

RECRUITER'S FILE

Motivated employees ensure success of the organisation

From twice-a-year increments to MDPs to employee engagement initiatives, Raheja Developer's focus has been on manpower

Raheja Developers has carved a niche in the real estate sector in a short span. What's the reason for this success?

The organisation realised long back that the organisational objectives can be achieved only through well-qualified, experienced, motivated and totally aligned and engaged employees of the organisation. All the organisation's policies are formulated and continuously updated keeping this basic premise in mind. Culture-building, development and healthy, performance-centric employee relations are the bedrock of the company's HR Policy. We believe in having happy, productive and engaged employees who look forward to being with us for the long haul and continue to grow professionally and personally. Our underlying philosophy is: Work hard and play hard

Did the recession not effect manpower hire and employee motivation?

The organisation is continuously scouting for the best-in-class talent from various sources. Even during recession, the organisation did not resort to any knee-jerk reactions of downsizing or salary reduction. On the contrary, the recessionary period gave us an opportunity to take a hard re-look at all operations. We clubbed many processes and at the same time eliminated wasteful practices. The organisation was in continuous dialogue with employees at all levels, through various modes of communication during this period. Recruitment continued at all levels as envisaged. Increments were also awarded to deserving associates, based on a robust performance management system based on key result areas. This year onwards the organisation has embarked on recruiting direct from the campuses of IITs, DCE, SPA,

and NICMAR. The first such batch has since been inducted, and is presently undergoing orientation.

Can you tell us something about your company's performance management system (PMS)?

As a matter of policy, increments are awarded twice every financial year, in the months of April and October. The quantum of increment varies, based on actual contribution, as evidenced from an objective and robust appraisal process based on the achievement of key deliverables. The PMS system is also used to identify learning and development needs, as a channel of communication between the appraiser and the appraisee, and as a tool to identify job rotation plans.

Contribution of employees is also recognised in other ways, as employee-of-the-quarter event, and extremely attractive on-the-spot cash incentives for tangible contributions.

What is the kind of employee training and development are you offering? Do you also have programmes at senior levels?

The HR department continuously develops, tests and implements need-based learning and development modules for employees across levels and domains. Modules already developed, tested and conducted in-house include those on business and telephone etic-



Navin M Raheja,
chairman & managing director,
Raheja Developers Ltd.

quette, customer service, communication skills, conflict resolution, time management and prioritising, coping with stress and uncertainties, interpersonal skills and group dynamics to name a few. These modules are highly appreciated and are application based. The feedback on these modules based on post-training, dipstick surveys and on-the-job surveys has been found to be extremely positive and useful.

Senior executives regularly participate and contribute in strategy sessions and team orientation pro-

grammes in the outbound management development programme at various locations, which includes inter alia wild life sanctuaries, and river rafting beyond Rishikesh at Shivpuri and Kaudiala. This I have found recharges our managers.

What are the kind of employee engagement activities that you undertake?

We regularly organise many activities for our employees, the major ones being the annual sports day, inter-departmental cricket and football matches and athletics meet. The enthusiasm of the employees in these activities needs to be seen to be believed. Other very popular events include the inter-departmental management and GK-quiz contests.

Employee picnics to exotic locales and birthday get-togethers are now routine. We have also recently commissioned a gym in the office, with state-of-the-art equipment that employees are encouraged to use in their leisure time.

*Interviewed by
Shailja Shah Purohit*

VITAL STATS

Raheja Developers Limited is a two-decade young enterprise in real estate development. The company enjoys a strong presence in Haryana and has projects all over India. With its registered office in New Delhi, it is one of the fastest growing companies today and has posted more than 300 per cent growth during the last three years in terms of revenues and also new avenues. The company and its associates develop high-end residential, commercial and SEZ projects. The organisation is well known for quality construction, timely delivery and customer focus. Many of its projects have been conferred prestigious awards and citations from time to time.

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