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Making leadership more accessible to employees

STRIVING FOR MORE Good work-life balance and a strictly open door policy aim to increase productivity and make work environment casual and exciting at Aircel

How do you spot and attract talent?

I believe that right talent management translates into tapping better business opportunities and being well prepared to handle challenges. Hence, our hiring is based not only on today's challenges and needs but also on skills that we would need in future.

Being in an industry which is extremely volatile and competitive, the culture at Aircel is very dynamic, marked by passion and challenge. Innovation and trust are often the key values for high performers and this is what we focus on while attracting talent. For most potential employees, working in a stimulating, dynamic environment is a huge draw as they wish to break away from their earlier mould

The best way to retain and nurture stars?

The greatest motivator for any employee is a sense of belonging — the sense that the organisation cares and the belief that he will not be left behind. At Aircel, we have employees who have been with us right from our inception — they have celebrated victories and fought challenges.

The main reason behind this is that, as an organisation, we live by the philosophy of growing leaders within the organisation and giving them opportunities to explore new avenues. The answer for most new ideas is — let's try.

To encourage and retain employees, we strive to create a learning and developing culture within the organisation; a place where we develop and foster talent to ensure a skilled and competent pipeline for the organisation. Our learning hub, Aircel Academy ensures focused and relevant training pro-



briefcase

SANDEEP GANDHI heads the human resource initiatives for Aircel. He brings the contemporary approach to human resources management by aligning the HR strategies to the organisation's priorities which in turn contribute to the organisation's health, productivity, and capacity to innovate. Besides HR strategies, Gandhi closely works with the Aircel leadership team to foster a culture of growth and innovation in the company

Sandeep Gandhi,
chief hr officer,
Aircel

grammes to guarantee talent readiness at all levels, which is key to our success

What kind of a workplace environment do you strive to create?

We believe in our core values of being simple, creative and trustworthy and ensure that our values are imbibed and reflected through all aspects of our work environment. Doing away with jargon, finding newer ways to do things and making leadership more accessible are few ways we create an interactive, fun workplace and clearly exhibit our core beliefs.

Additionally, good work-life balance and a strictly open door policy aim to increase productivity and make our work environment both casual and exciting. The culture of the organisation adds to the overall enthusiastic attitude of the employees — pushing them to take risks and find newer ways of doing things

What specific attributes/values do you look for in candidates

being interviewed? What skill sets are important when hiring for your company?

Telecom is a dynamic and very competitive industry. With each day throwing new challenges, the industry demands the candidates to be confident team players to handle challenging situations. The candidate needs to be flexible to imbibe the cultural values of the organisation and should have the enthusiasm to learn and develop skills as he/she climbs the ladder

Do you check a candidate's social media profile when hiring and are you using social media for hiring?

We rely greatly on employee referrals to assist the company in its talent acquisition process. We believe that from both a culture and a skill set perspective, current employees would be able to identify and refer the right talent better

What's unique about your

appraisal system?

At Aircel, we believe — as you sow, so shall you reap. Our appraisal system reflects this very philosophy. We believe in identifying and encouraging high performers and also helping employees who may not be doing as well reach their full potential. Our appraisal system is a means to contribute to employee growth identifying development needs and providing support through training and development wherever needed.

Through this system, we also reinforce the belief that it's only together that we can rise, by providing differential increment percentages for high-performing circles

Are you hiring at the moment?

Currently, we are hiring only basis business requirement

Positions most difficult to fill?

Telecom as an industry has few hot skills which are always tougher to fill. In our case, positions in mobile technology and the digital space take longer and more effort to fill

Best facilities in your organisation?

Our focus has always been on creating a fun, energetic work place. We have a recreation room for employees to relax and play after work hours. For larger interactions and internal engagement activities we also have a state of the art auditorium. Keeping in mind the interactive environment we wish to create, we have made an open break-out zone in the office where employees can lounge on bean bags, catch a cup of coffee and still continue to work away from their desks.

— Coordinated by Harini Sriran