

THE AVIYANA TIMES

Special Covid – 19 Edition

An Exclusive - Quarterly HR Newsletter

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Getting Started

Welcome to our new e-newsletter! We hope you like the new design, new format and new ways of sharing our knowledge and news with you! Each quarter you'll get informative articles about HR Fraternity, as well as updates on programs, offers, and staff-related news for all sectors.

This quarter, you will find major contributions by reputed seniors of our Industry for Covid - 19 (How to Handle Better & Post Covid Industry Perspectives).

Maybe you have a family member or friend who may benefit from the information in our e-newsletter - please share!

We always welcome your feedback as we strive to be your integrated health team of choice!

Sincerely,

Dr. Ravindra Pratap Gupta



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Chief Editor's Message

HR with times immemorial is not considered cost centre anymore, but profit centre by most organizations. A rightful HR mindset with a culture of support and goodwill among all members can help organizations script success. Co-ordination and collaboration being the mantra or key to success for any HR individual, teams and organizations.

After careful thought process this newsletter contents have been designed and industry contributions sought from time to time to enrich the content and quality.



**Dr. Ravindra Pratap
Gupta
CMD**

I feel privileged to be the editor for "**Aviyana Times**". Since this is going to be the first edition will always be close to my heart. My Endeavour would be to bring the best content under each head with contributions from industry people. I shall ensure that each valuable item gets a slot in this or other editions.

We shall be having this quarterly newsletter so that we give enough time to industry people to contribute knowledge based motivating articles, news & views.

For any suggestions I can be reached on connect@aviyanaventures.com

Thanks & Regards,

Dr Ravindra Pratap Gupta

Chief Editor & Managing Director

Clinical Psychologist & Management Author

Industry Representative, Start-up Specialist, Business Advisor, Sr. Consultant, Board Member, Visiting Prof & Mentor

Alumni of IIM-Ahmedabad, Chief Mentor eCell IIT Bombay, IIT Kharagpur, VJTI Mumbai & Distinguished fellow from Institute of Directors-London-UK.

President-IATAC-Indian Association of Talent Acquisition Consultants

Executive Director's Message



**Mrs. Kamini Gupta
Executive Director**

I feel elated to be part of this journey of starting industry-oriented value-based newsletter for HR fraternity. I believe the way mechanistic life for all of us have begun 9 am - 6 pm, and added to it the travel time, we get less time for us for us to develop ourselves or enrich with stuff related to industry that can guide and motivate us to perform better in personal and professional lives. "Aviyana Times" would try to fulfill this gap as true friend being a motivator, guide and knowledge enhancer.

I personally would ensure that each edition brings in it fresh insights and thus worth keeping with you to read over and over, with recharging your motivating spirit and enhanced knowledge of the industry with "What's new and what's the current and past trends along with coping and trying to balance personal and professional goals."

It is said life is too short and world is round, with thought we will ensure thus to make every moment valuable by short listing and covering in "**Aviyana Times**" exceptional articles, news and views from across the industry so that you are abreast within latest and best articles, news & views all in your circle of influence and conduct.

I assure you with the first edition that your views and suggestions along with your contributions are important for us. Let's make this newsletter with your coordination and collaboration "***The Best Read and Followed in the Industry***".

You can reach out to me at ed.aviyana@gmail.com.

Meet Our Assistant Editors - Team



Ms. Harmeet Aulakh
(Articles, Graphics & Creative)



Ms. Anjali Bisht
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(Views Section)

Feature Article - I

Life after Covid - 19

This article is contributed by **Dr Ramamritham Gopal** having an overwhelming experience of over 4 decades with 27 years of corporate experience in India and European Countries and over 25 years in academics and has authored several books and research papers in management.

He is presently associated with **Dr Dy Patil Group as Director**. Guide to PhD Students with more than 50 PhD students to his credit. Besides receiving various awards at national and international arena he was coveted with prestigious **Star of Asia Awards in 2014**. His articles and suggestions are viewed seriously by industry and academia.



Dr. Ramamritham Gopal

COVID 19 attack on the world will be a game changer of sorts. Life would be different. The old rules of the games of life / business will change.

Some of these changes could be:

1. Productivity would increase - resulting in a lower level of employment. Retrenchment, VRS would increase.
2. Work from Home will increase. Consequently demand for and investment in commercial property would decrease.
3. Use of IT will increase tremendously and there will be more emphasis in areas like digital Marketing, Online Education etc.
4. Online Education will see a sharp increase with a large number of "Fly by Night" providers.
5. There will be a greater push in the usage of disruptive technologies like AI, Robotics etc.
6. Areas like Pharma, Biocom, Health Infrastructure projects like Roadways, Irrigation projects and Education projects will see a tremendous increase in investment
7. R&D activities in Pharma, Biocon etc will see a tremendous push. Development of New drugs in areas of gastroenteritis, respiratory systems etc. will get a tremendous push.
8. Banking services will see an increase. More digitalization, more automation, mobile banking will see a tremendous rise.
9. Investment in Automobile will increase especially using Clean Fuel.
10. Medical Health Insurance will take a priority and will increase. Telemedicine will play a major role especially in connecting rural India with the urban hospitals.
11. Core Manufacturing / New Investments will see an increase especially in end of 2021 / beginning of 2022. India could be the first choice for foreign investors especially in the areas of heavy manufacturing and export oriented. India could develop itself as an export hub.
12. Credit availability from banks especially for MSME sector could be difficult in the short run but big businesses will see a rise in credit availability. Chances of NPA of banks could see an increase.

13. Social Media activities will increase. Facebook, LinkedIn etc. will not be considered as a waste of time.
14. Swatch Bharat activities will get a boost. Hygiene Machines will be produced / imported in the short run. Manpower usage especially in urban areas for swatch Bharat activities could see a slight dip or remain static.
15. Internet penetration in the rural areas will get a tremendous push.
16. Share prices will see a big rise in 2022.
17. To sum it up, grab the reader's attention through an effective headline and hook, and then reward the reader for following through by giving them something they didn't have before.
18. In addition, keep the article brief and well-focused, and if appropriate, demonstrate how your products and services address the issues raised in the article. By doing so, you stand a good chance of keeping the readers you have, and of gaining new readers with every issue.

Some random thoughts on the impact of COVID 19

Q.1. Once lockdown is lifted, how will productivity rise? Why will there be a reduction in employment after the lockdown?

A.1. Once lockdown is lifted, firms may not be able to operate immediately or atleast till the end of 2020 or beginning 2021, at the earlier full capacity due to a variety of reason. This will cause elimination or retrenchment of a number of employees. Thus the Operation will operate at a lower capacity with less no of employees resulting in an Productivity increase.

Q.2. Which sectors of the Indian Economy will grow faster?

A.2. Sectors like Health and Hospital, Pharmaceutical, Biotechnology, Financial sector, Insurance Sector, IT sector - Online / Digital Education, Digital Marketing, AI, Robotics etc.

Q.3. How FMCG and Consumer durable sector will move during these tough times?

A.3. FMCG sector will grow at a lower rate especially in the short run. Consumers may reduce their consumption of FMCG and may postpone the purchase of consumer durables. In case if FMCG & consumer durable goods there could be a shift from branded products to unbranded products.

Q.4. How will faculty requirements or availability increase in the education sector?

A. 4. Currently there is a faculty shortage. After this phase say till mid 2022, the industry Personnel-middle level / lower similar level would be available as faculties. It is expected that statutory authorities may lower the faculty quality requirements.

Q. 5. What could be the major disruptions in the education sector?

A5 a. Increase in skill-based education
b. Online education, simulation-based education management games based, linking Theory to practice and vice versa. In the short run there would be an increase in FLY BY NIGHT online education providers.
c. Gradual shift to online exam mode and online evaluation.
d. Around 30% of face to face teaching will shift to online education

- e. There could be a relaxation in the requirement of infrastructure, qualification of Faculties etc. by the statutory authorities in the short run
- f. Radical changes are expected in the syllabus, new course introduction linking industry to theory and vice versa. Courses like new product development, Entrepreneurship management will be in greater demand
- g. Faculties will have to keep themselves updated. There would be greater emphasis on uploading learning on YouTube, videos, learning Management Systems etc.

Q.6. Will the Construction Sector-Reality sectors grow in the short run?

A.6. Demand for housing will show a downward trend in spite of government financial package. Additionally, the growth in 'Work from Home' would result in the Requirement of commercial space also decreasing.

Q.7. Which areas of banking and insurance will be more in demand?

A.7. Credit disbursal, treasury management, retail banking, foreign exchange management, medical and life insurance will be great demand.

Q.8. What about the agriculture sector?

A.8. Food grain production will increase.

The weather department has forecasted good rains. The issue is availability of warehousing, cold storage facilities, logistics and supply chain management.

Q.9. Will boycotting Chinese products result in an increasing manufacturing activity

A.9. The Chinese products will not be completely boycotted but there will be a gradual shift to manufacturing products in India. The make in India movement will gather speed.



Feature Article - II

Enigma of Culture fit in Organizations

Not very long ago, we have seen few CEOs with past successful track record who joined new Organizations with good intent have not meet with equal measure of success, the case in point is Infosys, Uber & Tatas, where new CEOs had to exit from their roles unceremoniously in a short duration. The question is why many successful CEOs in one company are not so successful elsewhere? What could be the reason? Is there any single most factor, which is beyond just not meeting stakeholders' expectations in their new jobs?

Those of us who have worked in more than one organization during our career, would at least know that the 'ways of working / getting things done' differs from Company to Company even if they are in the same line of business.; the difference appears to be in the 'Company Culture'. Can the differences in company culture impact an otherwise successful individual in effectively managing the expectations, execution of tasks, contribution & delivery in another setting?

Company culture is the collective behaviors' , shared set of beliefs & values , work habits and norms , that are constantly reinforced through structure , systems, processes , Practices & Leaders that either drive high performance, determine its ability to adopt to change or even

negate any innovation or change by merely maintaining the Status quo. Therefore, the culture dramatically varies from company to company.

Company culture is compared with an 'Iceberg' , when we walk in to any organization, what we immediately see or even smell is bit of their culture when we start interacting right from Help desk , Reception, Tea Boy to Officers; we may like it or may not which is only a reflection of surface culture; a tip of an iceberg (*Edgar Schein) but what is really not visible is the shared 'Core values& Assumptions' of people that live below the surface & is evolved over time that drive human behaviors'

in organizations; why they do, the way they do . When we see someone misbehaving or display rogue behaviour in Public Transport, Sport Stadiums and Communities across the Nations, we attribute their behaviour to their culture, without perhaps knowing their assumptions / real life experiences of these people.

As the Societies evolve overtime, bringing with them the new socio-economic order which affect all organizations operating in the milieu; Organizations got to constantly adopt to the changes (sometime quick &



Dr. RK Rao

This article is contributed by An HR professional & an Alumni of Tata Institute of Social Sciences and Jawaharlal Nehru University, Delhi and has worked with large Indian Corporate for over 3 decades. Currently associated with one of the premier B' Schools at Navi Mumbai.

Drastic) for their sustainability & very survival. And those who don't do at Their peril. Classic example of organizations where Cultural change successful had taken place at GE, Boeing, Xerox, Chrysler, Exxon Mobil, Avaya, Wal-Mart, AT&T, J.C. Penney,

We have also witnessed Organizations, small or big, old or new have perished, had become takeover targets and vanished into oblivion altogether which had failed to adopt & change. example- Bathlehem Steel, Nokia, Daewoo, Satyam, Air Deccan, Sam Computers, Motorola, Maxwell Communications Unitech, Subhiksha, Indal, Ispat Steel, Nagarjuna Finance, Deccan Chronicle, GrocShop, Zuper Meal, Dunlop Tyres, King fisher Airlines and many more are in the verge of disappearing.

So the choice is very little for not changing, but most organizational change initiatives have been focused on changes either in the structure or strategy, but very little on organizational culture or people issues, though tinkering in structure & strategy does affect culture to some extent but not holistically. Sometime change in Leadership itself propels change in the Company Culture and more often than not, some Management deliberately resorts to this for speedy cultural change.

Like Human beings, Company Cultures too come in various shapes & sizes; ranging from Autocratic, Bureaucratic, paternalistic, Altruistic to Aggressive, some highly adoptive and resistance

Pearson, Lenovo, NTPC, BPCL, HPCL, SAIL, TCS, Maruti Udyog. WIPRO, ABB, Crompton Greaves, OTIS & Aditya Birla Group to name a few.

to Change. Then, how do the companies embark on the task of transformation or cultural change for creating positive perceptions among employees & high-performance Teams at their organizations

For doing that , Companies have to take 5 sequential structured steps for culture change, firstly, they have to take the inventory of existing elements of their culture & diagnose to see whether it is fully aligned to 'Vision , Mission & Strategy Paradigm ' of the company, then identify the gaps including the inspirational attributes ,thereafter ,prioritize the important ones to work-on, initiate deep conversations internally, articulate how you intend to fill the Gaps and create an urgency for change , excitement & timeframe to execute , achieve and constantly take feedback for mid-course corrections, if any to revitalize the process .

- 1) Diagnose the Gaps
- 2) Have deep Internal Conversations
- 3) Create a Blueprint & Road Map
- 4) Execute the Action plans
- 5) Take Feedback, Evaluate & Revitalize.

The above organizational culture change journey would help create conducive environment for achieving your objectives, Strategy, Collaborative Teamwork, Employee Engagement & Sustainability etc.

Needless to mention that, organizational culture could have subcultures within it, which not only affects the survival of the Company, but also Performance, Productivity, Attrition, Retention aspects in- parts of the organization which could have cumulative negative effect on bottom line; Companies must have to walk extra mile proactively for creating harmonious culture at their workplaces. Therefore, Culture & subculture growth cannot be left to

Then what is Culture-fit? Culture-fit or cultural Compatibility or chemistry is primarily understood as expected, acceptable behaviour of newly hired employee, who smoothly aligns with work norms, relationships, takes cues from members, engaged, brings either supplementary or Complementary skills to the team / company & gets absorbed in its culture seamlessly.

In the hindsight, sometime we observe that the entrenched core values of a company are in dissonance with personal values of some of the individuals coming from different milieu or socialization, leading to conflict or ambivalence at their mental level, which might affect their behaviour & real time



chance, rather companies must align with current employment market & workforce attitudes in order to survive. Earlier, evolving a Company culture was often considered as a sole responsibility of HR, but now it has become a Business imperative, therefore the Top Leadership has to own it as a priority in their agenda & it often seen that ,only the top-down approach succeeds.

Now we shall briefly dwell on how organizations are beginning to get concerned on not hiring Cultural misfits, the odd man in the team as this phenomenon is drastically impacting, rather greatly disturbing sometime the normal company operations & consequences thereof. The cost of bad hire or his replacement is very high, especially at leadership positions, therefore, due diligence is a must for spotting culture-fit of a new candidate.

contribution to the organization, which is often branded as a personal failure & dysfunctional , even though the person may not be solely responsible for it. We have seen many cases , new entrant's high Technical Competence, Intelligence and success at earlier jobs does not necessarily guarantee equal success at the new organization, therefore , organizations must consciously design a template / create a relational matrix to screen candidates including various psychometric tests like, "Talent Q Dimensions" and hand hold from the pre-employment stage to on-boarding and of course constantly monitor work behaviors' till an year of induction. And the Interview panel / HODs should also be coached to spot the cultural attributes as displayed by new employees through their behaviors'. However, scanning for culture fit does not necessarily mean covering up our

own biases & blind spots towards people who look, think & act differently from us & therefore prevent any unlawful discrimination in the name of cultural incompatibility. For doing this, organizations could follow few steps -

- A) Define your corporate culture
- B) While writing JD of a position, also specify what behavioral attributes are essential in his / her role for the culture alignment.
- C) During interview phase map out the Candidate's Culture- fit, especially their attitude towards peoples & Change orientation in the context of their Interdependency & flexibility levels.
- D) Benchmark behaviors' of your earlier successful employees in the role or your culture

Champions.

Never ever compromise on culture fit of a candidate while inducting new people in any role however desperate your situation may be, you will not only save millions of rupees beside time for the company but for the candidates as well; you would help prevent his disengagement & de-motivation from the very start, thereby averting the breach of psychological contract from both sides early on, a phenomena often clouds the cause & effect

Syndrome in organizations. Our working with few organizations have also clearly exhibited these pitfalls, where they found it easy to induct best candidates from mega brands but felt challenged to retain them even for few months with their own organizations.

According to research by Spencer Stuart, lack of culture fit is responsible for 68 % of newly hired executives failing within their first year. As per another study, at least 50% of employee success for the first 18 months on the job is correlated as to how best he / she connect with others in the team.

Head-hunters & Recruitment agencies are now mandated by organizations to track the 'culture- fit' of a candidate, as they are no longer satisfied with personality profile with high emotional quotient of a prospect. Many Organizations are paranoid to the extent that, they now began to re-skill their existing employees from other domains to fill positions from within, with a view to avoid cultural incompatibility of outsiders. I know of many business organizations including 'Google' who never compromise on culture fit, even if they had to wait for months to fill a position. If the Culture fit is so critical for success of both Individuals & Organizational health, can any CEO afford to ignore it any longer from his Business agenda going forward?

Feature Article-III

Engage While Disengage: Corona Quarantine



India Fights Back - A War against Global Pandemic

This article is contributed by Mr. Murali Manohar Sahoo- Senior HR with 15 years of experience, presently working with Jayaswal Neco Industries Limited as Asst General Manager - HRM.

Friends, the global epidemic Novel Corona virus (COVID 19) spreading drastically and as per WHO till date around 2.9 Million people across the globe tested positive and the death toll increased to 0.2 Million. In India the identified positive cases are 25 Thousand (Approx.) and around 800 death cases (Approx.)

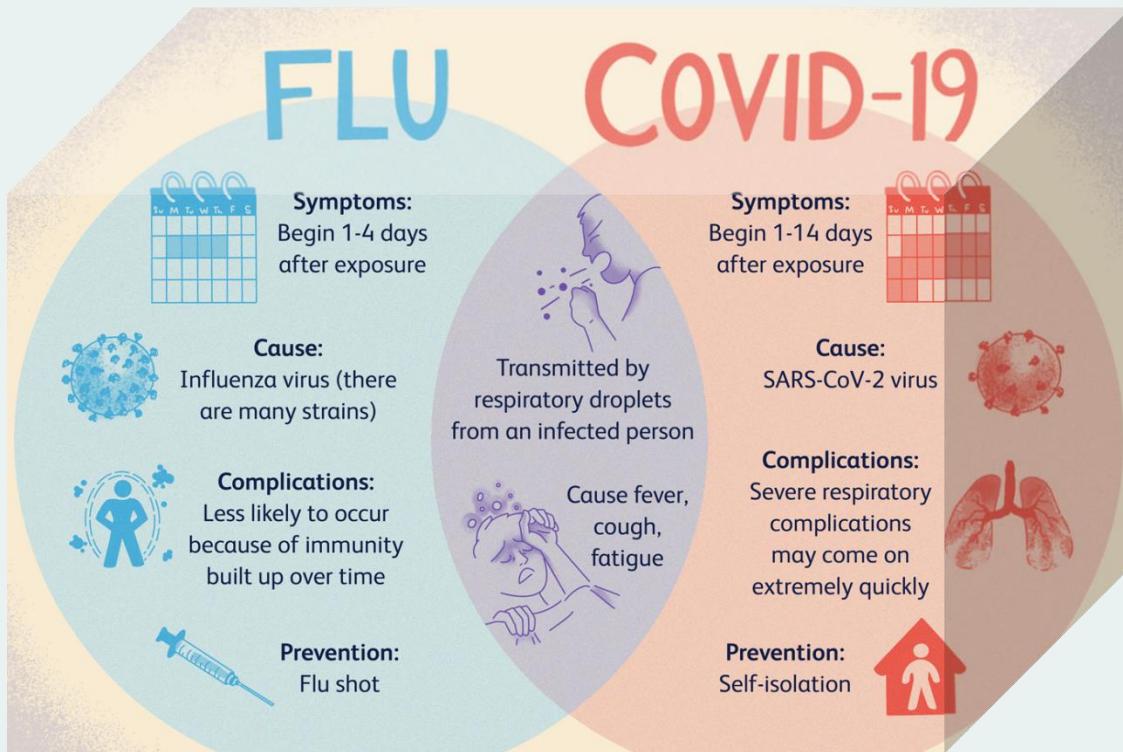
Though Ratio wise in 1 Million our percentage stands only 18 % but unlike other countries we are highly vulnerable. The Indian population reached 1.33 Billion, where as our infrastructure and facilities are far behind in compare to other Developed countries.

As many of you aware that Self Isolation/ Social Distancing, Personal Hygiene and Sanitization are only measures to break the chain of Corona Infection. Considering all these factors for 1st Time in Our PM has declared Nation wise Lockdown for 40 Days. And requested every citizen of India to Stay @ Home for 6 weeks till 14th April 2020 to 3rd May 2020.

Being a responsible Indian we expect everyone to go for Self-Quarantine for Fighting Against this deadly Virus. This emergency is an opportunity for every Indian to take active part against Corona and I am sure we will, India Will Fight Back if every Indian shows the same spirit that we have witnessed in 1983 & 2011 Cricket World Cup, Kargil War, Super Cyclone 1999, Tsunami in Chennai, Ganpati Festival, 16/11, Nirbhaya Case, 2019 Pulwama attack and many other occasions. We have lost many of our Brave Soldiers, Country Men, Innocent Girls, and many things. But it is our national spirit for which every time we Fight Back like URI Surgical Strike, Hyderabad Rape Accused Encounter, Balakot Air Strike and many more.

And like me '**I am sure every one of you is Proud to be an Indian'**.

Friends' this is just like another evil attack on our country and which required sacrifices from every one of us. As rightly quoted by our Honorable Prime Minister, "**If we don't handle these 40 days well, then our country, your family, will go backward by many years,**" Hence please join hand and make these 40 days Lockdown successful one by Self Quarantine.



I know unlike me you all are experiencing disengagement at Home for this Nobel Cause but believe me with a little effort you can reengage yourself in many productive works. You can spend a quality time with your Wife, Children, Parents and Family Members by confiding yourself in your Home.

12 Engagement Plans during Home Isolation

1. **Reset your expectations and desire:** Most of us are socialized and accustomed to a standardize life pattern from Going to Gym to Spending Evening with Friend in a Night Club or Travelling from Once Pale to Another, Achieving Your Targets etc. We have our day to day set expectations and desire. If anything missed it creates discomfort within you and as a result we expect same thing when we are at home. Which is not possible at this point of time, therefore you need to resent these daily expectations and I must say you should prepare a DAILY ACTIVITY ROSTER which will keep you engaged throughout day. Try to divide your time in such a manner you can balance your daily routine for these 40 Days.



2. **Stay in Regular connection:** Research proves that shorter communication cycle times are more effective in building and sustaining morale and engagement. Use instant messaging to stay in regular contact with your Team Members, Colleagues, Friends, Relatives and Near Ones. Spend some time every day to speak to them and update how they can best use these days. Discuss innovative ways of home engagement plans. Play Ludo King, Chess, and many other online games so that things become easier for you.



3. **Its Study Time Bro:** Learning doesn't have to stop in this new environment, but it may be more practical to use micro-learning. Focus on sharing short lessons on a single topic in a five to 10-minute segment. These might cover a specific tool, behaviour, or skill. Rotate the delivery of these lessons among team & family members. Through Skype, Web Ex and Many other Sources conduct Training Programmes for the Team

Members if you can. You can also discuss what would be your strategy in Coming Days. But YOU MUST READ and involve others.



4. **A Good time to become Mentor or Coach:** To distribute that responsibility, organize team and family members into pairs with each individual assigned as a buddy and peer coach to their assigned colleague and family members. This shared leadership model creates a second layer of mutual support and guards against emotional isolation. Ask the buddies to check in daily and assess overall engagement and well-being. Try to know different family members of your team and coach and mentor them if possible.



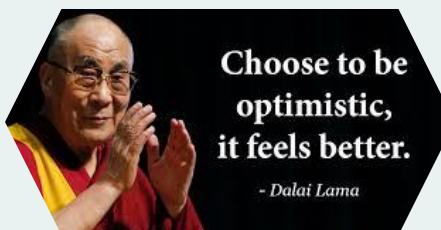
5. **Communicate to Update:** Uncertainty fuels anxiety. The more you communicate and share, the less chance there is to develop an information vacuum within your team and family members. Communicate regularly even if you don't have new information to share. Maintaining transparency through a crisis with frequent updates is the ultimate expression of good faith, empathy, and genuine concern for your team and family members. Please do not spread misleading information's, so that people will panic.



6. **Manage Stress Level of Self & Others:** Make it crystal clear to your team and family members that your main concern is their well-being. Take time to monitor their engagement by periodically asking each team and family member two quick questions. First, on a zero-to-10 scale, rate the level of stress you currently feel. Second, using that same scale, rate your level of overall engagement. You're intuitive or impressionistic sense of the individual may be wrong, so it helps to get quantitative responses. It is always good to provide moral support to your team and family members. Try to do some stress management activities with your family members.



7. **Be optimistic/ positive and drain the team & family fear:** Optimism is contagious. Leaders/ Manager who demonstrate hopefulness and confidence in the future are better able to help their team & family members find meaning and purpose in work, especially under stressful conditions. And don't forget to use humor as a relief valve. Remember that fear freezes initiative, ties up creativity, and yields compliance instead of commitment. Finally, consider that constraints are often the enabling factor that sparks innovation. Invite your team & family to use the quarantine conditions as a stimulus for new ideas.



8. **Live Your Hobbies:** Hobbies can bring people together, discover things about you, develop new skills and develop as a person. Without something to do for pure enjoyment, daily life can become very black and white. Hobbies can bring fun and adventure to life, as well as an opportunity for personal development. Hence try to spend some time in Singing, Dancing, Reading, Listening Music and many more. Be childish and spread happiness in your family.



9. **Time for Yoga & Meditation:** Meditation and mindfulness are buzzwords now days for a good reason. However, Yogis have been practicing dhyana (meditation) for millennia. Get expert insight here on meditation and its symbiotic relationship to yoga. Use this hub as your go-to resource for simple tips and guided practices to quiet your mind and make meditation part of your modern daily life. Daily 1 hr. Yoga & Meditation will in day definitely reduce your stress level, will control anxiety, and promotes emotional health, internal peace and many more.



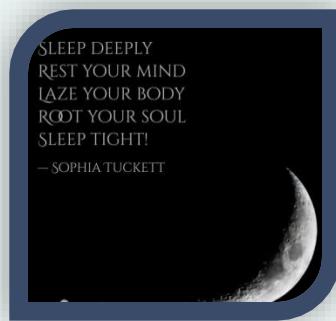
10. **Do Some Domestic Work:** Domestic work is work done in the home – a domestic is someone who works in a home, such as a nanny or a maid. Hence it is the right time to do these works and give leaves to your domestic workers which is good for you and them as well. PLEASE DO NOT CUT THEIR SALARY. It will consume your time at same time will make you feel better. Share the responsibilities within family members, so that everyone contributes little for this.



11. Respect Each Others' Time: Give Separate Space to Each Family Member. You definitely need your own space,” “Be creative, but get your own space — it is so important.” If spatial limitations are a factor, carving out your own working space through things like a desk in the bedroom, one in the hallway, and another separate area for kids, if possible. “Your partner, parents, kids are now kind of like a coworker — you need to be considerate of their needs and their space as well as.



12. Have a sleepover and give rest to your Body & Mind and Detoxify : Bring all the sleeping bags together in one room. Have some snacks, watch a movie, play a game and then, when it's time, its lights out together. Rest and relaxation are incredibly important to your brain's health. According to the National Institute of Neurological Disorders and Stroke, the brain builds up toxins while you're awake and sleep is the time that allows the body to remove those toxins.



Hope together we will win the battle against Corona. My humble request to all of you that Stay Clean, Stay Isolated, Stay Engaged and Stay Safe.

Feature Article - IV

10 basic rights of an employee in India

This article is contributed by Dr Ravindra Pratap Gupta-Chairman - Aviyana Group with over two decades of industry experience in Healthcare, Retail, It & education, an alumnus of IIM & mentor eCell IIT Bombay & IIT Kharagpur. Distinguished fellow from Institute of Directors-London, UK.



1. Leave is the right of all employees

Generally, an employee is given the following leaves during the course of his or her employment

Casual Leave: This is provided to an employee to take care of urgent or unseen matters like a family emergency; for example, employees can apply for casual leave to attend a parent-teacher meeting called for by their child's school.

Sick Leave: Sick leave is provided when an employee gets sick.

Privilege or Earned Leave: Privilege or earned leaves are long leaves that are planned for in advance.

Other Leaves - Apart from the above mentioned leaves, there are some other paid, unpaid or half-paid leaves which are provided at the discretion of the company. Study leave and bereavement leave are two such examples.

Medical Certificate for one-day sick leave

Usually, when a sick leave exceeds beyond two or three days, depending upon the company policy, employees are requested to submit a medical certificate to sanction the leave. However, in the case of one-day sick leave, an employer should not ask for a medical certificate.

In one of its judgments', the Supreme Court mentioned that an employee will not necessarily seek medical attention if he or she is ill for just a day.

Encashment Leave

An employee can take encashment leave while quitting service, superannuation, discharge, dismissal or death. Leave encashment should be as per average daily wages of an employee.

"Understanding your rights as an employee is the first step"

Type of Leave	Privileged / Earned	Casual	Sick	Maternity
Quantum per year	1 day leave for every 20 days worked in the previous year (Eg. 300 days worked = 15 days leave)	Nil	Nil	As per ESI Act OR Maternity Benefits Act
Entitlement	On working 240 days in the first previous year	NA	NA	NA
Utilization	To apply for leave 15 days prior. Leave not to be availed more than 3 times a year	NA	NA	NA
Carry Forward	Not more than 30 days	NA	NA	NA

Leave during notice period

An employee can take leave during notice period, provided it is for a genuine reason like maternity, health issues, etc.

The Delhi High Court, in one of its judgment, said that an employee can take leave during the notice period if nothing is mentioned in the appointment letter which bars the employee from taking leave during the notice period, if he has leave to his credit and is entitled to the same.

2. Protection from sexual harassment at the work place

It is the responsibility of the employer to ensure that his/her employees, especially female employees, are protected while at work. All incidents of sexual harassment - regardless of how big or small they are or who is involved - require employers or managers to respond quickly and appropriately. Just because someone does not object to inappropriate behaviour in the workplace, it does not mean that they are consenting to the behaviour.

An aggrieved woman can seek remedy under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. Sexual harassment is punishable under the Indian Penal Code

The law mandates employers to formulate a policy which prohibits sexual harassment. The policy should be a part of the company's service regulations to provide a healthy working environment. The company's policy must clearly define what exactly constitutes a sexual harassment and enumerate penalties, online grievance redressal procedures as well as additional resources like a list of individuals to be contacted for consultation, etc. The policy should also ensure impartiality in investigation.

The law outlines the structure of an internal complaint committee for organizations with ten or more employees and instructs the formation of district level local complaint committees for other organizations.

All offices, hospitals, institutions and other establishments should set up an internal complaint committee. The employer should nominate the committee members and constitute the committee. The committee should also include a

senior woman as a member, two other employees as members and a non-governmental member.

At the district level, the District Officer (normally the Collector), an officer as authorized under the act, should constitute a Local Complaints Committee.

A Nodal Officer will also be nominated by the District Officer for each block, municipality or tribal area to receive complaints and to forward them to the respective local complaint committee within seven days.

3. Maternity benefit

The Maternity Benefits Act, 1961 (MBA) was enacted with respect to employment of pregnant women in establishments.

Earlier, the law mandated that a female worker was entitled to a maximum of 12 weeks (84 days) of maternity leave. Of these 12 weeks, six weeks leave are for post-natal leave.

Employees are also entitled to one additional month of paid leave in case of complications arising due to pregnancy, delivery, premature birth, miscarriage, medical termination or a tubectomy operation (two weeks in this case).

With new amendments made to the Maternity Benefits Act, 1961, the paid maternity leave has been extended from 12 weeks to 26 weeks for women working in the private sector.

No employer can employ a woman in the six weeks following the date of her delivery or miscarriage. It is also illegal to discharge or dismiss her on account of such an absence.

Employees cannot be discharged or dismissed while on maternity leave, nor there any disadvantageous change to their conditions of employment. This can be overruled in cases of gross misconduct or if employees take up work for another establishment during their leave.

It is important to note, however, that pregnant employees who are discharged or dismissed may still claim maternity benefit from the employer.

4. Gratuity

Gratuity is a statutory right of employees and cannot be denied to them on the grounds that they are being given provident fund and pension benefits. Gratuity is a statutory benefit paid to the employees who have rendered continuous service for at least five years.

It is a lump-sum amount paid to an employee based on the duration of his total service. The benefit gratuity is payable to an employee on cessation of employment either by resignation, death, retirement or termination, by taking the last drawn salary as the basis for the calculation.

Gratuity is an important form of social security and is looked at as a gesture of gratitude by the employer to the employees, paid for in monetary terms, for the services rendered by them to the organization. It is a defined benefit plan and is one of the many retirement benefits offered by the employer to the employee upon leaving his job. Gratuity payment liability of the employer tends to increase with an increase in salary and tenure of employment.

5. Provident Fund

Employee's Provident Fund (EPF) is a retirement benefit scheme that's available to all salaried employees. It is managed by the Employee Provident Fund Organization of India and any company with over 20 employees is required by law to register with the EPFO.

As per law, both, the employer and the employee have to contribute 12% of their basic salary to the provident fund. If any employer is deducting the whole PF contribution from an employee's salary then it is against the Act, and he can apply against the same in the PF Appellate Tribunal.

Is it necessary to contribute to PF?

If you earn more than Rs 15,000/- a month, you can always opt out of contributing towards EPF. However, you need to opt out of it at the start of your career. If you have been a part of EPF even once, then you are not allowed to stop contributing.

6. Working Hours

The Shop and Establishments Act of every state has fixed the maximum no. of working hours 9 hours a day and 48 hours a week. The Shops and Establishment act does not see any difference between managerial and non managerial workers when it comes to regulations relating to working hours. The working hours may be increased up to 54 hours a week upon prior notice to the Inspector, but this increase would be subject to a condition that overtime hours should not be more than 150 in one year.

7. Right to get Insurance

Every employee will have the right to be insured by the employer under the Employee State Insurance Act 1948, in case of any kind of injury or miscarriage occurring during the course of employment.

8. Right to go on Strikes

The employees are provided with the right to go on a strike without giving a notice, however if the said employee is a public utility employee, then he would be bound by the prohibitions laid down in the Industrial Disputes Act 1947, Section 22(1) lays down certain conditions on Strikes by public utility employees, the conditions includes giving out prior notice to the employer six weeks before going on such strike.

9. Right to Equal Pay for Equal Work

Equal pay for Equal work is a constitutional right and any employer is liable to pay equally to any men, women or temporary staff performing same tasks and undertaking same responsibilities. There can be no discrimination while paying any basis to employees.

10. Written employment agreement

An employer must provide a written Employment Agreement before you start work.

An Employment Agreement is a legal document, which contains the ‘terms and conditions’ of your employment. It lists the rights and obligations of both, the employer and the employee, and is designed to give both parties security and protection. By law, your employer must give you a written Employment Agreement before you start work.

The Importance of an Employment Agreement

An Employment Agreement gives both parties a sense of securities that both are fully aware of their obligations and have agreed to comply with the stated terms and conditions.

A professionally well-drafted Employment Agreement endeavors’ to prevent disputes between employers and employees, and in the event of any dispute, it serves to resolve the dispute because all terms of employment are clearly mentioned in it.

You have the right to get advice on an Employment Agreement before you agree to it or sign it.

It is a good idea to spend some time carefully thinking about the conditions of the Agreement. If in doubt, seek professional help.



6 Trends In The Future Of Human Resource Management

By Maggy Fang | July 12, 2018

Technology has revolutionized the workplace. Here are six ways HR can use the new trends, including artificial intelligence (AI) and big data, to create value for your organization.

Technology has revolutionized the way we access information, and thereby the way we do business. Regardless of industry, every company and every industry can now be digital – and has the potential to be global. An abundance of information makes it possible for companies to segment and personalize products and services. It also enables companies to quickly move into other new spaces of innovation.

These changes will have a deep impact on the workplace. The way workforces are structured and organized will have to change fundamentally, leading to many knock-on effects in human capital management. Thus organizations will need to rethink the way they hire, engage, develop, reward and lead their workforces.

HR can navigate this new landscape by taking advantage of the advancement in technology - most notably by utilizing AI and big data to open up opportunities for strategic value creation. We observe six ways for HR to do this

1. Transformation of leadership

Traditionally, the delegation of authority in an organization usually follows a formal hierarchical structure with clear lines of

accountability. The digitalized world has however found larger success with networked organizations. Such setups often enable individuals to initiate leadership - even if sometimes without formal authority - especially where the sources of work are plentiful and work relationships are numerous. Leadership in this new world will be less about leading people and more about orchestrating the ecosystem of work.

Interestingly, this scenario was forecasted in the Global Talent 2021 study conducted by Oxford Economics and Willis Towers Watson (Figure 2). The paper noted that leadership will require agile thinking, digital skills, global operating skills and interpersonal and communication skills.

Source: Global talent 2021 Study conducted by Oxford Economics and Towers Watson, 2012.

2. More personalized and transparent total rewards

A very important trend that we have observed is a more personalized and transparent management of total rewards. Many organizations are transforming into a job-based pay structure, and this allows employees to more easily compare pay to those offered to others.

In the past, discussing pay and benefits openly with each other was

widely considered as taboo. But with the advancement of social media and digital platforms, pay and benefit details are now more available to the public. Many countries have also passed legislation that requires companies to publicly disclose the details of executive pay.

Previously, ‘pay for performance’ meant merit increase and incentive pay based on last year’s company performance, plus individual bonus based on ‘performance rating’. Today, the changing business models and shifting nature of work are now challenging the individual performance definition and the role of base pay. Especially now that ‘guaranteed jobs’ is no longer a desirable goal for many talents today, organizations are looking to redefine what a ‘career’ means and to enable career security instead through career development. This will lead to more pay customization and segmentation in the coming years.

3. Improving the employee experience by applying product design thinking

In the digital era, talent and ideas - rather than capital - have become the key factors affecting the growth of most large enterprises. Jack Ma, the chairman of Alibaba group, has said “staff first, customers second, and shareholders third”. Jack Welch, the former CEO of GE, also said “the company is mainly composed of its employees, customers and products”. Todays

talents are looking for environments that espouse this mind-set.

Top-earning companies certainly have a financial advantage that helps secure top talents. However, as evidenced in our research, most talents are now looking at other factors beyond profit when they decide on an employer. They often look at higher goals, such as the vision to change the world, impact on environment and ethics of competition and labour.

To survive in such fierce competition for talent, the employee experience becomes paramount. Organizations can adapt product design thinking to improve the employee experience.

Design thinking approaches products and experiences from the viewpoint of the user. In an HR context, this would shift emphasis to the employee rather than focusing on the HR program or process itself. In practice, as one example, HR can use “journey maps” or other tools to lay out the crucial points in the Employee life cycle, and understand what is or is not working at each stage.

4. Targeted recruitment driven by social media and cognitive assessment

Recruitment can be honed and focused through digital tools such as social media and cognitive assessment. Examples of cognitive technologies include natural language processing, predictive algorithms and self-learning.

Cognitive assessment can be applied to human resource management in many ways. For example, machine learning platforms rank the priority

of open requisitions. Organizations often use tools that match candidates to jobs through a fit score based on career experiences and skills. When it comes to social media, “social listening” for an organization’s and competitors’ publicly available reviews becomes a crucial source for reputation checks.

Applicant screening systems that use AI (already being used within large companies with high application rates) reduces the man-hours required for HR recruitment. It can also lead to the elimination of human error. AI is designed to tackle the redundancy of tasks so that HR managers can focus on higher value activities requiring human touch.

Case Study

To source potential hires, this multinational consumer goods company places ads for entry-level positions on social media to target online users, with an algorithm in place to sift through qualifications. Potential applications can click on the ads and apply via their LinkedIn profile.

After an initial assortment, qualifying applicants receive 12 online games, tests and video recordings, which are used to assess the applicant to grant an in-person interview. The company says 80% of applicants granted in-person interviews are given an offer.

5. Leveraging people analytics to improve organizational performance

The use of people analytics and predictive talent models can enable HR to more effectively and rapidly

identify, recruit, develop and retain the right talent, which can help the business to improve organizational performance. HR's access to these insights can help organizations better identify current pain points and prioritize future analytics investments. For instance, with data analytics for recruitment, HR may find the correlation between academic background and performance, to identify and hire the right fit for the organization. Data analytics may also help organizations to accurately identify employees who are at a high risk of leaving, and convince them to stay with more informed efforts. This could further lead to increased employee satisfaction.

6. Redefining human resource management

This is being redefined in four ways: HR operations are changing through the use of next generation automation tools and standardized processes. This in turn raises service levels and improves the employee experience.

Organizations' are putting people analytics at the core. Data analytics is embedded into day-to-day HR Processes consistently, and its predictive power is used to drive better decision making.

The role of business partner is being replaced entirely with a new talent value leader (TVL).

To drive improvements in operational performance, HR is becoming more agile. Functional changes in HR operations are freeing up HR professionals for more strategic work. This is also enabling the emergence of new roles such as workforce analytics professional, robot trainer, virtual culture

architect, data, talent and AI integrator and cyber ecosystem designer.

The future is here

We expect to see even more dramatic, revolutionary impact in the business environment and on workforce management from AI and technological advancements in the near future. The world is still in the early phases of the Fourth Industrial Revolution, thus many areas remain unpredictable and uncontrollable. But we can expect technology to keep helping improve work and allow us to find new and interesting things to do. Some also predicts that technology will not replace, but rather ‘augment’ the way many jobs are done. It will be to our greatest benefit to understand the possibilities, and to prepare ourselves for the digital future.



10 best HR practices you need to adopt ASAP

April 12, 2019, By Bev Campling

With the wheel of time is rapidly rolling towards the second decade of the 21st century, are your best HR practices sync? Hiring and retaining staff in an environment of constant change and evolving technology is tough enough. Add to that the reality that each year brings a new wave of young job seekers with a different mindset to previous generations. The picture becomes clear: in 2019 things aren't the same as they were even a few years ago.

HR practitioners can't cruise along the same-old, same-old path of yesterday. Today, HR is no longer a staid department of paper-pushers; it's a vibrant and innovative hub with its finger on the pulse of business strategies and advancements in HR tech. Modern HR ensures continued business success by being aware of and meeting employee expectations, aided by technology. What exactly are the best HR practices?

Even if you've implemented internal policies and procedures, your HR practices won't just fall into place. You need to focus on adopting what will work for your business. And to do that you must understand the concept first.

HR practices won't just fall into place. You need to focus on adopting what will work for your business. And to do that you must understand the concept first.

The best HR practices are a set of universal HR process that will lead to increased business performance, irrespective of the type of business or industry.

That sounds like a one-size-fits-all show, and those usually don't work that well. Compiling a winning set of best Human Resources practices is a combination of universal processes and best fit procedures that align the needs of the company with employee expectations.

Human resources best practices checklist

Here's a checklist of 10 best HR practices to consider implementing before the end of 2019:

1. Matching company needs with employee expectations

HR must be included in all business strategy planning and implementation. HR also needs to be the catalyst of open and honest employee engagement between employees and management.

It's not uncommon for HR and management to be totally out of touch with employee experiences and perceptions. Likewise, employees often have an unrealistic view of their role, remuneration, and the company.

Why it works:

Aligning the needs of the company and employees leads to better hiring decisions and encourages employee buy-in. People who fit into an organization and feel valued want to add value and go the extra mile. Employees are crucial to the success of any business strategy.

2. Align business needs with HR recommendations

For any business practices to work, all individual process must be aligned. Data-driven software simplifies compiling a list of best HR practices by giving you access to real-time metrics and analytics. That way you can quickly identify areas where HR needs to step up and areas that are working well.

Work closely with top and line management to identify each department's needs and also identify hot spots that need immediate attention. When analyzing troubled areas in the business be sure to evaluate internal systems and management skills before making recommendations.

Why it works:

Once you have a complete picture, you can start compiling and implementing great HR practices to improve business performance and increase employee retention.

3. Recruitment and selection processes

Have your recruitment and selection processes developed in tandem with changing business strategies? It's almost effortless to slip into a comfort zone, and once we're there, it takes quite a while to realize that things aren't working anymore.

If your company or specific departments are making one bad hire after the next, it's time for introspection and a review of your hiring processes. If you haven't yet, now is the time to invest in an ATS so that you can bring your recruitment online.

Why it works:

No business (no matter how small) can successfully hire staff without a recruitment and selection process in place.

4. Employee compensation

It's essential that HR keep abreast with current salary trends and also keeps line management informed. There are plenty of up to date salary surveys, like PayScale, that you can subscribe to for regular updates.

If your organization doesn't pay well, it will soon leak into the candidate market, and you won't be able to attract top talent. Not only that, if staff realize that there are better-paid opportunities out there, you'll soon have a slew of resignations to deal with. The age-old saying "loyalty is in your back pocket" is still as true as ever.

Discuss employee compensation with your hiring team as soon as a vacancy is identified so that the job can be put out there offering an appropriate total

rewards package (not just salary). That way you can attract the best candidates and be sure that job offers are accepted. People who're paid well are less inclined to look for another job.

Why it works:

Apart from budgets, it's important to know what a candidate is worth and what the company can afford. That allows you to decide what level of skills you need and how much you can invest in a position.

5. Selective recruitment

There are always certain knowledge-based positions in a company that require a unique skill set. And skills shortages are set to increase as technology and business outpaces candidate experience and education. Highly technical skills are easier to find than specialized soft skills, and technical ability can be tested with skills assessments. Soft skills, however, can't be verified from a CV and series of interviews. This is when psychometric assessments can be a lifesaver.

Hard to fill vacancies are becoming more common, and so is the temptation to hire someone who "might" be right for the role. Unfortunately, that often sets you up for a fall-out meaning that you have to start the hiring process all over again. Not ideal! Develop a hiring strategy specifically for those difficult to fill roles that include joining professional groups on social media where your perfect candidate will be hanging out. Regular engagement within these groups will soon yield quality candidates for your talent pool.

Why it works:

The time invested in social media engagement is twofold; it promotes your employer brand, and it attracts talent. Psychometric assessments help you identify invisible skills. That's why both have a place in your best HR practices.

And maybe not:

Social media engagement outside of specialized groups can see you being inundated with unsolicited applications from candidates you can't place. Also, for positions that are easy to fill, psychometric assessments are a waste of time and money.

6. Training and development

It's no secret that today's workforce values training and development very highly. Up skilling Employees adds value for businesses because it means that you can fill future vacancies with trusted staff. It also increases employee retention and builds loyalty.

Training and development must however never become unstructured, and only employees who already add value should be considered. Implementing blanket training programs is a sure way to waste money and get taken for granted. Slackers will do anything to get out of the workplace for free, but don't expect them to utilize what they've learnt.

Why it works:

Focused and motivated staffs are eager to contribute to the success of an organization. Training makes them feel valued and empowered, leading to their wanting to play a more significant role in the company.

And maybe not:

Training must be earned because it's an investment. Don't invest in plodders who have no intention of buying into the company's vision and success.

7. Engagement and open communication

Engagement and communication begins as soon as a new job opening comes up. Ongoing engagement between members of the hiring team is key to success. Proper communication with applicants and candidates throughout the hiring process says as much about your employer brand as it will contribute to making a good hire.

Employee engagement is essential from on boarding to exit interviews. HR plays a crucial role in employee engagement and has the responsibility of ensuring involvement by promoting an environment of mutual trust. Open and transparent communication encourages innovation, collaboration and the sharing of ideas and experiences. Also, exit interviews are a hive of information if they're appropriately conducted, even if the company has terminated an employee's service.

Why it works:

People who feel secure about voicing their opinions bring an element of diversity and are a source of untapped information. This can lead to the resolution of internal problems, and can also expose fresh ideas that add value to the business.

8. Business transparency and access to information

There's little value in trying to build a good employer brand if everything is kept a secret from employees. Business transparency and easy access to information is reciprocal because it promotes trust and better employee engagement.

A closed-card environment leads to lack of employee buy-in, and often fear, particularly in harsh trading conditions. Never sharing business successes and failures with staff can make people feel as though their efforts are unappreciated which leads to de-motivation and a lack of productivity. It's challenging to re-motivate a flat workforce, and many good employees will leave.

Often companies only share the good and think that keeping poor business results from employees will spare them the fear that their jobs may be in jeopardy. Reality is that the opposite is true. Not knowing what's going on leads to rumor mongering and stress. Access to trading and business information should be available to all employees to foster buy-in through inclusivity.

Why it works:

Knowing what's happening often brings out the best in people. Staff who are privy to the good and the bad feel that they're part of the organization. Therefore, they'll celebrate the victories and step-up when headwinds blow.

9. Improving job security

Although we're dealing with a far more transient workforce today and people are no longer scared to leave their job or change careers, job security still matters. Employees want to know that they have control over their job and income. The thought that anyone can be unemployed overnight is always a scary because people have financial commitments.

Employment contracts are essential in best HR practices. Whether it's a temporary or permanent role, employees must know what their terms of employment are and how much they'll earn. Keep HR policies tightly aligned to business strategy and trading conditions and set realistic payroll budgets to ensure that you don't have to make retrenchments.

Why it works:

Offering job security is as much about business ethics as it is about business practices. If your employer brand has a reputation of retrenchments and staff dismissals, it won't take long before people start resigning and candidates turn you down.

10. Focus on compliance

Lack of compliance to local, national, and international labor legislation will blow any of your favorite HR practices out of the water. No company can plead ignorance of the law, so make sure that you have a labor law expert onboard, either as an employee or as a service provider.

Run all your HR policies, procedures and contracts by them for approval before you implement anything. Also, ensure that management and staff are kept up to date with their rights and legal parameters.

Why it works:

Non-compliance affects transparency, job security, and your brand reputation, not to mention your cash flow when you're facing hefty fines.

Implementing HR recommendations

The recruitment landscape has kept pace with evolving technology and recruitment practices, and HR practitioners must be aware of the ongoing change. Best Human Resources practices must be revisited regularly and updated to keep pace with changes and current trends.

What To Expect 2020 HR Tech Trends

By Dave Zielinski, January 2, 2020,

Dave Zielinski is a freelance business writer and editor in Minneapolis.

The HR technology industry will experience continuing growth and evolution in 2020 as new players enter the market, organizations turn to technology for further efficiency and productivity gains, and venture capitalists remain enticed by the promise of HR tech firms, industry experts say.

Industry analyst Josh Bersin wrote in a recent article that HR software continues to be "white-hot," in part because companies operating in "talent-constrained environments" seek to invest in tools to help them better recruit, develop and support their workforces.

Yet despite that promising outlook, there are growing concerns about the expanding use of technologies like artificial intelligence (AI), the dearth of data analysis skills needed in HR to interpret information generated by new technologies, and the stubborn lack of functionality in some talent management platforms. Here are six trends and developments that experts interviewed by SHRM Online expect to see in HR technology as we turn the calendar to 2020.

No. 1: Self-Service Technologies

HR functions have increasingly adopted technology platforms that include both employee self-service (ESS) and manager self-service (MSS) tools to make HR information more accessible.

But some experts believe HR will begin to reconsider use of those tools in light of recent data and

experiences showing pushback from line managers. Although research from Sierra-Cedar's 2019-2020 HR Systems Survey shows that ESS and MSS tools are still being purchased, they aren't always fully rolled out to the organization.

Stacey Harris, vice president of research and analytics for Sierra-Cedar, said line managers can feel burdened when responsibilities shift from HR to them. Harris knows of one company that stopped using MSS tools after studying the issue for a year.

"They realized that by rolling out MSS, they had placed too much of a burden on managers to accomplish HR-related tasks," which also cast a poor light on HR, she said. The organization decided to shelve the MSS tools and instead open a shared-services centre where HR administrators provide services to line managers.

Leah Johnson, vice president of advisory at research and consulting firm Gartner, said organizations would be wise to also rethink their use of ESS tools in areas like learning and development in 2020.

"I think one of the reasons we're seeing the workforce fall behind in certain skills and competencies is that organizations have become overly reliant on self-service approaches for employees," she said. "They have good intentions in trying to empower employees and give them choice by providing cafeteria-style menus of learning and development opportunities. But

there is too broad a range of quality in those menus, and the number of choices can sometimes seem overwhelming to employees." Organizations should better curate their learning options and provide more guidance on how specific courses or experiences help employees advance along career paths, Johnson said. "Choice is important, but more organizations need to do the hard work of figuring out the best options for employees."

No. 2: AI Adoption

HR will continue to deploy technologies with embedded AI and machine learning as those tools mature and pass more real-world tests. But experts have varied opinions on the pace of that growth and how AI will expand beyond its current uses within HR. Harris believes that in the next 10 years, up to 50 percent of organizations will have HR technology that provides daily recommendations and workforce insights based on AI and machine learning.

While AI is regularly used today in recruiting, HR service delivery, and learning and development, Harris sees a broader adoption timeline, in which AI expands into new areas of HR and is used as a common practice, unfolding as HR cloud technologies did, which took about a decade for mass adoption.

"Part of the reason for the longer timeline is that we are beginning to see more pushback against AI and a growing need to enact more ethical standards and regulation around its use," Harris said. "There are still a lot of managers and employees who aren't

comfortable with the technology or don't fully understand how it works. We've also seen some recent lawsuits regarding potential bias in the use of AI."

In November, for example, the Electronic Privacy Information Center (EPIC) asked the Federal Trade Commission to investigate recruiting technology vendor HireVue, based on claims that the technology the vendor uses to scan and evaluate candidate faces and voices as part of hiring decisions may discriminate against certain segments of workers.

Other experts believe the continuing talent shortage will force recruiters to grow ever more creative in using the latest sourcing technologies and tools to find in-demand talent. Data science and AI algorithms can help recruiters better understand which passive candidates are open to changing jobs or engaging with recruiters, for example.

"Instead of hoping to find the right candidates in a sea of applicants, employers will be able to proactively target the right people at the time they're most likely to leave," said Jim Burke, CEO of Workforce Logiq, a provider of workforce management software in Orlando, Fla. Burke believes more recruiters will begin tapping AI models that examine indicators like macroeconomic trends, social and news sentiment, stock performance, analyst assessment, and leadership changes to find passive candidates who may be receptive to recruiter outreach.

No. 3: Specialized Tech Skills

As automation and digitalization continue to reshape job roles and skill needs, HR and learning groups will need to create increasingly agile and effective reskilling strategies for workers—including training HR staff in data analysis, AI and other technology-related skills. A recent study from Gartner found that only 9 percent of chief human resource officers agree that their organizations are prepared for the future of work, and 46 percent of HR leaders report that their employees lack the technology skills necessary to drive future performance.

"The survey found it's not only HR leaders concerned with the lack of skills but employees themselves," Johnson said. "Only 1 in 5 employees in the study felt like they have skills today to prepare them for the future. When you think about the collective anxiety that creates in the workforce, it's concerning."

No. 4: Work Redesign

In a presentation at Gartner's 2019 Reimagine HR Conference in Orlando, Johnson said organizations should consider redesigning jobs as one alternative to trying to recruit from a shrinking supply of "purple unicorn" candidates in the job market.

"Instead of constantly chasing supply, we need to think about changing demand," she said. "Too often companies craft very narrowly defined job roles with very specific criteria in terms of skills and

experiences needed. That makes it difficult to find the unicorns that so many companies are chasing." Gartner research shows that 90 percent of the Standard & Poor's 100 are now recruiting for the same 39 job roles.

Johnson said companies can mitigate skill imbalances by redeploying staff continuously across teams, unbundling job roles into specific competencies, and leveraging technology systems and tools to reduce talent dependencies, not to create them. "This is about redesigning work so it is both easier to find people who can do the work and easier for employees to succeed at what they do," she said.

No. 5: HCM Solutions

Although a growing amount of work in organizations is done in flat organizational structures and teams, many human capital management (HCM) solutions haven't been built to support those structures. Some experts believe that will begin to change in 2020.

"The future of work lies in flat working structures that unlock the potential of dynamic teams," according to Don Weinstein, corporate vice president of global product and technology at ADP, an HR technology company in Roseland, N.J.

As business strategies and teams grow more agile to keep pace with recurring change in companies, HR technology must adapt as well, including providing employees with more user-friendly and efficient experiences. ADP believes these changes will push more HCM providers to deliver improved levels of system uptime and scalability.

Workers in 2020 also will have changing needs about how and when they get paid, according to ADP's research. As a result, the pay experience will become more personalized, with easier ways for workers to be paid the way they want, when they want, Weinstein said.

No. 6: Data Privacy

Cecile Alper-Leroux, vice president of HCM innovation at Ultimate Software in Weston, Fla., said as more data-privacy laws are enacted to join the likes of the General Data

Protection Regulation and the California Consumer Privacy Act, HR leaders and technology solutions will play a growing role in helping to strike the right balance between employee trust and data privacy.

"The expectation of employees today is that internally they'll be treated more like customers, and that includes how their personal data is handled," Alper-Leroux said. "Many expect more transparency and control over their data. To a certain extent it's up to HR to ensure that the policies and technology systems being used will provide the right level of transparency, as well as the right level of protection for employee data."



Special Feature - COVID 19 Guidelines for Corporate HR Fraternity



This article is contributed by - Mr Ashish Gakrey -Capgemini HR Leader, Speaker, Globally Connected, Social Media Influencer Blogger, GenZ Expert, Mentor, Coach, Techie HR. Founder - HR Shapers

If you are struggling to get some input on what HR should do & HOW in today's challenging situation specially from NOW till post lockdown, HR Shapers has prepared simple doc with key points related to Employee / Managers / CHRO / Leadership / CEO <https://lnkd.in/fFKbWwp> on HR Role during / in post lockdown. Kindly refer to all columns to understand the role of each teams -10 verticals of HR & supports depts. Admin, IT, Finance, Mar Comm, Legal, Travel, Procurement. Hope it will help our HR friends in these critical situations. It can be understood / changed / defined as per your HR team / Org structure. Refer to various sheets as well on virtual on-boarding, virtual off-boarding, LMS Tools, EE Ideas. DONT FORGET to visit Google Drive Folder link <https://lnkd.in/fb748s6> where you will find all Covid 19 related doc (reports, business resume operations, other HR doc etc). Feel free to forward & share both links with your HR friends if needed.

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Economic News For HR - A new milestone in India's glorious journey - Budget 2020

By kamalsandesh, Published on: 19Feb, 2020, In Editorial

The Budget 2020 has further strengthened the resolve to make India a USD 5-Trillion economy. It has addressed almost every sector of economy while giving a promising outline for future. It entails a broader vision about the economy including current requirements and long term goals along with deeper understanding of the needs and aspirations of the people. The budget has been welcomed by almost every section of the society and different sectors of economy for comprehensively covering various issues of concerns while reassuring the nation of its glorious future ahead. It has laid a roadmap which while adhering to the consistency maintained through earlier budgets of Modi-government, makes attempts to break new grounds with insightful initiatives. It is a welcome blend of action and vision showing the emergence of a confident India which is ready to create opportunities amidst plethora of challenges.

The three themes of 'Aspirational India', 'Economic Development of All' and 'Caring Society that is both humane and compassionate', runs across the budget making it all embracing and all inclusive. While addressing the aspirations of the people the budget has given special attention to agriculture, irrigation and rural development with 16-point programme and allocation of 2.83 lakh crores thus intensifying

the efforts made by the Modi-government in last budgets focusing rural economy. In addition to these the budget seeks to address the issue of wellness, water and sanitation which has become so crucial for a healthy and prosperous society. The aspirations of the people cannot be met without addressing the issue of education and skill for which the budget has a huge provision of 99,300 crore. It will create new opportunities in the field of education and skill while leveraging the futuristic sectors.

While addressing the theme of 'Economic Development for all', the budget makes provision of 27,300 crore for the development and promotion of Industry and Commerce. In addition to this the Modi-government is set to invest 100 lakh crore in infrastructure in the coming five years which is sure to unleash the huge potential of this sector. The emphasis on building infrastructure pipelines, economic corridors, highways, expressways, coastal and land port roads, electrification of railway tracks, airports and many more such things will definitely help in creating a robust infrastructure of the USD 5-trillion Indian economies. As a commitment to the goals of a 'caring society' with 'Antyodaya' as an article of faith, provisions in the budget have been made for women and child and social welfare. The budget has also made a provision of

85,000 crore for the welfare of SCs and OBCs and 53, 700 crore for Scheduled Tribes. For the senior citizens and Divyangs, an enhanced allocation of 9,500 crore has been made.

India is today the fifth largest economy of the world which has grown at the rate of 7.4% during the period of 2014-19 with an average rate of inflation of 4.5%. The Modi-government is credited for taking many innovative initiatives which has rescued the economy from the crisis of large-scale corruption, loot of public money, misrule and policy paralysis of Congress led UPA era. It

Modi's vision and determination to act strongly even in the face of various criticisms that the strength of Indian economy is today getting recognized globally. In the field of 'Ease of Doing Business' and in facilitating 'Ease of Living', India under the dynamic and visionary leadership of Shri Narendra Modi has become a shining example for the countries to emulate. The Budget 2020 represents the same vision, rigour and strong will to take India forward against all odds and challenges. The Finance Minister Smt. Nirmala Sitharaman should be congratulated for presenting a budget which meets the expectations and requirements of the people. There is no doubt that this budget will create a new milestone in the glorious journey of the nation.

HR Awards 2019-20

(Click the links for details)



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The logo for the World HRD Congress. It features a stylized graphic on the left with the text "2020 HRD". To the right, the text "WORLD HRD CONGRESS" is written vertically, with three small dots at the bottom. At the bottom, the text "15TH - 17TH FEBRUARY, 2020 | TAJ LANDS END, MUMBAI" is displayed. To the right of the text is a colorful circular logo for "The 29th Edition", featuring swirling rainbow colors.

<http://www.indiahumancapitalsummit.com/>



<http://bwevents.co.in/bw/hr-excellence-awards/>



<http://indiahrsummit.com/>



<https://www.sumhr.com/top-hr-india-2019/>



<http://www.peoplefirstltd.org/hrexcellenceawards/>



<https://www.hrexcellenceawards.com/>

Magic of Candle Meditation-YouTube Video

By Dr. Richa Bhargava-India's leading Motivation, Spiritual Coach and Healer, Founder at [Dr Richa's Success Solutions](#)



Magical agnitatva meditation for your immunity. Please light a candle or a diya in a dark room to practice with me. These 12 minutes might be magical if you practice this. Power of your subconscious mind, Meditation magic.

Click the link below to see the video

<https://youtu.be/0OQBq-g3qNQ>

Mental Health- YouTube Video

By Dr. NS Neelakandan-Freelance Trainer, Coach, Psychologist, Counsellor & Psychotherapist Dr. Neel's Healing Center



OCD- Don't Fall in Trap - By Dr. Neel

Click the link below to see the video

<https://www.youtube.com/watch?v=Suah-91pP9I&t=7s>

“Motivation Tips - Being Realistic in the time of this Pandemic”

These tips are contributed by Ms Rachael D Souza-Manager - Commercialization with S&O Investments. A senior professional with 12 years' experience in Mall Marketing & Sales.



“The only thing we have to fear is fear itself”, said President Franklin Roosevelt in 1933 to a nation paralyzed in the economic fear of the Great Depression. It is this very fear that has many of us affecting our mental health.

The novel corona virus (COVID -19) is a history in the making. It has brought the world down to its knees. Amidst all of this there is so much of confusion, disbelief, chaos within each of us and we tend to be spreading the same to others. In turn each one of us is being affected one way or the other.

In such times, the best thing to do and trust me on this, it's a tried and tested method. I won't tell you meditate, exercise or all those conventional motivation tips. Do the unusual, do something for yourself and you will love it.

1. Every morning sit in an open space be it your balcony or your window, close your eyes and take in the sun rays, the chirping of birds around, the different sounds of nature, feel the breeze on your skin. Open your eyes sip in that warm coffee or tea, relish it enjoy nature all around you. It wasn't easy to get this time before in our jam packed schedule but now you can. Just do it, it will give you a clearer approach to the day.
2. Do not think negative and I mean it when I am saying this. Only focus on the positives this situation has brought about in us. Like nature taking over what belonged to it or maybe how much of family time you have got to spend. Try to take opportunity of this situation the best way you can.

3. Try to do small acts of kindness you can for others around. It could be by simply helping a poor family or talking to a friend suffering from mental health.
4. Come up with things that can be done at home, maybe like simple cooking, best out of waste, painting on walls, gardening etc. Be creative it helps drive fear away and focus on things that make you happy.
5. Drink plenty of water, it helps keep you hydrated and you feel more energetic especially with the hot summers now.
6. Learn something new. With technology at its best focus on upgrading yourself. Do that digital course you were not finding time to do all this while or whatever interests you.
7. Often when you are at the end of something, it is actually the beginning. Change your approach of the way you are approaching the whole pandemic. When this is over, the whole experience should be a happy memory and not a sad one.
8. Pick up your phone; connect with those friends, relatives you have not kept in touch since quite a long time. Everyone needs those encouraging words, those positive vibes. You have kept yourself up now pass the energy to others around you. The world will be a much happier place.

As I was glancing through my Facebook news feed I happened to read this - "I never knew how strong I was until being strong was my only option" Now is the time we be strong and give our potentials a robust push and bring out what is hidden in us.

Let's look at this pandemic as an opportunity and correct things we have done wrong the in the past. Out of struggle, tragedy and loss something new emerges. Everything will be okay in the end and if it is not okay it is not the END.

Health News

Track COVID-19 Status update on <https://www.worldometers.info/coronavirus/>

When Will COVID-19 End Data-Driven Estimation of End Dates (daily updated)
<https://ddi.sutd.edu.sg/>

Guidelines of MHA on Essential Services in View of Covid 19 Outbreak Crisis and National Lockdown

<https://mofpi.nic.in/announcements/guidelines-mha-essential-services-view-covid-19-outbreak-crisis-and-national-lockdown>

New guidelines for COVID-19 lockdown 2.0: Here's what's allowed and what's prohibited

<https://punemirror.indiatimes.com/news/india/new-guidelines-for-covid-19-lockdown-2-0-heres-whats-allowed-and-whats-prohibited/articleshow/75152990.cms>

Government launches COVID-19 app for India to for Information, tracking & Protection

<https://www.mygov.in/aarogya-setu-app/>

Coronavirus vaccine: When will we have one?

<https://www.bbc.com/news/health-51665497>

Coronavirus: How India will play a major role in a Covid-19 vaccine

<https://www.bbc.com/news/world-asia-india-52363791>

Coronavirus vaccine could be ready sooner than expected: Health group

<https://www.livemint.com/news/india/coronavirus-vaccine-could-be-ready-sooner-than-expected-health-group-11588003333280.html>

Coronavirus vaccines enter human trials: An overview of where we stand

<https://www.indiatoday.in/science/story/novel-coronavirus-vaccines-human-trials-timelines-who-list-april-update-1671715-2020-04-27>

Case Studies in HR

Paid Version

<https://www.icmrindia.org/case%20volumes/Case%20Studies%20in%20Human%20Resource%20Management%20Vol%20I.htm>

Open Source

<https://hros.co/case-studies>

HR Quiz

<https://www.gkindiaonline.com/group/General-Knowledge/Human-Resource-Management>

<https://scholarexpress.com/multiple-choice-questions-mcq-with-answers-on-human-resource-management-hrm-set-4/>



Employers' Opinion

These are purely the opinion of Industry Leaders. Certain names has been kept blank of request of opinion givers

“Future is challenging seeing the uncertainty of COVID-19 containment.”

Mr. Satish Shetty
President
Taloja Industries Association



“We have kept all Hiring on Hold as Sales has fallen drastically.”

HR Head
Leading FMCD Company

“Healthcare is going to be renewed with COVID-19 learning’s”

Dr
CMD
Leading Health Institute

Employee's Opinion

These are purely the opinion of Employees representing companies in India. Certain names has been kept blank of request of opinion givers



“I cannot survive more than two months of lockdown.”

Middle Management Employee
Leading IT Company Bangalore

“I do not know when my company may ask me to leave; I am already on leave without pay.”

Pilot
Leading Airlines

“Good days for Healthcare-Hospital called me back from job where I had stopped going for salaries delayed and uncertainty of job.”

Operations Manager
Leading Tertiary Care Hospital



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aviyanatimes@gmail.com, connect@aviyanaventures.com.

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- 4) Hand Sanitizer: **100ml, 500ml , 5000ml**
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