ROLE OF HR IN MANAGING EMPLOYEE LIFE CYCLE IN OIL INDIA LTD(OIL), AN UPSTREAM PUBLIC SECTOR OIL COMPANY IN INDIA

ANKUR BARUAH

Chief Manager(Learning & Development)
E-mail: ankurdlj@gmail.com

Abstract - In light of social and economic changes, the current workforce has undergone a major shift in values, expectations, and tolerance. The employee of just 5 years ago is very different than the employee of today. This new breed – the Emergent Employee - crosses all ages, races, genders, and geographies, and is revelation that is quickly changing the way organizations attract, develop, manage, and retain top talent. To be successful, companies must understand and adapt to the new, Emerging Workforce.

Just as the life of a human being in one's lifetime goes through different stages of that of child, youth, adult, and old age, the time that an employee spends in an organization can also be depicted in the different stages that an employee goes through right from the day the employee joins, till the day he separates. How an employee behaves and contributes positively to the organizational goals and vision depend on how he is treated in the organization at these different stages. The role that HR managers need to play in this is to find out ways and means, of keeping the employee gainfully engaged at each stage of the career graph.

This paper is based on the principle of viewing and managing the HR function from an Employee Life Cycle (ELC) point of view. Its an attempt to develop an organizational model that frames the employee-OIL relationship in Seven Chronological Stages from pre-recruitment to post-separation focusing on Employee Life Cycle (ELC) of an Oil Indian. Employee life cycle encompasses all the activities associated with the employee's tenure in the organization from selection , recruitment , on boarding , development , learning and separation with the underlying philosophy of Hire, Inspire, Admire and Retire.

Index Terms- Hire, Inspire, Admire, Retire.

I. INTRODUCTION

Employee Life Cycle approach in managing the HR function will help us create a business case for effective management and resource allocation for the function. At an organizational level it will help us to present a robust model for the function and explain vividly how best HR can be aligned to various business processes. Thus it enables us to take both a micro and macro view of the HR function & business and create focused linkages between the two. Employee life cycle would encompass all the activities associated with the employee's tenure in the organization from selection, recruitment, on boarding, development, learning and separation .

Team HR in Oil India Limited has come up with various HR Initiatives to address the different needs, wants, and expectations of employees at each stage of the relationship. Managing the employee that has been with us for just 10 days should be very different from the employee with us for 10 years. However, Employee Life Cycles are happening in every organization every day - they are happening whether you manage them or not.

II. PHILOSOPHY OF HIRE, INSPIRE, ADMIRE, RETIRE IN OIL INDIA LIMITED

When organizations hire people, they do not just hire the skill and knowledge of an individual but the person in totality . A totality of head and heart. The Challenge for HR today does not begin and end with engaging the talent alone, but to appeal to the aspiration of an employee in a wider perspective of what one expects towards fulfillment in life. This paper will describe the ways and means by which, Oil India Limited, a pioneer National oil company is attempting to address the inclusive challenge, where people's individual aspirations are in alignment with the organizational goals and vision.

An employee life cycle is the steps the employees go through from the time they enter a company until they leave. Often Human Resources professionals focus their attention on the steps in this process in hopes of making an impact on the company's bottom line. That is a good thing for them to do. Their goal is to reduce the company's cost per employee hired. Unfortunately, they aren't the ones who really make a difference – managers are. People don't really work for companies; they work for a boss. To the extent that you can be a good boss, you can keep employees, keep them happy, and reduce the costs associated with employee turnover. In the process, you will make your own job easier and increase your value to the company.

Employees are one of a company's largest expenses these days Unlike other major capital costs (buildings, machinery, technology, etc.) human capital is highly volatile. We at Oil India Limited has been trying to reduce that volatility with various HR Initiatives/Interventions using the Philosophy of HIAR - Hire, Inspire, Admire, Retire.

III. HIRE

This first step is probably the most important. It is important to hire the best people you can find. This is not a time to be cheap. The cost of replacing a bad hire far exceeds the marginal additional cost of hiring the best person in the first place.

- OIL is hiring talent, not just trainable skills. Skills can be taught to a talented employee. A skilled employee can not just be given talent.
- OIL is also trying to make our company a place people want to come to and work for. We do believe that the most powerful recruiting tool we have is our Open and Social culture reflecting the goals we want to achieve as a team.

The Company hiring process is mainly focussed on the following stages of Employee Lifecycle .

Chronological Stages	HR Actions & Initiatives	HR Challenges
ATTRACTION Employer Brand ensures great candidates apply before we need them	• Corporate Brand Image • IPO • Corporate Communication, CSR & Public Affairs • HR Initiatives **and Interventions.**	Attraction for working in a remote and logistically difficult area.
SELECTION & RECRUITMENT • Faster Hiring. • Lower Cost per Hire • The Right candidate for the Right Job.	Manpower/Career Planning	Minimizing the Recruitment Lead Time.

IV. INSPIRE

Once you have recruited the best employees to come to work on your team, the hard part begins. You have to challenge and motivate them. That is where you will get their best effort and their creativity that will help your organization excel.

- An Integrated Welcome package has been developed to make our new Oil Indians welcome making them feel like part of the OIL Family from the first day.

The Company takes care of the following stages of our employees to inspire them to perform to their capabilities:

Chronological Stages	HR Actions & Initiatives	HR Challenges
ON-BOARDING & OPTIMIZING EMPLOYEE ENGAGEMENT • Accelerates new hire ramp to productivity. • Engaging Orientation & On-boarding builds loyalty and community. • Socializing the New Recruits quickly, with a clear induction programme, appropriate training and accessible Communication Channels & Systems. • As employment **progresses, a host of issues will affect an employee's decision to stay or leave a job. Central to this decision is how engaged they feel with the organisation. An engaged employee is a productive one, who advocates the company and continually invests in its success.**	Structured Training Module for Executive Trainee and Induction Programme, EDP, FOL for Freshers. Accessible Communication Channels & Systems: **The B2E Portals** • OILWEB-The Corporate Intranet Portal • Sincerely Yours-The Homepage of Personnel Department. • e-Sampatti- The Property Return Portal • OIL EP**-The Enterprise Portal of Oil Indians**	Lack of uniformity in the process of Induction/Mentoring/On the Job Training across different functions/departments.

V. ADMIRE

Once you have hired the best employees and have challenged and motivated them, you can not relax.
The biggest mistake a manager can make is to ignore employees. The same attention you paid to their work assignments, to their satisfaction levels, to their sense of being part of a great team needs to continue for as long as they are in your group. As soon as you start to slack off, their satisfaction and motivation decreases. If you don't do something, they will become disenchanted and will leave. They will become part of the "employee turnover" statistic you were trying to avoid.

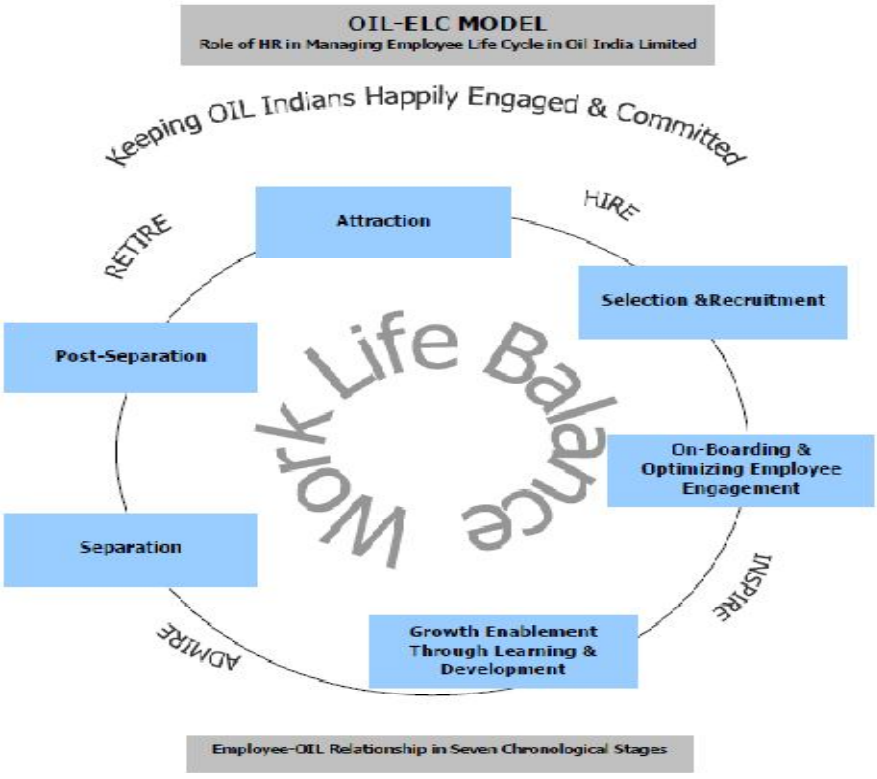
- OilIndians want TGIM (thank goodness it's Monday) employees not TGIS (thank goodness it's Saturday) ones.
- The Company has a Recognition and Reward system to give our people positive feedback as much as the Company can, even if it's just a good word providing appropriate recognition and rewards for jobs done well.

The Company admire our People by enabling them with continuous Learning and Development at the same time ensuring a positive Work-life balance between their work & family.

VI. RETIRE

This is when you know you have been successful. When employees see your company as the employer of choice, they will join you. When they recognize you as a good boss and a real leader, they will stay around. As long as you continue to inspire, motivate, and challenge them, they will continue to contribute at the high levels you need in order not just to beat competition but excel in their core competency. They will be long-term employees; even staying with you and your company until they retire. They will refer other quality employees to your company. Good mouthing matters a great deal in this day of fickle fortunes.
The Company has post retirement schemes that take care of our retired employees making them feel a member of the OIL family even after their superannuation.

Chronological Stages	HR Actions & Initiatives	HR Challenges
SEPARATION Key Feedback gathered. Employer's reputation with separating employee is maintained.	Exit Interactions/Interviews Prompt settlement of all dues	Implementation of ideas for improvement suggested during Exit Interactions.
POST SEPARATION Helping every OIL Indians to enjoy a Secured Post retirement life, reinforcing the sense of belongingness forever.	Medical facility for Retired Employees and their Spouses. Old Boys Association/Meet	



CONCLUSION

Employee Life Cycle approach in managing the HR function will help us create a business case for effective management and resource allocation for the function. At an organizational level it will help us to present a robust model for the function and explain how best HR can be aligned to various business processes OilIndians has a strong belief that given the right kind of inspiration, excitement and motivation that reaches the hearts and souls of people, ordinary people can perform extraordinarily. This is the core of the Work Culture of the Company.

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