhi, Affiliated to Anna University, Chennai.)
Chikkarayapuram, (Near Mangadu), Chennai- 600 089. Ph.044-86110200,
Email: smiitcollege1996@gmail.com, Website: www.smiit.edu.in

FACULTY REQUIREMENT

Applications are invited from the eligible and interested candidates for the Post of **PROFESSORS / ASSO. PROFESSORS / ASST. PROFESSORS** in the DEPARTMENTS OF

- CIVIL, CSE, EEE, ECE, MECH & IT,
- ME - CSE, AE, PSE, EST, CAD, ED
- MBA & MCA

ELIGIBILITY: M.E / M.Tech with First Class for Assistant Professors; Ph.D. in relevant discipline for Professors / Associate Professors with experience as per AICTE norms. **SALARY:** As per AICTE norms.

Applications are also invited for the Post of CARE TAKERS and COOKS for GENTS' HOSTEL. Applications along with a passport size photograph and Xerox copies of Educational & Experience Certificates should reach the undersigned within a week.

PRINCIPAL

एण्ड यूएल एण्ड कंपनी लिमिटेड
ANDREW YULE & COMPANY LIMITED
(A Government of India Enterprise)
"Yule House", 8, Dr. Rajendra Prasad Sarani, Kolkata-700 001

Recruitment Advertisement No. 2016/6

The Company is looking for qualified and experienced candidates to fill up the following positions in respect of its factory situate at 5/346, Old Mahabalipuram Road, Perungudi, Chennai - 600 096.

Sl. No.	Position	No. of Vacancy
1	Engineer (Sales)	01
2	Non-unionized Supervisor (Procurement)	01
3	Non-unionized Supervisor (Personnel)	01

For details log on to Company's website www.andrewyule.com

E.G.S.PILLAY ENGINEERING COLLEGE
NAGAPATTINAM
NBA ACCREDITED (CSE, EEE, MECH), Accredited by NAAC with "A" Grade
www.egspec.org, +91-9965528581/ 7373067032

WANTED

Professors / Associate Professors for
CSE / ECE / Mech / Civil / IT / Maths / Physics / MCA
Preferable Retired Professors from IIT/NIT
Only Ph.D., Candidates send profile to
secretary@egspec.org - Secretary

Malla Reddy Engineering College
(Autonomous) Est. 2002
(An UGC Autonomous Institution approved by AICTE and affiliated to JNTU/H. Accredited by NAAC (Z Cycle) with 'A' Grade and NBA & Recipient of World Bank Assistance under TEQIP phase - II (S.C.1.1))
Matsamaguda, Dhulapally (Post via Kompally), Secunderabad-500 100
Website: www.mreac.ac.in, Ph: 9348181725(M), 9793009500(J), 040-6584982.

APPLICATIONS ARE INVITED FOR THE FOLLOWING POSITIONS:

Sl.No.	Designation	Department / Subject
1.	Professors	Civil, EEE, MECH, ECE, CSE and Mining (Prof. can contact directly on 9348161125)
2.	Assoc. Professors	Civil, EEE, MECH, ECE, CSE, Mining, English, Maths, Chemistry, Physics and MBA (Candidates only with UG qualifications need not to apply)
3.	Assistant Professors	Civil, EEE, MECH, ECE, CSE, Mining, English, Maths, Chemistry, Physics and MBA (Candidates only with UG qualifications need not to apply)

Qualifications as per AICTE / JNTUH Norms, Salary: As per AICTE scales

Also wanted the experienced candidates for the post of Librarian/ Lab Asst. / Programmers / Public address system Technician / PA to Principal Junior Asst. / DTP Operator / Junior Accountant / Establishment Officer / Transport Supervisor / Campus Maintenance Supervisor / Gardener

Interested Candidates can send their Resume to Email ID : careers@mreac.ac.in OR submit their resume along with attested copies of Academic, Experience certificates with API scores along with two recent passport size photographs, last date to reach the soft copy or hard copy of application is 16-12-2016. Short listed candidate will be called for interview.
Bus No.: From Secunderabad station 227 Dr. S. Sudhakar Reddy PRINCIPAL

IHMHR INDIAN INSTITUTE OF HEALTH MANAGEMENT RESEARCH

In just over three decades, the Indian Institute of Health Management Research (IHMHR) has emerged as India's premier knowledge institution committed to research and teaching in the fields of health and hospital management, and a variety of fields that impact issues of health and well-being (such as pharmaceutical and rural management). From the very beginning, IHMHR has worked closely with the World Health Organization (WHO), Johns Hopkins University, as well as numerous other institutional partners in India and abroad. IHMHR has made an enduring impact through research, capacity building, and education at its three campuses in Delhi, Bangalore and Jaipur.

We are looking for dedicated and committed faculty members who believe in institution building and have a passion for academic excellence, quality research, innovative training programs, and value added consulting. We invite applications for the positions of **Professor, Associate Professor** and **Assistant Professor** across disciplines in the following domain areas at our campuses in Delhi, Bangalore and Jaipur:

Location	Positions	Domain Area
IHMHR, Delhi	Professor	• Health Management / Public Health • Hospital Management / Administration
IHMHR, Bangalore	Professor	• Hospital Management / Administration
IHMHR University, Jaipur	Professor, Associate Professor, Assistant Professor	• Hospital Management / Administration • Public Health • Health Management • Health Economics / Finance

Desirables:

- M.D. / Ph.D. in the relevant subjects.
- Rank-appropriate experience in industry/research/teaching
- Qualifications and experience as per AICTE norms for IHMHR Delhi and IHMHR Bangalore; and UGC norms for IHMHR University, Jaipur respectively.
- Publications and experience of having guided doctoral students is highly desirable.

Remuneration: As per industry norms; and no bar for deserving candidates

Interested candidates whose credentials match with the above-mentioned criteria may send in their applications along with CVs, indicating position and location applied for through email to the **GM, Corporate (Admin, HR and Planning)** at jobs@ihmhr.org by **December 15, 2016**.
Web: www.ihmhr.org, www.ihmhr.edu.in | Contact: 0141-3924700

TRAINING THAT WORKS FOR YOU

DISCOVER PERSONALISED ENGLISH TRAINING WITH THE ALL NEW STEP TRAIN
Standardised Test of English Proficiency

Because one size definitely doesn't fit all, STEP Train analyses your strengths and weaknesses to create a customised English learning program just for you.

- Improves Reading, Writing, Speaking and Listening Skills
- Personalised Practice Modules
- 2000+ Questions
- 1 Year Validity

To enrol, visit www.steptest.in

THE HINDU GROUP | THE HINDU | BusinessLine