

Hilti -robust and progressive HRM policy



Niya Papazova – 1813442

Managing People

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Lecture's name: Husam Helmi

University of Wales Trinity Saint David

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What is HRM.

Human resource management (HRM) is very important component of company management along with operational, financial and selling management.

It is specific activity for attracting, retaining, motivating, developing and using the people for the company`s purpose. This process covers many important elements and activities some of which are listed:

- Job analyses, job design and expectations
- Human resources planning
- Staff selection
- Training and development
- Performance and execution evaluation
- Payment and extra benefits
- Ensuring safe and healthy working conditions (HRMP, 2020).

Human resource management must be integrated with company's strategy. Achieving a mix of different groups and interests of worker, of employer, collective and individual in order to reach balance.

Managers have key role in HRM. They are responsible for target accomplishment, management and promoting.

Employees are a source of sustainable competitive advantage and their development is a subject of appropriate investment (Michael Armstrong, 1928).

Hilti Corporation-company description.

Hilti is a company in the building-construction sector. It is founded in 1941 in Schaan, Principality of Liechtenstein by brothers Eugen and Martin Hilti. All company shares are in the possession of the Martin Hilti Family Trust.

As one of the global leading companies Hilti provides various products, systems and services to professional constructors. Almost all those solutions offered contain digital elements like special software. Large parts of corporate processes are marketing, sales, logistics and finance.

Company is located in more than 120 countries on 6 continents; with 30,000 employees around the world. Direct sales model builds trusted and close relationships with customers - about 250,000 individual customer contacts each

day. Well recognized brand and logo in red and white.



Company supports strong motto about passionately creating enthusiastic customers and building one better future. Hilti mission is based on growing together with the people around like workers, customers and partners. In this way, shareholders try to

optimize the requirements and seek a good balance for all segments of society that are interested. One of the company's strategic goals is to create value through market leadership (Hiltifoundation, 2020).

HR strategy.

Strategy is defined as the art of coordinating action and management in order to achieve a goal. It includes long-term goals of fulfilling the mission of the organization. There are different types of strategies: organizational, business strategy, functional strategy and operational strategy and all they are closely linked with HR strategy.

Hilti follows 9 guiding principles in people strategy. People related value-statements developed out of the Hilti mission. They provide guidance for all people related actions. They apply directly to the entire organization and have a long-term validity.

1. Diversity of human resource is very essential: culture, educational and professional background, gender, race, language, experience and age. It needs to be actively managed.

2. Skills, knowledge and personality are decisive. Selection decisions are based on the individual's personality, focusing on competencies and values.

3. Personal growth - continuous learning, change and achievement. All that creates opportunities.

4. Total remuneration based on individual and team performance: fix and variable compensation, complemented with benefits according to local and domestic requirements.

5. Hilti provides all employees opportunities for development. Team leaders support self-development and develop the human potential.

6. People development is focused on growth and not on a specific task.

7. Feedback and situational coaching: each person has to be coached and given feedback. It is a two-way process, regardless of the level in the hierarchy.

8. Hilti needs people with internal and external experience.

9. Each employee has to contribute to the development of organization - As an individual and as a team member.

Every people strategy includes key initiatives. Following Hilti guiding principles, company`s key initiatives are:

“Management development”

Fostering a supportive environment for people development activities: enhance knowledge and skills of management; rewarding and recognition people development actions at all management levels; align development activities with identified mid-/long-term needs; creating the linkages between all people development instruments; increasing degree and quality of feedback in all organizations; retaining people through appropriate “coaching” styles.



“Self-development”

Fostering a supportive environment for self-development and developing the skill of self-development: Creating the “mind-set” for self-development within management; promoting self-responsibility and empowerment; increasing self-awareness and developing a “self-learning landscape” for all employees.

“Training”

Driving peak performance through the development of key knowledge, skills, competencies and values. Evolving from awareness to sustainable behaviour change. Training activities are based on the Hilti culture and the needs of Hilti’s strategies: constantly reviewing and validating training blueprint according to business needs and defining and sustaining appropriate structure and resources to implement it.

“Recruiting”- Securing the people resources of the future.

Strengthen Hilti brand as an attractive employer within target groups: Selecting and managing recruiting channel mix (university/MBA portfolio, internet sites, fairs, internships/projects, ads, referrals, executive search); marketing selection to recruiting channels/target group; raising and ensuring quality of recruitment

process (speed, quality, administration, standardized interview process; conducting strategic recruitment needs analysis and managing resulting recruitment portfolio.

“Remuneration”

Creating the awareness of “total remuneration” within management. It means defining total remuneration guidelines, insuring link between remuneration and business strategies worldwide, creating and maintaining transparency of individual elements of total remuneration (Hiltigtoup, 2020).

Training and development.

Many organizations recognize the link between the knowledge and skills of team members and customers, and the long-term sustainability of value creation. The knowledge of team members and customers is what keeps successful companies ahead of their competitors.

In the fast-paced environment that we live in, technology has fundamentally changed how we live and work as well as how we learn. Not only has the nature of classroom learning changed, but also the very concept of the classroom itself has been redefined.

As a result, training can extend its reach far beyond what was once impossible or even imaginable. Training interventions have the potential to improve team member and customer performance and produce a significant impact on the business by getting people to do certain things or behave in a certain way.

Improving performance through helping people perform an essential skill, improving their capability to work in team or even trying to prevent bad habits is a critical part of any training intervention. We may call it teaching, reaction, working out, knowledge or growth, but whatever word we use, what we are doing is trying to transform how people perform and improve their routine.

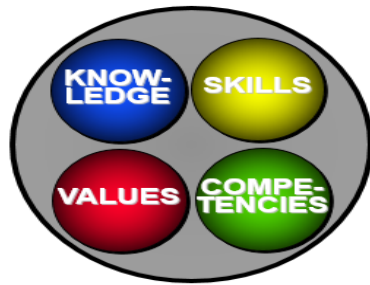
Yet behaviour change initiatives have notoriously poor success rates, not because they were poorly designed but because sustaining behaviour change is just as difficult as someone who wants to lose weight. You may have all the right intentions to lose weight but without the right environment the chance of success is reduced, and regression is inevitable (Hilticareers, 2020).

Training and development program in every company is the key to higher productivity, better relationships and greater profits. Human resources development makes people more competent and more committed to their jobs. It creates a culture of trust and mutual respect, improves the overall representation and development of employees, and increases the effectiveness of the organization and employee involvement in organizational development (Projectmanagement, 2020).

Following company culture and values, Hilti invests in their employees training and development. The company offers different trainings-product training, SSS training /strategies for successful sales/, software training, trade days, inn hour, teamwork and e.g.

All of that is opportunity for growing and developing on a personal level. Hilti has open-door administration policy with regular valuations to monitor boards and training. The purpose of an open-door plan is encouraging open communication, feedback, and conversation about everything that is of importance to an employee.

People Development



- Ambitious company goals can only be achieved by people who have suitably high personal qualifications and professional competencies.
- The Hilti Group encourages initiative and offers excellent opportunities for personal development.



Employee engagement.

Engaged employees are employees who are happy and highly satisfied; who take an active part in the activities of the company; dedicated and enthusiastic and passionate in the workplace. The good attitude of the company leads to inspiration, appreciation and freedom. It ensures employees are highly engaged and will continue to work for the company.

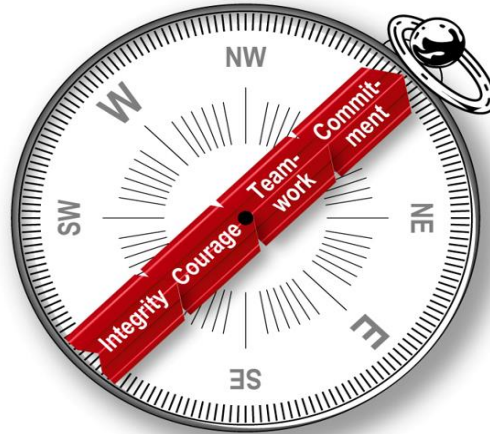
The engagement process for optimum productivity can be accomplished by meeting the four key staff needs:

-Physical: regular breaks and the ability to recharge during working hours;

-Mental: to feel "grabbed" by the most important tasks;

-Spiritual: to contribute with meaning and importance to the work. Opportunities to do the things employees do best or give them the most pleasure and to feel connected to the company's vision;

-Emotional: - to feel valued



Hilti's work is based on significant and universal values. All employees act respectfully in everything they do, show the will to go beyond the ordinary, achieve high results by working as a team, and feel responsible and committed to their personal development and company growth.

Everyone takes personal responsibility for the development of the business, the team and itself. Mutually encourage, train and support each other to achieve outstanding results. Open communication and honest relationships contribute to greater employee engagement and empathy (David MacLeod, 2019).

Staff retention.

Staff retention is one of the most serious problems companies face. How can this most valuable resource for companies be retained? It starts with selection process. The goals and values of the company need to be clearly stated and the expected results to have real parameters. Communication with the staff is of utmost

importance. Work efficiency is a two-way process, so adequate efforts must be made to retain and motivate employees.

1. Adequate pay is one of the most important factors for attracting and retaining employees. Everyone wants his or her work to be valued. The perception that employee benefits are fair and that employees are valued is essential to retaining an employee.
2. Good communication with employees - giving and seeking regular feedback. The ability to listen to employees - if they are not satisfied with something, problematic cases. The showing a willingness with realizing their proposal or idea.
3. The right position for everyone: or, rule number one - the right people in the right positions. Allowing ambitious employees to take on more responsibilities. Growth aid and success.
4. Setting clear and realistic goals.
5. Training - Investment in employees is a powerful tool for motivation and skill development.
6. Work-life balance - Respect for employee privacy and the need to balance work. Compliance with working hours. Additional social benefits within the company - supplementary pension, social and health package, food vouchers; flexible working hours, home office, etc.
7. A sense of personal contribution. Being able to do meaningful work provokes employees to do their best and increases their engagement. When they see what they are doing matters, the satisfaction with the job they do is much greater. Therefore, it is very important that every employee is satisfied with the dynamics of their work (Sharon Florentine, 2019).

Conclusion.

An important condition for the success of any modern organization is the management of human resources. A key factor are the appropriate people and their effective management.

Hilti is an example of a company whose HR system is a set of standards, criteria, methods and programs for human resources formation. It combines its interests and strategic goals with a balance between managing people and their interests.

This is why every organization needs a good HRM policy to move up and progress in the market.

We must develop our potential every day and be the best version of ourselves.

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