

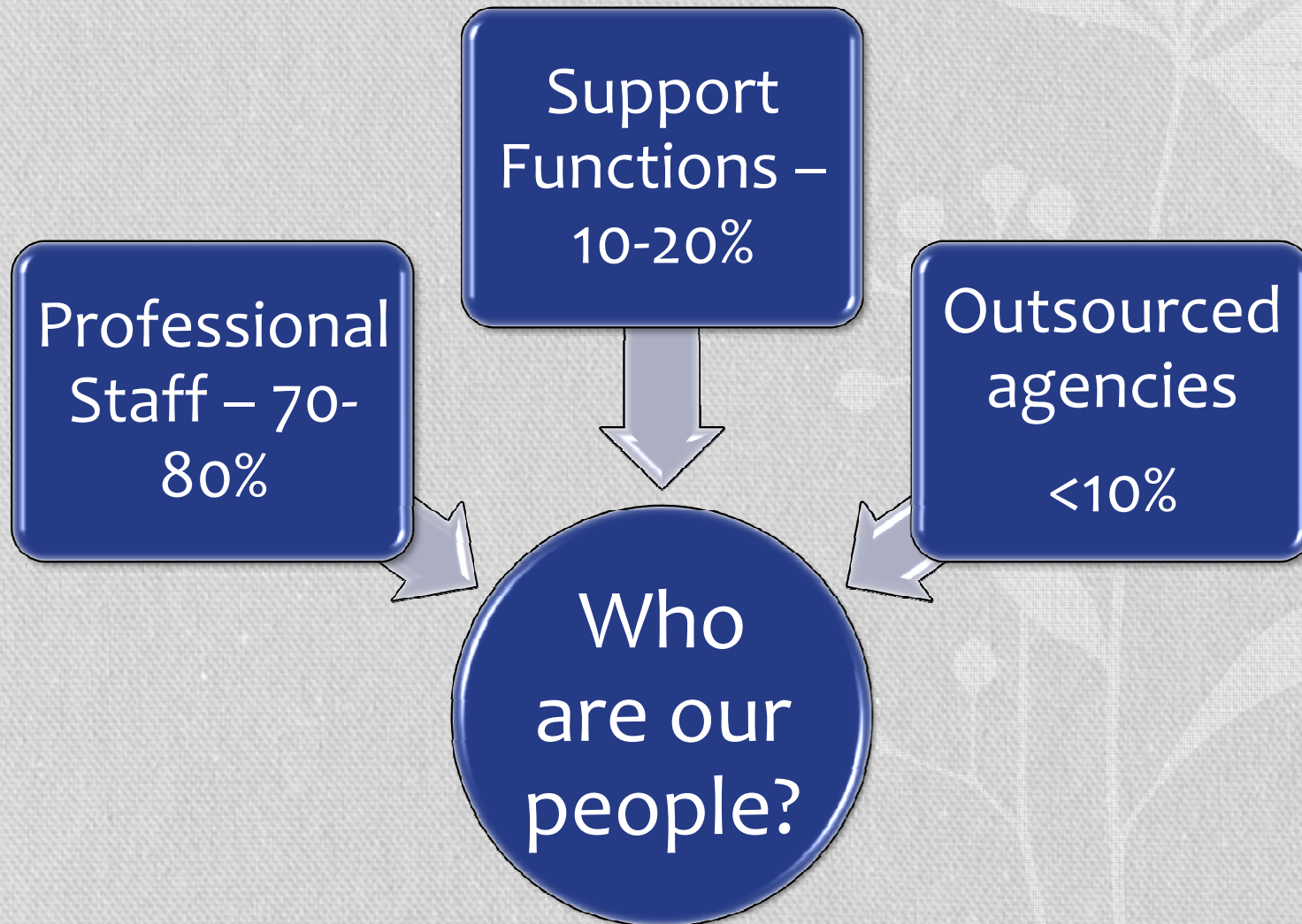


WHERE ARE THE PEOPLE?

Strategies for Sourcing, Developing,
Training and **Retaining** People

Nandita Parekh

Our People



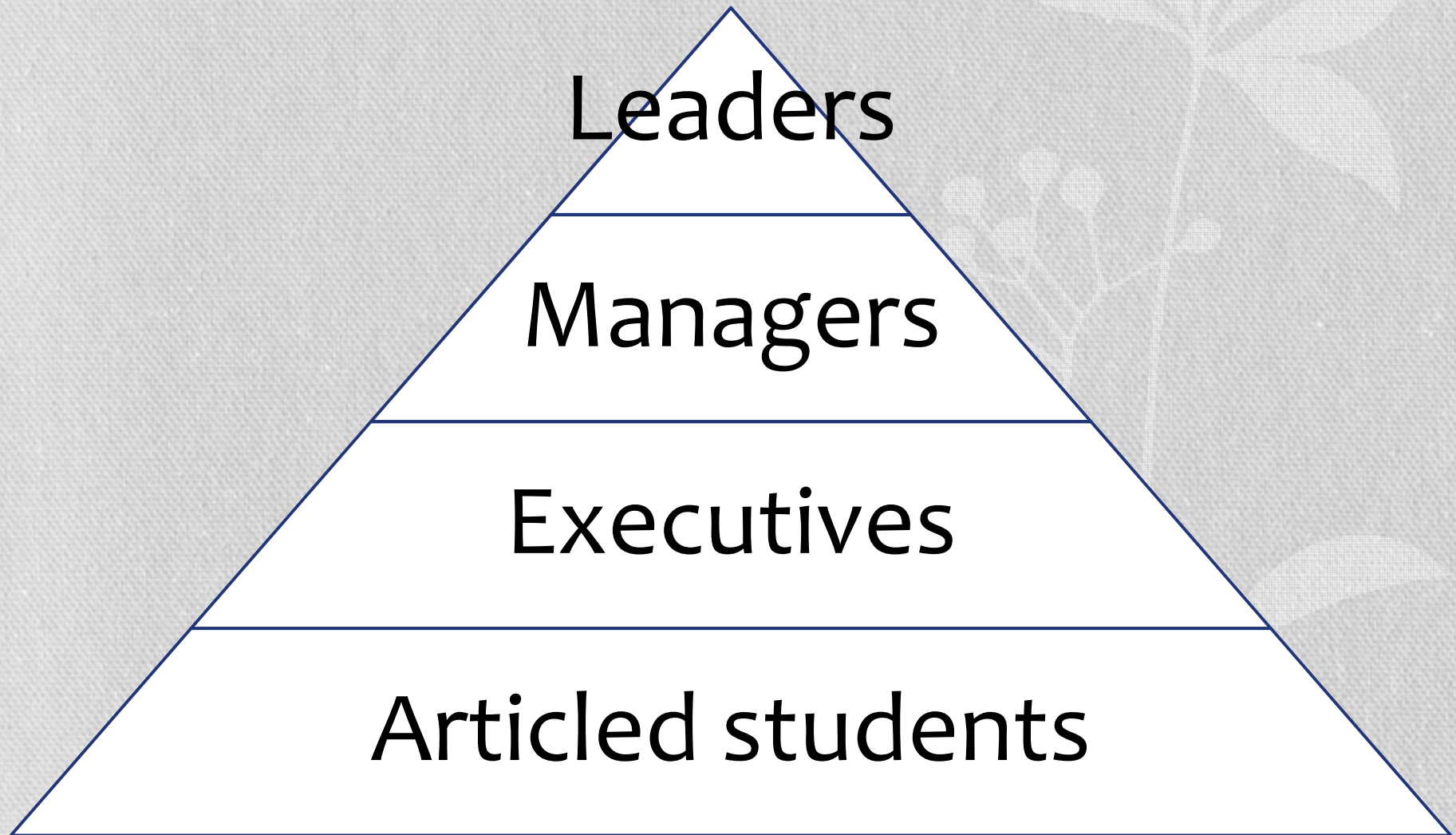


PROFESSIONAL STAFF

Nandita Parekh

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Standard Structure – Professional Staff

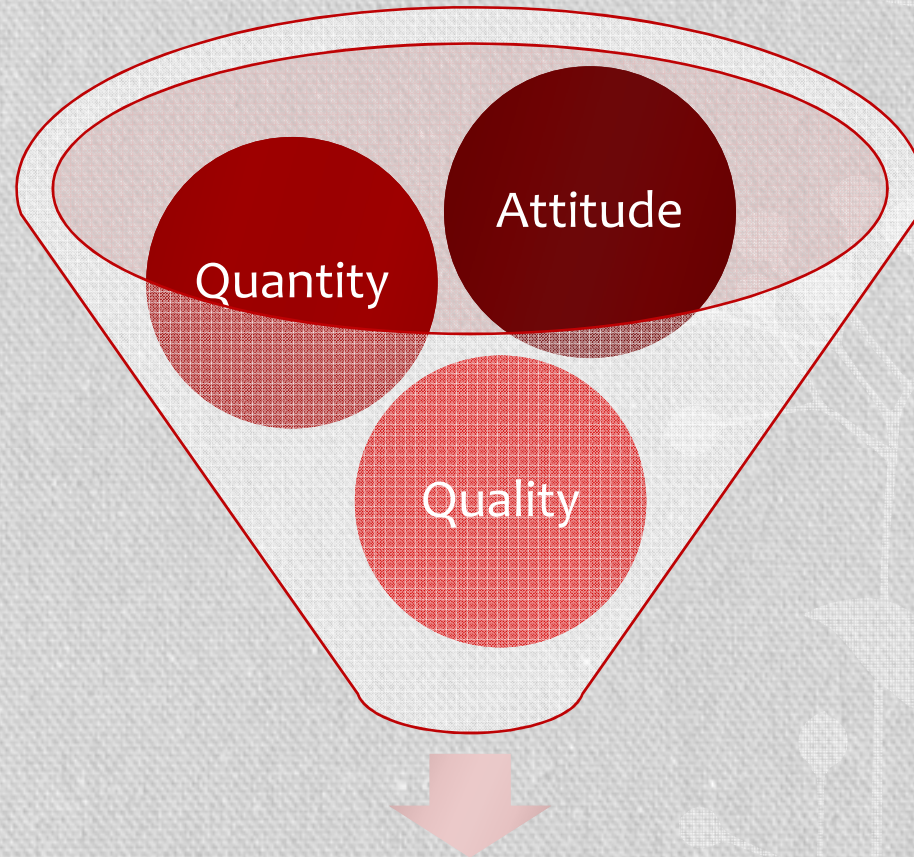




ARTICLED STUDENTS

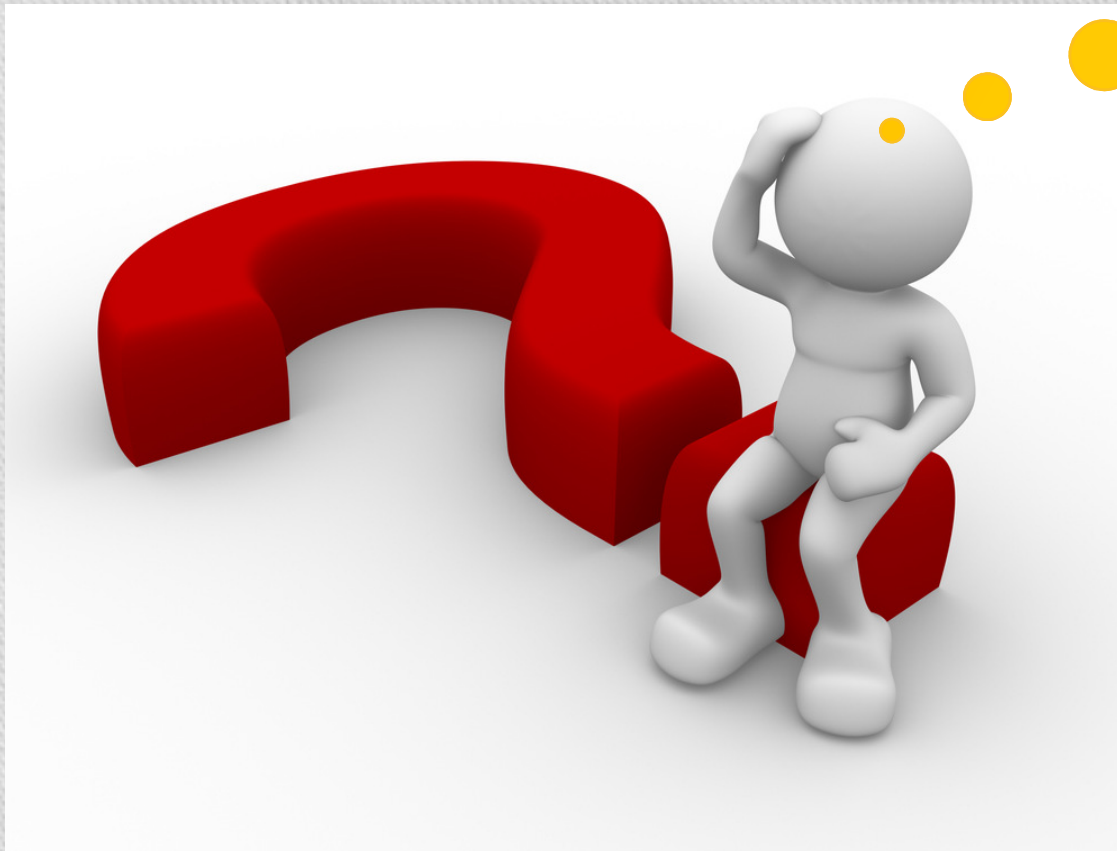
The Journey From A College Student
To A Budding Professional

Articled Students - What are the Issues?



Weak Foundation

Let's share our concerns –



**Why are we
not getting
articled
students?**

Commonly heard

Today's kids
@#\$%%

Poor IPCC
Results

Stipend
Expectations

These BIG 4
\$%#@&**

Commonly heard – on the other side

**Boring
routine work**

No good
clients – no
great
destinations

Messy office,
low stipend

6 day week

Do we have any answers, any solutions?



Food for Thought

Reaching out to
Students

Realigning
Stipend Rates
and work days

Making a Pitch
at
colleges/classes

Referral Bonus

IPCC group II
only cleared

REMEMBER....





EXECUTIVES & MANAGERS


Nandita Parekh

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ISSUES WITH HIRING EXECUTIVES & MANAGERS

- Our trained articled students don't want to continue with us
- The SQAs and executives that we get are from smaller firms, with very little worthwhile experience
- We could manage so far through word of mouth – now we don't know where to recruit from.
- When we are short of people, we end up taking whoever is ready to join - beggars cant be choosers.
- When a candidate comes in, whoever is free interviews the candidate – We do not have any structured way of interviewing
- Fresh CAs join us, get trained for a year or 2 and then move on to the larger firms or the industry

A Case for SQAs, Outliers

A photograph of a field of white flowers, possibly baby's breath, with a single, vibrant red flower standing out prominently in the center-right. The background is a soft-focus landscape with greenery and a pale sky.

**“Weeds are flowers,
too, once you
get to know them.”**

– Winnie-the-Pooh by A.A. Milne

What can we do?

HR Function – HR Role Allocation

Employee Policies, Career Plans

Can we consider?

Innovations – alternate professionals, referral recognition, social media, 'wow' factors.

Formal identification of requirements


STEPPING UP



Aligning personal
interest with work

Accelerated Skill
Building through
structured
training

Leaping forward....



Get your firm Known – create the right aura

Attend events where your current and future employees are present – connect with them

Engage with alumni for attracting talent, look at alternate professions – CS, BMS, CISA, Engineers, BSCs, LLBs...

Look for a good fit – find employees who choose to be with your firm.

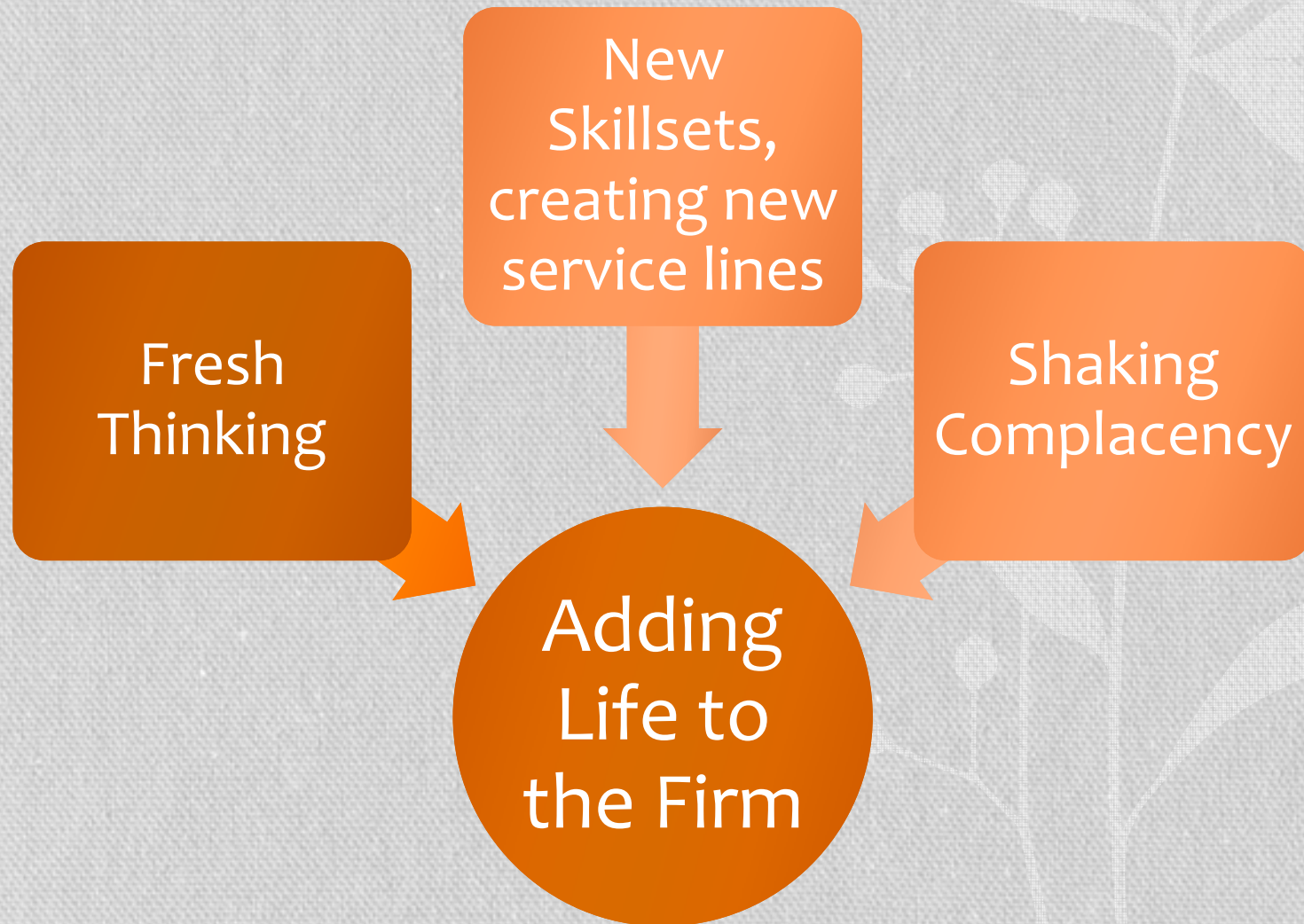
Questions for the Group?

- How many firms have designations for the staff?
- How many firms have defined performance appraisal processes that require sitting across, defining KRAs and measurement criteria and discuss performance?
- How many firms have a design to treat star performers differently?
- How clearly are the firm's values and ethos defined, communicated and reinforced?
- At the end of a day, a month, a year – in your opinion, how many of your people feel that:
 - “I work for an average organization, with OK work and decent pay”
 - “I work for a great firm with strong values and get an opportunity to do awesome work”
- Even more important, how do you feel, at the end of the day, a month a year?

Our People's Expectations....



A Case for Hiring Laterally



Senior Hiring – Requires Attention

- Reference Check
- Real Reasons for quitting the previous job
- Skills that they bring in
- Values that they subscribe to – Compatibility Check
- Adaptability to new work culture
- Is it a mutually beneficial proposition?

BILL GATES SAYS :

*I WILL ALWAYS CHOOSE A LAZY PERSON
TO DO A DIFFICULT JOB ...
BECAUSE, HE WILL FIND AN EASY
WAY TO DO IT.*



MORE FUNNY PICTURES AT FUNNYPICSPLUS.COM

Bottom Line

"HIRE CHARACTER. TRAIN SKILL"
(PETER SCHUTZ)

WISDOMTOMYKIDS.COM

ROFLBOT



PARTNER SEARCH

Who Is A Partner?

The founder partner's CA wife



The Manager who wouldn't have stayed otherwise



The CA with a DISA certification – for empanelment, you see?

Strategic Recruitment of Partner/Partner designate

- For adding a new vertical – e.g. GST
- For starting in a new location – setting up a branch
- For Succession Planning
- For adding visibility
- For coping with growth
- For planning for growth – scaling up

PARTNER SEARCH TRENDS

Use of search/placement agencies



Meeting/networking at seminars



Referrals by common friends/associates



Associations built through professional platforms – BCAS, CTC etc



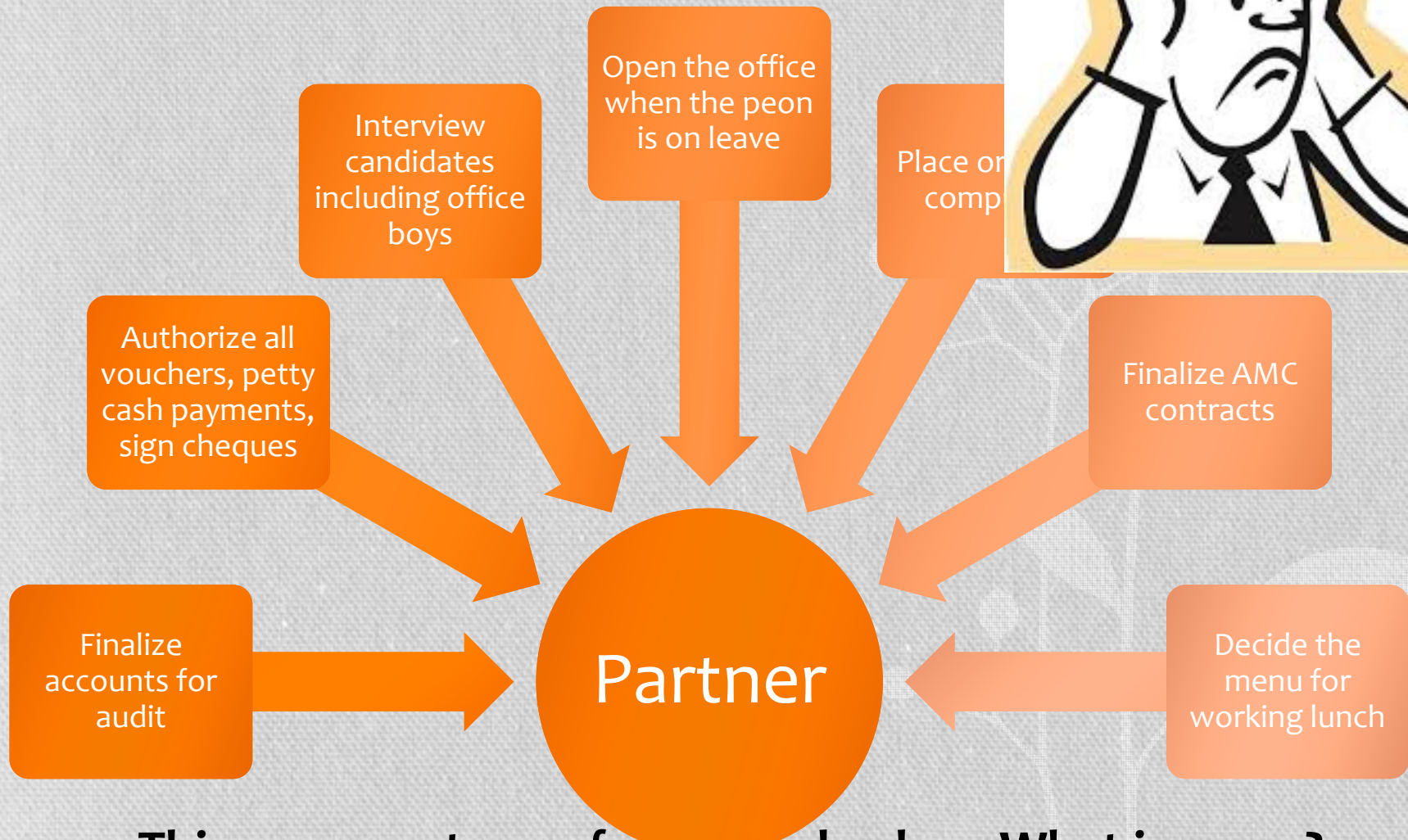
Advertised Positions





SUPPORT FUNCTIONS – THE NEGLECTED ZONE

Who does all this in your firm?



This was my story a few years back.... What is yours?

HOW THINGS HAVE CHANGED

Accounting
delegated to
Chief
accountant

HR function
established

IT Head
appointed

Trained an
Office
Manager for
all Admin
issues



Nandita Parekh

SUPPORT FUNCTIONS FUNDA

- Define support functions into distinct areas/activities – e.g. Compliances, Accounting, Funds management, Billing and recoveries, Payroll processing, HR, etc
- Wherever the work quantum demands a full time in-house team, do suitable hiring
- Where the work does not demand full time support team, consider retainership arrangements with specialized individuals/agencies
- Where work requires specific skills that require specialized agencies, consider outsourced arrangements - e,g, housekeeping, IT maintenance/support, payroll processing etc.
- Refrain from using homegrown staff for functions that they are not trained for.
- Invest in support functions, provide for automation where possible, set clear expectations.
- Give them their due importance – it could be the best investment that you made.

"Sometimes the most ordinary things
could be made extraordinary, simply
by doing them with the right people."

Elizabeth Green



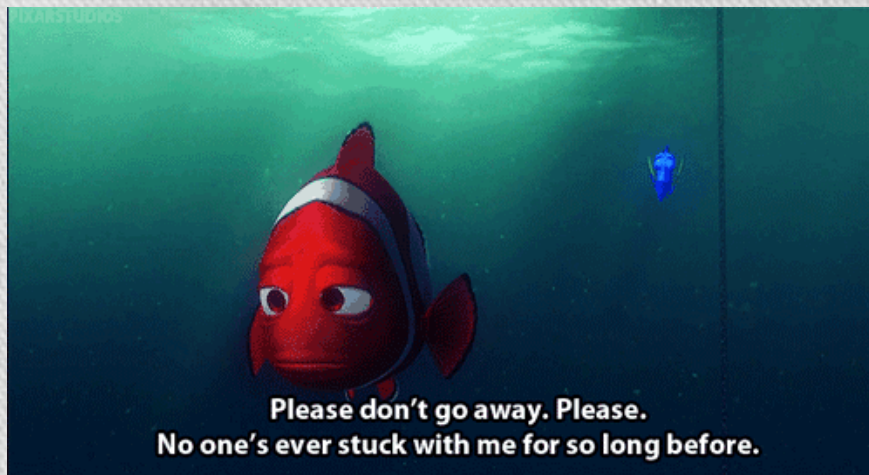


RETENTION

Those We Want Leave
Us, Those We Can Do
Without Stick on

Let's Talk

- What do we do when a team member puts in her/his papers?
- What do his/her friends tell her/him when they are working with us?



If he's not
doing
anything
to keep you,
then why
are you
fighting
to stay?

People will stay longer....

- When they feel they are growing
- When they are appreciated often
- When they feel the organization will be able to help them achieve their career goals
- When they find the work environment efficient and friendly – where there is an atmosphere of trust, sense of purpose and frequent celebrations
- When they feel that they matter
- When they are able to balance work with personal life and interests
- When they feel they are fairly compensated

If attrition is a problem....

- Figure out the real reason why people leave –through effective exit interviews, through catching up on grapevine
- Allow graceful exits– it leaves an impression on those who stay back and those who move on
- Find out pain points that disturb employee morale, productivity or comfort – address them in the best possible way, if you cant resolve atleast acknowledge them
- Set up mentoring programme internally or with the help of external professionals
- Reward performance, appreciate alignment of values

Make work a pleasure.....



**A little Consideration,
a little Thought for Others,
makes all the difference**

 SayingImages.com
Inspiring Quotes & Pictures

- Allocation of work that cuts down commute
- flexible working conditions/work from home options for senior people
- Celebrate assignments, birthdays, festivals
- Share details about the Firm – plans, prospects, problems
- Teamwork training – soft skills training
- Be honest, transparent and fair

Be open to innovations suggested by team members



Invest in people



Make exits meaningful by staying in touch with alumni -

“I’ve always felt my greatest legacy is the people I’m able to impact, who then go on to do great things in their own careers.”

- MARIA REITAN



www.peterstark.com



Have a Vision

When the vision is one year cultivate flowers
When the vision is 10 years cultivate trees
When the vision is eternity
cultivate people

When we break for lunch, it is time to....

