TERMS OF REFERENCE FOR THE R&D PROJECT

Title: Research on Human Resources in Services

1. BACKGROUND

1.1 Human resources (HR) is one of the fundamental element of service for designing the service to ensure the quality of service delivery and achieve consumer satisfaction. Human resources play a crucial role in organizations, serving as the backbone that ensures the effective functioning and success of organization.

1.2 While several International and Indian standards have been formulated and are being developed on various aspects of human resources in organizations, there are currently no standards specifically related to human resources in services. Therefore, Basic Standards on Services Sectional Committee, SSD 19 has decided to formulate the generic service standard on HR that apply universally across all the services. The list of published standards on human resource management is attached as **Annex A** for information and reference.

1.3 Conducting in-depth analytical study is crucial for gaining a comprehensive understanding of human resource in services sectors that brings out the specific differences and commonalities of human resources in services that will provide the input to formulate generic guideline standard on human resource in services.

2. OBJECTIVE

2.1 To collect and analyse the data from primary and secondary sources in regard to the human resource management in services sector within the country.

3. SCOPE

3.1 Undertake study of literature on the human resources which includes published research papers, study conducted by any other organization, Standard Operating Procedures (SOPs), guidelines, regulations, international standards/ standards of NSBs of foreign country, if any.

3.2 Comparative analysis of information and data collected on parameters given in para **3.1**.

3.3 Identify the leading organizations (large & small) corresponding to each Champion Services Sectors *(see Annex B)* and conduct study to determine how the specific distinctive features of services as given in **Table 1** impact the common HR functions/processes as given in **Table 2** *(common functions/ processes for HR practices, as applicable to all organizations)* and how these impacts can be translated into guidance for HR practices specific to service sector organizations as well as for other organizations associated with services.

Table 1: Distinctive features of services

Distinctive feature	Examples of services for reference
Services may be fully or partly customized to customer needs	Consulting, Counselling services, Legal services
Services are delivered through person-to-person interaction	Education, Call centres
Services may be provided from remote locations	IT outsourcing, Call centres
Common services provided to larger communities on collective basis	Municipal, Security
Services may be provided / consumed in a continuous or seamless mode	Electricity supply, Internet
Service consumption demand may fluctuate significantly at different times	Hospitality, Fire services
Services may be under binding contractual agreements with specified service levels	Maintenance, Third party assurance
Services may be provided through automated processes	Internet banking, App based taxis
Services may be sensitive to data privacy, cyber security risks	Finance / Banking, Payment gateways
Services are provided in real time production / consumption situations	AMC services, Transport, Tourism
Services provided to special customer segments - seniors, children , disabled,	Day care, Senior living, Medical Value travel
Services provided by the State - public administration, regulatory	Policing, Taxation

Table 2: Common HR Functions and Processes

a)	**Setting the Direction**
i.	The purpose of establishing the organization
ii.	Core values and their deployment
iii.	Human resource strategy
iv.	HR policies – Examples - work ethics, anti-bribery, diversity and inclusion of health

	and safety
v.	Organizational design, structures, reporting lines
vi.	Role analysis and job description
b)	**HR Practices**
i.	Resource planning process – Workforce management
ii.	Competence management – Learning & development
iii.	Recruitment and onboarding
iv.	Performance management
v.	Rewards and recognition
vi.	Employee motivation and engagement
vii.	Organizational culture building
viii.	Teamwork and collaboration
ix.	Employee career development
x.	Managerial and leadership development
xi.	Succession planning
xii.	Health safety and well-being
xiii.	Measuring HR performance and effectiveness
c) **HR Enablement**	
i.	Employer Branding
ii.	Human Resource Management System (HRMS) – Technology assisted

In addition of above, following should be determine:

a) Emerging trends in HR management in the service sector.
b) Factors, if any, that lead to performance gaps in service oriented roles.
c) HR metrics specifically deployed by service sector organisations.

3.4 Conduct visits to the organizations relevant to different Champion Services Sectors (CSS) for collection of information and data in context of **para 3.3** as per sampling plan given below:

S. No.	Type	Number of organizations to be visited in different CSS
1.	Large Scale Service Providers	3
2.	Medium & Small Scale Service Providers	3 (other than those covered under S.No. 1)

3.5 Prepare an analytical report covering the details mentioned in para from **3.1** to **3.4**.

4. RESEARCH METHODOLOGY

4.1 The research study should follow a structured methodology that includes, but not limited to the followings:

a) Review of the literature as mentioned in para **3.1**.

b) Collection of feedback through circulation of questionnaire.

c) Conduct visits as mentioned in **para 3.4**. After identification of service organization to be visited, take consent of BIS before proceeding further.

d) Witness and observe the requirements given in **para 3.3** during the visits.

e) Focused group discussions after the visits to analyse and comparative analysis of the collected data.

f) Prepare a report based on the findings and data collected as per para **3**.

5. DELIVERABLES

An analytical report containing information/data as mentioned in the scope (**para 3**) along with the covering evidence containing statements, questionnaire, details of interviews, outcome of consultation with experts and data collected during literature review and visits. Hard as well as soft copy of the report shall be submitted within the timeframe.

The report shall highlight the following:

a) The extent to which service sector organizations take into account the distinctive features of services when developing their HR strategies and policies, organization structure, core values, culture and role development **(Table 2a).**

b) The extent to which the HR practices listed in **(Table 2b)** are tailored to meet the specific distinctive features of services.

c) The strategies adopted for building employer brand by service sector organizations, and the use of IT in managing HR functions and processes **(Table 2c).**

For example:

i. Many tasks in the service sector can be provided by employees from a remote location compared to dedicated locations in manufacturing and agriculture. This enables employees to be stationed at multiple locations or work from home. The research study should bring out the key differences in HR strategies for organization design, recruitment, training, employee engagement, communications, retention strategies, workforce management and culture building that get effected by the 'work from home' arrangement.

ii. Several functions in the service sector require personal interaction with customers and performance of human tasks at the point of service delivery. The research study will highlight how the service provider develops its HR processes for selection,

training, appointment of persons for these tasks, how the personnel performance is monitored that feeds into appraisals and career progression, as distinct from roles in production processes in manufacturing, IT product development, or processes in farming, agro-processing etc.

6. TIMELINE AND METHOD OF PROGRESS REVIEW

The time frame of completing the study and submitting the report is **04 months** from the date of the award of the project.

Stagewise timelines:

a) Interim Report covering the review of the literatures, existing stipulations and visits plan for approval of BIS – within **1 months** from the date of award of project from BIS.

b) Report of site visits by end of **2 months** from the date of award of project from BIS.

c) Draft project report covering all the aspects of the ToR – By end of **3 months** from the date of assignment received from BIS.

d) The researcher taking up the project shall clear all doubts on provisions of research including ToR and BIS guidelines before acceptance.

7. BIS SUPPORT

- BIS will provide access to latest available editions of Indian standards and/ or international standards relevant to the project, on request.

8. RELEVANT SECTIONAL COMMITTEE AND NODAL OFFICER FROM BIS

Sectional committee:

- Basic Standard on Services Sectional Committee, SSD 19

Nodal Officer:

- Shri Darpan Chalia, Member Secretary, SSD 02, Services Sector Department

- Email: ssd@bis.gov.in

Annex – A
(Para-1.2, Informative)

Published Indian Standard on Human Resource

S.No.	IS No.	Title
1.	IS 15198 : 2014	Glossary of terms in human resource development (First Revision)
2.	IS/ISO/TS 24179 : 2020	Human resource management Occupational health and safety metrics
3.	IS/ISO 30400 : 2022	Human resource management - Vocabulary
4.	IS/ISO 30405 : 2016	Human Resource Management — Guidelines for Recruitment
5.	IS/ISO/TR 30406 : 2017	Human Resource Management - Sustainable Employability Management for Organizations
6.	IS/ISO/TS 30407 : 2017	Human Resource Management - Cost Per Hire
7.	IS/ISO 30408 : 2016	Human Resource Management - Guidelines on Human Governance
8.	IS/ISO 30409 : 2016	Human Resource Management - Workforce Planning
9.	IS/ISO/TS 30410 : 2018	Human resource management - Impact of hire metric
10.	IS/ISO/TS 30411 : 2018	Human resource management - Quality of hire metric
11.	IS/ISO 30414 : 2018	Human Resource Management Guidelines for Internal and External Human Capital Reporting
12.	IS/ISO 30415 : 2021	Human resource management - Diversity and inclusion
13.	IS/ISO/TS 30423 : 2021	Human resource management - Compliance and ethics metrics cluster
14.	IS/ISO/TS 30425 : 2021	Human resource management - Workforce availability metrics cluster

LIST OF CHAMPION SERVICE SECTORS

1. Information Technology and Information Technology enabled Services (IT & ITeS)
2. Medical Value Travel Services
3. Transport and Logistics Services
4. Tourism and Hospitality Services
5. Accounting and Finance Services
6. Audio Visual Services
7. Communication Services
8. Legal Services
9. Construction and Related Engineering Services
10. Environmental Services
11. Financial Services
12. Education Services