

ST APPOINTMENTS

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HRM Awards 2009 to highlight Human Resource Management as a pivotal component of modern day business

The spotlight will yet again be on the Association of HR Professionals (HRP) when it unveils the latest edition of the 'HRM Awards 2009 - Super 10', with its strategic partners. This much-awaited event on the HR calendar is expected to once again highlight Human Resource Management as a pivotal component of modern day business, and is slated for early 2010. The coveted HRM Award is organized by the Association of Human Resource Professionals every two years in keeping with its mission to bring HR to the forefront.

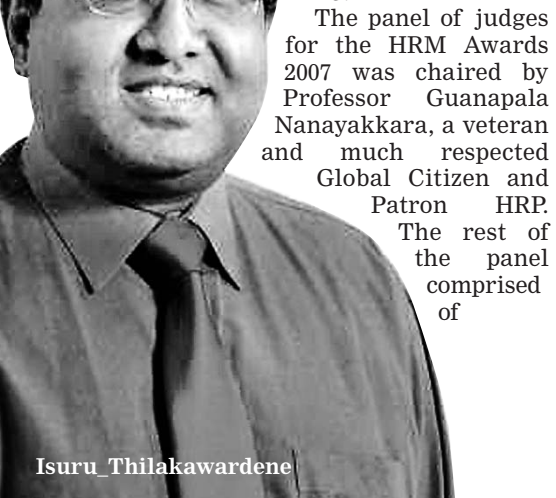
The HRP as its avidly referred to among the local HR fraternity, from its inception has strived to offer to the profession, stimulating knowledge content through innovative and dynamic initiatives. A young organization, with a futuristic outlook, the HRP has endeavoured to maintain a healthy balance among key players in the local HR arena, but offering customized HR solutions to standardize and upgrade Sri Lanka's Human Resources profession to be best among equals with the rest of the World.

The last edition of the awards was held in 2007 and attracted over 90 companies and 50 companies were short listed and evaluated for the award. Following companies were adjudged as Gold & Silver award winners at the last HRM Awards.

Gold Awards - Ceylon Tobacco Company PLC, Commercial Bank of Ceylon Limited, DFCC Bank, Hatton National Bank, HSBC, Keells Hotel Management Services Limited, MAS Intimates Slimline (Pvt) Ltd, Sampath Bank Limited, Sri Lankan Air Lines Limited, Virtusa (Pvt) Ltd.

Silver Awards - Aitken Spence & Company PLC, Fonterra Brands (Lanka) Pvt. Ltd., Hemas Manufacturing (Pvt) Ltd, Heritage Kandalama, John Keells Computer Services Limited, Nations Trust Bank, Sri Lanka Insurance Corporation Limited, Trans Asia Hotels PLC, Union Assurance PLC.

The panel of judges for the HRM Awards 2007 was chaired by Professor Guanapala Nanayakkara, a veteran and much respected Global Citizen and Patron HRP. The rest of the panel comprised of



Isuru Thilakawardena

This is the 4th occasion the HRP is presenting the HRM Awards in Sri Lanka. The Award aims to identify and recognise best HRM practices in companies that are aimed at developing its people who drive businesses and help the organizations to gain and sustain competitive advantage. HRP will involve several professional partners to this years Award to bring in quality and transparency to the awards. The evaluation process will have special emphasis on the efforts and strategies adopted during the last 2 years in improving the HR processes in the organization. We are expecting over a 150 applications this year as most companies have under gone several HR challenges during the past 2 years which will allow them to show case their best practices in HR Management, that we as a nation can be proud of. Further considering the down turn in most businesses but looking at the prospects of the future an appropriate event is expected in keeping with the gala awards night of 2008. The awards night will be preceded by the popular and interactive "Learning Conference" featuring eminent personalities from Sri Lanka and overseas

Dr.Sanrupt Misra (Director - Aditya Birla Group), John Lavelle (Former HR Strategy Advisor - World Bank), Dr.Norman Maharaj (Commissioner - Public Services Commission, South Africa), Aruna Fernando (Former President - CIMA Sri Lanka), and Ravi Peiris (Director General - Employers Federation of Ceylon)

The technical support for the HRM Awards 2007 was given by Hewitt Associates whilst John Keells Holdings was the main sponsors to the event along with many Associate and co-sponsors.

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Previous occasion HRP changed its format to a HRM study, by enhancing its focus on the "people factor of driving business growth". Hailed as the driver of HR benchmarks in Sri Lanka, the HRP will showcase the best HR

strategies in the country, honoring the trailblazers in industry. This time HRP will emphasize on the new role of HRM in turbulent times and in the united Sri Lanka. HRP will call for applications in the near future with the Awards been scheduled to be held early next year.

President of HRP Isuru Thilakawardana states that "The HRM awards are very significant because it highlights the organizations which are developing best practices and encourage others to follow it" whilst the Vice President of HRP and Chairman of the HRM Awards 2009, Asitha Jayatunga states that "The HRM Awards & the Learning Conference will highlight the impact of HRM on corporate performance and create a platform to honour and recognize top performers and also share experience and gain knowledge"



Asitha Jayatunga

How and when to empower people

Employee involvement is creating an environment in which people have an impact on decisions and actions that affect their jobs. Employee involvement is not the goal nor is it a tool, as practiced in many organizations. Rather, it is a management and leadership philosophy about how people are most enabled to contribute to continuous improvement and the ongoing success of their work organization.

My bias, from working with people for 35+ years, is to involve people as much as possible in all aspects of work decisions and planning. This involvement increases ownership and commitment, retains your best employees, and fosters an environment in which people choose to be motivated and contributing. It is also important for team building.

How to involve employees in decisionmaking and continuous improvement activities is the strategic aspect of involvement and can include such methods as suggestion systems, manufacturing cells, work teams, continuous improvement meetings, Kaizen (continuous improvement) events, corrective action processes and periodic discussions with the supervisor.

Intrinsic to most employee involvement processes is training in team effectiveness, communication,

and problem solving; the development of reward and recognition systems; and frequently, the sharing of gains made through employee involvement efforts.



Employee Involvement Model

For people and organizations that desire a model to apply, the best I have discovered was developed from work by Tannenbaum and Schmidt (1958) and Sadler (1970). They provide a continuum for leadership and involvement that includes an increasing role for employees and a decreasing role for supervisors in the decision process. The continuum includes this progression.

Tell: the supervisor makes the decision and announces it to staff. The supervisor provides complete direction. Tell is useful when communicating about safety issues, government regulations and for decisions that neither require nor ask for employee input.

Sell: the supervisor makes the decision and then attempts to gain commitment from staff by "selling" the positive aspects of the decision. Sell is useful when employee commitment is needed, but the decision is not open to employee influence.

Consult: the supervisor invites input into a decision while retaining authority to make the final decision herself. The key to a successful consultation is to inform employees, on the front end of the discussion, that their

input is needed, but that the supervisor is retaining the authority to make the final decision. This is the level of involvement that can create employee dissatisfaction most readily when this is not clear to the people providing input.

Join: the supervisor invites employees to make the decision with the supervisor. The supervisor considers his voice equal in the decision process. The key to a successful join is when the supervisor truly builds consensus around a decision and is willing to keep her influence equal to that of the others providing input. humanresources.about.com

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