

European HR Award 2015

*„Trust and Talent”*

# Mentoring Talents



Made by:  
Rita Kilácskó  
Ágnes Lakatos

*(huge Thanks to our HR  
colleagues for their support)*

SMR Hungary Bt is a part of Samvardhana Motherson Group (SMG) multinational company group which is world wide in 25 country with more than 70 000 good-qualified colleagues. SMR is TIER 1 supplier and represent the 30 percent of the world's car rearviews. In Hungary there are 3 locations with 2 000 employees, with this number it is the biggest within SMR group. The yearly sales of hungarian locations: 294 million €. It manufactures 7 million pair rearview annually in the two production plants.

The Motherson Group is more than just. The multinational company group founded as a Mother and Son family corporation with 40 employees. It is still manage and represent by the founding family. The speciality and unique atmosphere based on this reason as the family-nature and the interconnection faith and trust is found in all motherson group locations' weekdays and daily life.

The hungarian location in 2009 joined to the Motherson Group and from this change there are several development steps in its life. The production functions widen, the manpower and the locations are doubled, new warehouse, plant and developer lab. Because of the satisfaction of the new customers and the extant customers the production needs and quantity continuously increase. The changes give new challenges to HR department. We have to fight with labor market changes, as well as the austrian board is near to our county which attracts with seasonal work and attractive wages to our employees. We produce very important part of the car from aesthetic and safety-technical side we can not risk at all from quality side! All of our employees have huge responsibility, they have to provide their best knowledge and skills during the work.

It means a risk for the company all the lost or not motivated employee and also to the automotive industries and for the customers. Based on the above follow that SMR Hungary HR department's main focuses are in fluctuation, decrease, senior and reliable colleagues talent care in the next two years.

### **Our values**

The professionalism, dedication and passion are basic values at our company which feels within the employees during workdays. All the projects, customers, rearview pairs are in the same level of importance, we always stand to create the perfect quality.

It is very important for SMR to give space for employment creativity, we have special emphasis on motivate improvemnet ideas. An employee idea what seems trifle could save thousands euros, or develpe processes which is essential to keep market leader position.

Important for us to search for the right colleagues during their studies therefore we started trainee program. Although in the beginning takes more energies to focus and help for fresh graduated colleagues but they will be more engaged and loyal colleague who could be the future plant manager during the years. We have trust in our colleagues, we build for their long-term work. SMR's power is in teamwork!

### **Role of HR**

As an HR colleague we represent important role in company's life. We are the first official contact for the candidates and later should became the 'safe point' during their corporation period. The HR field was reorganized and the consequently of this we became the specialist of the departments so could handle tasks from job requests through succession planning to conflict handling. Superiors and employees thereby could turn to one of the HR Angel☺ who directly take care about the department. We promote open positions for interal colleagues. Internal promotion at our company is 70 % what makes us number one inside the company group.

### **Datas**

2012/2013 fluctuation data: 2,9 %. Fluctuation does not only mean cost but has negative effect to company culture. HR team looked over what is inside fluctuation costs: recruitment, ads, other departments which helps in recruitment, headhunter costs, introduction training. The cost what generates average 297 400 €/ year. It has negative effects. If an employee leave the company it has:

1. Market effect
2. Psychosomatic effect
3. Pyschological effects
4. Communication effects.

## **Our target**

We looked over the last two years quite reasons based on quite questionnaires, quite interviews and the summary of yearly employee satisfaction survey.

Because of the company's family roots there is a huge focus on „family” trust between the employees, development of teamwork and recognizing and management of talents. As our employees take the main part of their days at the company is important for the corporation to create a positive atmosphere inside the company walls: where the employee feels good, and safe, can develop and plan for long-term.

## **The Project**

We realized that the main percentage of quite employee left the company during probational period. We analyzed deeper and found that the reasons mainly: they did not get the necessary informations about their job and the company for succesful work not even their direct colleagues then other department also.

We did not have structured introduction program which made more difficult new colleague integration during already stressful first few months. Because of relatively high fluctuation the main focus was for the department to start work the new colleague as soon as possible. This cause frustration in new colleague as he did not have time to know better the company and no chance to identify with it.

The goal was for the team to reduce the effects of stress during the training period, and to ensure and prioritize the needed information. In the new job professional knowledge and also the overall corporate information acquires the new colleague and contribute to the successful working relationships and develop the trust as quick as possible. The role of HR is clearly important for the development of trust. Fortunately any successful workflow, one person is not enough to this we also need for the commitment of senior colleagues as well, and for a dedicated and enthusiastic team.

Senior colleagues should be involved and we have to show them the the importance of the process. So the process was born we had the idea that senior colleagues have to be an important role. According to the exit questionnaires some new colleagues didn't know neither their own responsibilities in the company nor the overall workflow and they didn't get to know with the product life.

The coaching within each department are leaded by colleagues who are able to pass their professional knowledge competently to the new arrivals. The mentioned colleagues are called "mentors". They can get two type of tasks: they have to introduce their own department tasks and responsibilities in product's life to the new colleagues who'll arrive to an other department or if a new colleague join to own department he has to receive and support them during the 3 months probational period. The assigned HR officer and the department head are the responsables for the selection of mentors. We have payed attention for soft skills next to the profesionalism and widespread awareness. In any case, we wanted to ask for this job those motivated colleagues who have good communication skills, understanding, reliable, keep in mind the company's values, loyal and committed to the newcomers.

We organized a preparation training for the mentors before the kick-off of the project in order to get to know the importance and responsibility of the "mentor" role and to assess their experiences and feedbacks related the previous system. It was very important to create and develop a system what is acceptable for the senior colleagues as well that's why we created the new system according to their ideas and requirements. During the workshop they developed and created an individual system what is their own process so they became easily engaged and motivated towards it. We feel that after trainings that we could established the trust relationship between mentor-mentor and HR- mentor participants. Since then we inform them weekly about newcomers and about their feedbacks of system's effectiveness.

The first part is the **general introduction training**.

It is lead by production trainer team who have wide range of professional experience about the company, product and processes.

In the general training colleagues get to know with the corporate culture, customs, rules, order and production workflows. They learn company policies (Employee Handbook, Code of Ethics, the Rules of IT, Plant Manager instructions). We believe that all of our workers have to meet with production and know our products well.

The second phase of implementation program is to **get to know with the host department and co-departments.**

After the general training the new colleagues arrive to the working area where the assigned mentor is waiting for him. The mentor introduces the field, their role, their responsibilities, introduce to the colleagues and direct superior, who discuss his tasks, responsibilities and expectations towards him. At the end of the second phase the fresh colleague review the co-departments with his mentor and set up a priority list.

The list contains 22 areas what the new colleague has to visit within 2 months. His own mentor distinguish three levels of importance of class regarding co-departments.

He has to visit "*level 1*" in first two weeks - the new colleague'll work with them day by day they should create a trust and deep contact with each other.

"*Level 2*"- they often have to keep in touch

With departments signed "*level 3*" - will meet rarely or maybe never but they are also important part of the product life.

We believe with the help of this system we can improve the proper communication and social capital between the co-departments, and the collegiality and the implementation of effective teamwork. The other advantage of the program is to give enough social capital in the hands to the new employee what could activate when he need for example related urgent task.

Summarizing the introduction training the following forms help for the newcomers:

- Handout containing basic information about the company
- Handout containing information about Mentors
- Department summary list - which the signatures "to be collected"

The fresh colleague gives back the filled documents to the assigned HR angel who asks his feedback and opinion about the implementation process. She informs the mentors about positive factors and affects, and implement the improving ideas and suggestions to the training material.

As you can see from the process, between the new colleague, mentor and HR there is a continuously contact and thus feel the new colleague in safe himself, that he belongs to the company as a 'family', which is a comforting support during the probational period.

The 3-month probational period closes an evaluation meeting where the new employee gets feedback about 3 months performance from direct superior. During the meeting the HR colleague record the leader's and employee's feedback and transfers his training needs to the organizational development group. At the end of the meeting, the superior sets up personal business objectives for the actual business year, what he'll evaluate after half-year and year-end period.

Based on our performance appraisal system our colleagues who provides outstanding performance will nominate to the "high potential" program, what is preparing them to their future leader's challenge. Our talent workers'll be integrated into our academic skills developing system called SMR Academy Talent group and they'll get personal improvement plan and coaching support for the current fiscal year. Among current mentors there are also the potential "high potential" candidates, as well as there is compulsory for our fresh leaders to visit and meet them.

**Main results of our project:**

1. 5 days implementation training for new colleagues
2. Introduction of mentor system
3. Visiting all departments according to prio list
4. Evaluation meeting of probational period, performance appraisal with the participation of HR and Department's head
5. Skill development training for mentors
6. Continous feedback from the colleagues and mentors
7. Connecting the mentor system with performance appraisal system

In connection with the program, positive changes took place in the company's everyday life. Our turnover rate decreased 1.4% annually (more than 100 000 euro) and we reached 63% reduction related colleagues who quitted during probational period.

Which means more than numbers that we managed to establish a safety and fair work environment for new workers during the introduction period what makes more easily and comfortable their integration.

The other advantage of the system is that we gave a new challenge for our senior colleagues, have developed their skills (empathy, presentation-and communication, problem solving skills, proactivity) and they became more engaged towards the process and the company.

Our talent program became more professional and efficient so with this tool we could ensure to have the right persons on the right place.

We feel that we managed to build up a great team together and it could be a reward belonging among these employees. The working relationship between mentors also developed, it's a continuous success exchange day by day.

We increased employee satisfaction, loyalty, trust, cooperation which will contribute to our profitability and improvement of our company culture and so we have become an attractive company in the region.

We will continue improving our processes and our aim is to operate a system in which our staff can feel comfortable and commitment themselves full with passion, motivation and energy.

The team, without whom this project would not have been possible, our *Mentors*:



*'We will be proud if our work published on the EAPM website, newsletter, advertising coloumn, television, radio, leaflet ect. mainly if we are able to help other corporations. We are agree to publication of our work.'* Agnes and Rita