

INTERVIEW

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The skill sets most desired in fresh entrants are those of core fundamentals



The 'race for the better one' shall always be in the system. Compensation will continue to be very competitive. The better ones will have to be retained through worthy appraisals

**How do you see the hiring process changing in 2017-18?**

The hiring process for the last couple of years is premised on competence - both functional and behavioral.

The focus on competence is here to stay. In recent times there has been an upsurge in the intake of young engineers, MBA graduates and those from other professional courses.

The advantage in hiring young talents is in the talent pipeline it helps create. This does not mean that lateral hires are any less important.

Inevitably, people switch in the middle of their careers for greener pastures.

What skills and job roles will be in demand at junior, middle and senior level?

Junior level: I can foresee an increasing requirement for Data Analytics. At the Middle level: The manpower for handling operations, such as head of operations and maintenance, would be a crucial role. Senior level: the requirement will continue to be need based. So, we can expect most engagement at the junior level which includes BTech graduates, young MBAs and young professionals, as mentioned earlier.

How is technology changing HR, especially for recruitment?

Technology is playing a pertinent role in supporting the HR processes. For recruitment purpose, social media is changing the way we hire.

The next interesting development in talent acquisition is expected to be in the form of Artificial Intelligence (AI).

This is still at a very nascent stage and hence it's difficult to draw its exact course into the future, but once developed, it should help with effective and quick screening of candidates.

Besides, for a concept like AI to be efficacious, it is important to have a strong database of both internal and external environment, which is still not robust at the moment in India.

What are the emerging skill sets you'd like fresh entrants in your industry to have?

I'd like to see a deep sense of dedication, discipline, the right intention to work, an attitude to learn and grow and the quality of humility in all entrants.

I believe that functional and business knowledge can be gained if the person has his basics in the right place.

Rate these basis the criticality for employees in your industry (on a scale of 1-10):

- Work-life balance - 9
- Salary - 6
- Corporate culture - 8
- Rewards & recognition - 6
- Learning & development - 8
- Career growth plan - 7

Work-life balance in my opinion is at the highest facet in any HR policy of an organisation.

People can be paid more, but if they cannot strike a balance between their professional and personal life, then that pay is probably happening at the cost of their personal lives.

This pattern is unsustainable; we already know how recklessness in work-hours can cause an early burn-out.

Salary (average range)

- **Junior:** For a fresher (BTech, MBA, CA or above) Rs 5-6 Lakh per annum
- **Middle:** Around Rs 15 Lakh per annum or 30% more than that of a junior
- **Senior:** Depends upon a lot of aspects, difficult to quote a number here