



ASSESSMENT COVER PAGE AND DECLARATION

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HR POLICY PROPOSAL



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Nestle and its HR policies

Nestle is one of the world's leading company currently functioning within the FMCG industry. World-renowned for its bottled mineral water, nestle currently employs a staggering 352,000 individuals worldwide and boasts a net revenue of more than 90 billion USD. With such a robust labor force, it is safe to say that nestle has sound HR policies in check. According to the HR policies of Nestle, it prides over leadership, and to maintain a positive work environment, it has entrusted this task to the Line manager. The HR manager oversees the decisions taken by line managers making sure they maintain the boundaries highlighted in HR policies and principles. Nestle has what they called NiM (Nestle in the Market) which overlooks functional leadership and that too is well thought out though providing specialized services and deploying HR policies within the specific business.

The recruitment process of Nestle aims to find employees that offer similar core value to that of what has been stated at Nestle. It clearly gives no candidate an edge over nationality, religion, race, gender, etc. The decision of hiring process mainly resides over the HR team through which they use different tools such as assessment centers and a cognitive test to scout out talent which in my opinion is nothing new from the competition (Nestec Ltd. V. S., Training and learning, 2012). As for the employment and working conditions Nestle follows a complete corporate policy for the conditions of work and employment. As one of the leaders of Nutrition, Health and Wellness, Nestle provides a working and flexible work environment being ambitious about striking the balance between the employees' private and professional lives. No form of harassment is tolerated within Nestle and the managers aim to maintain an environment of mutual trust and understanding.

Two-way dialogues are supported by their HR policies amidst employees to ensure continuous improvement and resolve any matters of conflicts or roadblock during work-related activities. The HR policies are also clear in highlighting employee responsibilities, therefore the employees of the company are aware of the impact they hold over its day to day operations as well as focusing upon the individual growth of the employees through Performance Evaluation, Progress and Development Guide, and 360 assessments (Nestec Ltd. V. S., 2012). Employees are constantly monitored by line managers who oversee their professional development, encouraging the employees to discuss and express career aspiration with an open dialogue. The HR policies of

Nestle put high regard over the cultural diversity it holds within the company, therefore, offer a free hand to those who are willing to take assignments in different countries (Nestec Ltd., 2012).

The New HR Policies

The following HR policies stated below will work in the way of improving the area's highlighted above for Nestle.

1. Employee Retention

Pay levels play a vital role when it comes to retaining our staff (Chan, 2011); (Hausknecht, 2009); (Khan, 2011) also proving as a great indication of a decent career trajectory (Khan, 2011). (Yang, 2010) says that the major reason for employees of leaving their companies lies within the fact that they were offered better career prospects by competing companies within the same industry hence a larger importance is put on pay levels. It can be said that training and development opportunities also play a vital role in retaining staff, we must search for a strategic answer for retaining staff. (Karatepe, 2013 b) states that work engagement through training and empowerment also plays a huge role in retaining talented employees. Similarly, Park and (Gursoy, 2012) in their study of the generation effects on the relationship between work engagement, satisfaction and turnover intentions concludes that companies and managers must include the Millennials preference in their HRM policies through job fulfillment as a majority of the labor force will comprise of them. Measuring and analyzing physical data also come in handy when retaining employees meaning that retention rate must be measured and kept in track at different employee levels and functions. Incorporating six sigma is necessary for achieving this feat. Therefore, from data analysis, we can develop strategic policies that will cater towards talent retention. Using root cause analysis at different employee levels will help us in identifying deviations within the on-boarding and leaving process and aid in generating an action plan which will be used to retain employees. These solutions will also work great in reducing the number of exit interviews. If, however, exit interviews do occur they are important in gaining insight as to why an employee chooses to leave.

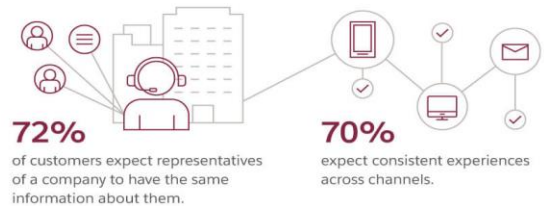
Career mobility policies through job rotation must be communicated clearly by the top management to scout and retain employees. A culture must be created within the company where hiring managers look for a talent from the lenses of career mobility and future successions within the company rather than to provide external succession opportunities

being taken by the employee. A formal career path must be drafted and outlined of each existing talent making sure that managers and employees have a sound understating of each other's goals and aspirations; and work towards achieving both in harmony. Among employees surveyed in Cornerstone's Career Trends Report, 74 percent considered career decision and how they will define career trajectory. Managers are required to participate in this process, ensuring employees to achieve those goals within the company and staying with it in the long run.

2. Increasing effective customer services practices

The customer after a purchase keenly contacts customer service to identify any queries that might be present after their purchase. Moreover, the ways any customer is dealt with has a huge impact on brand loyalty. Modern customer service best practices should extend beyond your support team as well. Customers who expect to instantly contact you or your customer service agents also expect resolutions that are just as prompt. (Salesforce, 2017).

Front line employees play a significant role towards providing an excellent service. Therefore, it's imperative that the behaviors and attitudes of those employees are monitored in order to ensure customer quality is being met. Policies are needed to measure and maintain standards presented by such employees, keeping in line with industry standards to make sure and using it future talent to be trained accordingly. In-role and extra-role activities undertaken by employees have gone to prove that customer satisfaction levels improve with such activities hence emphasis must be put over such activities (Carlzon, 1987); (Zemke, 1989). Helping customers pertaining to their unique demands (Bitner, 1990); (Carlzon, 1987), ensures that the company delivers high quality service (Gronroos & In T. M. Bloch, 1985), using feedback from customer to improve the customer service process.



Source: salesforce.com

Majority of customer interaction take place online on either social media or email and to a certain extent via phones calls, but such interaction lacks a human touch as face to face conversations are limited in our ever-growing digital world. Hence putting importance on handwritten letters as well as a carefully drafted brochures goes a long way in differentiating one from the crowd.

3. Improving interoffice communication through the use to technology

Commonly cited statistic says 65% of the population are visual learners, so chances are that there are many of them in your workplace. Visually conveyed information has a long-lasting effect and is better retained than written text. Television and displays are to be mounted around the office area which will present a visual array of rotating messages. A purpose-built cloud-based digital signage software can be used to display visual images throughout the office. These screens can be used for the following purposes:

- Displaying important company announcements, vacancies, quarterly sales targets and information such as news, overstocks and the weather.
- Inspirational quotes, accomplishment of the company as well as future aspiration.
- Sharing important milestones achieved by the company through pictures or mementos

Employees work better when an open and fun environment is provided to them. A 2013 survey by PGI found that 88% of millennials desire to work in a fun and social environment. Internal communication checks will be present ensuring that the work is productive as well as fun. Employees having their pictures on social media websites as they work and tagging the company in it will be a good way to begin. It will boost employee motivation and morale as well as setting the company image out there in the market.

Using platforms such as workspace from Facebook is an excellent way of achieving this task as it allows company members from across the globe to interact and comment. Such groups provide a much better way for employees to speak to each other. Moreover, taking the senior management within the loop and rather than an email thread having a one on one conversation, leads to more efficient management structures. Workplace chat provides a good platform for instant messaging. Employees connecting with each other on the spot and ensuring a quick fix on problems of any employee makes remote working easy. Voice call and video conferencing are such features which

ensure that work can resume even if on-site availability is questionable. Embedded chatbots within chats mean that repetitive processes such as checking pay-slips, reporting bugs and booking time can be automatically managed.

4. Revising Employee Performance Appraisals

We believe that to apprise employee, new software must be brought into the business and for that the use of a multi-objective optimization based on ratio analysis (MOORA) technique extended by (Brauers, 2006) to the MULTIMOORA approach, is one of the best multiple attribute decision-making methods (MADM). The MULTIMOORA is an improvement over the MOORA technique; due to the procedure of the MULTIMOORA method the result will be more robust and comprehensive than that acquired from previous methods of appraisal (Brauers W. K., 2010). The MULTIMOORA is divided into three parts, the ratio system, the reference point and the full multiplicative form which form the multi-objective optimization by ratio analysis (MOORA) method developed by (Brauers W. K., 2006). Later on (Brauers W. K., Project management by multimoora as an instrument for transition economies, 2010b) used those results to accurately pinpoint areas of appraisal and aiding also over the deciding of the method.

The MOORA method points towards a 360-degree feedback, also known as a multi-source feedback, because it collects performance appraisals from different individual sources such as immediate line managers, colleagues and team members rather than from a single source of information (Ghorpade, 2000). Multi-source feedback is now being used more and more by companies than single sources of feedback and is known to present a more accurate representation of the employee (Espinilla, 2013).

MOORA also emphasizes on a Forced Distribution Method which eliminates the central tendency of rating employees on the higher end of the spectrum. It is a useful tool in rating job performance and an employee's promotional ability eliminating bias from the process. This method is also quite simple to use when it comes to appraising employees and classifying them but suffers in tracking employee improvement in the process.

Job Listings

Job listings are used to notify potential candidates of vacancies that might present within the company over any given period. Hence, we will produce such job listing of the following positions.

1. Secretary

We at Nestle are looking for highly motivated individuals that pride themselves in working in a dynamic work environment for the role of a secretary. We believe that talent lurks at every corner of the world and therefore we at Nestle have a mission to discover new talent and add it to our ever-growing family. Nestle is one of the pioneers of the FMCG industry in terms of marketing and industrial process establishing itself as the largest food company in the world. Our employees enjoy a robust working environment that accelerates its exposure and allows them to freely explore their careers. With class-leading brands and a respected number of product portfolios, we wish to acquire then further solidify the position of Nestle as a market leader in its own respect. Therefore, we encourage candidates who wish to learn, discover and grow with the company to apply. The candidates must be proficient in

1. Organizing work by reading and routing correspondence
 2. Collecting information
 3. Initiating telecommunications
 4. Managing department schedule by maintaining calendars for department personnel and arranging meetings, conferences, teleconferences, and travel
- Typical work hours will be followed allowing for a 20-day paid leave from the company.
 - Opportunities will be presented to candidates within their careers of transferring to different departments within the company suiting career aspirations.
 - Salary ranges between 35000 – 45000 TBH including housing, transport, provident fund with all-expense paid, and air travel when required.

Located in Amata City Industrial Estate in Rayong, it is the center of economic activity of the city. We encourage candidates who are keen to pursue a potential career as a secretary to apply. Our employees enjoy a great career trajectory, a corporate exposure like no other and learn the trade of

the business from the best; only ending up to become the best whilst maintaining a down to earth character swelling with integrity.

2. Marketer

Passionate, hardworking and relentless; these are the trademarks of all the marketers working here at Nestle. We at Nestle take pride in the fact that we are at the top of our game in the FMCG industry which is mainly credited to our marketing team. Our marketer travel around the globe in search of new market segments and enjoy a dynamic working environment where they are pinned right in front of their competition. Exceptional leadership skills and having a team spirit is what's praised here at nestle and it's what we expect from our marketer who work relentlessly ensuring that Nestle as the market leader. With class-leading brands and a respected number of product portfolios, we wish to acquire than further solidify the position of Nestle as a market leader in its own respect. Therefore, we encourage candidates who wish to learn, discover and grow with the company to apply for a promising career and learning experience. Candidates must be proficient in:

1. Contributing to the development of the overall marketing strategy
 2. Participating in creating brand marketing strategies
 3. Planning, development and execution of print and online campaigns
 4. Using statistics and other tools to track the effectiveness of the existing marketing strategy
 5. Providing feedback to marketing and management team
 6. Collaborating with graphic designers, web specialists, and other technical team members to create successful marketing campaigns
 7. Using social media to advertise products and solutions
 8. Developing strategically placed advertisements to reach niche demographic
- Typical work hours will be followed allowing for a 30-day paid leave from the company.
 - Opportunities will be presented to candidates within their careers of transferring to different departments within the company suiting career aspirations as well as job rotation in different departments.
 - Salary ranges between 65000 – 75000 TBH including housing, transport, provident fund with all-expense paid, and air travel when required.

Located in Amata City Industrial Estate in Rayong, it is the center of economic activity of the city. We encourage candidates who are keen to pursue a potential career as a marketer to apply. Our employees enjoy from a great career trajectory, a corporate exposure like no other and learn the trade of the business. The applicant must be at least a graduate from a reputable university with at least 2-year industry.

3. Operations Manager

Nestle is one of the largest food manufacturing company in the world. Keeping this in perspective, it has a wide range of operation pertaining to factory operations to raw material and sourcing all the way up to warehousing and shipping all of its product throughout the world. Hence for all these operations to run successfully, we have disciplined, well rounded and extremely capable operation managers working tirelessly across the production process. As explained above, we at Nestle make sure that a safe and secure working environment is enjoyed by our important operations managers, maintaining a strict balance between their private and work life. If you believe that you can have the capabilities that we require for our new addition, we invite you to apply for the position of operations manager. The applicant must be proficient it:

1. Ensuring all operations are carried on in an appropriate, cost-effective way
2. Improving operational management systems, processes and best practices
3. Purchasing materials, plan inventory and oversee warehouse efficiency
4. Helping the organization's processes remain legally compliant
5. Formulating strategic and operational objectives
6. Examining financial data and use them to improve profitability
7. Performing quality controls and monitor production KPIs

Our managers have excellent communication skills, Leadership ability and an outstanding organizational skills Degree in Business, Operations Management or related field. If this sound like you that we have a place here at Nestle.

- Typical work hours will be followed allowing for a 30-day paid leave from the company as well a free medical treatment if the employee is with the company.
- Opportunities will be presented to candidates within their careers of transferring to different departments within the company suiting career aspirations as well as job rotation in different departments.

- Salary ranges between 70000 – 80000 TBH including housing, transport, provident fund with all-expense paid, and air travel when required.

Health Safety and Wellbeing Guide

1. Health and Safety at the Workplace

We aim to look over the wellbeing of the employee within the workspace. It includes:

- Any risk to the mental stability of the employee which may spark anxiety or prolonged stress must be eliminated.
- A health safety executive will be appointed to overlook this area.
- Workers will have proper resources which will secure health and well-being.
- All employees must follow the health and safety policy.

2. Maintaining the Workplace

All employees would have to adhere to and will be provided:

- Sufficient lamination within the office, warming, allowing for cross ventilation and preserving a moderate temperature.
- Adequately sized offices, having latrines, maintaining a clean and dust free workplace.
- Designated ways for overcoming occupational risks.

3. Visual Screen Time (Display Screen Equipment)

The policy pertains to application DSE, meaning labors who work over monitor or a screen that is a part of their normal workflow. This policy pertains only to those who work over the screen for a prolonged period. The following procedure must be followed by them:

- Screen time will be actively monitored and incase of over 3 hours of use, a 15-minute break is imperative.
- Breaks must be ensured that they are being taken.
- Routine eye test of such labor must be taken.
- Make a wellbeing report of these labors monthly.

- Provide acceptable levels of furniture's for these employees to ensure that their comfort levels are being met.
- The system that they work on must have minimum levels of dangers in order to ensure that employees don't get harmed whilst using them.

4. The use of protective equipment

These safety check adheres to the following:

- Guarantee that protective equipment is provided beforehand for work that may need them such that "any place there are dangers to wellbeing and security that can't be satisfactorily controlled in different manners." The gear must be reasonable and defensive enough to protect the labors from harm
- Communicate information, training, instruction on the use of such equipment.

5. Proper checks for handling Manual Operations

- Manual handling risk must be restricted to avoid any mishap to the best of ability that the job requires and if so, must be monitored carefully;
- An assessment of the task must be done before hand in order to ensure that the amount of manual labor required. Also, the manual labor plan must be generated so the manual task can be planned accordingly and safety checks take place time to time.

6. The Reporting of Injuries, Diseases and Dangerous Occurrences

Ill health and injuries must be reported on first notice to HR so proper action can be taken upon it. This also includes the death of an employee as well as any major accident that might have occurred to an accident during their travels or work. Any major illness and disease must also be reported to HR for the necessary and action and steps can be taken over it.

7. The Working Time

- A total of 48 hours is to be allowed to be worked within the week.
- A total of day rest times is allowed totaling 11 hours.
- A compulsory 20 minutes of break is to be taken by all employees
- A 48 hours period of leave is to be taken by the employee if necessary with consent.

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