

Creating a Global HR Framework for Local Success

The Challenge

A global semiconductor manufacturer, headquartered in France with operations across India, required a consistent HR framework for its growing workforce. While established HR policies existed at head office, they needed to be adapted to reflect Indian employment legislation, local working practices and the operational needs of manufacturing sites in Bangalore and Chennai.

The objective was to create a suite of policies and procedures that reflected the organisation's global values while supporting managers and employees in the Indian business.

My Approach

Working collaboratively with the HR team in France, I gained a thorough understanding of the organisation's culture, values and approach to people management. Rather than simply translating existing policies, I adapted them to ensure they were compliant with Indian employment legislation and relevant to the local workforce.

I also worked closely with departmental leaders across the Indian operations, ensuring their knowledge and practical experience shaped the final policies. Their involvement not only strengthened the quality of the documentation but also created greater ownership and confidence when the policies were introduced.

The project was delivered within two months, and to support long-term success, I recruited an HR professional to help implement the framework and provide ongoing support to managers and employees.

The Outcome

The business established its first comprehensive HR policy framework for its Indian operations, creating greater consistency, clarity and confidence across the organisation. Head office was reassured that the policies reflected the company's values, tone and culture, while local leaders had a practical framework that supported the realities of managing teams in India.

By involving managers throughout the process, the organisation also achieved stronger engagement, greater understanding of the policies and more consistent application across the business.

Key Insight

Effective HR policies are not created by simply copying documents from one country to another.

They need to reflect the organisation's values while recognising the legal, cultural and operational differences of the local workforce.

By working collaboratively with both global and local stakeholders, it is possible to create policies that are not only compliant but understood, trusted and embedded into everyday management practice.

Every HR framework is more than a set of policies.

It's an opportunity to create consistency, build manager confidence, strengthen organisational culture and provide the foundations for sustainable business growth.