**Infosys splits HR head role to focus on top talent management**

India's second largest software services firm, Infosys, wants its next human resources head to focus on leadership development and succession planning, a strategy-led position removed from routine operational hiring and employee management functions as part of a larger organizational overhaul.

The company undertook an organization reshuffle recently that will result in current global [HR head](http://economictimes.indiatimes.com/topic/HR%20head) [Srikantan Moorthy](http://economictimes.indiatimes.com/topic/Srikantan%20Moorthy) moving to a new delivery function role effective April 1.Executive vice president Binod Hampapur Rangadore leads overall "talent fulfillment" function, which includes mass recruitment, training, and personnel allocation.

**"We want the new HR leader to focus on strategic issues of succession planning, compensation for top leaders, hunting the next big talent**," said a company executive familiar with the process, requesting anonymity.

The **hunt** for the next HR head at [Infosys](http://economictimes.indiatimes.com/topic/Infosys) comes at a time when chief executive [Vishal Sikka](http://economictimes.indiatimes.com/topic/Vishal%20Sikka) is making big bets on new technologies such as artificial intelligence.

Splitting the HR role into strategy and operations has been long overdue. As India's biggest software companies look for ways to manage their ballooning workforce, employing hundreds of thousands, they are attempting to differentiate between commodity and strategic [talent management](http://economictimes.indiatimes.com/topic/talent%20management).

**"Structurally dividing HR systems into operational HR and Strategic HR will not necessarily lead to effective management and strategy development. It is a structural way to signal that operational and strategic concerns are different but it does not tell us how they should relate," said Ruchi Sinha, assistant professor, organizational behavior**, at the Indian School of Business (ISB).

"The risks of solving a complex problem by re-structuring the organizational chart is that you might end up creating more silos and more perspectives that don't meet eye to eye or debate," Sinha said.

Since Sikka took over, he has put in a variety of different measures to measure employee productivity, including taking into account feedback from its 900-plus clients to evaluate and carry out appraisals for staff.

Another such measure that Infosys put into place since Sikka took over was to abandon the traditional " [Bell Curve](http://economictimes.indiatimes.com/topic/Bell%20Curve)" evaluation for its staff, giving greater flexibility to managers in rating their team members, effective this appraisal cycle. Infosys follows an October-September annual appraisal cycle.

"We have brought about some changes in our appraisal cycle and from this assessment year, Infosys is stopping the practice of force-fitting employees in different performance buckets, giving managers greater flexibility to assess their subordinates. However, we will continue to retain ratings," said an Infosys spokeswoman in response to an email from ET.

The company spokeswoman added that this change is "not a drastic one, but an incremental change."