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EMPLOYMENT TIMES

MAKING OPPORTUNITIES KNOCK ON YOUR DOOR

DHL - setting new standards in HR practices

DHL to most Sri Lankans is only a courier Company. However, DHL offers comprehensive services in international express, air and ocean freight, road and rail transportation and contract logistics. It has constantly evolved and grown to become the world's leading logistics group.

Such a global Company has, despite the many tumultuous economic events that have taken place, managed to grow from strength to strength. One of the reasons for this is the exemplary Human Resource practices within the Company.

Amit Singh - Acting Head of Human Resources at DHL Global Forwarding Sri Lanka, was of the opinion that the success of these HR practices began with the type of people recruited. Having worked in many DHL offices across the world, Amit stressed that he made the initial decision to join, based on the passion and drive he felt towards what DHL stood for: Being a huge believer of globalization and the overall development of countries, Mr Singh was instinctively drawn towards the biggest facilitator of trade.

This passion one feels towards the aims, objectives and vision of a Company is a very

important aspect when choosing to join a company. Whatever lucrative package offered by a Company shouldn't be what influences a person to join. Ultimately it is the passion felt for what one does and why one does it that motivates and sustains.

Another practice followed at DHL is the identification and retention of high potential employees within the Company. For this purpose, a three pronged approach is used, whereby a person's performance, competencies, and aspirations are judged and evaluated.

Within the global DHL family, there is a global role mapping system which is in turn



Amit Singh - Acting Head of Human Resources DHL Global Forwarding Sri Lanka

linked to the external market. Additionally the competencies and targets for each level are set out and are continuously assessed and tracked. Further, employees at DHL are annually made to write down their aspirations which are reviewed by the higher management.

These approaches enable the Company as a whole to identify the strengths, weaknesses and opportunities that are at their door step. This is also why at DHL first priority is given to the internal organization, when looking to fill vacancies.

DHL encourages cross divisional and cross border transfers for its employees. Most

employees are therefore well versed in every aspect of the Company.

Communication is a big priority at DHL. The ability for employees at every level to interact freely is an important factor for the growth of a Company. Addressing issues in a positive manner and seeking solutions (the appreciative approach) also goes a long way towards development. DHL conducts a worldwide Employee Opinion Survey that gives it greater visibility about how employees identify with the company and reveals areas of improvement within the company. It is an important element to develop the corporate and leadership culture towards greater transparency, openness and mutual respect. It is also a vital lever towards greater employee engagement and empowerment as DHL seeks to become the employer of choice.

Above all these, perhaps what sets DHL apart from many others in and outside the industry is the differentiation made in various countries. Although there is a global network of over 500,000 employees in more than 220 countries and territories, each country office is defined by the local practices and cultures prevalent.

However there is a code of conduct applicable to everyone, dealing with customers, fellow employees and the environment.

Skill, performance and ethical conduct are the only indicators for employee qualifications. DHL doesn't discriminate or tolerate discrimination based on gender, race, religion, age, disability, sexual orientation or national identity. Environment and social responsibility wise, DHL is at the forefront with its Go Green policies and energy saving and recycling initiatives. They also maintain a volunteer programme for charities and a disaster relief team.

With all these exemplary HR policies in place, it is no surprise that DHL boasts of high employee retention. Most employees are long standing and have successfully climbed the corporate ladder through the years.

Mr. Singh further stressed that Sri Lanka as a corporate society is slowly but surely evolving. With the end of the war, the economy is set to boom, opportunities will grow, challenges will emerge, and systems and cultures will change. HR will no longer be limited to the mundane day to day activities but will play an important role in recruiting, retaining and enhancing the skills and performances.

What current and future HR practitioners should do is be able to identify and retain valuable resources, develop the massive internal skills that are hitherto untapped, develop a HR training programme and gear up to outsource certain activities.

Incorporating these practices within each organisation will not only benefit the particular Company but the corporate world and country as a whole.

- Shanika Perera

The Capacity to Transform

Do you see it in the eyes of every person you meet? The capacity to learn, to grow, to adapt. The ability to push boundaries, challenge comfort zones, to rise beyond the ordinary. Do you see it with the eyes of intuition, know it in many ways of knowing, the chrysalis that sleeps deep within each of us, waiting? Do you sense what it takes, for that transformation to come to be?

For what the caterpillar calls the end of the world, the rest of the world calls the butterfly!

MAS Intimates is Sri Lanka's largest exporter powered by a team of 18,000 exceptional individuals with a USD 300 Million revenue. We work with the leading lingerie brands of the world such as Victoria's Secret, Marks & Spencer, GAP and Chico's, managing state-of-the-art design centres and exceptional manufacturing units. We are the intimate apparel arm of MAS Holdings, the USD 800 Million global apparel company.

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Manager - Human Resource Development

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Your key focus areas are Recruitment and Selection, Training and Development, Performance Management and HR Policies and Procedures.

A degree in HR Management and 3 to 5 years experience in a similar position is a pre-requisite. An MBA/Post Graduate qualification in HR Management and exposure to a manufacturing environment would be advantageous. Excellent human relations, leadership and communications skills, good writing ability and organizational adaptability are required in this strategic position.

Submit your application with a digital photograph and names and contact details of two non-related referees within 10 days of this ad at: <http://careers.masholdings.com> Vacancy Reference Number: MDS/SS/0001

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Changing Perspectives

The Importance of outplacement services

Trimming a workforce is difficult. Both managers and employees are bound to experience emotional turbulence as they prepare to go their separate ways. To make this painful process easier, your company may want to look into hiring an outplacement service. Providing this thoughtful benefit to terminated employees can help their transition into the next phase of their careers.

What should you look for?

A good outplacement service will visit your company and provide on-site workshops and individual consultations. It should also provide specific functions to participants for an extended length of time, to include:

- Customized assessments
- Job search planning
- Professional help with resumes and cover letters
- Coaching on particular professional topics of interest
- Administrative support
- Help with research materials
- Financial consulting
- Entrepreneurial consulting
- Videotaping and mock interviews
- Information on online services, recruiting firms, and job fairs

Helping terminated employees get the most from outplacement

The outplacement process does not produce automatic results. Employees will get out of it what they put into it. For some workers, outplacement is a futile exercise that only prolongs their transition from one employer to another. However, many individuals benefit from outplacement as a means to redefine career goals and find other employment.

Encouraging a positive relationship between employees and the outplacement service

Advise employees to trust the process.

Outplacement might be a completely new experience for them and it can help them find the work they really want. Encourage them to participate in the process. Employees shouldn't expect an outplacement consultant to do all the work; it's up to them to find the right job.

Help them articulate their thoughts, feelings, and ideas to their outplacement counsellor. Employees need to be assertive so the counsellor will understand how best to help them.

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