The Economic Times, 24.04.09 (Page 10)

Hewitt to revamp Apeejay staff management

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KOLKATA-BASED Apeejay Surrendra Group, which has diverse interests in tea, hospitality, shipping, real estate, retail and financial services, has appointed noted HR consultant Hewitt Associates to realign its employee performance management systems.

Hewitt has the mandate to evolve a performance-appraisal system for the group's top management deck, including CEOs, functional heads and departmental heads of various businesses. Based on this, the group will eventually revamp the performance management system for its 43,000-strong employee pool. The group expects such a strategy will help increase the employees' engagement levels and ensure robust growth.

TIME FOR CHANGE

Group hopes to raise workers' engagement levels. Hewitt to strengthen linkages between performance and variable payout

Talking to **ET**, Apeejay Surrendra Group director (HR and strategy) Sourav Daspatnaik said Hewitt will evolve the performance appraisal system and strengthen linkages between performance and variable payout for 60-odd senior level executives.

"The downturn is the best time to undertake this since it will reflect our commitment towards growth. It is also the ideal time to strengthen our processes and systems," he said.

Despite the economic slowdown, Apeejay Surrendra has not cut down on its hiring plans.

"Even now, we are recruiting five to six people every week. We also plan to start the hiring process for our major greenfield projects — nearly 1,300 people for the logistic parks in Haldia and Kalinganagar and another 17,000 direct jobs for the shipbuilding project at Geokhali," Mr Daspatnaik said.

Apeejay Surrendra is also looking at building a strong employer brand. "Previously, employers used to associate themselves with individual businesses. But now we want to build a group identity. This will be achieved by moving talent across businesses and also deploying people from within the group for our greenfield ventures," said Mr Daspatnaik.

The group, for the first time, is planning to focus on non-monetary rewards this year. "We have to ensure employee engagement levels remains at its peak. It will help increase employee confidence level. We will also invest substantially on training programmes," said Mr Daspatnaik.

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