

## Current HR Issues & Skills Required for Future HR Managers

### I. HR issues:

The following are general HR issues. Please indicate your level of concern based on your organisation, and your role on four point scale, with 1 being *no concern* and 4 being *major concern*.

1. Absenteeism	1	2	3	4
2. Balancing work and family programmes	1	2	3	4
3. Career plateauing	1	2	3	4
4. Changing attitudes toward work	1	2	3	4
5. Changes in information technology	1	2	3	4
6. Changing profile of workforce	1	2	3	4
7. Contingent/temporary workforce	1	2	3	4
8. Cost and benefit comparisons of HR programmes	1	2	3	4
9. Cost control	1	2	3	4
10. Deployment/redeployment of employees	1	2	3	4
11. Discipline management	1	2	3	4
12. Downsizing	1	2	3	4
13. Employee benefits and services	1	2	3	4
14. Employee privacy	1	2	3	4
15. Employee quits	1	2	3	4
16. Employee relations	1	2	3	4
17. Ethics in workplace	1	2	3	4
18. Flexible working hours/workdays	1	2	3	4
19. Global markets and competition	1	2	3	4
20. Handling employee grievance	1	2	3	4
21. Handling trade unions	1	2	3	4
22. Health care programmes for employees	1	2	3	4
23. Human resource planning	1	2	3	4

24. Internet abuse	1	2	3	4
25. International Assignments	1	2	3	4
26. Legal Compliances	1	2	3	4
27. Managing change	1	2	3	4
28. Managing diversity	1	2	3	4
29. Managing high talented personnel	1	2	3	4
30. Measuring HR contribution	1	2	3	4
31. Mergers and acquisitions	1	2	3	4
32. Motivating employees	1	2	3	4
33. Outsourcing HR services	1	2	3	4
34. Pay-for-performance schemes	1	2	3	4
35. Performance management	1	2	3	4
36. Recruitment	1	2	3	4
37. Salary fixation	1	2	3	4
38. Selection of employees	1	2	3	4
39. Sexual harassment	1	2	3	4
41. Strategic HRM	1	2	3	4
42. Training and development	1	2	3	4
43. Women in workforce	1	2	3	4

## II. Knowledge and Skills Required:

The following are general areas of HR knowledge and skills. Based on your organisation and your HR experience, please indicate their importance for HR managers in making on four point scale, with *1 being not important and 4 being most important*.

1. Conduct job analysis	1	2	3	4
2. Human resource demand and supply estimates	1	2	3	4
3. Recruiting skills	1	2	3	4
4. Create employee selection programme	1	2	3	4
5. Interviewing skills	1	2	3	4
6. Develop psychometric testing	1	2	3	4
7. Conduct training needs assessment	1	2	3	4
8. Conduct training programmes	1	2	3	4
9. Conduct training evaluation	1	2	3	4
10. Develop career development programmes	1	2	3	4
11. Develop mentoring programmes	1	2	3	4
12. Design performance appraisal system	1	2	3	4
13. Conduct performance counseling	1	2	3	4
14. Conduct salary surveys	1	2	3	4
15. Conduct job evaluation	1	2	3	4
16. Develop pay-for-performance programmes	1	2	3	4
17. Coordinate employee benefit and service	1	2	3	4
18. Handle employee grievances	1	2	3	4
19. Thorough knowledge of legal aspects of HR/IR	1	2	3	4
20. Conduct of domestic enquiry	1	2	3	4
21. Insure legal compliance	1	2	3	4
22. Create HR information system	1	2	3	4
23. Negotiate with unions	1	2	3	4
24. Implement an assessment center	1	2	3	4

25. Conduct employee satisfaction/ engagement surveys	1	2	3	4
26. Design training programmes	1	2	3	4
27. Train line managers in HR	1	2	3	4
28. Develop overall HR polices	1	2	3	4
29. Develop strategic HR plan	1	2	3	4
30. Culture management skills	1	2	3	4
31. Cross culture management skills	1	2	3	4
32. Knowledge of international HR practices	1	2	3	4
33. Knowledge of managing redundancy	1	2	3	4
34. Measure HR contribution	1	2	3	4
34. Handle HR issues in mergers & acquisitions	1	2	3	4
35. Organisation structure, and process design	1	2	3	4
36. Knowledge of basic quantitative techniques	1	2	3	4
37. Knowledge of advanced quantitative techniques	1	2	3	4
38. Knowledge of research methodology	1	2	3	4
39. Knowledge of marketing management	1	2	3	4
40. Knowledge of accounting & finance	1	2	3	4
41. Knowledge of production management	1	2	3	4
42. Knowledge of operations research	1	2	3	4
43. Knowledge of economics	1	2	3	4
44. Knowledge of business ethics	1	2	3	4
45. Knowledge of enterprise resource planning	1	2	3	4
46. Knowledge of e-business	1	2	3	4
47. Knowledge management	1	2	3	4
48. Knowledge of employee participation schemes	1	2	3	4
49. Verbal Communication skills	1	2	3	4
50. Written communication skills	1	2	3	4

51. Interpersonal skills	1	2	3	4
52. Analytical skills	1	2	3	4
53. Decision making skills	1	2	3	4
54. Results orientation	1	2	3	4
55. Skill to respond to the market demands	1	2	3	4
56. Skill to market HR programmes to line managers	1	2	3	4
57. Conflict resolution skills	1	2	3	4
58. Negotiation skills	1	2	3	4
59. Problem solving skills	1	2	3	4
60. Integrity	1	2	3	4
61. Knowledge in taxation of salaries	1	2	3	4
62. Knowledge of corporate social responsibility	1	2	3	4

### III. General Information:

1) Your organization belongs to which industry (circle the appropriate)

- |                                     |                                      |
|-------------------------------------|--------------------------------------|
| 1. Automobiles                      | 9. Hospitality                       |
| 2. Banking                          | 10. IT                               |
| 3. Cement                           | 11. ITES                             |
| 4. Chemicals & Fertilizers          | 12. Petrochemicals                   |
| 5. Electronics & Telecommunications | 13. Power                            |
| 6. Engineering                      | 14. Processing                       |
| 7. Pharmaceutical                   | 15. Retail                           |
| 8. FMCG                             | 16. Textiles                         |
|                                     | 17. Others ( <i>please specify</i> ) |

2. Ownership of the organization (circle the appropriate)

- |                                    |                                     |
|------------------------------------|-------------------------------------|
| A Public Sector                    | B Private sector                    |
| C Joint Venture (public & private) | D Joint venture (private & private) |

3. Geographic Orientation (circle the appropriate)

- |                  |              |               |
|------------------|--------------|---------------|
| A Indian Company | B Indian MNC | C Foreign MNC |
|------------------|--------------|---------------|

4. Total number of employees (Headcount) of the organization in your present location (circle the appropriate)

- A Less than 500
- B Less than 5000
- C Less than 10,000
- D 10, 000 and above

5. Your Present level of Management: Lower / Middle / Senior

6. Your HR role:

- 1) Generalist
- 2) Specialist (*Please specify your specialization*)

7. Your present HR role is predominately (please circle one only from the following that describes your predominate role)

- a. Making sure that employee relations are cordinal and reciprocal in the organisation
- b. Building the present and future workforce
- c. Designing and delivering specific HR programmes
- d. Helping line managers at all levels including top management to reach their goals
- e. Establishing an agenda for HR within the firm & help all other functions in the organisation
- f. Others (Please specify)

8. Your total years of experience in HR:

9. Your total years of experience in other than HR:

10. Gender: Male / Female

11. Educational Qualifications (highest)

- 1) General qualification:
- 2) Professional qualifications if any, in HR and its related field

12. Field in which your career began:

- 1) Personnel/HR/IR
- 2) Operations
- 3) Finance/ Accounting
- 4) Sales/marketing
- 5) IT/ITES
- 6) Others (Please specify)

13. Level in which your career began:

- 1) Clerical
- 2) Supervisory
- 3) Executive/ managerial

*Thanks for your valuable time and cooperation*