



BEST HR PRACTICES IN THE ENGINEERING INDUSTRY

2018 FULL REPORT

COMMISSIONED BY VDMA


MAIER | VIDORNO

FOREWORD



Dear VDMA Members,

VDMA & Maier+Vidorno (M+V) are very pleased to share this summary of our collaborative investigation into the HR challenges.

M+V surveyed almost 100 companies - VDMA members and other German engineering SMEs - with in-depth questions about the Human Resource challenges they experience as SME German Engineering companies operating in India.

Companies across India struggle with people-related issues, and attracting the right qualified talent, and retaining that talent, are key challenges - especially in the engineering sector and especially for SMEs. The survey also revealed the need to address strategic issues and to prepare for the changes coming with Industry 4.0.

The study looks at these challenges in perspective with industry trends and best practices in HR worldwide to draw out some initiatives taken by companies in India to overcome these and build a sustainable workforce.

We are happy to present this study on "Best HR Practices in the Engineering Industry" at the 7th VDMA Mechanical Engineering Summit in Pune.

Yours sincerely,

Rajesh Nath
Managing Director - VDMA India

Klaus Maier
Managing Director - M+V



KEY TAKEAWAYS

"Success in management requires learning as fast as the world is changing." Warren Bennis

The engineering industry faces major challenges in HR in India, and SMEs in the industry struggle more with these issues due to their size.

SMEs know that HR is important to their success, but their HR teams are mostly dealing with transactional issues and focus on solving short-to-mid-term issues without a long-term strategic vision.

Few companies surveyed felt prepared for industry 4.0, but changes in the near future are going to have dramatic impacts. Fast changing technology and evolving roles will require different workforce demographics – pushing companies to look at gender diversity, the millennium workforce, and the need for more flexible working styles.

Industry trends show HR will need to be very strategic and also a key driver to business, but to manage growth – HR's role should be structured differently.

TOP 3 HR DELIVERABLES NOW

1. Recruitment
2. Training schedules & tracking
3. Administration

TOP 3 STRATEGIC PRIORITIES

1. Sustained growth
2. Localized quality products
3. Customer Relationship



HR IS A TOP PRIORITY NOW ...

HR was cited as a “top priority” for business early on and the HR Manager is usually one of the most important positions to hire.

61% respondents rated HR as a “Top Priority”

29% of respondents said they would advise new entrants to India to invest in their Human Resource Function from inception.

25% highlighted the need for a thorough selection process for Top Management including evaluating leadership skills to ensure they are aligned to overall growth & commitment for results.

Top current people challenge faced by respondents:

Recruitment

Top challenge in managing growth of company:

Retention

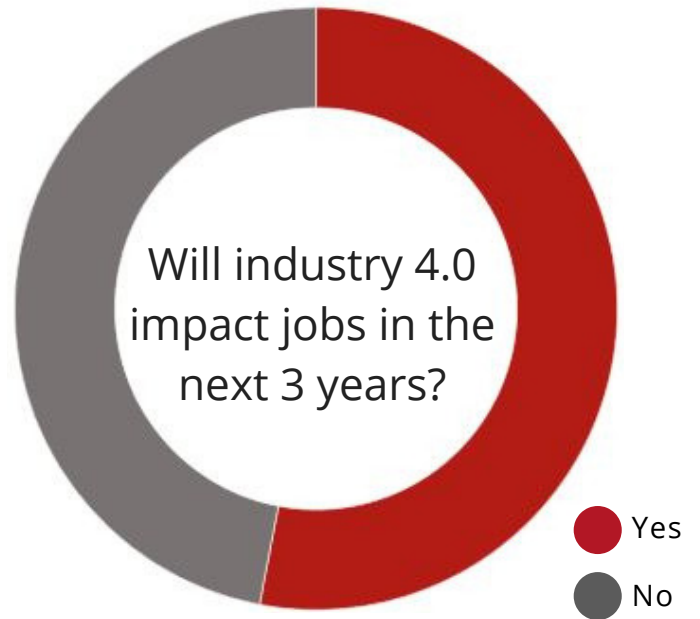
45%

Respondents report
Recruitment is a key
challenge now & in
the future

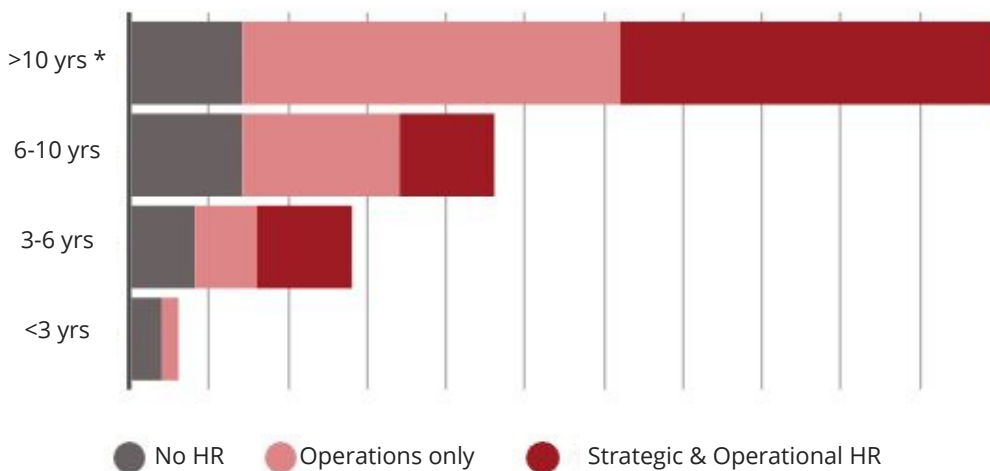
... AND IN THE FUTURE ...

More than half of the respondents felt that industry 4.0 would have an impact, with automation cited to change at least 30% of shop floor roles.

Less than 2% of the respondents thought their companies had developed innovative practices to take advantages of India's changes in workforce demographics.



... BUT HR IS OFTEN LIMITED



Many companies do not have an HR team - even after 10 years, HR focus is mostly operational.

The HR teams that did have a strategic focus were usually in organizations with large employee bases.

A lot of managerial time is taken up managing HR challenges reactively, and respondents cited early investments in effective scalable people management processes as critical focus areas for all companies. Human Resources personnel are hired when organizations cross a pre-set milestone: either 20+ employees, or more than one location - which is often a prerequisite to success in India.

* This graph also highlights that over 50% of our respondents work for companies that have been in India for more than 10 years



RECRUITMENT IS ALWAYS AN ISSUE

More managerial time is spent on Recruitment (18%) than any other HR issue - no matter how established you are.

About 45% of the respondents cited “attracting & selecting the right talent” as a key current & future challenge.

Few companies have a strategic focus on recruitment, but those who do broke this problem down and focused on mechanisms to mitigate this:

- Job re-design
- Compensation & benefits plans
- Designing career paths

Low availability of skilled manpower is an industry-wide phenomenon:

- Inability to attract talent to manufacturing sector (due to lack of career path, sector not an employer of choice)
- Lack of effective selection processes to measure skill-gaps, with limited systems to manage these through an employee's life cycle
- Difficulties in hiring workforce for out of city locations - especially women.



RETENTION = GROWTH

“Great vision without great people is irrelevant.” - Jim Collins

Attrition begins with a wrong hire and Retention with the right hire!

Key drivers to Retention young employees*:

- Culture – inclusion & respect for all
- Care shown towards employees as individuals - for family, sabbaticals etc.
- Opportunities to have fun at work place
- Fair pay & appraisals
- Career growth opportunities

WHAT TO DO

Create Total Value propositions for your employees.

Annual Engagement Surveys & HR Effectiveness Benchmarking for continuous improvements.



WHAT NOT TO DO

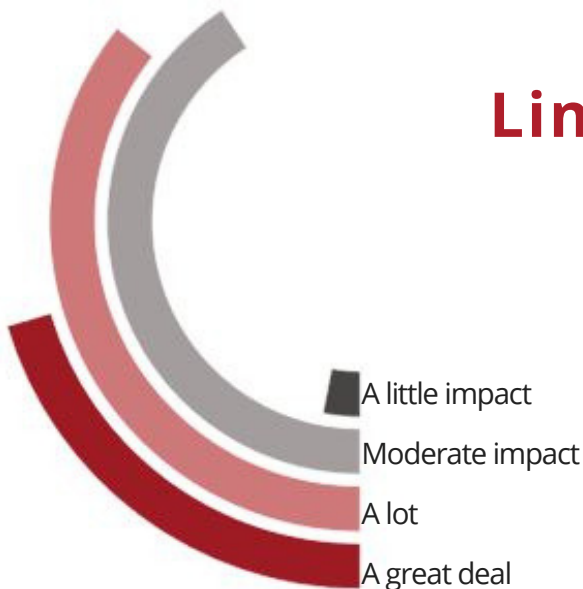
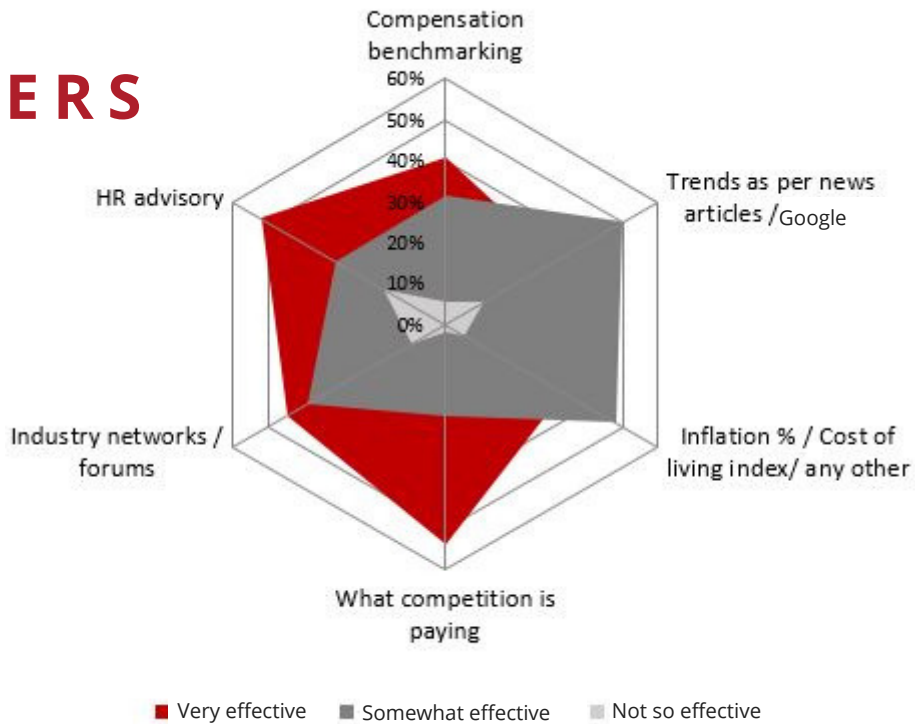
Do not look at attrition as a cause of your problems; it is an effect - of the market (out of your control) and ineffective engagement touch points for employees (in your control).

* Great places to work – Manufacturing, 2018

MONEY MATTERS

Getting salaries right is critical to recruitment and retention, and the best sources of information on salaries are HR advice and checking what the competition pay.

60% of the respondents report using compensation studies to set their salaries. Inflation and trends were seen as only somewhat effective.



Linking performance & pay improves productivity?

All respondents thought that linking pay to performance made some difference to productivity, but over 40% reported it was only moderate help. This seems to be due to the difficulty many companies face in measuring performance - setting and measuring Key Performance Indicators.

FUTURE LEADERSHIP

Succession planning to identify & develop leaders was identified as a gap, but less than 3% respondents felt that there was enough focus put on this aspect within their organizations.

AND ANOTHER THING ...

Bringing common understanding between international and local entities was cited as important. Intercultural programs, and cultural enablers like empowerment, trust and freedom were cited as important in strengthening the India entity's growth.



IN CONCLUSION

HUMAN RESOURCES ARE A PRIORITY BUT UNDER-RESOURCED

The respondents advise start ups to include HR right from starting up and stress how important HR is for growth and the future, but few have the internal resources to manage the issues effectively. This shows clearly that the most burning issues they felt were operational: recruitment, retention and performance management.

To future proof companies will need to be fact more strategic. What is clear is that SMEs in the engineering sector do not currently have the resources to internalise strategic HR - there are just too many other things to do. However, most strategic HR can be outsourced as time-bound projects - and there is a lot to learn from the best practices in the wider world.

- HR is one of the most important functions during the initial phase of setting up of an organization in India and remains so.
- SMEs in the engineering sector face comparatively greater HR issues because of their size and the relative attractiveness of the engineering sector for employment in India.
- Hiring and retention were the most prominent pain points for engineering SMEs - no matter how established they are. Few companies tackled strategic HR issues.
- Salary or compensation can play a part in performance and can be a key motivator to retain the right talent within the company - but there are other motivators as well.
- Identify issues early and fix them quickly - and use external consultants to help.



5 ACTIONS YOU CAN TAKE

1. Re-assess your current HR function, and learn from the best in the industry.
2. Restructure HR to deliver business results – and outsource where needed.
3. Ensure succession planning and building a leadership pipeline are company priorities.
4. Create a Total Value Proposition for employees – compensation, culture, flexibility & growth.
5. Think innovatively to create a value proposition for your current and potential employees!

Quick steps to creating a Total Value Proposition

- Compensation study to see you are not paying too little.
- Focus on branding your company within networks to attract talent; and reach out to alternative talent pools – back to office, temporary employment etc.
- Run an Assessment Center to assess high potential and create development programs for up-skilling them.
- Conduct ex-employee surveys during exit interviews to know what needs to change.



UNPACKING THE FINDINGS



RECRUITMENT

"Hiring the best is your most important task"
- Steve Jobs

Companies who experience less offer rejection ensure potential job seekers are informed about the company, take time to make the selection, and have kept in touch with them during the process.

45%

Respondents faced challenges with Recruitment

WHAT TO DO

Define a talent recruitment strategy supported with assessment centers for leadership positions, and Behavioral Event Interviews (BEI) for all positions to be hired.

WHAT NOT TO DO

Valuing functional expertise over leadership & behavioral competencies while interviewing candidates.

RECRUITMENT

Recruitment is a current and future growth challenge according to the respondents. 45% of respondents grappled with recruiting the right talent. The main reasons cited were:

1. Overall availability of talent; underdeveloped skill levels that don't match the job requirements.
2. Ability to attract talent.
3. Robust selection process to evaluate skills and make hiring decisions.

As per the National Skill Development report 2018, employability scores have seen a leap of 5.16% to be at a new level of 45.6% while 8.11% employers suggest that very few job seekers possess the required skills. In our survey, 80% of the respondents stated a huge gap between job requirement & level of skills development provided by ITIs.

The challenge companies face during recruitment was attracting talent to the companies. The manufacturing sector was stated as 'not an industry of choice' with preference of job seekers towards desk jobs. Potential job seekers at any point in time have more lucrative opportunities from ITES, the service sector and sometimes these are considered for the role / salary / or other employee benefits such as work flexibility. Additionally, the respondents felt they were lesser known brands as compared to some larger companies, with job seekers not fully committed to offers made by them.

Technical roles such as Design Engineers and Application Specialist are difficult to hire, since these are technical and niche requirements. Interestingly, respondents rated Sales, HR, F&A, mid-to-senior level leadership positions also extremely difficult to hire. Job seekers for these roles seem to be administrative or task focused and lacked strategic orientation, or were too focused on strategy with weak follow through or executions. A mix of both these attributes, which is what enterprises require, are rare and few. Additionally, these positions are also the most difficult to retain over 3 years.

33% Respondents strongly agree that Psychometric tools helped identify top talent.

Industry still is at the receiving end of talent not fit for employment, as they lack quality and experience to meet basic requirements. Another dimension discussed by majority of the participants were the right attitude & mindset in job seekers, it seemed they lack a long term mindset (attitude, motivation & initiative) towards one's career. It is more this "unavailability" of quality talent that hurts companies.

RECRUITMENT

In conjunction to the issue, higher salaries are driving offers been accepted by candidates. In order to attract a high potential, enterprises have to stretch their budgets, as cited, to sometimes as much as 30%-40%, all with no proven track records.

In general, “availability of talent”, “quality of talent”, “right fit in terms of experience and mind-set and cost budget” are the themes limiting the process.

Fulfilling recruitment needs from within the organization – career paths / succession planning – itself was considered a challenge by the majority.

>2% Respondents clearly demonstrated a conducive environment and a sound mechanism in place for the companies success.

Interestingly, these 2% of the respondents discussed what and how the HR department intends to institutionalize programs which deal with millennium workforce, gender diversity, and changes in job / role, department / team structures or competences for future.

We find this particularly unsettling; workplaces of future require plans designed & implemented today.

It was unclear on how companies are creating a true value proposition for their potential employees, other than pegging salary offers slightly above the market average (over 80th percentile of industry benchmark) offers. Reviewing other benefits such as transportation to plants, flexible working plans, sponsoring / assisting higher education could be interventions worth a try.

Industry Trends & Best Practices:

84% of the companies are moving away from traditional interviews to introduce case-studies / work assignments, and 89% companies rated behavioral interviews as effective in sizing up the soft skills. (LinkedIn Global Recruiting Trends, 2018).

A best practice prevalent in the manufacturing industry is to peg salaries around 75th – 80th percentile of the market, with variable pay bringing this to around 90th percentile.



TALENT RETENTION

“Great vision without great people is irrelevant.” – Jim Collins

If a company wants to retain talent, it has to review its people practices in totality, superficial actions could only snowball into a larger issue.

Attrition begins with a wrong hire and retention with the right hire!

33%

Respondents faced challenges with Retention

WHAT TO DO

Total Value proposition for your employee to create long-term relatedness.

Annual engagement surveys & HR Effectiveness Benchmarking for continuous improvements.

WHAT NOT TO DO

Considering retention as a cause of the problem, rather than as an effect of the problem i.e. ineffective engagement touch points.

TALENT RETENTION

33% of the respondents cited retention and managing employee expectation as a top challenge for managing growth in one's organization. The top reasons cited for this were:

1. Better opportunity from competition.
2. Higher salaries offered by competition – also construed as poaching for trained talent.

Managing employee expectation was cited as the biggest challenge faced for retention. It was considered to be time consuming for managers as it required numerous counseling discussion to retain a team member.

Around 82% of respondents felt the solutions to retention (i.e. counter offers) were difficult to implement – from maintaining internal parity, to less opportunities within their team structures to provide growth, and the most frequent “increase salary expectation”.



4% of respondents were evaluating other means such as career paths for high potential, building talent pipeline for all critical positions, and reviewing job roles to manage attrition. Others expressed that the lack of proper systems & strategy hampered proactively managing attrition, with respondents seeking directions from HQ for critical positions.

Instead of falling prey to counter offers or salary increase, which put internal salary parity under pressure, they are considering intangible benefits such as sabbaticals, time off for education, higher education assistance, flexible work schedules / telecommuting, work from home, financial wellness programs, etc.

As per the study on workplace practices, these benefits are being considered as valuable as cash in hand.

Respondents stated graduate engineers and mid-to-senior level managers as most difficult to retain after 3 years of employment. With sales rated as the most difficult function to retain. This puts additional pressure on companies as the recruitment of such positions is equally difficult. Engaging with employees across geographical positions was also highlighted.

TALENT RETENTION

Attrition after 3 years is worrisome for companies, apart from little to none ROI realized on training cost investments, it may indicate issues with the company culture or sub-culture or point towards interpersonal issues. Both these usually take longer to identify and address.

While macro trends suggest retention as a concern across industries, what can be controlled is what happens within the company for an employee. In the same spectrum, some of the respondents cited nearly 0% attrition with employees staying longer in the roles / functions. Well, is this good or bad, only business outcomes will suggest!

A sentiment shared during our interviews was interesting – “while we all are struggling to manage attrition, do we actually know the cost of retention, there is an outflow (higher increment or counter offer) but usually it does not lead to a long term commitment”

Retention Strategies are based on these four factors:

1 ENGAGEMENT TOUCH-POINTS

Tracking, collecting and analyzing data from recruitment to orientation to on-boarding and assimilation of the new employee. Evaluate & reassess changes in level of communication, interaction & information sharing required at each touch-point.

2 REPORTING MANAGER DEVELOPMENT PROGRAM

Enabling people managers to tackle and resolve employee grievances, communicate effectively and clearly the company's vision, expectations and lead the team towards greater performance.

3 JOB CONTENT

Design roles that are meaningful, challenging & interesting which provide opportunities to learn & grow, and also compensate them well.

4 WORK FLEXIBILITY & CULTURE

Design employment terms to meet the new age workforce that demands flexibility and an open, collaborative and progressive culture.



***"Employee engagement is an investment we make for the privilege of staying in business."
- Ian Hutchinson***

Best practices within the Industry highlights “Cognitive Competencies” that leadership will require to assess and manage in a VUCA environment. Creating a leadership pipeline is imperative for sustainable success.

Succession Planning
a critical gap often overlooked

WHAT TO DO

Rethink leadership competencies, remodel them to include innovation, inclusion, team work & collaboration. Stitch in these with your assessment center to identify high potential employees.

WHAT NOT TO DO

Penning engagement agenda on HR solely.

LEADERSHIP EFFECTIVENESS & EMPLOYEE ENGAGEMENT

Respondents cited employee motivation, training & development and maintaining pay parity as current challenges that filled their day. Companies who had strategic HR discussed concerns of the future and “how” to mitigate future growth challenges with changing business conditions through career paths and job design. Such teams were focused on retaining high-potential and creating succession plans for critical positions.

The respondents clearly mentioned a gap in leadership: not many companies discussed clear “Succession Planning” agendas.

With high attrition in mid-to-senior level employees, it is imperative that companies map critical roles / functions along critical people for whom they need to create a leadership pipeline.

An absent or weak leadership pipeline puts business at a high risk – from a customer relationship & employee engagement perspective – both with direct correlation to business outcomes. As per the management consulting company - Gallup, Great Managers create engaged teams who further engaged customers.

Engagement is a psychological connect in the context of an organization. It leads to reactivity, ownership, responsiveness and higher performance. And it is not HR but people managers who play a critical role.



In the future of workplaces, Leaders and Managers will have critical roles to play to manage workforce needs, creating disruption and pushing the boundaries.

Training investments are expected to increase to meet future needs, from upskilling to managerial development (taking the major share in the training budgets).

As per Deloitte study:

Leaders need to think, act and react differently to make their teams & organizations deliver results.

DIVERSITY, CULTURE & FUTURE OF WORKFORCE



"Company culture is the backbone of any successful organization." - Gary Vaynerchuk

Studies suggest employees are more likely to choose offers with lower salary but with better benefits. It is a real world trade-off. Diversity in conjunction with inclusion are topics that now impact brands.

WHAT TO DO

Hold managers responsible for diversity & an inclusive culture using metrics to measure them.

WHAT NOT TO DO

Consider gender diversity as the only form of diversity and not recognizing the other aspects of diversity as a business responsibility.

DIVERSITY, CULTURE & FUTURE OF WORKFORCE

Very few respondents highlighted diversity & workforce of future as a challenge they need to proactively manage, while culture – intra & inter – was identified as a trigger for interpersonal conflicts and low retention.

Diversity is viewed beyond gender; encompassing cultural, religions and differences in opinion existing within a team and outside of a team. Many different work employment options such as flexible, gig and part-time – bring different age groups together into a team, ensuring everyone is heard and respected. It impacts talent acquisition & retention alike.

The most popular solution is training programs, however companies have to move beyond awareness and support this by structural changes, implementing transparent data driven decisions. Helping managers / employees identify and overcome biases is critical for work culture success, especially for global companies.

Change in & future of workforce trends forces HR to reinvent practices to include millennials. Automation, robotics and IoT are going to change the way business is structured – thus new competencies and job profiles shall emerge. HR would need to provide solutions for how to manage contingent, outsourced, part-time and consultant categories of the workforce, identify skill gaps for job profiles for the future, amongst all create a brand that attracts best industry talent.

Designing Total Value Propositions for employees is the new mantra of people management. As against classical understanding, this includes employee experience in the fulcrum. Work-life balance, family and individual wellness are all considered as important experiences for employees. These are also valued much higher.

Companies can create structures by focusing on:

1. Ensuring top leadership understand the importance of diversity.
2. Use technology & data to identify patterns of disparity of benefits, hirings and promotions.
3. Consider global differences and bridge the gap in understanding cultural differences.



HR TOOL-KIT FOR SMES

37% of our survey respondents rated statutory registration and compliances as a critical aspect to be managed when starting operations in India, followed by 41% of the respondents citing recruitment as an important and critical task, and their advice was to invest in HR function early on and not to wait for the employee headcount base to be of a certain number.

What is the right HR structure for you?

Strategic orientation in HR would enable one to forecast the future requirements and implement programs that help business deliver results in the changing environment.

Operational Focus - HR Administration

Allow internal teams to focus on building connections with people managers and leaders. Diagnose, develop and implement programs that help meet business objectives. Allow HR team members time to be freed up to think alongside business.

HR TOOL-KIT FOR SMES

Strategic Focus - to be undertaken prior to setting up or revamping your HR

When starting up new



- Identify a strong HR partner and not just a recruiting firm; who has the knowledge of working with start-ups, a proven track record of working with engineering / manufacturing companies and has the bandwidth to work on a 1-0-1 basis. A strategic partner at an eye-level.
- Create an organogram for the India Entity that is linked to your business strategy & define a competency framework for each position & level.
- Seek a detailed benchmarking study to understand available competence, compensation & benefits and HR practices within the industry.
- Use these findings along with the market studies to create your 3-year P&L.

With an existing employee base and an internal HR team

- Conduct an HR organization & workforce analysis to evaluate effectiveness and performance of HR strategy as against the best in the industry.
- Develop a competency framework & model for recruitment, training & development.
- Invest in inter-cultural workshops for managerial & leadership positions. These help develop sensitivities of dealing and collaborating with one another across entities and to effectively manage sub-cultures within an organization.



HR TOOL-KIT FOR SMES

Tactical Focus - Recruitment

When starting up new

- Collaborate with your strategic partner to build a common understanding of your business, first 3 year plans, ideas on the roles to be created or eliminated. Involve your global HR teams to create synergies and respect the working cultures.
- Draft a recruitment strategy to attract the right competencies for your India office.
- Invest in designing assessment centers for leadership positions, assessment tools (off-the-shelf, or customized) and BEI (Behavioral Event Interviews) for your interview process.
- Create a professional & uniform recruitment experience for your job applicants to add to your employer brand.

With an existing employee base and an internal HR team

- Conduct an internal diagnostic to assess what demographics constitutes top talent, re-design the recruitment strategy to cater to the changed needs.
- Re-validate existing employees interview feedback to performance; identifying gaps during the interviewing process lightens the burden on training & people management. We highly recommend a BEI form of interviews and assessment centers to identify the “right fit for the job”.
- Conduct a detailed compensation & benefits benchmarking for every critical role to ensure you are not paying below market averages. Some best practices in manufacturing is to pay around 75th to 80th percentile and with variable pay bring this to 90th percentile of the industry. Off course, these actions are in conjunction to your compensation philosophy globally.
- Recruitment has a direct correlation to your employer branding, hence managing it professionally attracts job seekers through word of mouth. Feedback and closing the loop with every job seeker creates a community for references.
- Best-practice: Encourage reporting managers to engage with their potential team members early on the process.

HR TOOL-KIT FOR SMES

Tactical Focus - HR Management

When starting up new

- Outsource till the India entity reaches more than 20 employee or when you are ready to start assembly or manufacturing activities.



With an existing employee base and an internal HR team

- Commission specific surveys for updated market benchmarking information on compensation, benefits, and org. structures. This information is critical for internal teams to function effectively, and as a stand-alone these activities are time consuming. Using customized off-the shelf reports provide specific SME / role / sector based insights.
- Outsourced tasks within HR function that require repetitive, time intensive or special competence, such as drafting a job description, formulating KPIs & KRAs, assessing top talent, designing or administering engagement survey. Outsourcing such tasks not only free up bandwidth but also enabling the existing HR teams with required competence and opportunity to learn & grow.



HR TOOL-KIT FOR SMES

Design a “Total Value Proposition” Model

A Total Value Proposition is a set of attributes that job seekers and employees perceive as value they stand to gain. It is a targeted approach, that extends organization’s reach to attract and retain talent.

Essentially there are 5 category components to designing a Value Proposition:



1. **Rewards:** Compensation, health & wellness benefits, family time, vacations & work flexibility (the new benefit valued highly by employees)
2. **Opportunity:** Learning & growth opportunities, organization stability, meritocracy
3. **Organization:** Diversity, empowerment, great employer recognition, market positioning, product & service quality, etc.
4. **Work:** Job impact, job-interest alignment, work-life balance, innovation etc.
5. **People:** Collaboration, camaraderie, work environment, manager quality, senior leadership reputation, people management etc.

It is each section that requires diagnostics & benchmarking of the current practices and identifying levers that shall impact the overall brand positioning.

Your strategic HR function should conduct an internal diagnosis and create a plan. As an industry best practice companies engage with external partners to work alongside HR to co-develop and implement these changes.

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TALK TO US

We would love to learn your experience and happy to engage with you to discuss people matters in depth. After all, managing people is an integral & critical dimension of managing success in India!

From simple market solutions to complex implementation, we can help

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How Maier+Vidorno can help you

Maier+Vidorno is the expert at taking care of international companies in India. We have practical, smart solutions for all the challenges companies face selling in India.

People and relationships are critical for success, and because of this we have developed solutions for managing people better - no matter how big or small your India set up is - whether you have your own HR Administration or HR Management, or no separate HR function at all.

Enhancing your HR systems and assessing them at the right time leads to the growth in your business.



500+

CXO & Sales positions hired



3,000+

Client staff on M+V payroll



150

M+V experts on hand to help you



600+

positions salary benchmarked

HR Back office

- Registration & Compliance
- Payroll Management
- Recruitment
- HR Policies & Procedure
- Employee On-boarding & Life-Cycle Management
- Employee Data Management
- Employee Grievance Handling
- Training coordination

HR Management

- Performance Management (design & implementation)
- Employee Engagement
- Employee Retention
- Counseling & Coaching
- Sales Manager Reporting
- Compensation Structuring

HR Advisory

- Assessment and Evaluation
- Talent Management
- Succession Planning
- Performance Enhancement
- Salary Bench-Marking
- Pay Design
- Change Management
- Leadership Interventions

Contact us

For our HR tool-kit for SMEs
For M+V to do a quick HR health check for you

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Thanks to Lead Researcher Deepmala Datta