

THE AVIYANA TIMES

Farewell Covid – Special New Year Edition

An Exclusive - Quarterly HR Newsletter

Setting New Hopes & New Milestones in New Normal

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Getting Started

Welcome to our 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 Special New Year - Farewell Covid.

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

The nine months gone by have been challenging with real learning of life values for each one of us with understanding the difference between our basic needs, wants and luxuries. These times taught us to have empathy, confidence on self, hopes on future with positivity. The way Corporate's, individuals and NGO's coordinated in India have shown we care for each other. These have been challenging times for both individuals and the industry, but as is a saying that "every storm will pass and there is a dawn at the end of the night". COVID-19 Storm is towards its end as the vaccine roll out is in process. Let's hope with vaccine launch getting readied on massive scale for 135 Cr Indians and worldwide the New Year that rings in with new hopes and sets new milestones with rebound and recovery.



Dr. Ravindra Pratap Gupta
CMD

“The win against COVID will be the like the third world war won by this human race.”

With post unlock scenario and guidelines in place it becomes imperative for HR fraternity and business owners to understand the way forward in new normal ensuring staff safety precautions and care along with ensuring business revival

This special “Farewell Edition” has articles that relevant to theme with information enriching in content and knowledge. I am hopeful my HR Friends and business owners would appreciate the ongoing efforts and keep our motivation high to bring the successive editions of this newsletter. For any suggestions I can be reached on connect@aviyanaventures.com. I Wish you all a very joyous 2021

Thanks & Regards,

Dr Ravindra Pratap Gupta

Chairman & Managing Director

Aviyana Group of Companies

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 truly feel blessed are those who are alive and can understand the realm of human existence and their basic needs.

The family of each of you needs to be credited for support in such challenging times. Also the business owners who treated you like a family with compassion, care and empathy and made you feel job secure needed to be applauded. Yes, there were turmoil's as job losses but the way India is a developing country the unity in diversity helped many in crises time with support from each other that largely people survived.

Now that the industry has opened and life coming back to normal we need to be socially responsible to ensure the COVID Prevention & Spread Precautions. We are hope this new year happy beginnings with vaccination and business to catch up will make us forget the tough times passed.

Through "Farewell-COVID 19 Edition" focuses on how we can deal in this new normal phase with understanding realities, unlocking human potential with compassion, care and futuristic view.

I assure you with fourth 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.

Wish you all a very joyous 2021.

**Mrs. Kamini Gupta
Executive Director
Aviyana Group of Companies**

Meet Our Assistant Editors - Team



Ms. Harmeet Aulakh
(Articles, Graphics &
Creative)



Ms. Anjali Bisht
(News Section)



Ms. Minolette Lemos
(Views Section)

Feature Article - I

Strategies To Be Followed By Industries In The New Normal Era

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

The year 2020 has been an amazing year—a year of anguish, a year of trepidation, a year of fear, etc. It was also a year when individuals realized on the personal front the value of life, the value of friendship, value of relatives and more importantly the value of importance of a family. On the macroeconomic front it was not so good a year. A year of recession, a year where personal incomes fell, unemployment increased and in many cases many of us lost jobs.

The study conducted by the author in April 2020 and published in the Aviva Times indicated the following:

9 Sectors would show a PROMISING GROWTH (3 to 4% p.a.) in the short run (till mid 2021)

Food and Beverage, Pharmaceuticals, Infrastructure, Consumer Goods, Banking and Financial Sector, Insurance, Supply Chain and Logistics, Apparel and Footwear, Power Sector

9 Sectors would show a MODERATE GROWTH (0 to 2%) in the short run (till mid 2021)

Consumer Goods, Gems and Jewelry, Retail Trade, Aviation, IT Sector, Chemicals and Petrochemicals, Metals and Mining, Telecom, Agriculture

5 Sectors would show a NEGATIVE GROWTH in the short run (till mid 2021)

Tourism, Hospitality, Automobile, MSME Sector, Building and Construction (Reality), Core Manufacturing.

The study also indicated that almost 50 to 60% of the migrant labors would be returning to work at the city only after Diwali i.e. after November 2020.

The study also indicated that the GDP could drop to a level of near zero in 2020 and thereafter could rise in 2021. The data released by the Government of India in Aug 2020 indicated that in the first quarter of 2021 i.e. April - June 2020 the GDP contracted by around 23.9% which is the biggest contraction in comparison to other world economies. Excepting agricultural sector which grew by 3.4% in the first quarter of 2021, all other sectors showed a massive contraction. In fact, this was expected considering that India had imposed a general lockdown due to Covid 19 pandemic and which stretched to almost till June 2020 and thereafter in parts.

Currently the Government of India and the State Governments have unlocked the economy in parts and also in an 'On and Off' manner. The state governments have unleashed Unlock 4.0 which allows certain industries to operate at 50% capacity, Hotels and Restaurants to similarly operate at 50% capacity, however certain sectors like cinema halls, schools and colleges etc. was not allowed to operate. In some states of India, the state government has imposed partial lockdown again in the form of night curfew etc.

Currently, the situation is becoming grim considering that strains of the COVID-19 virus have started affecting the population. In spite of the above grim situation, it is hoped that the Indian Economy would be fully operational by the end of the fiscal year viz. April 2021.

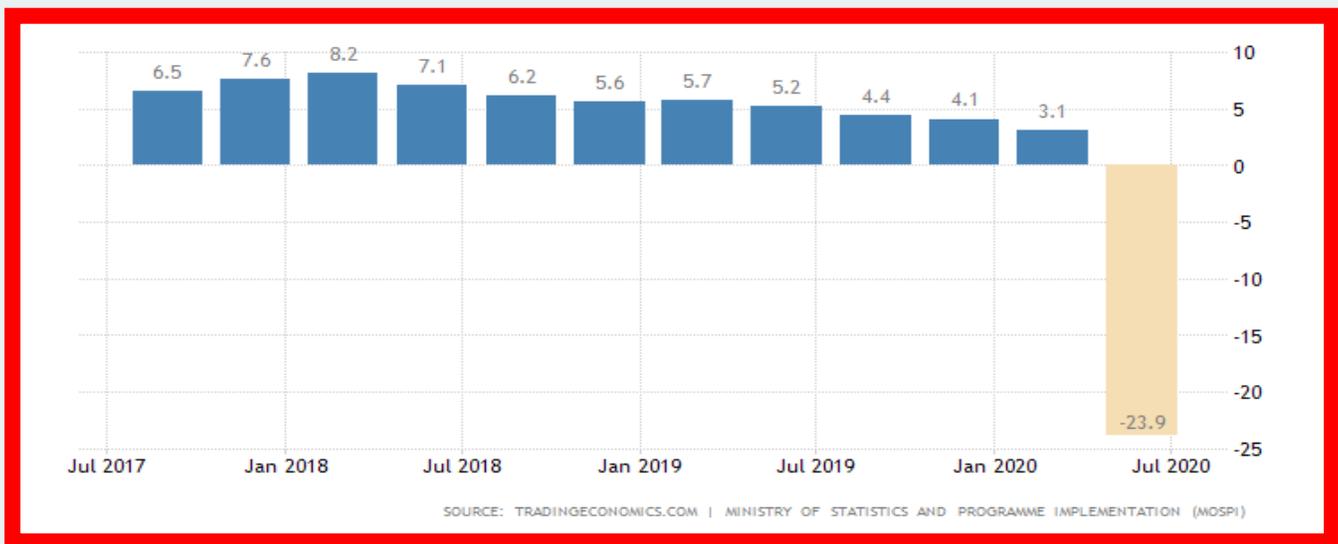
The vaccine using different technologies have also appeared in the market. The issue is with regard to the availability of the vaccine at affordable costs to the entire population.

On May12, 2020, the Government announced the Atmanirbhar Bharat Abhiyan policy. Now Atmanirbhar means SELF DEPENDANT and Abhiyan means MISSION. The entire concept is based on the five basic principles viz. Economy, Infrastructure, System, Vibrant Demography and Demand Creation. Additionally, the concept also involves five phases viz. Phase 1 - Businesses including MSME, Phase - 2 Poor including Migrants and farmers, Phase 3 - Agriculture, Phase 4 - New Horizons of growth and finally Phase 5 - Government Reforms and Enablers.

Under this plan the Government announced a package of Rs. 20 Lakh Crore or US\$ 266 Billion (10% of the GDP) for the revival of the Indian Economy in response to the various challenges faced by the Indian Economy e.g. in areas of Supply Chain and Logistics, Infrastructure, Consumer Goods sector, the MSME sector etc.

The package which is aimed at the various sectors of the Indian Economy and in particular to the MSME sector, Agriculture sector, Small entrepreneurs etc. Additionally, the RBI has also announced a package of Rs. 4.24 lakh Crores through certain fiscal policies.

In spite of these measures but essentially due to the lockdown, the GDP in the first quarter contracted by around 23.9%. The details are given below:



The sector wise details are given below. The table indicates that Construction, Hotels, Transport and Manufacturing have contributed negatively to the GVA .

Sl. No.	Sector	Rs. Cr.		%age Change over previous year	
		April June	Quarter 1	2019-20	2020-21
		2019-20	2020-21		
1	Agricultural, Forestry and Fisheries	439843	454658	3.0	3.4
2	Mining and Quarry	88634	92807	4.7	-23.3
3	Manufacturing	578963	351396	3.0	-39.3
4	Electrical, Gas Water Supply and other Utilities	81628	75877	8.8	-7.0
5	Construction	262828	130750	5.2	-50.3
6	Hotels, Trade, Transport, Communication	630860	334284	3.5	-47.0
7	Financial Services, Professional Services etc.	803322	760491	6.0	-5.3
8	Public Administration etc.	417483	374656	7.7	10.3
	GVA at Basic Prices (2011-12 Price levels)	3303561	2574919	4.8	-22.8

Subsequent to the sops given by the Government of India through the Atmanirbhar Policy, the expected but slow return of the migrant workers and also the gradual unlocking of the Indian Economy, the Indian Economy in the second quarter (i.e. July to September 2020) contracted to around 7.5%. Sector wise almost all sectors have shown some growth. Thus

1. Construction sector showed an improvement from -50.3% (quarter 1) to -8.6% (quarter 2)
2. Manufacturing sector showed an improvement from -39.3% (quarter 1) to -0.6% (quarter 2)
3. Mining sector showed an improvement from -23.3% (quarter 1) to -9.1% (quarter 2)
4. Core sector deteriorated by falling to a level from 0.8% (quarter 1) to - 2.5% (quarter 2) while
5. Agriculture sector once again showed a positive growth of 3.4% (quarter 2).

The GST collection in the second quarter showed a marginally increase at Rs. 2.87 Lakh crores as against Rs. 2.85 lakh crores (quarter 1).

Buoyed by this positive trend the Government of India announced another stimulus amounting to Rs. 2.65 lakh crores. Thus, the total stimulus provided by the Government of India amounted to Rs, 29.87 lakh crores (~15% of the national GDP).

The various stimulus was in the areas of

1. Contribution to the employee provident fund
2. Emergency Credit Line Guarantee Scheme for MSME
3. Production linked incentive to certain crucial sectors
4. Additional outlay for PM Awaas Yojana Scheme
5. Support for construction and infrastructure sector
6. Income tax relief for developers and home buyers
7. Debt financing for infrastructure projects
8. Support for agricultural through increased amount for fertilizer subsidy
9. Increase in support for project exports, rural employment
10. Capital and industrial stimulus for manufacturing of defence equipment, green energy projects etc.
11. R & D grant for Covid 19 vaccine.

The impetus given by the Government of India could result in a further reduction in contraction of the GDP buoyed by the festival purchases. The contraction in GDP in the third quarter is expected to be low - nearing zero, while the year-end GDP figures are expected to be near zero or perhaps marginally positive.

This near zero or marginally positive value for GDP is possible through a **sustained economic revival and rehabilitation, inclusive job growth, a robust service sector and an increasing private investment in capital projects.**

Some of the areas where such capex projects could take place would be in the following sectors:

Infrastructure (e.g. Roadways, Highways etc.) Aviation, Automobile components, **IT and BPM** (Business Process Management), Ports and Shipping, **Defence, Roadways**, Thermal Plants, **Health, Pharma and Biotech**, Space, Railways, **Food Processing, Warehousing and Logistics** etc.

The post Covid period would see several important technological developments. Some of these developments could be in the areas of:

1. Increased use of Artificial Intelligence, Cloud Computing, VR/AR Headsets etc. in all areas e.g. Health, Manufacturing etc.
2. Development and implementation of 5G technology
3. Tremendous growth is expected in the implementation of IOT. (The IOT devices market is likely to increase from US\$ 10⁹0 in 2019 to US\$ 75⁹0 in 2025)
4. Exponential growth in the market for cybersecurity
5. Increased usage of Block chain Technology especially in the areas of Tracking infectious disease outbreak, Crisis Management, Supply Chain Management etc.

Young India can become entrepreneurs either in the area of

- a. Products - Innovation, import substitution
- b. Process-- Innovations / Digital Technology etc.
- c. Training - Conduct Training Programs to improve productivity.

Another major issue is the process of reforms especially in the agriculture sector, land reforms and finally in the labor sector.

In the ultimate analysis, there is a need for industries to continuously

1. Decrease fixed costs and operate more on variable costs. Cost efficiency is an important aspect.
2. Companies must learn to provide “Value” to its customers. This value can be through cost efficiencies and /or through better and newer technologies.
3. Economics of scale is a must.
4. New and latest technology in the area of manufacturing, marketing etc. will have to be adopted.
5. Move towards Digital ways of operating business - Robotics, Data Analytics, AI etc. will be the new normal.

6. Take advantage of the incentives given by the government for local manufacture / start up business. It must be understood that some of the incentives / stimulus given by the Government of India is akin to those given in 1990 which saw a tremendous rise in the software business.
7. Produce for India first and then scale up to meet the Global Market. Grow in India first and then scale it to Grow Outside India. The local demand should be the base for capturing the global markets.
8. Organizations must think of expanding their product base and take advantage of the steps undertaken by the government in respect to Import Substitution.
9. Organizations in the area of Chemicals and Pharmaceuticals must look at import substitution of APIs.
10. Innovations, R&D and Good Manufacturing Practices are a MUST for success. Further to enter the global markets, organizations must ensure good quality and correct documentation as demanded by these countries and also adhere to certain standards like CE (Europe), CSA (Canada), UIL (Japan) etc.
11. It might be easy for organizations to enter the developing markets initially and then later on enter the developed markets.
12. It is very important that organizations in order to enter the global markets, prepare a detailed strategic and marketing plan and implement the same. There is a need to shed the “Chalta Hai” attitude that many MSMEs adopt.
13. Agility Speed and transparency will be the new mantra to succeed. Extremely important is the attitude of POSITIVITY and FIRE IN THE BELLY.

In order to achieve the above, Industries especially MSMEs would require Funds. The Government of India has given several incentives for industries to acquire funds in the form of loans. Discussions with industry personnel indicate that some of the sources from where industries could easily get finances are:

SOME BORROWING OPTIONS	
MSME Business Loan in 59 mins	Funding jointly by 5 banks- Refinance scheme upto Rs. 1 Cr. No of documents required.
Mudra Loans	Designed for small companies and start ups. Loans are given under the following categories: Shishu, Kishor and Tarun and amounts disbursed is different
Credit Guarantee fund for Micro and Small Enterprises	Working Capital loans upto Rs. 10 lakhs without collaterals and above Rs. 10 lakhs collaterals are required.
National Small Industries Corporation Subsidy	Funds for Marketing and Raw Material Assistance for Small and Medium industries.
Credit Linked Capital Scheme for Technology Upgradation	Funds for technology upgradation including process upgrades. Subsidy upto Rs. 15 lakhs
Stand up India Fund	For SC/ST, Rs. 10 Lakhs to Rs. 1 Crore - Green field projects
Cour Udyami Yojana	Upto Rs. 10 Lakhs and 1 cycle of Working Capital - for coir projects
NABARD funds	Mainly for agricultural products

In the ultimate analysis, the New Normal - Post Covid 19, would be a game changer of sorts. Life would be different. The old rules of the game of life / business would change drastically. Some of these changes would 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 (at least till mid of 2021)
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 e.g. development in producing low cost electric cars
10. Medical Health Insurance will take a priority and will increase.
11. Telemedicine will play a major role especially in connecting rural India with the urban hospitals.
12. 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.
13. 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.
14. Chances of NPA of banks could see an increase.
15. Internet penetration in the rural areas will get a tremendous push.
16. Share prices will see a big rise in 2021.

In conclusion, it must be noted that the Government has done its part by providing stimulus to the industries. It is now important for the industries / firms to perform in the new normal.

Firms in the long run must think in terms MAKE FOR BHARAT TO GLOBAL

Feature Article - II

An overview of industry revival and pertaining trends in adapting 'New Normal'



Dr. Vijay Joshi

This article is contributed by Dr Vijay Joshi having an overwhelming experience of over 2 decades with 10 years of corporate experience in India and over 10 years in academics and has authored several research papers in management. He is presently associated with Dr Ambedkar Institute of Management Studies and Research as Professor. He is MBA from YCMOU and PhD from Nagpur University. His career has spanned in Pharmaceutical and Education Sector. He considered as authority on various domains as international Business, Export - Import Documentation, Marketing Research, Logistics & Supply Chain Management, Business Environment & Strategic Management.

With Covid-19 all over the country, government, industry and society or people are finding new ways to tackle the situation and return to 'new normal'. Government making suitable policies to revive the economy such as 'Make in India', industries preparing themselves with new and innovative ways of producing goods and delivering services, use of skill development of skill mapping techniques and the society practicing hygiene by washing hands, following social distancing rules and using masks.

In this article the author would like to present an overview of some of the measures that become accustomed as 'new normal' by the industries in India. These measures vary from industry to industry and activities in this area may range from product diversification to having a disaster management plan.

Indian Economy is poised to grow in near future

Size of the economy: Centre for Economics and Business Research (CEBR), in their World Economic League Table 2021, predicted that Indian economy will be the fifth largest economy by 2025 in dollar terms. Further, it is said that it will become third largest economy by 2030 in dollar terms and will maintain that position till 2035 (CEBR, 2020) [1].

Indian Economy is slowly recovering in 2020-21

According to the RBI data for the first two quarters of 2020-2021, it had been observed that various sectors of the economy are showing recovery stage in the second quarter of 2020-21 (RBI, 2020) [2]. This is as shown below.

Sector	Growth Rate in % (2020-21)	
	April to June (Q1)	July to Sept. (Q2)
Construction	-50.3%	-8.6%
Trade, hotel, transport, communication	-47.0%	-15.6%
Manufacturing	-39.3%	0.6%
Mining and Quarrying	-23.3%	-9.1%
Public admin, defence, other services	-10.3%	-12.2%
Electricity	-7.0%	4.4%
Financial services, Real estate	-5.3%	-8.1%
Agriculture, forestry, fishing	3.4%	3.4%

Source: Reserve Bank of India (RBI, 2020) [2]

It may be noted that this sector-wise recovery is not an easy process and is achieved due to compound effect of government policies to tackle the situation formed due to Covid-19 and industry response to have ‘new normal’ in maintaining their business continuity.

Steps to revival

(Hebbar, 2020) [3], (NASSCOM, 2020) [4], AIC-EEPC, eds., 2020) [5], (Magdum, 2020) [6], (DB1, 2020) [7], (DB2, 2020) [8], (Singh, 2020) [9]

To handle post Covid-19 situation and rejuvenate the economy, all the stakeholders such as government, industry and society are doing their efforts to the extent possible.

Government

Formulating policies so as to take care of the people in terms their safety, hygiene. Imposing of night curfew, lockdown measures, mandatory health checks and testing at the airports are some of the examples.

It is required to have employment that will give push to the halted economy. In this context, some governments are working on ensuring employment within the state. One example of this kind is

Uttar Pradesh government has completed skill mapping of nearly 70% of its migrant workers. This was done as a part of announcing policies so as to try and assure employment to returning workers within the state.

In order to support MSMEs (micro, small and medium enterprises), the government has worked out credit and monetary policy. This includes focus on indirect measures such as providing access to credit and infusion of equity to the MSME sector.

Industry

Industry is viewing this situation of increased health awareness and hygiene related regulations as an opportunity and providing related products and services. Various approaches have been adopted by organizations to maintain their business cycle.

Industries are exploring ways of new market development. Unlocking of manufacturing sector may create new markets for industries. These may include other products or sectors or range of products. To name a few are face masks, sanitizers, health and wellness products (immunity boosting products), personal healthcare (temperature gun, pulse oximeter), fintech services (digital payments) and so on.

Industries are exploring ways of Product development. Use of technology may provide new products such as contact-less products. These may include diverse range of products. To name a few are digital payment, ultrasonic flow actuators, smart switches, patient monitoring systems, social distancing device, non-contact attendance system, IR based temperature measurement and so on.

Product diversification has enabled organizations to develop new markets and create new relationships by having new supply chains. Organizations are showing cooperative approach that will assist themselves as well as other MSMEs (micro, small and medium enterprises) in their supply chain. This has helped in survival of all of them.

Acceptance of digital payment or internet based payments across retail sector has given relief to consumers that may increase the demand.

To summarize, it may be stated that various approaches have been adopted by organizations to have business continuity.

Organizations are:

Considering (product and or service) diversification so as to have business continuity.

Leveraging (their) 'Management Skills and Experiences' in risk management.

Have 'Disaster Planning Management' in place.

It may be observed that these revival approaches will be practiced so as to achieve 'New Normal' and in fact will become 'standard operating practices' in near future. In view of this, now the organizations are ready to continue their business activity by following the rules and regulations for the 'New Normal'.

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Feature Article-III

'Define Your Orbit' – Transforming Fast Forward Generation (FFGen)



Mr. Manish Panchal

This article is contributed by Mr Manish Panchal- an eminent corporate person with 27 years of experience with organisations of repute as Tata Group, Johnson & Johnson, Aesculap, B. Braun, Pharmalink-Invida Singapore. He has been a Board Member & Strategist in with Govt, PSU's and Pvt Organisations, besides being a versatile writer of the best-selling book "Define your Orbit"-The book has broken all records of sales in India and Internationally was written in view of millennials but very well relates to all age groups and is considered as one of the best self-development mater for its originality and focused approach to self-development. Presently Head Of Business Development at DuPont Sustainable Solutions & Board Member at IL&FS AMC. His vast experience spans Industry Domain Expertise: Pharmaceutical, Medical Devices, Healthcare, Chemicals & Petrochemicals Industry

His Functional Expertise areas area Strategy & Innovation, Operational Excellence, Business Development, Sales & Mktg, P&L Management.



Hello friends, I would like to thank all of you motivated souls from the bottom of my heart, for reading this article. I am sure you would read it till the end and encourage others to read. Hence, I call you transformers of life as each one of us have power to inspire, motivate and transform thousands of FFGen.

Fast Forward Generation (FFGen) is the generation that is mix of millennial, Gen Z and Future Gen having similar traits of being impatient, watching movies in Fast Forward mode and living life by the day. Interestingly my observation is that higher adoption of digital tools has also influenced pre-millennial to behave like FFGen. So, this article could be relatable to all age groups.

As the saying goes “it is easier to wake-up someone who is sleeping but difficult to wake-up someone who is pretending to sleep”

What do I mean, when I say this?

We all know what is right and what is wrong for us. However, often due to misalignment of what we think, what we say, and what we do our outcomes are not satisfactory. Due to this misalignment, we opt for sub-optimal choices and underperform or under utilize our true potential.

Today, as you read this article there is so much change happening around us that is not in our control, and this brings about a high level of uncertainty.

Who had imagined 20 years back that Internet and mobile technology would bring about such a high degree of disruption?

Our future is going to be very different due to future digital disruptions influenced by IOT, ML, AI, Robotics, AR, VR & Mixed Reality. I am sure many of us have read books by Noha Harari & Mitchio Kaku that relate to the future of Humanity.

I was fortunate to listen to Mitchio Kaku live and he had shared some amazing ideas of digital transformation, which I do believe would come true. But my question is at what cost? I foresee that by then Humans will be ‘**Human to Humanoid**’, as we will be so many gadgets dependent.

Experts says, current COVID 19 experience has accelerated digital adoption wave by no less than five years. Work from Home, Virtual meetings and Digital Shopping have penetrated deeply in past one year and it has indeed become a **New Normal**.

Increasing dependency on digital solutions will facilitate convenience to get things done on click of a button, but on the other side, especially from a behavioural point of view convenience and instant gratification are becoming the norm and this will change our daily lifestyle.

If the virtual world - Facebook, Instagram, Twitter, Snap Chat, YouTube, Tinder, and Google - wants to make everything available at the click of a button or with a voice command, why would one want to suffer pain or extra effort? Today, we need the Internet, mobile phones, and power backup to remain connected to the global village.

FFGen worldwide are more similar to one another than older generations. And, these aren't just urban youth problems rural youth face similar issues too.

So, today many young people are living life day by day and forgetting that there is a larger picture of life. I see future may be like nothing will be permanent - be it job, house, car or for that matter wife.

With this as a background, if we look at ourselves and ask, are we confronting increasing competition? Greater peer pressure? Do we feel that everyone around us is aspiring to be one-up? And do we get 100's of likes and followers on Instagram or Twitter yet none of them are our true friend, or people with whom we can share our inner secrets?

Answer is increasingly yes and I see a rise in SAD cases (**Stressed, Anxiety & Depression**). In last six months we have seen several high-profile suicides due SAD situation. People are seeking constant validation and affirmation on Social Media 24X7. FFGGen hides their problems behind selfies.

While there are several new opportunities opening up due to technology changes, we need to be alert about such changes and capitalize on them. If you pause and look around you, you will find that life always gives you many options and opportunities.

So, friends let us-wake up to the new dimension of life, a new way of thinking. This message is especially for the FFGGen.

Now let me share the contrarian view and positive change this FFGGen can bring and has brought in new world.

Expectation and Aspiration Mis-match

The FFGGen is one of the most misunderstood generations as parents, teachers and bosses expectations from FFGGen are not fulfilled. This is due to the generation gap, helicopter parenting and unrealistic expectation. This impact thought process of the youth, and furthermore they have a mis-match in their aspirations and achievements.

Hence, **there is a need to have mentors to guide this FFGen who are facing several dilemmas.** We have covered many of these dilemmas in my book DYO (Define Your Orbit).

Personal growth and value for self is much more important to this generation as compared to proving their worth to others, as a result the career choices they make appear unrealistic and often unconventional to other generations. For example, in one of my earlier organization a team member who was highly qualified (IIT / IIM) quit his high paying job and started an online smoothie's business. Looking at this change, older generations believe they are professional misfits but this FFGen colleague proved them wrong and today he is a successful entrepreneur.

My observation is that with changing times, the dedication to work has gone through a change. Working extra hours or on weekends was an accepted norm, but now it is a straight 'no'. FFGen is indeed looking for a more balanced life.

Baby boomers view about FFGen can be explained by **four C's, i.e., Convenience, Comfort, Casual, and Confused.**

But my view is it is not their fault if digitization has invaded their life from day one. And just because Baby Boomers find it difficult to manage the virtual world, and the FFGen are thriving in it doesn't make either of them is wrong!

So, my message to all is instead of being in a situation where you say, "*I don't know why I am doing what I am doing*", why not take charge and full ownership of your life and be in a position to say, "*I know what I am doing and the reason why I am doing it.*" I strongly believe there is no right or wrong answer to many of these life-related questions. All I can say is, if you don't work on your agenda, believe me, you are working on someone else's agenda. And, if your purpose and vision do not match your passion and profession then you would remain in a perpetual state of conflict with the self.

There are several such interesting perspectives, situation of FFGen lives that one can relate and may find solutions.

Some unique models I have shared in my book are orbital framework and Hierarchy of Aspiration mapping along the 7 dimensions of life.

Each of us have great hardware and software but no operating manual. So DYO can be your personal self-management manual for it teaches you to be a life-long learner.

So, friends open up your wings, chalk your own goals, paths and timelines based on our personal interest and DEFINE YOUR ORBIT to transform yourself.

Feature Article-IV

Business Coaching-Can it Give Exponential Growth?

This article is contributed by Dr. Jayanta Chakravorty - Chief mentor & Co Founder of Asentrek Global. Executive Coach-Marshall Goldsmith Stake Holder Centered Coaching. One of the Most sought after Speaker | Educator | Business Consultants | Thought Leader. A Global Growth acceleration expert, He designed acceleration system for SME | Mentored & Coached Entrepreneur, CEO, CXO, Manager, SME. Passionate in creating Visible, Positive difference-He was privileged to share his idea with 2 President of India | Frequent speaker in various Forum, Business House & Global platforms. He is Advisor to FASII. India Economic Trade Organization, Market Next Venture Charter Member of TiE. |

Member of Entrepreneur Development Committee, Bengal chamber of Commerce, Contributing Editor, Business India & Corporate Tycoon Magazine. He is renowned authority, Educator & Key note Speaker | on Exponential Business Mastery | Business Leadership | Mind Mastery | Peak Performance Strategy. Worked with brands like Tata, SREI, ARCON & As mentor & Coach with many SME & Start Ups.

India emerging as a land of hope in new pandemic. Our Culture, & embedded new paradigm & world of hope. Dependable, know Indian CEO's are houses with a new leadership. There are Small & medium sector revenue of Currently manufacturing GDP and 24.63% of Service sector GDP. They are the backbone of India.



Dr. Jayanta Chakravorty

Global Leader- a new world of post Value, diversification spirituality created a accepted India as hub trust worthy. We all leading super big paradigm of almost 633.88 lakh business generating a around 6.11% of the

To make India more financial power-our business must grow faster, better & Higher. Business growth is a challenge & business only grows to the thinking level of the leader. The teething pain of starting a business sometimes becomes chronic pain for a business man.

Most of SME business is in a firefighting mode & struggling between Selling & managing cash flow, regulatory compliances challenges (We have too many), facing expectation of shareholders, many even have a broken family life.

Stabilizing business becomes NO.1 challenge -forget about growth-Cash is nightmare -still you have to make a glowing face in public life, in industry platform.

You gradually accept that destiny is not in your favor & it's very lonely life- may be the decision to start Business was a fancy idea!

I have seen many business guys leaving job to become glorified as entrepreneur & stuck

in revenue within 10 crores.

Another syndrome -you were growing -now you are balancing -the revenue is 50 crore -it's the same since last 5 years - & also, if it is 100 crore-who the hell you are to challenge my ability?

Business Coaching is still an untested territory for Indian Business man as Indian Business people yet to believe in power of system which can give Exponential growth.

How it makes a difference- Business Coaching has 2 parts coaching the Leader Coaching the Executives

What is the difference between a Coach & Consultant?

A consultant you appoint for a specific project or Job & his commitment is up to that level.

The biggest challenge for growth is huge gap between planning & implementing. We are world best fancy planner full of wish list & at the same time terrible in implementation.

Business Coach helps you to bridge the gap.

So, you can only get in touch with coach when you are monomaniac & desperate for Exponential growth.

The moment you work with coach -you are truly committed.

Human mind is the wonder in itself -now you are confident to challenge the world next moment you feel all overwhelmed with negative emotions.

25 to 40 percent of Fortune 500 companies use Executive Coaches, and corporate titans such as GE, Goldman Sachs, and Google are now spending

more than \$1 billion annually on Executive Coaching in the U.S. alone.

23% of executives report that business coaching helped them reduce operational costs 22% of companies report that business coaching increased their profitability

67% of business owners and executives report that business coaching increased their teamwork skills within their business.

A Coach 1st checks your Coach ability then agree to work on you based on your goal.

A Coach will help you to get the picture which you don't want to see or believe.

Share feed forward which no one will tell you.

Understands the leader's loneliness & limitations still pushes to reach your vision.

Business Coach helps you to systematize your organization, helps you to get the best from your employee, enhance your productivity.

In country like India most Very highly successful business are family-oriented business. You may be lucky or may not in that case-I have seen mostly not that lucky. We need major facelift in business & our Business owner must face it.

We are not ready for capturing global opportunities. Almost 99% we fail to reach market where there is demand & business goes to somebody else. Still, we don't know the huge advantage of quality service with quality product.

We are scared about digital technology.....

I am sure if you have a 360-degree experience in this domain you will be adding many more point where it pinches.

Digital transformations created a paradigm shift in art of doing business where 30 X growths is also possible & gradually Business coaching system with business acceleration support can create that miracle.

Many SME are already getting benefit from it.

Let's get ready for a huge jump for business with no frontier start working with a Coach.

Feature Article-V

Competing with your Strengths



Dr. Pawan Verma

This article is contributed by Dr. Pawan Verma is the author of the book, Age of the Imperfect Leader, published by Rupa Publications, New Delhi. He has also published earlier, a crime thriller, NO CLOSURE NO FORGIVENESS.

Pawan has written for some of the leading Indian dailies and periodicals, such as, The Times of India, Hindustan Times, Indian Express, Economic Times, The Pioneer, IRDA Journal, BFSI Vision, Insurance Times.

Having been a senior management professional, Pawan's leadership vision stems from his rich experience in guiding start-ups, serving on boards and leading business initiatives in large organizations, such as, LIC of India, Reliance Group of Industries, Reliance ADA Group and Star Union Dai-ichi Life Insurance.

As a Professional Speaker & Management Consultant, Pawan has been associated with a number of Speaker Bureaus and Research Forums. He speaks and consults on Leadership & Management, Innovation & Creativity and has addressed top level conferences both in India and abroad.

Pawan has an MBA and a Doctoral degree in Management - Honoris Causa - from Azteca University, Mexico. He is a Fellow of the Insurance Institute of India and a Certified Corporate Director from the Institute of Directors, New Delhi. He is also a recipient of the REX Karmaveer Chakra Award and the REX Karmaveer Global Fellowship by iCONGO - international Confederation of NGOs - in collaboration with the UN.

Pawan writes a blog www.pricksandpunches.blogspot.in. His complete profile can be accessed through his website www.pawanverma.in. He can be contacted on office.pawanverma@gmail.com.

Would you like to be good at everything at the cost of being great at something?

The answer to this must be an emphatic NO. Simply because being good at everything makes you an average Joe and takes you nowhere. If you want to make a mark in today's competitive world, you need to outshine others by creating a distinct identity for yourself. In essence, you need to cultivate excellence in your area of expertise instead of chasing perfection by being good at everything.

Unfortunately, right since our childhood, we are bombarded with messages to the contrary. We are constantly reminded of our weaknesses and asked to overcome them. While at school, children are imparted additional coaching in subjects where they are not faring well. On the job, we are asked to identify the weaker traits in our personality and join the leadership development program for improvement. The entire focus remains on developing well-rounded individuals without any protruding edge of weakness.

Such a pursuit of perfection unfortunately ends up in a quest of mediocrity. Human beings are essentially imperfect creations - a mix of varying strengths and weaknesses. Hence, our efforts to overcome our weaknesses makes us a Jack of all trades but master of none. In essence, this approach turns out to be counter-productive

as well. All of us are endowed with limited time and energy. When we spend these limited resources on focusing on our weaknesses, they do get marginally improved. But on the other side, our strengths remain drastically under-developed for lack of attention and focus. If we were to invest the same time and energy on developing our strengths, they could create excellence within us.

Strength-based Approach

Successful people focus on their strengths rather than worrying about their weaknesses. Working with your strengths is like swimming with the currents. It is much more rewarding than working in the area of your weaknesses. When we utilize our strengths to accomplish a job, we get success much more quickly and easily. The intermittent successes and the consequent reward and recognition, fill us up with energy and enthusiasm, motivating us to repeat our task again and again. In the process, we become an expert in that area. For example, if you are good at public speaking, you look out for such opportunities. Each time you address a gathering, you get an additional practice and some new learning. Gradually, you evolve into an accomplished public speaker. In course of time, your trait gets recognized and becomes part of your identity, opening the doors for greater successes.

On the other side, when we try to overcome our weaknesses, we feel like swimming against the current: huge efforts but limited progress. Such an exercise amounts to working against our basic nature and instincts and hence, it leads to anxiety and avoidance. As success comes very hard, it also leads to frustration. For example, if you are not good at making presentations before your seniors, each time you are asked to do so, you develop stress a few days before the event and start looking for escape routes. The self-doubts and lack of confidence further damage your performance.

The Secret of Great Leaders

The mantra for leadership success is that you should have the courage to be imperfect and the determination to convert your strengths into excellence. A closer look at the profile of some of the great leaders would reveal that all of them were seriously flawed in one way or the other. However, they achieved success by developing their leadership around the formidable strengths they possessed. They made their strengths so overwhelming that their weaknesses became irrelevant. Great leaders like Mahatma Gandhi, Steve Jobs, Martin Luther King Jr., Albert Einstein, who brought about massive transformation in the lives of people around the world, are telling examples of the same. Coming to

present times, Donald Trump and Vladimir Putin are persons whose leadership is built around their strengths rather than their weaknesses.

What are Strengths?

According to social scientists, all of us are gifted with capabilities in three basic areas:

Play Skills: These are sporting skills that we start learning right since our childhood. They include traits such as, competitiveness, gamesmanship, imagination, creativity and dexterity, along with physical, cognitive and emotional strengths. This also inculcates in us social skills such as fellowship, teamwork and communication, including both verbal and non-verbal communications such as speech, gestures, facial expressions and body language.

Personal Traits: These capabilities include traits such as honesty, integrity, curiosity, perspective, judgement, bravery, perseverance, empathy, humility, social intelligence and self-regulation. These are built over a period of time since childhood and bear the stamp of one's family and environmental influences as well as an individual's mental and psychological disposition.

Professional Competence: These competencies comprise of skills, such as leadership, management, coordination, planning, problem-solving, conceptualization and

strategizing. They are learnt and honed up over a period of time. Normally, an individual has all these traits in varying proportions, with a few of them having a dominant share. When you identify the dominant traits in your personality and hone them up, they develop into your talents. With repeated practice and coaching, these talents develop into your signature strengths. When you apply these signature strengths to accomplish a task, it brings you success and recognition.

How to Identify your Talents

How do you identify your talents? To begin with, you can do it by asking yourself a few questions, related to your performance and performance-related experience.

How good you are at performing a particular task?

Which were the skills, you used in performing the task?

Was it an energizing experience or did it sap your energy?

How often do you use these skills and in what ways?

You can consider a particular skill or competency to be your talent if you are good at it; you feel energized while using it and are able to use it often and in newer ways.

Going further, you can have a professional self-assessment, using some standard analytical tools which will not only confirm your subjective evaluation but would also give you a detailed analysis of your personality type and potential areas

of strength. This exercise would also be helpful in discovering your dormant talents, which may otherwise remain unrecognized by you. Overall, such a tool helps you discover yourself and indicates your future potential.

Having identified your talent-zone, you should start focusing on them. To begin with, you must take note of things, like, the skills you are utilizing in performing a task, whether you enjoyed using them, what increases your productivity, etc. There are people whose productivity goes up when they team up with someone of their choice, while others could be happy working solo. Likewise, some people enjoy working during their preferred hours of the day or night.

Converting your Talent into your Strength

In order to develop your inherent skills further, you must hone them up by using them more often, at right moments, in right proportions and in newer ways, so that they develop into your talents. Next, you need to achieve a level of expertise and excellence in this area so as to be able to outshine and possibly lead others. This requires converting your talents into your strengths. The first step here would be to undergo a dedicated training in the skill-set that constitutes your talent. Further, as they say, practice makes us perfect. Hence, regular and concerted practice of using your talents on the job would help you gain expertise in the area

and in the process; develop them into your signature-strengths.

Managing Your Weaknesses

Focusing on strengths doesn't mean that you should ignore your weaknesses. In fact, we should consciously acknowledge our weaknesses and own them up. Once we are able to do so, it will help us in managing them in a way that they do not come in the way of our success.

How do we manage our weaknesses? First, if it happens to be a fatal weakness, threatening your job or career, you must work on it and improve it to a level where it no longer remains threatening. Second, if your weaknesses are not threatening, it would be more rewarding for you to manage them through a work-around. It may involve working closely within a team whereby you lend your strength in an area of your colleague's weaknesses while s/he does the same for your weak areas. For example, if you are an expert in making presentations at the back-end but are uncomfortable presenting it to the group, you may prepare the PPT but ask your colleague to present it before the group.

Evolving a Strength-based Organizational Culture

What is true of individuals applies equally well to today's corporations as well. Modern organizations are beset with the conventional deficit-based approach, which makes them

focus on employees' weaknesses with an aim to improving their performance. Typically, in a performance review, the manager looks at what his subordinate has not done or has not done it well. Organizations need to shun this approach and build up a strength-based people strategy.

The strength-based culture needs to be embedded in the organizational philosophy and ingrained into its action plan, covering the four critical areas of recruitment and promotion, performance management, talent management and organizational design. In practical terms, this translates into the following actionable items:

- Identifying the Organization's core competencies
- Defining the vision and mission in accordance with its core strengths
- Competing in the market place based on its core competencies
- Creating job definitions, outlining the strengths required for the roles
- Laying emphasis on desirable strengths during recruitment and promotion
- Managing change utilizing employee strengths
- Creating a shared language of strength

Competing in the Modern World

If you continue doing business today with the methods of yesterday, you are bound to go out of business tomorrow. The message is loud and clear: we must change our approach to life and work. As individuals we have to take responsibility for ourselves and build on our inherent strengths. As parents, we have to ensure that our children discover their strengths quite early in their life. Likewise, schools and colleges are required to change their approach to bring out the best in every student. That is the only way we can change the system that keeps producing heartless doctors, clueless engineers, incompetent managers and uninspiring leaders today.

The message is equally relevant for our corporations today. Successful among them have already discovered the secret of outperforming competition by focusing on their core strengths. Apple, for example, competes on its innovations. Walmart specializes in

large-scale distribution at low cost while Amazon excels at its centricity to customers. All these companies are successfully deploying their core strengths to serve their existing markets and create new ones.

When organizations orient their people-strategy with a focus on their strengths instead of their weaknesses, they get measurable business returns in terms of increased productivity and revenue, with reduced costs. Further, going beyond these solid outcomes, the approach also leads to improved corporate performance indicators in terms of employee engagement, customer satisfaction, and employee satisfaction and morale.

We are living in an extremely competitive world today. The secret of success here lies in being great at something rather than being good at everything. Every time a David is confronted by a Goliath, he must focus on his mental prowess to win the battle rather than try to improve his physical strength.

(Dr. Pawan Verma is the author of the book, Age of the Imperfect Leader. The ideas discussed here are based on the core theme of this book, which is available in online and off-line stores, including Amazon: <https://amzn.to/2zwlk8B>)

Feature Article - VI

India 2020 Human Resource Challenges - HR Best Global Practices

This article is contributed by industry and academic world veteran Prof. Dr. Firdos T. Shroff (Ph.D. MBA, MA. LL.B.,CAIIB) Professor/Mentor, Motivational Global Coach, Universities/Management Institutions, Members, World Constitution and Parliament Association, (WCPA), USA; Member, UN75 Word Peace Ambassador and BEYOND 2020. Fellow IIBF; (ex-Union Bank of India)



Prof. Dr. Firdos T. Shroff

Introduction :

Remember: Always THINK GLOBAL - ACT LOCAL

A good Manager is a man who is not worried about his own career but rather the careers of those who work for him - H.S.M. Burns

The conventional definition of management is getting work done through people, but real management is developing people through work.

“At the root of poor governance is our lethargy of change” - Pranab Mukherjee.

With these thoughts in mind human capital plays a vital role in connecting human resourcefulness with powerful resources, that is how clients, communities and countries thrive.

Innovation of risky, non-innovation is fatal - Philip Kotler - HR Managers needs to be innovative and creative at all times.

Why We Hate HR?

In a knowledge economy, companies with the best talent win. And finding, nurturing, and developing that talent should be one of the most important tasks for any organization. So why does human resources do such a bad job -- and how can we fix it?

Learning HR best practices from Field Marshal Late Sam Manekshaw, MC - Leslie Sawhney Programme of Training for Democracy, May 16th 1974 on Leadership... India's Greatest Shortage.

Until you know your job you cannot be a leader.

A leader must have the ability to think, to take a decision and accept full responsibility for it.

Attributes of Leadership :

It must never be forgotten that you are not dealing with machines but with human beings, and human beings in the mass can be horrible...wicked, cruel, corrupt, ill-disciplined. Therefore, a leader must be able to deal with them firmly and quite ruthlessly when these traits become manifest. But he must also never forget human beings have human problems....problems of death, sickness, debt. So the leader must have the human touch and the ability to win their confidence: to talk to them out of their despondency, and he must have a sense of humour to make them laugh when things are not going smoothly... A leader must learn one more thing, he must learn to shut up, when the chaps have had enough and won't take any more.

It is when your knees are knocking and your teeth are chattering, that it is essential to show physical courage and assert your leadership.

You can never obtain the respect of your men unless you are absolutely just and impartial in your dealings with them; without the respect of your men, you can never lead them.

Provided a man has a background of family and decency and provided he is not a congenital idiot, there is no reason why we cannot make a leader out of him.

To do nothing is to do something that is definitely wrong. An act of commission can be corrected. An act of omission cannot.

A “Yes man” is a dangerous man, who is used by superiors, distrusted by colleagues and despised by subordinates.

I give you my motto in life. It is the motto of the Scottish Regiment “Nemo Me Impune Lacessit”, “No one provokes me with impunity”.

....**What do you need to be Commander-in-Chief:**

When dealing with your men you have to be a very human man. When dealing with the Government, the bureaucracy, you have to have great moral courage. Naturally, you have to have professional knowledge. If you find a man with all the three things he will make a good Chief.... There is always one thing or other missing.... and then you will get a Chief like me, who has all three missing.

Cambridge University Research Project Report on Best practice and key themes in global human resource management - 24 November 2006 :

The Report mentions areas of best practices in HR Management, which are as follows :

1. **HR BEST PRACTICES** - Employee relations, The HR function, Knowledge Management, Convergence
2. **TALENT MANAGEMENT** - Recruitment, selection, and succession planning; Emphasis on global branding to attract top talent; Strong commitment to training and development; Multi-level approaches to talent retention; Talent management in emerging markets.
3. **PERFORMANCE MANAGEMENT** - Global performance management; Management of potential.
4. **REWARD MANAGEMENT** - Performance contingent pay; Market benchmarking and positioning; Total rewards models; Flexible benefits.
5. **EMPLOYEE RELATIONS** - Employee relations best practice; Trade union recognition; Direct communication channels; Fit between employee relations policy and corporate goals.
6. **ORGANISATIONAL CULTURE AND HRM** - Emphasis on attitudes and cultural fit in the selection process; Secondary socialization and training; Rewarding employees for displaying shared values; Critical Alignment.
7. **HR FUNCTIONAL EXCELLENCE** - The roles of corporate and subsidiary HR department; Monitoring HR department effectiveness; HRM delivery mechanisms.
8. **KNOWLEDGE MANAGEMENT** - Common human capital practices; Unique human capital practices; Common social capital practices; Unique social capital practices; Common organizational capital practices; Unique organizational capital practices; Geographic notes.

HRM Best Practices - Global Organizations:

According to research report, it has sought to identify the ways in which multinational organizations manage people in structures that are diverse in terms of geography, cultures and in some cases, strategy. International expansion requires attention to both consistency of approach and flexibility of use and the constant balancing between the need for global standards on the one hand and local market sensitivity on the other was a feature of all our organizations. The report highlights innovative HR practices, how HR functional excellence is sought, and how the knowledge and learning within HR are elicited and developed within a sample of global organizations. Using a variety of methods, the work overall has shed new light on how organizations manage people within and across borders.

The centrality, of good people management was repeatedly stressed, and not just among HR professionals, but at all levels of the organization. In the area of HR practices, researcher saw similar HR architecture across the companies, which gives support to views on convergence. Rigorous recruitment and selection procedures; training and development at all levels, developmental appraisal and performance-linked pay, flexible job design, reduced organizational hierarchies; team working; empowerment and two way communications were common features.

Value-based Employment Practices:

Considerable attention placed on value-based employment practices and socialization mechanisms within the organizations enabled prized outcomes of cultural fit of employees, commitment and retention to be increased. In the HR function, excellence revolved around a small core of strategically-enabled and talented managers supported by e-enabled HR provision and shared service centre's to deal with the core administrative processes. With knowledge and learning, though knowledge capture and dissemination provokes a centralizing tendency, it was clear that organizations are trying to focus on local knowledge and ensuring there is not an HQ-centric view of the world.

The effectiveness of international HR is contingent upon the leveraging of human, social, organizational capitals at all levels and sections of the global business. These three capitals, which together come under the umbrella term 'intellectual capital', are essential to deliver and support business goals. However, as a function of organization and as a corporate activity, intellectual capital effectiveness is dependent upon skills, resourcing, relationships, informal and formal structures and processes and, perhaps most significantly of all, the meaningful dissemination and capture of practice related knowledge throughout the organization.

The implications of the study are that is not simply enough to adopt 'best practice', or attempt to develop innovative practice in isolation, but organizations must ensure that practice formulation and execution is -

(a) aligned with the business need at all levels, corporately and locally, and

(b) integrated not only with other HR / HC practices, but with the human, social, organizational elements of the organization upon which its effectiveness is dependent.

The challenge for global HR functions is to develop the necessary competencies and skills to leverage and broker relationships with disparate line management to ensure that HR practices are aligned with the entire scope of the global business. In all of the case firms, human capital effectiveness is rarely achieved through corporate control or the mandating of practice adoption within the organization, but rather through persuasion and positioning and the education of the line of the value of human capital.

International Human Resource Management (IHRM):

We are truly living in times of exponential change. Rapid technology development is growing economies and changing the interface of business. Such turbulence increases the importance of a company's human resources, or its creative capital, in order to compete within this dynamic, unstable environment. Consequently, International Human Resource Management (IHRM) is becoming increasingly important as we move to a more knowledge-based and interactive global economy. However, IHRM research has been limited over the years and largely focused on a few issues because of cost and time constraints. Several areas need further attention, including the utilization of more theoretical perspectives to predict and explain relationships.

Resource-based View (RBV) Theory in HRM :

The most widely used theory in HRM literature, the Resource-Based View (RBV), demonstrates how companies can use HRM to gain a strategic competitive advantage; thus, HRM practices are linked with each other and linked to a company's mission. This theoretical perspective has been extended to IHRM research, which has led to a more strategic view of IHRM.

H.G. Wells writes in *The Time Machine*, "There is no intelligence where there is no change and no need of change." In other words, innovation and brilliance flourish as a result of change and not complacency. Wells wrote about the fast

pace of technological development and social change in this science-fiction novel. He would still find the topic relevant today. In order to survive and prosper, HR need to create an internal requisite variety that matches the complexity of their environments. They should embrace change as the only constant in today's world and simultaneously create complex structures capable of dealing with change through their IHRM practices.

Competency-based models:

The systems of competency management are based on the various models and approaches in different countries. The widely accepted definition of the competency model used by managers of Anglo-Saxon countries is the set of desired competencies - skills, knowledge, attitudes (SKA), underlying characteristics or behavior - that differentiate effective performers from ineffective ones. The link between competency and performance is highly important. In general, the competency models concern the management population in Anglo-Saxon countries. In France, the targeted groups are employees of technical activities. The debates in the French context relate to changes in job organization: management by competencies versus classification. Thus, while the Anglo-Saxon world produces "behavioral" competency models for upper and middle managers, French human resources specialists generate "knowledge" and specific "know how" competencies for technicians and operators.

The competency categories used by companies are: leadership, analytical thinking, communication, decision making, building relationships, strategic planning, or emotional intelligence.

Selecting International Managers:

There are common traits which managers to be assigned domestically and overseas will obviously share. Wherever a person is to be posted, he or she will need the technical knowledge and skills to do the job and the intelligence and people skills to be a successful manager.

HRM Practices in the Ghanaian Banking Sector:

There is no agreement on what constitutes HRM practices let alone a prescribed set of them. Researchers have over the years proposed countless varied lists of practices however; there is no agreement on what or which practice qualifies as an aspect of HRM. It is interesting to note that there are still some practices that form the core of the various practices proposed. These

include recruitment and selection, training and development, performance management and reward scheme, however, others such as job design and employee involvement are more sporadic and are yet to gain grounds in the HRM literature. Researcher, however, puts forward seven practices namely, selection, training, appraisal, rewards, job design, involvement and status and security.

Employee involvement:

The concept of treating employees as the most important asset of an organization is an underlying assumption of HRM. As such to facilitate and enhance greater employee influence and involvement is obviously basic to successful HR practice in organization.

It has proposed three principle routes to greater employee involvement which includes: Legislated standards on employee participation (example work councils, support for employee financial participation) trade unions for both formal and informal collective bargaining and management initiatives to support employee participation in the work itself and to provide opportunities for employees to voice their views on development and problems.

The Society for Human Resource Management (SHRM) - Global Reach:

The Society for Human Resource Management (SHRM) is the world's largest association devoted to human resource management.

SHRM provides resources, global best practices and a network of valuable contacts to more than 5,000 members in over 140 countries, in addition to U.S.-based HR professionals involved in global HR. As part of SHRM's commitment to developing the HR profession globally, SHRM opened offices in Beijing, China, and Mumbai, India, to help establish important two-way relationships provide education and facilitate the advancement of HR. SHRM is running a pilot program to create Member Forums in selected countries to encourage local networking among SHRM members.

Building a Global Workplace community:

Many multinational firms are struggling with a kind of identity crisis: How do we create one global workplace community out of all of these various and culturally distinct workplaces? Moreover, what do we expect of the members of that global community in terms of how they treat one another and conduct their business? When an employee in one region can send an inappropriate or

culturally offensive e-mail to people around the world with one click, finding an answer to these questions is becoming more and more of a business necessity. Corporate culture and “people” issues take on new complexities when the workplace spans multiple countries and regions.

Regardless of their backgrounds or nationalities, employees must be able to work together productively to achieve business goals.

Most organizations recognize that in order to be successful, they need to fully leverage the talents of all their employees and position themselves to meet the needs of an increasingly diverse customer base. Employment laws in the U.S. and around the world have been enacted specifically to help in these areas. Additionally, language and “cultural competency” training can help transnational employees and those who interact with colleagues and customers in other countries communicate more effectively and be aware of cultural nuances and customs. But as many multinational companies are beginning to realize, legal and language standards are not enough to build and maintain a global culture and community.

Global HR Legal Standards:

To build a global workplace culture, companies need to focus on the behaviors and values that will sustain productive interactions and ethical business practices across country lines. Relying on legal standards to define the global workplace culture is rarely effective. Legal standards vary from country to country - sometimes even conflicting with one another - and for U.S.-based companies, focusing on U.S. regulations as a basis for behavioral standards can send a message of American cultural imperialism that will nearly always provoke backlash. Like language instruction, legal training must be tailored to the location and is only one element of a larger strategic approach that must originate with the company’s values. This is not to say that compliance and cultural sensitivity issues are not important. On the contrary, these issues must be addressed, but they can only be successfully handled in the context of a broader value-based initiative.

Setting a Global Value-Based Standard:

If values are the basis, then proper business conduct must be integrated into the corporate values. Behavioral standards should be developed and then communicated with the same rigor and process used to develop and communicate other corporate initiatives, such as those dealing with quality,

service, and productivity. Therefore, the initiative must be driven by top executives and presented as a matter of corporate citizenship. First, if the initiative is seen solely as a project of the Legal or HR department, it is destined to fail. Leaders at all levels throughout the company must make it clear they are demanding the business be run a certain way in order to achieve the organization's mission. Second, standards must be tied to corporate citizenship - common expectations of all employees, irrespective of where they live, work, or travel. Certainly, cultural mores and experiences shape the attitudes of individuals in different regions in the world. However, employees must realize they are citizens of the organization, with all the benefits and responsibilities citizenship entails. Standards of ethical conduct need to be viewed as corporate rules rather than the requirements of a particular country, and leadership must communicate that the rules are being adopted as business standards for the entire organization.

Just as they should with a similar initiative confined to one country or even one location, companies need to develop a set of behavioral guidelines that help employees understand how the values apply to their day-to-day conduct, treatment of one another, and business practices. Even those who speak the same language may have different perceptions of what it means to treat people with respect. So, in a global workplace, it is even more important to communicate simply and specifically, and provide examples that make sense in the individual's own environment.

Recognizing that it will likely be an ongoing and evolving process, organizations should start small with a few clear behavioral standards that link to the values. It is suggested that the standards address foundational issues such as daily behavior and actions, the importance of reporting violations or potential problems, and for managers, the importance of welcoming concerns so problems can be handled in a timely and appropriate manner. All of these behaviors impact the organization's ability to conduct business successfully, protect its reputation and brand, and minimize risk. While the dynamics of a global environment necessitate continual evaluation and adjusting, there should be a few non-negotiable traits that are required of everyone regardless of where they are located.

The Challenge of Changing Behavior Globally :

Getting the right stakeholders on board is essential, because once the behavioral standards are developed, even bigger hurdles await. To get the

messages out, organizations will face cultural, language, logistical, and conceptual barriers. The conceptual barriers are often most troubling. I advise companies to go into the process expecting resistance because it will happen and quite possibly in regions where you least expect it. A global initiative requires new and creative thinking because the response to tried-and-true messages may be entirely different than what it has been seen before. That does not necessarily mean the messages are wrong, but it does mean it will have to find new arguments to address employees' resistance and build a rationale for following the standards.

Best practices in Training Activities :

Training, which is a vital component of such an initiative, must be delivered by credible individuals who believe it is important to follow the behavioral standards, can articulate the importance in a personal way, and are prepared to respond to conceptual challenges. The training itself must be tailored - once again, with the involvement of local stakeholders - not only with language and cultural translation but also to anticipate and counter conceptual resistance.

As a general rule, training should not be based on legal regulations. Instead it should be skill-based and grounded in company values and standards about behavior and business practices. For compliance purposes, managers will need some information about specific laws that apply in the country in which they operate, but values and standards should anchor the course. Managers and employees should also learn how their conduct impacts the business as a global entity, and be given skills and tools to help them fulfill their responsibilities as citizens of a global organization. Just as the company as a whole is looking at its global culture and structure in new ways, employees should be looking at their behavior - and the business impact of their behavior - in new ways, too. They need to understand how behavioral standards will ultimately improve teamwork, productivity, and business results.

Continuous Professional Development & Learning :

Many organizations become overwhelmed by the process or discouraged by the pace of regional acceptance. There are no quick fixes in transforming a global workplace community. It's a time-consuming process that requires careful analysis and research in advance and ongoing refinement as it evolves. While challenges seem to loom at every corner, organizations can proactively address

and plan for problems by taking a step-by-step approach and involving key stakeholders early and often. Leaders who regularly communicate the standards to employees and motivate them to align their behavior with the company's values are key. In partnership with the marketing department, they must "brand" the initiative as a critical corporate strategy and communicate it in ways that have meaning to individuals across the organization. To have impact, messages must be clear, consistent, and regularly repeated in the context of everyday business and performance. Other reinforcement, through training and additional communication vehicles, will be necessary to sustain the momentum.

Measurement should also be built into the process. Tracking progress along the way will help guide future adjustments and priorities, and data pointing to positive results can help build support in the more challenging regions. It will also help to prepare leaders to understand that this will be a gradual, step-by-step process, and set realistic goals that take into consideration the various tactical implementation barriers likely to be faced.

Ultimately, though, regardless of the differences employees of a global company may have - language, location, ethnicity, experiences - they do have at least one thing in common: they are all citizens of the organization, working to achieve the business mission. By building upon the common responsibilities of those citizens, and taking a value-driven approach, organizations can move towards creating a productive, professional, and respectful global workplace.

Conclusion:

POINTS TO PONDER FOR MANAGERS V/s LEADERS to gain knowledge and self-audit:

- A manager supervises his team to achieve the set objectives, while a leader inspires his team to achieve results.
- A manager has mission to accomplish, a leader has vision to see through (Welsh and Welsh, 2005).
- A manager work on people to achieve results, a leader work with people to achieve results.

- A manager's aim is to bring out the best results, but a leader's aim is to bring out the best in people.

- A manager carries out organization's directives, a leader formulates organization's directives.
- A manager supervises people for his purpose; a leader guides people for their purposes.
- A manager penalizes for mistakes done, a leader reviews and correct mistakes.

Message to our Youth on Positive Thinking and to achieve excellence in life as HR professionals:

Always have positive attitude and keep trying till you succeed and quote which says "After failing twice to scale Mount Everest I will come again, and conquer you because you as a mountain can't grow but as a human being I can!"

Be patient - To quote Confucius "If you want to be with beautiful nurse, you got to be patient"

"Mistakes are painful when they happen. But years later, collection of Mistakes is called Experience, which leads you to Success"

Do not run after success and fruits - Do your work without expectations - Remember "As I do not crave for the fruits of action, action do not contaminate me" Karm Karo Fal ki chinta mat karo!

Life gives answers in 3 ways...It says YES and give you what you want. It says NO and gives you something better. It says WAIT and gives you the best!

Success without Stress - Always be down to earth and be humble and flexible - Be like a rubber band. Control your EGO - man's worst enemy.

Do not lose your Value -

"Coin Always Makes Sound But The Currency Notes Are Always Silent. So When Your Value Increases Keep Yourself Calm and Silent"

Passion - Have passion to work in any capacity and enjoy every moment.

Believe in Time Management - In the past we had time but no watch. Today we have watch but no time.

Perseverance - Sagar puche nadi se, kab tak mere khare pani me behti rahogi.
Nadi ne jawab diya, jab tak mai tera paani mitha na kardu tab take mai tere pani me behti rahogi.

Be like a Diamond - Follow Four C's - Carat, Cut, Clarity and Colour - In trying times, never stop trying! After all, the word "diamond" originates from the Greek word "ADAMAS", meaning "UNCONQUERABLE"!

JRD Tata on Excellence :

JRD Tata was asked how he managed to achieve excellence and accolades as Chairman of Tata Group and his reply was :

"The very first time I flew an airplane and looked down I couldn't see anything, not the biggest of buildings nor the factories, even large hills & rivers appeared mere lines..... I've never felt too much of our achievements since then..... "

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Feature Article - VII

Three New Labour Codes, Changes For Workers & Hirers



Prof. R.N Misra

This article is contributed by industry and academic world veteran Prof. R.N. Misra, Advocate, Senior Consultant - HRM/IR/Labour Laws, Corporate Trainer & Faculty - B Schools

The Lok Sabha cleared new versions of three labour codes

- Industrial Relations Code Bill, 2020
- Code on Social Security Bill, 2020
- Occupational Safety, Health and Working Conditions Code Bill, 2020.

While the government proposes to increase the ambit of social security by including gig workers and inter-state migrant workers, it has also proposed measures that will provide greater flexibility to employers to hire and fire workers without government permission.

Key proposals

In the Industrial Relations Code Bill, 2020, the government has proposed to introduce more conditions restricting the rights of workers to strike, alongside an increase in the threshold relating to layoffs and retrenchment in industrial establishments having 300 workers from 100 workers or more at present – steps that are likely to provide more flexibility to employers for hiring and firing workers without government permission.

The Industrial Relations Code has raised the threshold for requirement of a standing order – rules of conduct for workmen employed in industrial establishments – to over 300 workers. This implies industrial establishments with up to 300 workers will not be required to furnish a standing order, a move which experts say would enable companies to introduce arbitrary service conditions for workers.

The Standing Committee on Labour, in its report submitted, had also suggested hiking the threshold to 300 workers, noting that some state governments like Rajasthan had already increased the threshold and which, according to the Labour Ministry, has resulted in “an increase in employment and decrease in retrenchment”. “The Committee desires that the threshold be increased

accordingly in the Code itself and the words “as may be notified by the Appropriate Government” be removed because reform of labour laws through the executive route is undesirable and should be avoided to the extent possible,” it had said.

The Industrial Relations Code states that the provision for standing order will be applicable for “every industrial establishment wherein three hundred or more than three hundred workers, are employed, or were employed on any day of the preceding twelve months”.

Concerns raised over the new labour codes

Analysts say the increase in the threshold for standing orders will water down the labour rights for workers in small establishments having less than 300 workers. “The increase in the threshold for standing orders from the existing 100 to 300 is uncalled for and shows the government is very keen to give tremendous amounts of flexibility to the employers in terms of hiring and firing, dismissal for alleged misconduct and retrenchment for economic reasons will be completely possible for all the industrial establishments employing less than 300 workers. This is complete demolition of employment security,” according to some experts.

The Industrial Relations Code also introduces new conditions for carrying out a legal strike. The time period for arbitration proceedings has been included in the conditions for workers before going on a legal strike as against only the time for conciliation at present.

For instance, the IR Code proposes that no person employed in an industrial establishment shall go on strike without a 60-day notice and during the pendency of proceedings before a Tribunal or a National Industrial Tribunal and sixty days after the conclusion of such proceedings. Thus, elongating the legally permissible time frame before the workers can go on a legal strike, making a legal strike well-nigh impossible.

The IR code has expanded to cover all industrial establishments for the required notice period and other conditions for a legal strike. The Standing Committee on Labour had recommended against the expansion of the required notice period for strike beyond the public utility services like water, electricity, natural gas, telephone and other essential services.

At present, a person employed in a public utility service cannot go on strike unless he gives notice for a strike within six weeks before going on strike or within fourteen days of giving such notice, which the IR Code now proposes to apply for all the industrial establishments.

Other proposals for workers

The IR Code Bill has also proposed a worker re-skilling fund, though the contributions for the fund are only detailed from the employer of an industrial establishment amounting to fifteen days wages last drawn by the worker immediately before the retrenchment along with the contribution from such other sources. The mention of 'other sources' for funding the re-skilling fund, experts said, is vague.

The other two codes have also proposed changes for expanding social security and inclusion of inter-state migrant workers in the definition of workers.

The Social Security Code proposes a National Social Security Board which shall recommend to the central government for formulating suitable schemes for different sections of unorganized workers, gig workers and platform workers. Also, aggregators employing gig workers will have to contribute 1-2 per cent of their annual turnover for social security, with the total contribution not exceeding 5 per cent of the amount payable by the aggregator to gig and platform workers.

The Occupational Safety, Health and Working Conditions Code has defined inter-state migrant workers as the worker who has come on his own from one state and obtained employment in another state, earning up to Rs 18,000 a month. The proposed definition makes a distinction from the present definition of only contractual employment.

The Code, however, has dropped the earlier provision for temporary accommodation for workers near the worksites. It has though proposed a journey allowance – a lump sum amount of fare to be paid by the employer for to and fro journey of the worker to his/her native place from the place of his/her employment.

As we summarize the main points - Lok Sabha passes 3 path breaking Labour Codes during the Monsoon Season

New Labour Codes to envisage covering over 50 crore workers from organized, unorganized and self-employed for minimum wages, social security

Social Security net of ESIC and EPFO to Widen opening up for all workers and self-employed

Setting up of "Social Security Fund" for 40 Crore unorganized workers along with GIG and platform workers and will help in widening Universal Social Security coverage

Pay parity to women workers as compared to their male counterparts

Fixed Term Employee to get same service condition, gratuity, leave and Social Security as that of Regular Employee

50 % of the penalty in case of accident to go to the workers along with other dues

“National Occupational Safety and Health Board” to be set up for providing international level safety environment

Working journalists definition to include Digital and Electronic Media

Plantation workers to also get ESIC benefits along with GIG and platform workers

All migrant Workers Labour now to be covered instead of only those brought by contactors earlier

Data base on Migrant Workers through Law to help better targeting, skill mapping and utilization of Governments Schemes by workers

Migrant Workers to get journey allowance from Employer, to visit home town once a year

Helpline to redress grievances of Migrant Workers

The Codes to Promote Harmonious Industrial Relations for higher productivity and more employment generation

Labour Codes will establish transparent, answerable and simple mechanism reducing to one registration, one license and one return for all codes

Inspector to be now made as Inspector - cum- Facilitator and introduction of Random, Web Based Inspection System to remove Inspector Raj

The 3 bills which were passed in the Lok Sabha today are (i) Industrial Relations Code, 2020 (ii) Code on Occupational Safety, Health & Working Conditions Code, 2020 & (iii) Social Security Code, 2020.

Minister mentioned the salient features of the 3 Codes which were passed by the Lok Sabha, as under

(A) Social Security Code, 2020 -

Extending the reach of ESIC: Effort have been made to provide right to health security under ESIC to maximum possible workers:-

- (a) The facility of ESIC would now be provided in all 740 districts. At present, this facility is being given in 566 districts only.
- (b) Establishments working in hazardous sectors would mandatorily be linked with ESIC, even if there is only one worker working in it.
- (c) Provision for making scheme for linking unorganized sector and Gig workers with ESIC.
- (d) Option to link workers working in Plantations is being given to Plantation owners.
- (e) Option for becoming member of ESIC is also being given to establishments with less than 10 workers.

Extending the reach of EPFO:

- (a) EPFO's coverage would be applicable on all establishments having 20 workers. At present, it was applicable only on establishments included in the Schedule.
- (b) *Option to join EPFO is also being given to establishments having less than 20 workers.*
- (c) Schemes would be formulated for bringing workers coming under the category of 'Self-employed' or falling under any other category under the aegis of EPFO.

Provision has been made to formulate various schemes for providing comprehensive social security to workers in unorganized sector. A "Social Security Fund" will be created on the financial side in order to implement these schemes.

- Work to bring newer forms of employment created with the changing technology like "platform worker or gig worker" into the ambit of social

security has been done in the Social Security Code. India is one of the few countries where this unprecedented step to bring workers in this category under social security has been taken.

- Provision for Gratuity has been made for Fixed Term Employee and there would not be any condition for minimum service period for this. For the first time, a Fixed Term Employee working for a determined period on contract has been given the right of social security like a Regular Employee.

- With the aim of making a national database for unorganized sector workers, registration of all these workers would be done on an online portal and this registration would be done on the basis of Self Certification through a simple procedure. It would facilitate the extension of benefits of various social security schemes to beneficiaries in the unorganized sector. We can say that we would be able to get ‘Targeted Delivery’ of social security done to unorganized sector workers with the help of this database.

- The most important thing for getting employment is the information about job vacancies. With this aim, it has been made mandatory for all establishments with 20 or more workers to report the vacancy position in their establishments. This information would be given on online portal.

(B) Occupational Safety, Health & Working Conditions Code, 2020-

- Free health checkup once a year by the employer for workers which are more than a certain age.

- Legal right for getting Appointment Letter given to workers for the first time.

- Cine Workers have been designated as Audio Visual Worker, so that more and more workers get covered under the OSH code. Earlier, this security was being given to artists working in films only.

(C) Industrial Relations Code, 2020-

Efforts made by the Government for quickly resolving disputes of the workers:

(a) Provision for two members instead of one member in the Industrial Tribunal. In case of absence of one member, work can still be undertaken smoothly.

(b) Provision for taking the matter straight to the Tribunal in case the dispute is not resolved at conciliation stage. At present, the case is referred to the Tribunal by the appropriate Government.

(c) Implementation of award in 30 days after Tribunal award.

(d) After recognition of Fixed Term Employment, workers will get the option of Fixed Term Employment instead of contract labour. Under this, they would get benefits of hours of work, salary, social security and other welfare benefits like a Regular Employee.

(e) With the objective of better and effective participation of Trade Unions, a provision for “Negotiating Union” and “Negotiating Council” has been made for undertaking negotiation on any dispute. With conferring of this recognition, resolving disputes through dialogue would be facilitated and workers would be better able to get their rights.

(f) Arrangement for going to the Tribunal has been made for resolving disputes arising between Trade Unions. Less time would be required for resolving their disputes.

(g) Provision has been made for giving recognition to Trade Unions at Central and State level. This recognition has been given in the labour laws for the first time and after this recognition, Trade Unions would be able to contribute more affirmatively and more effectively at the Central and State level.

(h) Provision for RE-Skilling fund has been made in the law for the first time. Its aim would be to re-skill those workers who have been fired from their jobs, so that they are easily able to get employment again. For this, workers would be given 15 days salary within a period of 45 days.

Shri Gangwar said - we have extended the definition of migrant workers, so that migrant workers moving from one state to another on their own and migrant workers who have been appointed by the employer from a different state can also be brought under the ambit of OSH code. At present, only migrant workers who had been brought through the contractor were benefiting from these provisions. The Minister also elaborated following benefits of the Labour Code.

- Compulsory facility for Helpline for redress of problems of migrant workers.
- Making a national database of migrant workers.

- Provision for accumulation of one day leave for every 20 days worked, when work has been done for 180 days instead of 240 days.
- Equality for women in every sphere: Women have to be permitted to work in every sector at night, but it has to be ensured that provision for their security is made by the employer and consent of women is taken before they work at night.
- In the event of death of a worker or injury to a worker due to an accident at his workplace, at least 50 % share of the penalty would be given. This amount would be in addition to Employees Compensation.
- Provision of “Social Security Fund” for 40 Crore unorganized workers along with GIG and platform workers and will help Universal Social Security coverage
- Pay parity to women workers as compared to their male counterparts.
- Occupational Safety & Health Code to also can now over cover workers from IT and Service Sector.
- 14 days’ notice for Strike so that in this period amicable solution comes out.

Feature Article - VIII

Embracing New Learning for A New Normal



Dr. Heena Samani

This article is contributed by Dr. Heena Samani - M.A., M.Ed., M.Phil., Ph.D. in Learning Disability and Language Development, Counsellor for Mental Health) - Principal of Tilak Group College, Nerul. With 20 years of service in the field of Education, Women Empowerment, Mental Well-Being & Social Service domain. She is a passionate, energetic and dynamic educator. Her life experiences has made her strong and

she has strived hard for imparting quality education, understanding human psychology from various perspectives and understands individual needs in teaching - learning process. Her dedication, devotion, contribution in the field of education & mental health is incredible and is acclaimed by the educators, socialist and policy makers. Her wisdom, humility and aura of self-confidence and oratory skills makes her different.

Her freelance social work in field of education, medication and justice for needy people is recognized all over. Ms. Heena believes in empowering the generation by virtues, values, ethics, community living in peace which in real terms is "Education". She believes that Love can change the world.

Time is the best teacher! And a healer!

Yes! by now we have unanimously agreed to it. The year came with bundles of teachings. And hope this learning prepares us to make intellectual preferences of life in the coming New Year and the years to come ahead.

Wish you a very Happy New Year!!

What was that, that made the year so different? And why do we talk more about it than ever before? Is it necessary to discuss about it again and again and create anxiety? The answer to this flatly remains 'NO', but a soft dialogue on it would definitely allow us to learn from the past experiences.

At the outset we accept that the pandemic which was uncertain, and prevailed for a pretty long time and still taking a toll... taught us the best lessons of life. There was variation in every aspect as such - economic, cultural, educational, sociological, and spiritual and so on. And it was clear that we were not prepared for the change. For some of them it made the life miserable, and for some blissful. Miserable to those who were not resilient and took it very hard, and for not being prepared for accidental happenings and uncertain challenges that arise in life. It made blissful to those,

who took life challenges, and were prepared for the life challenges, had divergent thinking and were resilient.

On the eve of New Year let us talk about some things that we can do. Take up some resolutions that would make our life blissful in coming years. Making resolutions typically comes from the countries like Europe and America. Well, though not necessary absolutely, but it can always give a new start and prepare ourselves to decide on something.

Some resolutions may be lofty, some spiritual and some general. Making the resolution is simple but certainly abiding by it is a task. Depending on our priorities, our preferences, ideologies one can make the resolution. And let us remember that once we make a resolution, we need to have a mindset, thought process for its easy adaptation. We require a crystallization of thoughts.

Along with the resolutions one can take up, let us remember that while doing so,

* Do not think and talk about the pandemic again and again which would block us to overcome thinking about it

* Do not stress yourself, accept life as it comes to you, but with love... and then it allows a seamless adaptation to it.

Well, based on your preferences and choices you can pick the one that suits you. Remember at least one is must!!!

* Build your resilience. Your economic resilience, social resilience, cultural resilience and educational resilience all matters as it allows you to rebound your thoughts and fight in times of adversity

* Life has given you all the opportunities & resources at its best. Make it best at appropriate time as the time may not be same

* Have a great family time. Spend dining time together, discuss general topics suiting all ages, play board games where all members can come together.... And spend a quality time that you cherish for lifetime

* Your health is important. The time has proved it again. So maintain hygiene, stay clean (Not only during pandemic... but always. Most of them who were particular about it, handled the present situation very well)

* Practice relaxation techniques and stay fit with Yoga, Mindfulness, Vipassanna or Music which work as therapies

* Plan your budget. A contingency budget is must that takes care of the issues of survival and livelihood which arise due to economic uncertainties. Plan for the insurance, investment and med claim that takes care of your contingencies. If possible discuss the budget with your family together which makes the peers realize its need for the same, and gives a sense of economic realities

* Work on your schedule and priorities. And make intellectual preferences

* Build mental immunity to balance your emotional immunity, and face consequences with courage and determination

*Discharge your community responsibilities and duties dutifully. Be a responsible citizen

*Eat healthy food and stay nourished (This does not mean to overburden yourself and go dieting...as your body requires everything)

*Pamper yourself and love yourself to know more about yourself

* Cherish your hobbies and a passion to continue being in it

*Upgrade your skills to compete the changing working place demands

and get adapted with ease for new opportunities generated.

* Learn, unlearn and relearn. Learning new things and unlearning previous things is necessary in every field and aspect

* Cherish relationships. Be kind and dutiful towards elders, Youngers and any living being who needs you in some or the other way

The New Year certainly comes with prayers and hopes, but let us make some resolutions by making the best choices of life.

These acts are sublime, needs a spiritual awakening and a changed perspective and mindset. These acts of sublimity transcend greatness and beauty making life more beautiful and blissed forever!!!!

Feature Article - IX

COVID and Hair Loss: Here's all that you should know



This article is contributed by Dr Dolly Gupta India's leading Dermatologist and Cosmetologist Consultant Dermatologist, Hair Transplant & Cosmetic Surgeon, Owner and Director D'CosMedics Clinic. Kolkata. MBBS; MD (Dermatology); FIDS (Cosmetic Surgery, Hair Transplant & LASER); Certified in Trichology (USA)

Dr. Dolly Gupta

We are all familiar with the symptoms most often associated with COVID-19 , there is one issue although cosmetic, yet it is deeply concerning to lots of people. Yes, it is HAIR LOSS. Covid survivors or even those non infected from the novel corona virus are struggling and more stressed seeing such massive hair loss in this pandemic for which they are seeking help of Dermatologists and hair experts after failing in their attempts to control by various means seeing advertisements, videos on social medias and home remedies.

To get an insight on this burning issue which is of concern for many, Aviyana interviewed **Dr Dolly Gupta, well known Celebrity Dermatologist, Cosmetic and Hair Transplant Surgeon from Kolkata.** She's the Director of D'CosMedics Clinic; one stop destination for all Skin, Hair, Anti-aging and Laser treatment with the latest and most advanced technologies. After completing MD in Dermatology in 2010, she has been trained under best of Cosmetic and Hair Transplant Surgeons in India, Singapore and USA. She had been conferred with several awards including Women Achiever Awards like Naari Shakti Samman(2019), SHE Power(2019), SreeNandini(2018), Maitreyi(2017) and many other academic and Entrepreneur awards. She was a part of China Delegation Team 2019 as "Women Change Makers of Kolkata ".Her clients include well known Actors and people from film industry, Singers, Models, Sports personalities, Politicians, Bureaucrats etc. Recently selected as the most preferred Skin and Aesthetic Physician for the Actors and Celebrities in East by the most popular magazine in Bengali Anandalok. She's often invited for lectures in Conferences, various Corporates and as judge and skin specialist in beauty pageants.

Here are the excerpts from the interview with Dr. Dolly Gupta.

1. What is your view on this topic doctor? Is there increase in the number of your hair loss patients in this pandemic?

Dr. Dolly Gupta: Hair loss has always been an issue of concern in our country. The number of hair loss patients coming for consultations in my clinic or online has definitely increased by 30-40 percent post pandemic. Patients complain of large clumps of strands coming out of brush after every combing, oiling or shampooing or even just by pulling it slightly. It definitely result in dwindling self-esteem and adds further stress.

2. Can corona virus infection cause hair loss?

Dr. Dolly Gupta: There's no evidence yet that the novel coronavirus itself directly causes hair loss. It is the physical and emotional stress that accompanies a case of COVID-19 can lead to a reversible hair loss condition called telogen effluvium. In addition, the pandemic is also causing hair loss in those who have not been infected with the virus due to the increase in stress level.

3. So what is this TELOGEN EFFLUVIUM ? Can you please

explain in brief for our readers ?

Dr. Dolly Gupta: Telogen Effluvium is not exactly hair loss but a phase of temporary "hair shedding". This condition is known to occur following any major illness or surgeries, high fever, emotional distress, severe nutritional deficiencies, crash dieting, some medications or chemotherapy and even post pregnancy. Whenever there is a shock to the system, the body goes into lockdown mode and focuses only on vital organs. Hair growth is not as essential as other functions, so it ends up with hair shedding.

4. Do people experience hair loss immediately during the covid infection along with fever and other symptoms?

Dr. Dolly Gupta: Hair loss does not happen immediately but after 2-3 months of the causing event. Our hair grow in various phases or cycles. Each phase has its own duration affected by factors like age, nutrition, lifestyle and overall health. Usually around 80-85% are in the growing also called anagen phase, 5% resting and around 10-15 % are in shedding phase. When a person has a major stress event or shock, up to 50% of their hair from growing phase can be prematurely pushed into

the shedding phase and so we get the hair loss.

5. Are you getting only female patients or men as well ?

Dr. Dolly Gupta : It can affect anyone: men, women and children. It impacts people of any age groups and from all racial and ethnic backgrounds. However I see more women in my practice as females are always very concerned about hair and also probably because of longer hair than men they notice it early. Most men usually tend to ignore unless it become severe and they see bald patches. But in recent times, the number of male patients approaching for skin and hair concerns, anti aging treatment or even for suggesting basic skin care regime based on their skin types has increased remarkably which is indeed commendable. Rightly said, we should look good to feel good 😊

6. Is this hair loss due to covid reversible? What can be done to combat this issue?

Dr. Dolly Gupta: Yes 😊. The good news is that majority of these telogen effluvium cases resolve within 6 months. However, it is not a quick fix and may take a while for your hair to regrow completely and achieve

its original fullness and length. But the problem in our country is that most of the patients have other pre-existing associated factors responsible for hair loss which also precipitates the hair shedding in majority of the sufferers where they continue to lose hair post 6 months if not corrected or addressed properly.

7. What advise you would give to those suffering from hair loss due to covid?

Dr. Dolly Gupta: Eat a well-balanced diet including sufficient green leafy vegetables, fruits, nuts and adequate protein for optimal hair growth. Try to minimize stress by doing exercise, yoga or meditation. Sleep atleast for 7-8 hours and avoid smoking. You can take a multivitamin supplements containing iron, B complex, vitamin D, antioxidants but only after consulting your treating physician. Overdose of vitamins can also be fatal and lead to more hair loss and other adverse effects.

8. When should one consider that hair loss is excess or abnormal and needs medical help ?

Dr. Dolly Gupta : Losing upto 50-100 hair per day is considered normal. It is alarming only when you find your hair loss to be unusual coming out in strands with even slight pull, in hair combs or on pillows. Also if you notice bald spots, patches or

visible hair thinning then you do require professional help.

9. Doctor, what are the other common causes of hair loss?

Dr Dolly Gupta: Hair loss is a common problem for both men and women having major impact on self-esteem. Most people are unaware that there are several types of baldness. In men, it is mostly genetic or hereditary problem, while, in women, it can be attributed to multiple reasons. Nutritional deficiency is the commonest cause in India. Thyroid problems, hormonal abnormalities, post-pregnancy, hair care products or procedures, severe dandruff or certain scalp conditions, any acute or chronic illness as already discussed above, autoimmune diseases, severe stress, pollution, inadequate sleep and certain medications are some other causes associated with hair loss.

10. Whom one should approach for hair loss treatment as we see so many people claiming themselves as hair experts ?

Dr. Dolly Gupta : If you are bothered and struggling with the amount of hair loss, you do not need to suffer in silence. Consult only a

qualified dermatologist who are also expert in trichology or treatment of hair related issues. A dermatologist can help in proper diagnosis and plan correct management considering several other factors associated with hair loss. They will also distinguish whether you have hair loss or excessive hair shedding or both. Every person needs a customized approach and varies accordingly based on the diagnosis. A dermatologist also can find the possible associated causes and explain you on the prognosis and what you can expect from the treatment. The sooner treatment begins, the better the prognosis. So time is very crucial in hair loss treatment or I can say the same for even skin related issues.

11. What is the remedy of the hair loss problem?

Dr Dolly Gupta: We evaluate the exact type of baldness and the exact cause of hair loss, after detailed examinations and lab tests. We explain in details about the treatment to be followed and most patients respond to oral and topical medications, correction of deficiencies with dietary and lifestyle modifications. We do combine with other latest and

advanced hair related procedures like PRP, GFC, LLLT to deliver the best results in certain cases. There are many products available in the market or false information or videos in social media claiming to restore hair loss. Patients often try them and approach us only after they fail to show any result. At times, it gets too late to be able to cure the problem. I would advise everyone to consult a dermatologist during the primary stages of hair loss, instead of wasting time and money on such products.

12. Doctor, not related to covid related hair loss but what is the permanent solution for baldness?

Dr. Dolly Gupta: Hair transplant is the only permanent solution. There are two techniques—STRIP and FUE or Direct Hair Transplant. I follow the latest and the most advanced technique

learnt from the best of the hair restoration surgeons in India, Singapore and USA. It is done under local anesthesia. It does not require hospital stay and the patient can resume work from the same day. The new hair looks shiny. It grows naturally and can be trimmed, shampooed, oiled and dyed as well. Transplanted hair look absolutely natural and do not need any maintenance. Selecting the right well trained hair transplant surgeon who can deliver such natural results is the key and decides the outcome as many quacks, technicians and unqualified professionals are performing such surgeries.

I keep sharing skin and hair care related tips on my instagram profile @drdolly_dcosmedics, fb page and youtube. You can follow me there for such useful tips regularly and feel free to ask any queries related to skin and hair. I am also doing ONLINE CONSULTATIONS for those who cannot come to my clinic. So you can approach if you want.

Dr Dolly Gupta - MBBS; MD (Dermatology); FIDS (Cosmetic Surgery, Hair Transplant & LASER); Certified in Trichology (USA) Consultant Dermatologist, Hair Transplant & Cosmetic Surgeon, Owner and Director D'Cos Medics Clinic. Kolkata.

Mobile: +91 7044444001 or +91 8100524497 Email: drdollygupta@gmail.com

Like our fb page <https://www.facebook.com/dcosmedics/> and follow us on Instagram http://instagram.com/drdolly_dcosmedics for regular updates on Skin and Hair Care.

Feature Article - X

ICanCaRe 7D intervention to quit Tobacco



Dr. Pawan Gupta

This article is contributed by Dr Pawan Gupta India's Cancer Surgeon - M.S., M.Ch., FAIS, FSOG

Having treated patients of all kinds for more than 18 years and being privileged to have worked at reputed Cancer Institutes of India - Gujarat Cancer and Research Institute, Tata Memorial Hospital, Dharamsilla Cancer Hospital, Nizam's Institute of Medical Sciences, SMH-Curie Cancer Centre, Asian Cancer Centre, SCB Medical College; his unflinching compassion for the Cancer patient attempts to achieve not just annulment of disease but an excellent quality of

life. Inspired the fighters of cancer during his professional work, he was primarily instrumental in forming the "Indian Cancer Winners' Association", which prophesizes "Win over Cancer" rather than just overcome or survive it. He believes that winning is an attitude, CANCER WINNERS are not immortal but they live in a positive spirit, feel great, full of energy filled with love. We can have more cancer winners by creating awareness among the society to diagnose cancer early when it is curable and by rehabilitation of the patient and family who has suffered. He believes there is more than just treating cancer with surgery, drugs and radiotherapy. It requires a holistic approach and integration with alternate therapy. He is the National President of I CAN WIN FOUNDATION. He is associated with other National Association - • Association of Surgeons of India. (AL-20856) • Indian Association of Surgical Oncology. (G-0020) • Active Member International Society of Surgery (ISS/SIC). (283424 IN) • Active Member Breast Society International • President - Indian Cancer Winners' Association • Telemedicine Society of India • Indo American Cancer Association ; Fellow Association of Surgeons of India; Fellow in Surgical Oncology, uro-oncology, Plastic and Reconstructive surgery. Coined - "CANCER WINNERS"

Published book-"Win over Tobacco - Made Easy" and "Tambaku pe jeet - huin aasan"

Founder - I CAN WIN FOUNDATION

Specialties: Cancer Surgery, Telemedicine, Cancer Awareness, Cancer Screening, Cancer Rehabilitation

Ready to Quit tobacco? Tobacco Cessation is a bumpy ride for the users who want to quit tobacco. One needs to be well equipped and prepare themselves for the withdrawal symptoms, which is manageable if you do it with full consciousness as it makes the journey easy and interesting.

Withdrawal symptoms can be present in various ways - it can vary from mild to intense. It may be in the form of physical discomfort, that may look like an illness or it can be just feeling of depression, sadness and continuous thoughts and urges of tobacco. Tobacco has been your companion and has taken over your life for many years and now you need to break apart from this habit. Managing the discomforts that comes early on can make you win over tobacco for a life time. It is better to manage with a tailored plan to keep yourself on track.

The 7Ds of tobacco Cessation

Most of the urges can be controlled by this ICanCaRe Seven Ds which I am going to describe. You can details on them in my blogs <http://www.blog.icancare.in>

Understand these seven Ds and memorize them and respond to your cravings or urges in a healthy way. Believe me these Seven Ds are the mantras of tobacco Cessation.

The Seven Ds are

1. Drink Water
2. Deep Breathing Exercise
3. Delay
4. Distract
5. Diet
6. Discuss
7. Drug

1. Drink Water

Proper hydration is most important during tobacco cessation. Dryness of the mouth is a fairly common for all as part of withdrawal symptoms. During cravings just take 2 glasses of water/juice etc, surprisingly enough the cravings disappear. You feel at ease both physically and mentally. It also helps flush toxins from your body.





2. Deep Breathing Exercise

This quickly takes care of the stress, irritability and sleeplessness that comes with tobacco cessation both smoking and chewing. Follow the instruction given below:

- Close your eyes, keep your back straight, palms to the front and deep breath.
- Long inhale slowly fill your lungs with air, hold for 2 seconds.

- Exhale slowly and completely, hold for 2 seconds.
- Repeat this for 10 times. Be mindful of your breath. You will feel the calmness and relaxation.

Managing stress is the most critical thing to do during the quit journey. Mostly people use tobacco to relieve stress and sometimes quitting itself creates stress of its own. Stress causes strong urges to smoke or chew tobacco. DBE helps to de-stress on the spot and is a simple doable way to attain that.

3. Delay

Delay till the urges pass away. Cravings are difficult, but they usually pass fairly quickly.

Most urges last only for 3-5 minutes!

When you first quit, it may seem the craving is unending lasting for the full day, but the truth is that the urges are really short in duration. They are more during the initial few days of stopping tobacco, but with practice to learn to deal with them rather than tobacco, they will fade away.



4. Distract



Distract yourself! Think of anything but tobacco. You can do many things during these 5 minutes. But remember to avoid triggers do something different than what you did before. You can do yoga, exercise, cook, solve a puzzle etc. Distraction breaks

the continuous thought process which would pull you back into tobacco. Controlling the mind and action to keep the thoughts at bay is important move ahead.

5. Discuss

Discuss with your buddy or with your quit coach. This will relieve you. Self-appreciate your resolve to quit, discuss and surely you can tide over the urges.

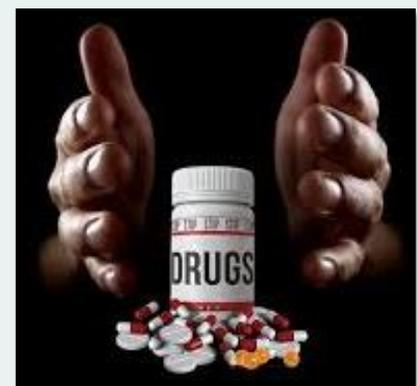


6. Diet

Indian tobacco use consists of chewing or smoking. There is tendency to have something in the mouth or in between the lips and fingers. Further there may be increase in appetite when one quits tobacco. Be careful to choose healthy alternatives - salad, peanuts, sprouts and so many. But please avoid fat and carbs, which would lead to increase in weight. As an alternate to chewing, I usually suggest roasted chia seeds.

7. Drug

In India tobacco use is associated with many of our routine. One of the most common is bowel movements. Some use tobacco for dental pain, some smoke to suppress cough. These have to be addressed and taken care either by some home remedies, maintaining hydration or it may require certain medications. Addressing these issues with understanding and scientific approach with reasoning will help control a majority of craving and withdrawal symptoms.



A good quit plan addresses both the short-term challenge of stopping use of tobacco and the long-term challenge of preventing relapse.

Planning for what you expect while quitting and re-planning as you move ahead in your journey will make you achieve your goals. The ICanCaRe Tobacco Wellness specialists and Quit Coach hand hold you during your journey, intervene and guide as required. The program is available online and you can connect with us through our app (<https://app.icancare.in>) or contact 011-43077695

The above seven Ds are the mantras for smoking cessation. They help in most cases but need to be complemented by **specific medicine**, nicotine receptor agonist meant to control the withdrawal and reward phenomenon of tobacco. The bottom-line is that it is possible to quit and specialized help is available - earlier you quit better for you.

Dr. Pawan Gupta

Founder – ICanCaRe

Director (Head and Neck)– Max Super Speciality Hospital-Vaishali, Patparganj and Noida

Contact: 9811290152

drpawan.oncosurgeon@gmail.com

Let's build a clean, green, healthy and lively community together!

Innovative Cancer Care and Rehabilitation Pvt Ltd

Regd. Office: FF-02, Omaxe Green Valley Plaza, Sector 42, Faridabad, Haryana – 121001

Website: www.icancare.in | www.icancare.org

Contact: 9971011169, WhatsApp: 7838783268

Email: rishabh@icancare.in | info@icancare.in

LinkedIn: [icancare2015](https://www.linkedin.com/company/icancare2015) | **Facebook:** [icancare.org](https://www.facebook.com/icancare.org) | **Twitter:** [icancare2015](https://twitter.com/icancare2015) | **Instagram:** [icancare2015](https://www.instagram.com/icancare2015) | **Blog:** blog.icancare.in | **YouTube**

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21 HR Technology Trends for 2021 That Will Shape the Future of Work

This article is contributed by Neha Pradhan December 10, 2020 Human Capital Management



Ms. Neha Pradhan

Neha Pradhan is the Interviews Editor for Marketing and HR at Toolbox. She manages the interviews program, which includes MarTalk Buzz and HR Talk. Neha writes in-depth Q&A features on leaders in the marketing and HR space. She has previously worked at Dentsu Aegis Network's iProspect and Ugam. When she is not reading or writing, you can find her traveling to new places, interacting with new people, and engaging in debates.



2020 has been a leveler and turning point for talent leaders in the workplace. While the pandemic gave HR leaders a seat at the leadership table, what's essential is how HR leaders will look at redefining their future in 2021. With worldwide lockdowns, work from home became a reality overnight, putting HR leaders in the spotlight to define business continuity plans. While we know that remote work is here to stay, this "new normal" has thrown open a Pandora's Box on issues around employee well-being and reskilling, workplace culture, leadership resiliency, and employee experience.

In the Top 5 Priorities for HR Leaders in 2021 survey by Gartner, 68% of HR leaders identified building critical skills and competencies for the organization as top priority in 2021. To add further, employee well-being became inseparable in the pandemic and was a rising trend even before the pandemic. Deloitte's 2021 Global Human Capital Trends reveals that 80% survey respondents said that employee well-being was very important for their organization's success.

These new imperatives will provide a common ground for talent leaders and companies to drive organizational change and support the workforce of tomorrow. "While we saw a major push toward automation over the last decade," reveals Ed Barrientos, CEO, Brazen, "the pandemic has forced talent acquisition teams to re-evaluate their approach to recruiting and prioritize candidate experience and human connection."

As we look forward to 2021 and ready ourselves for the new workplace, top CHROs, chief people officers, and HR leaders discuss the 21 emerging HR tech trends for 2021 in this exclusive chat with *Toolbox HR*. Here's what they say:



1. HR Analytics and Machine Learning Will Rearchitect Daily HR and Payroll

-Art Mazor

Art Mazor, principal, global HR transformation practice leader, Deloitte

"While many HR and technology teams have been embedding robotic process automation and basic chat bots, the next leap will be rearchitecting work to

integrate analytics and machine learning that can truly enhance the flow of work and elevate the roles of humans. This is not sci-fi as promising use cases are emerging. For example, at one large company machine learning automatically monitors thousands of daily HR, payroll, and benefits cases to proactively identify patterns and trends. The auto-generated insights are helping to quickly identify root causes and address spikes in volume of needs, elevating the workforce experience and driving efficiency.”

2. Meditation and Fitness Apps Will Accelerate Employee Well-Being

**Kimberly Jones -
Kimberly Jones, people experience and
talent leader U.S., PwC**

“There is an increased need for and usage of employee well-being applications. Many wellness institutions are less accessible, while we are increasingly lonelier, more sedentary, and spending significant amounts of time in our homes. Meditation and fitness apps help employees disconnect, refresh, and bring their whole selves to work.”



**- Amy O'Neill
Amy O'Neill, VP and director of
health and well-being
strategy, Liberty Mutual Insurance**

“In 2021, companies will emphasize mental health and well-being offerings to ensure employees have the resources they need to remain resilient and healthy. Companies will move towards:

- Promoting virtual physical and behavioral health visits as a lower cost, more easily accessible avenue of care, especially for mental health services.

- Offering programs that target a specific need by increasing their self-care selection to include programs such as digital sleep management, Sleepio, or the 7-Minute-Workout, to help keep employees healthy in mind and body. “Focusing on stress management and resiliency through partnerships with companies such as meQuilibrium that help raise awareness of individual ‘stress triggers’ and offer tools to work through and overcome day-to-day stressors.”



3. HR Leaders Will Embrace Hybrid Workforce Models to Drive Diversity and Inclusion

-Donna Kimmel
Donna Kimmel, chief people officer, Citrix

“Flexibility in where and how employees work is becoming increasingly important. HR leaders need to embrace hybrid models that give people the space they need to

succeed, wherever they happen to be. They also need to leverage technology to create a consistent experience that minimizes distractions so employees can focus on meaningful work that engages and keeps them happy. And let us not forget about culture. People want to work for companies where they can be their authentic and whole selves, and HR can lead the charge through programs that drive diversity and inclusion and support well-being in a holistic way.”

4. Unified Engagement Platforms Will Connect Teams To Collaborate and Operate

The movement underway toward creating a “unified engagement platform” creates the foundation for digital collaboration and knowledge access.

Creating meaningful work and removing friction requires assembling myriad micro-solutions to deliver next-level experiences that combine conversational AI, machine learning, nudging, analytics, and intuitive digital apps. An experience architecture with the right blend of micro-solutions linked to true

“moments that matter” can enable teams to connect, collaborate, and operate.

- Art Mazor, principal, global HR transformation practice leader, Deloitte



5. Connectivity Platforms Will Emerge as Next-Gen Solutions in the Remote Work World

- Anna Lyons

Anna Lyons, senior vice president of human capital, Alegeus

“HR leaders will continue to lean on connectivity platforms to maintain a positive remote work experience. Zoom and Microsoft Teams have been essential during the pandemic, but I expect to see next-generation

solutions emerge in the year ahead. We will also need to rely on platforms that track existing employee skills and credentials in order shift existing resources effectively to cover gaps in an increasingly fiscally constrained environment.”

6. Virtual Recruitment Technology Will Build a Competitive Edge for Recruiters

Ed Barrientos -
Ed Barrientos, CEO, Brazen

“Virtual recruiting technology will become a bigger competitive advantage than ever before. As more big-name companies such as Twitter, Facebook, and Zillow allow their employees to permanently work from home, recruiting teams will need to find new ways to attract, connect and engage with a fully remote and hybrid workforce. Institutionalizing virtual recruiting technology will unlock flexibility and convenience the modern workforce requires.”





-Abby Payne
Abby Payne, chief people officer, SailPoint

“Attract talent virtually: Broaden your candidate pipeline. In a hybrid or entirely virtual workforce, find opportunities to engage non-traditional candidates in broader geographies.

“Engage people virtually: Create a rallying cry for your organization. A collective company mantra can boost morale, and events designed to engage

(virtual parties, happy hours, and coffee chats) can be branded around the motto.

“Retain people virtually: Enact practices within your organization that might be on the brink of Zoom fatigue.”

7. Virtual Collaboration Tools Will Drive Digital Transformation in 2021

**Martha Angle -
Martha Angle, VP of global culture, diversity, and people, OneStream**

“Enhanced collaboration tools and video technology to maintain strong connections across virtual teams. Interpersonal connections are critical to the success of any team. People want to relate to other people in real and meaningful ways. In the absence of water cooler chit chat and casual lunchroom encounters, employees must rely on video conferencing, virtual project boards, and collaboration tools. Ease of use and accessibility of these technologies are critical to their success. How you introduce them to your employee base is of even greater importance. Help employees understand why the tech is important, how it is meant to be used, and what they can gain out of it. Engage key stakeholders early and identify a few champions across multiple departments who will promote early adoption in their circles. Tech only works when it’s used. Make sure your HR tech works.”



**Karen Anderson -
Karen Anderson, CHRO, Mimecast**



“Over the past twelve months, we have reinvented how we think about getting work done, with a virtual reality being the standard across all areas of our work. In 2021, I believe that these three trends will continue to drive digital transformation within people strategy:

- Deployment of additional, comprehensive virtual collaboration tools
- Increased frequency of digital employee engagement measurement
- Investment in holistic, online employee wellness platforms

“These pillars, taken together, will continue to demonstrate how we can transfer important, in-person organizational culture tools to our increasingly digital-based interactions.”

8. Human Connection Over Automation Will Pick Up Reigns Next Year

Automation will take a back seat to human connection. With fewer opportunities to connect in person, relationship building, and technology that facilitates it rather than automates it, will be especially important to the interviewing process.

- Ed Barrientos, CEO, Brazen



9. Gender and Racial Bias Decoding Software Will Find Its Way in Hiring in 2021

-Patricia Elias
Patricia Elias, chief legal and people officer, Service Source

“As we all strive to root out bias in our hiring and promotion process, don’t forget job descriptions and job postings. Look into purchasing software that will

decode your language to ensure you are not overusing words that are unconsciously biased and may skew outcomes.

Some technology can even predict what descriptions would be more likely to result in a hire.”

10. Self-Serve Learning and Development Tools Will Foster Employee Skills

Learning and development is taking a new turn. We all need to learn new skills for managing the new remote/hybrid environment. Self-serve L&D tools can help employees learn professional skills as well as softer ones, at their own pace, with a customized setup that’s right for them.

- Keren Rubin, VP of people operations, Augury



11. Reliance on Internal Communications Tools Will Increase in 2021

-Ed Barrientos
Ed Barrientos, CEO, Brazen

“Leaders will need to have a strong virtual presence via internal communications tools. Showing up and participating at all levels (whether it’s commenting on the wellness Slack channel, leading all-hands video calls

or joining 15 minute ‘stand up’ sessions) goes a long way with employees and shows leaders are engaged and present.”

12. Digital Healthcare Offerings Will Become a Necessity in the Workplace

Rob LaHayne -
Rob LaHayne, CEO, Touchcare

“With COVID-19 putting stress on HR departments to execute when it comes to informing and equipping employees with the tools needed to put their health first. Digital healthcare offerings will become a necessity. More specifically, HR



departments will need to invest in solutions that help them to manage the health of all their employees and ensure they are adequately tracking COVID-19 cases so employees can return to the office safely. For employees working remotely all or some of the time, they will need to know how to protect themselves and their families when coming back to work. Healthcare concierge services will also grow in popularity for HR departments looking to help employees in need of mental health support during this difficult time. Investing in solutions that will improve the healthcare benefits of organizations holistically will be the ultimate challenge.”

13. Recognition Software Will Be Essential to the Remote Worker in 2021

While many of us continue to work outside of an office, recognition is more critical, yet harder to do. Recognition software is essential to the remote worker not only providing the recognition employees need, but also cementing company culture through core values and peer-to-peer awards.

- Patricia Elias, chief legal and people officer, ServiceSource



14. Hotdesking and Collaboration Tools Will Be Key for Onsite HR Strategy

- Sara Cooper

Sara Cooper, chief people officer, Jobber

“With many companies offering more flexibility in where employees work, offices will need to be reconfigured to provide hotdesking and collaboration spaces. Software that allows employees to book

desks or spaces with white boards and other tools for onsite strategy sessions will be key.”

15. Employee Sentiment Analysis Tools Will Empower the Remote Environment

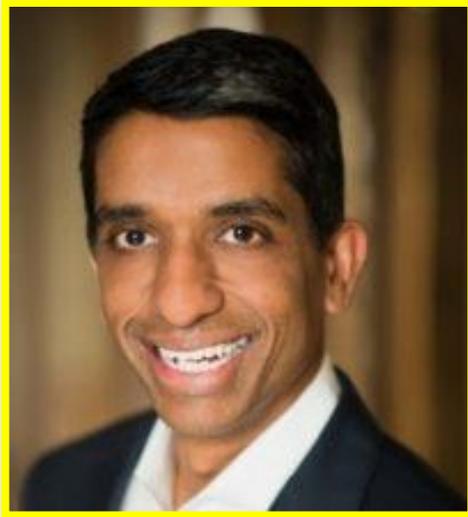
Keren Rubin

Keren Rubin, VP of people operations, Augury

“We no longer see the team on an ongoing basis or in informal casual ways, like bumping into each other at the coffee machine. Team



sensing has become much harder. In simple terms, it's harder to know how people are doing in the new remote environment. We are looking into tools that can help us go beyond engagement surveys and collect that knowledge continuously and passively. One tool we are looking into involves tracking public communication channels and analyzing sentiment with natural language processing algorithms.”



16. Cloud-Based Workforce Management Solutions Will Make Companies Resilient

-Arun Srinivasan

Arun Srinivasan, general manager, SAP Fieldglass

“In the new year, I expect contingent workers and services providers to continue to play a leading role in helping organizations rebound from disruption, regain their competitive edge, and

respond to the shifting needs of customers. The creativity and flexibility for which external labor is renowned may not be new. But, for some organizations, gaining visibility into this often-unseen segment of the workforce may be. In 2021, I believe the transparency and insights made possible by cloud-based external workforce management solutions will determine which organizations return from the pandemic stronger than before, and more responsive and resilient to unforeseen change.”

17. Gamification Tools Will Be a Great Way to Promote Remote Learning

Additionally, software that allows remote learning (interactive presentations, videos, live classes) will be important to ensure employees have access to professional development regardless of location. Maintaining and evolving a positive, performance-oriented culture can be challenging when a workforce is distributed. Gamification tools that allow employees to recognize colleagues for displaying a company's values or doing great work can be a fun way to get everyone involved in building culture.

- Sara Cooper, chief people officer, Jobber



18. Employee Engagement Tools Will Drive Effective Goal Setting

-Jessi Marcoff
Jessi Marcoff, chief people officer, Privitar

“Deploy technologies that enable (and measure) engagement levels and social needs. These can help drive more effective 1:1’s, clear objectives setting, collaboration environments (like remote whiteboards) and organic communication

outlets. We need to connect with each other through different channels now.

“The formality of endless scheduled Zoom meetings lacks spontaneity. Try setting up an open Zoom room for anyone to join and be on screen all day to regain the vibe of being in an office and provide the ‘watercooler’ feel.”

19. Data Security and Access To HRIS Will Be Pivotal in the Remote World

Martha Angle -
Martha Angle, VP of global culture, diversity, and people, OneStream

“Human resource information systems (HRIS) accessibility and data security, particularly for international employers who must adhere to the strictest GDPR standards, is a core component of every HR team. HR is trusted with the most sensitive personally identifiable information. Protecting and maintaining an accurate record of this data is a core function of HR. We need to have full confidence in our HRIS solution and consistently demonstrate to our employees that we are in full command of their data. It is not enough to just plug and play. We must know how the tool works, where the data lives, who can see it, build security profiles, and check for vulnerabilities.”





20. Talent Marketplace Technologies Will Enable Workforce Skills' Development

-Art Mazor

Art Mazor, principal, global HR transformation practice leader, Deloitte

“The future of work acceleration experienced through the pandemic has amplified the imperative to move beyond reskilling and toward

cultivating enduring human capabilities like problem solving, communication, curiosity, and compassion. This makes understanding the workforce’s skills and capabilities more important and complex than ever. Talent marketplace technologies that enable enterprises to understand, analyze, and develop their workforce’s skills and capabilities are incredibly important.”



21. Ramping Up Skills Development and Training Will Help Employers in the Long Run

-Emily Taylor

Emily Taylor, chief financial officer, and CHRO, Naturally Slim

“The overarching trend is that employer-offered tools need to be easily accessible to a fully remote workforce. Under that umbrella, HR should focus on wellness, engagement, and skill development. Wellness now

encompasses employees’ physical and mental health, which is why HR needs to offer holistic benefits addressing mind and body. Not only have that, but employees also suffering burnout needed additional support to boost engagement to be productive at home. Lastly, we are in a challenging financial market, meaning hiring may not be an option. Ramping up skill development and investing in training will help the company and its employees in the long run.”

**Doug Stephen -
Doug Stephen, president, learning
division, CGS**



“In 2021, we will increasingly see employers put an emphasis on developing digital acumen across all roles in the organization. Talent continues to undergo massive digital transformation because of the way that businesses hire, train, and manage it. As a result, leadership, wellness, employee engagement and retention programs will require refocus.

More than half (52%) of deskless employees in our recent survey conceded that their job responsibilities and workloads increased during the pandemic. As businesses look toward long-term growth and employee retention, there will be a renewed focus on digital ways to improve employee well-being and skills training to address their needs.”

Looking Ahead to 2021

In the new year, it’s important that HR leaders go beyond simple questions and build a resilient organization where both leaders and employees can thrive. “As organizations move from their initial pandemic response to more sustainable operations,” said Mark Whittle, VP, advisory, Gartner, “they’re trying to build resilience into everything, from strategy to work design, so as to enable the organization, its leadership and employees to sense and respond to change, repeatedly.”

The 11 HR Best Practices You Need to Follow in 2021

This article is contributed by Eddy HR - November 6, 2020, Blog, HR Best Practices

While many HR best practices are tried and tested principles that have been around for ages, some things are changing in the year 2021. The lingering effects of a global pandemic have and will continue to change the way we work. Read this list to get your company aligned with the best HR practices of 2021.



What are HR Best Practices?

Although every company is different and has its own unique needs, we believe that there are basic HR practices and principles that should be foundational to every good business. The idea of HR best practices is that there are some universal principles that help optimize and legitimize any business to which they are applied.

Many of the HR best practices we'll cover today have been around since the beginning of the world of

business. There are certain principles that are truly foundational and apply across all industries and time periods. There are other HR best practices that are newer, and fit a more modern style of work.

Additionally, we know how the COVID-19 pandemic has changed the way we work and has, in some ways, permanently shifted employee expectations. The HR best practices of 2021 need to reflect these changes and get your business

prepared to serve the employees of the future.

How Are HR Best Practices Shifting in 2021?

The global pandemic of 2020 has caused businesses to rethink many aspects of their operation. Many businesses that would previously never consider working remotely now allow some or all of their employees to work outside of the office. Businesses that had never previously used internal communication software are now experts when it comes to software tools like Slack or Zoom. Employers who still have employees working in the office now need to focus more on workplace safety, sanitation, air purification, and the layout of the workplace.

All these changes have shifted the way we work and are forcing HR teams and departments to re-think and revamp some of their best practices for 2021. Our list below takes these concerns into account and helps you understand the practices and principles that you should consider as you evolve the way you work.

"These changes have shifted the way we work and are forcing HR teams and departments to re-think and revamp some of their best practices for 2021."

HR Practices vs. HR Activities

So is there a difference between HR practices and HR activities? Absolutely there is. Think of HR activities like the daily tasks that get completed by you or someone on your team every single day. HR activities are checklist items that would fall under the umbrella of a sound HR practice.

For example, in our list below, we talk about ensuring fair compensation for your employees. A task or activity under this practice is running payroll. Other common HR activities include conducting employee surveys, writing rejection emails to job candidates, calculating paid time off balances, and tracking employee overtime hours.

While all of these activities are critical for a business to function properly, they're just that-activities. The practices found on this list embody many of the activities that are completed on a daily or weekly basis.

Once you have the right practices in play, the activities that correlate with those practices should follow. Having the practices without the activities (or vice versa) is like having a car without an engine. The car needs the engine to run, but the engine also needs a vehicle to power.

The best human resources teams know how to strike a balance and optimize both practices and activities.

Top 11 HR Best Practices in 2021

So what are the 11 HR best practices that you should be striving for in 2021? Again, it's hard to say because every company is unique and has its own individual needs. However, we believe that implementing some of these practices will give you the biggest return on your investment. If you're looking for ways to improve the business, improve your HR processes, and create an environment where customers are happy and engaged, we recommend the following 11 HR practices:

1. Hire Great People
2. Onboard and Train for Success
3. Prioritize Workplace Safety
4. Create Open Communication Channels
5. Compensate Employees Fairly
6. Manage Employee Performance
7. Offer Quality Employee Benefits
8. Reward and Recognize Outstanding Employees
9. Create Flexible Work Opportunities
10. Use Cloud-Based HR Software
11. Practice Fair Termination Policies

Let's dive into each one of these individually and analyze why each of these practices is critical for success.

1. Hire Great People

People are the heart of any great business. Your first priority as an HR professional should be to bring the very best people into your organization so that they can contribute to the culture and success of the company.

Of course, hiring great people is easier said than done. In order to hire the best, you need to ensure that you have great hiring processes in place. If your hiring process is lacklustre, or if you fail to communicate quickly and effectively, you'll miss out on some of the best candidates.

When you think specifically about the hiring process, try to put yourself in the shoes of your candidates. Ask yourself, "what's the candidate experience like?" Are they well informed about where they stand? Did you communicate with them quickly and show interest and excitement about their application? Did you make them feel comfortable and appreciated in the interview? Take the time to really understand the candidate's experience so that you know where to make improvements.

2. Onboard and Train for Success

Once you get great people in the door, it's your job to help set them up for success. Starting a new job at a new company can be a challenging transition for anyone, even the most seasoned professionals. When you hire new employees make sure you have an on boarding process in place. Remember, up to 20% of staff turnover occurs within the first 45 days of employment. This is due to weak on boarding and training.

Your on boarding should begin before the new hire's first day of work. All important documents such as the employee handbook, the I-9 form, tax documents, NDAs or Non-Compete Agreements, and any other document you need an employee to review or sign should be sent before the first day of work. Get these things out of the way so that an employee can avoid spending their first day in stacks of paperwork.

The next step is to create a training schedule that will get the employee up to speed. Even if the new hire has previous experience in the position they've been hired for, it doesn't mean that they'll be able to contribute right away. They'll need training on your company's products, the company's processes, the company's mission, and the company's vocabulary. Assume that everything is new for the new hire because it likely is.

"Assume that everything is new for the new hire because it likely is."

Finally, don't assume that training or on boarding should only last for a week. Visit with the new hire 30 days after they're hired and see how they're settling in. Re-train them in critical aspects of their job during the first 90 days of employment. Have their manager meet with them regularly and ensure they're understanding expectations. It's incredibly expensive to replace someone, so it's best to invest the time and energy to keep them. Much of this investment should be in the first three months of employment.

3. Prioritize Workplace Safety

Although workplace safety has always been important, there is definitely a renewed focus on this critical HR practice. While some people have only ever thought about workplace safety in terms of factory work or being careful with heavy machinery, this is not the case.

The COVID-19 pandemic has forced all workplaces, regardless of industry or activity, to place a greater emphasis on the safety of their employees. If employees cannot come to work and feel like they're safe and cared for, they may just stop coming to work.

So what does this look like in practice? Here are a few things to

consider when working to make a safe environment for employees :

- Place hand sanitizing stations throughout your office in order to give everyone easy access to clean their hands.
- Regularly spray desks and computer monitors with disinfectant.
- Limit the number of people who can sit together inside a conference room.
- Spread out employee desks so they are socially distanced.
- Purchase plexiglass barriers to place in between cubicles.
- Circulate air regularly
- Purchase air purification systems
- Do not allow visitors in the office
- Require that masks be worn in the office
- Limit access to shared spaces or common areas like the break room or kitchen

Of course, the above suggestions are related to precautions in association with COVID-19. If your office has other safety measures that need to be enforced due to the nature of the work, (like in a factory or warehouse setting) then ensure those safety guidelines are established and followed.

4. Create Open Communication Channels

Whether your employees are working from home, working in the office, or doing a combination of the two, creating open communication channels is an essential HR best practice. It is important for employees to feel like they can be heard. If their voice isn't valued, then it'll be hard to find the motivation to work hard.

The pandemic has changed a lot about the ways employees communicate, and we expect many of those changes to remain. Chat tools such as Slack or Microsoft Team, project management tools like Asana or ClickUp, and video conferencing tools like Zoom and Google Meet are all very common in many offices and organizations around the globe.

As an HR department, part of your job will be to ensure that communication is consistent across the entire organization. Make sure employees are comfortable using the tools they've been assigned to communicate with and make sure everyone in the organization has a way to get in touch with anyone else.

Another thing you might consider is providing opportunities for employees to speak directly to company leadership. Of course, every employee should have a manager that they meet with

regularly, and this manager can pass on information to higher-ups in the organization when appropriate. In addition to this, some companies have open discussions or forums with company leaders on a monthly or quarterly basis to allow employees to ask questions or give input on the direction of the company. These types of conversations help employees to feel more included and more involved.

5. Compensate Employees Fairly

In many surveys conducted across hundreds or even thousands of employees, the most important thing to employees is fair pay. When employees feel like they are being compensated fairly, they spend a lot less time worrying about why they're not making more, and a lot more time focused on projects and efforts that move the company forward.

So how can you know that your employees are making a fair wage? A good way to do this is to compare their salaries and compensation packages against the market in your local area. Obviously, if your business is operating in rural Nebraska, you don't need to compensate employees as if you were headquartered in San Francisco. Location matters when it comes to compensation.

Services such as Glassdoor and Payscale are easy, convenient ways to

get compensation data for different job titles. You can see the range of compensation being paid for positions with those job titles, and you can ensure that the salaries you are paying fall within the range. Of course, it's always a good idea to pay at the high end of the range when you can afford it. When an employee is well-paid they feel valued and care for. This will likely lead to them staying in your company for a longer period of time.

In addition to salaries, you should also consider if and how your company pays out bonuses. Bonuses are a great way to incentivize employees and can be a welcome surprise for some of your top performers. Consider creating a bonus structure that aligns the goals of the business with the performance of employees.

6. Manage Employee Performance

Just as it is HR's goal to hire great people, it's also important that you manage and track the performance of your employees. This allows great employees to be rewarded for their efforts, get promoted, earn raises, and take on more responsibility while helping to identify employees who are not performing well.

Contrary to common belief, employees actually like to have

their performance evaluated. They prefer to know where they stand and they want feedback on their work. In the mind of an employee, there are few things worse than being fired for doing a poor job when you never had the chance to make changes or correct behavior.

"Contrary to common belief, employees actually like to have their performance evaluated."

Employee performance management typically starts at the managerial level. Managers should meet with employees for one-on-one meetings and performance reviews regularly. If your company only reviews performance on a bi-annual or annual basis, you are doing your employees a disservice. These kinds of reviews should be happening monthly (or quarterly at the very least).

Regular performance management benefits everyone. The employee has a better idea of where they stand and what is expected of them, and company leaders begin to learn which areas of business are strong and which areas they need to improve. Having everyone on the same page, working towards goals together, and getting feedback along the way are all part of this HR best practice.

7. Offer Quality Employee Benefits

We previously mentioned the importance of paying employees a

fair wage, and this idea of offering quality employee benefits builds on that practice. Employee benefits are part of the employee compensation package. When you offer good benefits, you give employees more reasons to stay and work for your company.

Some benefits should be looked at as required. This includes things like paying state and federal unemployment taxes, complying with workers' compensation regulations, contributing to state short-term disability programs, and complying with the federal Family and Medical Leave Act. While many of these required benefits will be unseen (and likely unappreciated) by your employees, it's important that they're taken care of.

Other benefits, often referred to as fringe benefits, are not required to be offered by law, but are often expected by employees. Without offering some fringe benefits, the chances of recruiting and retaining high performing individuals is very low. We live in a competitive world where many companies offer very exciting benefits packages that include things like unlimited PTO, flexible work hours, paid insurance plans, and 401k matching. Even if your company cannot afford to offer all of these benefits, we encourage you to come up with a plan that will keep you competitive in the talent marketplace.

Benefits that aren't as costly but may still be attractive to current and future employees include things like paying for streaming services, company mentoring, generous paid parental leave, access to a company Audible account, a pet-friendly workplace, and in-office entertainment (ping-pong tables, X-Box, etc).

8. Reward and Recognize Outstanding Employees

Employees crave recognition and want to be rewarded for their good work. Although you don't need to go out of your way to praise every employee for everything little thing they accomplish, it doesn't hurt to make a big deal of an employee who really made a difference.

There are many ways you can go about rewarding and recognizing outstanding employees. Here are a few suggestions you might consider:

- Create an "Employee of the Month" award
- Provide special company swag
- Set up a dinner with the CEO
- Send a surprise package to their home address
- Pay for an experience they can enjoy with friends or family
- Buy them a new office chair
- Give them a gift card to their favorite store or restaurant

- Allow them to attend a conference of their choice
- Make a charitable donation on their behalf

The key here is to be consistent. Come up with a pattern where you can regularly recognize great work without seeming bias or unfair. Developing habits of regular recognition will give employees something to strive for.

9. Create Flexible Work Opportunities

Work has changed, and in the minds of many, it has changed permanently. The way we work, the hours we work, and where we work are all up for debate. We believe that 2021 will bring a new world of employee expectations that employers need to be prepared for. Going forward, offering flexible work opportunities will be a core HR best practice for businesses everywhere.

The COVID-19 pandemic has taken the lid off of the remote work discussion. Hundreds of thousands of companies were forced to quickly shift from in-office work to remote work in March of 2020. Some of these companies have returned to the office while many continue to work from home.

Now that employees have experienced what it's like to work from home, many of them will be anxious to continue that arrangement. Others may have

found that they dislike working remotely and they want to return to the office. It's important that your company is flexible enough to have policies in place that allow for both kinds of work. Taking a hard stance one way or another will alienate some employees who will likely leave you for a more flexible situation.

10. Use Cloud-Based HR Software

The responsibilities of the HR department are broadening. They are also growing in complexity and in the level of compliance. Hiring a large HR staff will not always be an option, and even for companies that have the luxury of hiring multiple HR professionals, it's tricky to keep everyone on the same page without the use of HR software.

The HR software industry has matured significantly over the last few years. Millions of dollars have been poured into software products that can now do everything from hiring, onboarding, PTO management, time-tracking, payroll, and so much more. These tools have proven to make HR departments more efficient and effective.

The world has changed and HR, like many business practices, has gone digital. The advantages of good, cloud-based HR software are

undeniable, making it an easy inclusion to the list of HR best practices in 2021. Not having an HR software tool means inefficient processes, unsecured data storage, manual work that leads to human error, and a whole barrage of questions that employees could answer themselves if only given the proper tools.

11. Practice Fair Termination Policies

Like hiring, firing is a critical process that takes a lot of time and effort to get right. There is definitely a "right way" and a "wrong way" to go about terminating an employee. Of course, you'll want to get this right. Getting it wrong will affect your reputation in more ways than one. If your termination practices are not fair, current employees will get suspicious and will always live in fear of being fired. Future employees might see reviews on Indeed or Glassdoor of a disgruntled former employee sharing their experience of how they were terminated unfairly. You don't want to risk such negative exposure.

When it comes to termination, the most important thing to remember is to give an employee a chance to change their behavior. Beyond extreme examples where termination is required immediately, most employees should be given the opportunity to

turn things around. This starts with a consistent evaluation of employee performance. If an employee's performance is lacking and you're considering terminating their employment, don't hesitate to vocalize this.

The employee would prefer to know that you're considering their termination than to be kept in the dark about the process. By vocalizing your concerns, you can work with the employee to come up with a performance improvement plan. You can agree with the employee about expectations moving forward and then you can monitor performance to see if those expectations are met. If the employee is unable to live up to expectations they will know that they'll be let go, but they won't feel caught off guard. They'll understand that they were given a fair chance to improve their performance, and they'll appreciate the transparency and honesty.

Creating a fair, transparent termination process is a fundamental best practice that

should be reviewed and considered in every company.

Conclusion

In many ways, 2021 will be no different than any other year. HR will still need to focus on hiring the best people, training them well, managing their performance, compensating them fairly in terms of salary and benefits, and creating solid processes for recognition and termination.

In other ways, 2021 will absolutely be different than any other year. HR departments need to face the new reality of working conditions that may or may not be affected by a lethal virus. Workplace safety will rise to the top of the priority list as companies try to create a safe environment for their employees. Companies must also reckon with the flexibility employees now crave. Creating opportunities to work in the office or from home will give the employees the choice they're looking for.

These 11 HR best practices are designed to help give you ideas and insights to make your workplace the very best it can be in 2021.

Top 10 HR Trends for 2021 and Beyond

This article is contributed by Erik van Vulpen - founder of the Academy to Innovate HR (AIHR). He is a globally recognized HR thought leader and teacher in the future of HR. He regularly speaks at conferences about HR training and upskilling.



Erik van Vulpen

2020 has been a year unlike any other. COVID-19 has forever left its mark on the way we live and work. Though at the time of publishing we're still living through the pandemic, we need to start preparing for a post-COVID world. In this article, we will reflect on 10 HR trends we're expecting in 2021 and beyond.

Though some trends have been ongoing for a while now and have simply been accelerated by the year's developments, many are the inevitable result of drastic changes that organizations have had to go through, and in some cases, are still facing.

Notable 10 HR trends for 2021 and beyond

1. Home as the new office
2. Rethinking HR
3. Reinventing the employee experience
4. Perennials
5. Learning as a driver of business success
6. HR in the driver's seat
7. Effortless shared services
8. Creating room for personalization
9. Acing analytics
10. Purpose-driven organizations

Let's see the In-depth analysis on each of the 10 HR trends for 2021

1. Home as the new office

We're kicking off our HR trends with a rather drastic development. One of the most visible changes in 2020 was the global overnight shift to remote work for much of the workforce.

Though working from home had already become an increasingly common occurrence for knowledge workers before the start of the pandemic, there weren't many organizations with a decent work from home policy in place—or that were ready to go fully remote in a matter of days.

What's more, the differences between countries in terms of work from home readiness were notable. In the Netherlands, for example, it was rather common for organizations to give their office workers the possibility to work from home a few days a week, while in France this was much less the case.

While we don't expect the pandemic to transform every single company that has the possibility to become fully distributed to do so, we do believe that working from home (or anywhere else, once social distance measures are lifted) will remain an important part of how we work.

Companies like Twitter, Square, and Capital One recently announced that working from home is here to stay, even post-COVID. Along similar lines, Microsoft unveiled plans to adopt a "hybrid workplace," which offers employees greater flexibility once the pandemic subsides.

2. Rethinking HR

A logical consequence of the increase in at-home workers (apart from a spike in office furniture sales and Zoom accounts) is the push for HR to rethink many (if not all) of its practices. As such, the shift to remote work has an impact on several other HR trends.

Activities like recruiting and on boarding are forever changed. These activities, as well as performance management and even firing decisions, have relied on in-person conversations. HR needs to reinvent current practices to effectively deal with these situations in a digital world.

Similarly, people management is also changing. For managers, it is harder to check up on employees when they are working from home, whether down the street or thousands of miles away. For HR, it will be harder to keep a finger on the pulse of its workforce. We may have to rely more on technology to keep us connected and updated on employee productivity..

More fundamentally, the way we have designed and structured our organization will have to change. With no watercooler to gather around, spontaneous interactions - and the collaboration, creativity, and innovation they result in - are missed. Suitable surrogates for this kind of valuable communication are necessary if we hope to prevent all our Zoom calls and Teams meetings from becoming dismally, one-dimensionally functional and task-oriented.

Many companies have already made use of online tools to foster a culture of togetherness despite physical distance. Virtual happy hours have started to replace after-work socializing. Regular departmental check-ins have become increasingly important. In the coming year, we may see companies begin to test additional virtual, structured experiences to simulate the camaraderie and exploration that was once only possible organically.

3. Reinventing the employee experience

To explore the changing landscape of employee interaction even further, cast your mind back to a pre-COVID world for just a moment. Imagine that Jane joins your organization. She applies, goes through the selection process, meets a few people in-person during the interview rounds, and eventually happily accepts your offer.

On her first day, as part of her onboarding and new employee orientation, she comes to the office and meets her new team. There are flowers and cake, and she finds her new laptop wrapped on her desk. Jane's manager is present too and the whole team goes for lunch to celebrate her joining the team.

Now, imagine this entire process but without all the real-life interactions. How would Jane's experience have been if it had been 100% online? Would she connect the same way with colleagues without the in-person lunch, coffees, and office gossip?

HR will have to redesign the employee journey and measure the virtual employee experience. Elements like work-life balance, wellbeing, connection, and collaboration will be crucial both for employee satisfaction and the optimization of business outcomes.

Just as companies will continue experimenting with more informal ways of team-building and socialization, we may also see more formalized online connections and partnerships being piloted at companies all over the world.

For example, conferences now offer networking opportunities online. Jane could use virtual job shadowing over Zoom, or participate in a rotating online buddy system which helps people connect and stay engaged. Such initiatives go a long way in reminding employees that they are not simply working in a vacuum alone at their desk, but are part of a greater team.



4. Perennials: moving beyond generations

In the past decade, we have focused a lot on what separates the generations. Millennials and generations X, Y, and Z have all been analyzed, decoded, prodded, and speculated about extensively, including on HR trends lists - but scientific proof of intergenerational differences remains slim.

In fact, research increasingly shows that generational differences related to people's views on work and lives aren't as big as we initially thought. What people want from their working life - purpose, good leaders, and professional growth—doesn't differ all that much from one generation to another.

Instead, we expect to see an increase in Perennials, first mentioned by Gina Pell. Perennials are “a group of people of all ages, stripes, and types who go beyond stereotypes and make connections with each other and the world around them.”

To understand our workforce and develop our talent strategies, we should look beyond group differences and gather insights on individual employees' interests, values, and aspirations. This also enables us to personalize how we manage people as HR professionals. This is something we will come back to in a later trend.

5. Learning as a driver of business success

Continuing our HR trends with one in the learning and development space. Though there was already a strong need for up skilling a large part of the global workforce before COVID-19, this need has only become more apparent in the months since.

Unfortunately, in the search for HR professionals with future-oriented skills, it is slim pickings. Rather than continuously searching for new talent, the most efficient way is to up skill your HR team, ensuring they have the expertise to secure success in a changing future.

For HR, we have identified three key capabilities.

- **Data literacy.** HR professionals need the ability to make data-driven and evidence based decisions to be a true sparring partner of the business. This involves the ability to read, understand, create, and communicate data as information to influence decision making.
- **Business acumen.** HR professionals in all industries need to improve their business acumen. They need to understand the business, its strategy, its customers, and its context. Only when they have a deep understanding of the business, will HR be able to add the maximum value.
- **Digital integration.** Digital HR offers the opportunity to drive HR efficiencies, deliver the HR strategy, and drive business impact through technology. In our experience, this is one of the biggest skill gaps in HR

and one that has become even more pressing in this new, more remote, reality. Upskilling in these areas will help make your HR department ready for the future. As such, we believe it's one of the biggest HR trends for 2021 and beyond.

6. HR in the driver's seat

While of course 2020 has seen a massive shift in the way businesses operate, it has also posed significant personal difficulty to workers all over the world.

Employees are worried about their health and that of their loved ones, tense about the security of their jobs, concerned with juggling young children and partners at home while trying to get their work done, and dealing with a whole host of other stressors inherent in living through a pandemic.

And of course, leadership is worried too. Uncertainty around what should be communicated and how it should be done complicates the already arduous task of heading departments and modeling company values.

And in the midst of all this chaos, companies naturally turn to HR for the answers.

As such, HR departments of many organizations have been on the frontline, facilitating employees, handling business requirements, managing concerns and questions of their employees, supporting them, and focusing on people's mental and emotional wellbeing.

The HR department of a financial company in the US, for instance, immediately sent home with pay its employees that self-identified as high risk as well as older adults and people with health risks.

On top of that:

- They gave employees who earned \$100 000 or less annually a tax-free financial support of \$1200 to help cover unexpected costs related to working from home
- They added 100% coverage for Covid testing and related costs
- They offered immediate paid medical leave for any employee diagnosed with Covid-19
- They provided access to free mental health professionals

- They offered free financial planning support
- They expanded childcare support
- And the list goes on...

Being at the center of the crisis is an enormous and weighty responsibility for any HR department. In order to succeed in the driver's seat and maintain its newfound position into 2021, that means leading - and accelerating - the infamous digital transformation that's been an HR trend for years now.

7. Effortless shared services

Most of today's HR transformations focus on HR self-service departments, which manifest in two ways: First, if your HR department still uses paperwork, it should be digitized. Second, if any of your HR work is repetitive, it should be automated.

Both digitization and automation ensure that the HR professional maximizes efficiency.

Consider, for example, a supermarket chain that keeps paper records of its employee records. Imagine, in an industry that experiences such high turnover, how much time an HR professional wastes at both ends of an employee's lifecycle simply hunting through paperwork! And imagine the frustration and headaches that a lost contract—one single piece of paper—could cause.

Making the necessary transition to effortless shared services leads to a better employee experience and increased customization.

8. Creating room for personalization

The shift we've seen this year in the way many of us work inevitably leads to employees creating their own optimal work environment. They arrange their work space at home as they see fit, they might work outside traditional office hours if that suits them better, and while some people may feel the need to check in with their colleagues for a Zoom coffee each day, others may prefer doing so once a week.

When it comes to the actual work employees do, it seems natural that they'll want to make some (small) adjustments there, too. This is where a concept such as job crafting comes in.

Job crafting is aimed at improving people's jobs for the benefit of both the employee and the organization. It's a technique that enables employees to improve their job in five different ways; in terms of tasks, skills, purpose, relations, and wellbeing.



The job crafting model

We believe that giving employees room to take ownership of their role will be essential for job satisfaction and productivity in 2021 and beyond, boosting both employee success and that of their organization.

9. Acing analytics

Analytics is one of those oft-repeated topics we've seen on HR trends lists over the last few years. Although people analytics is gaining a solid foothold in many organizations, the impact of their findings is often still lacking. We have three recommendations for organizations looking to ace analytics.

- **Measure data that matters.** Although HR tracks a lot of data, often there is a gap in the areas that add the most value. A key concern for CEOs is leadership; HR tracks very little data in that regard. Other examples include training & development and performance

management. Tracking value-adding data related to key problem areas of the organization will create more return.

- **Redesigning systems.** The fact that we collect little data on key topics, is indicative of a lack of strategic integration of our HR systems. We need to have systems in place for those areas that help drive the business. This can be a software-based point-solutions or can be inquired about through regular surveys. If that is the case, they should be managed by a strategic HR survey management unit.
- **HRBP capabilities.** The single point of failure in organizations is not the people analytics team, it's the HRBP who struggles to leverage data and people analytics insights to make change happen. HRBPs should be taught to read, understand, and communicate data as information for this to be solved.

By gathering and assessing data in this way, HR will be able to ace analytics and it will have its own place between the different HR Centers of Excellence.

10. Purpose-driven organizations

Wrapping up our HR trends with one that is about purpose. Though working from home seems to be here to stay, many employers fear a flag in productivity and commitment as the trend continues. According to PwC, 79% of business leaders believe that purpose is the key to success. The purpose-driven organization may be the remedy for many of the challenges of motivation that home workers will increasingly face.

These kinds of companies bring their purpose to the core of their organization. This means that decisions, conversations, and behavior across all levels need to be integrated with that purpose. A great example is Barry-Wehmiller, a global supplier of manufacturing technology and services, led by Bob Chapman. The company's guiding principles of leadership are "we measure success by the way we touch the lives of others". From a people perspective, the company focuses on learning, listening, empathy building, and actively works to create a service mindset for its team members. Other interventions include value-based recruitment. Organizations that do this, assess to what degree candidate's values align with organizational values.

These values are then continuously emphasized. This happens through exemplary behavior by leaders, through HR practices like leadership development, employee training, and performance management, and they should be integrated in meetings and company events. The HR professional plays a role in integrating these practices and in continuously reinforcing them.

Gartner Top 3 Priorities for HR Leaders in 2021

By Jackie Wiles

A recent survey of more than 800 HR leaders shows that although many expect their organizations to focus on growth in 2021, cost optimization features more widely than it did previously – and improving operational excellence remains paramount. To support these and other business priorities, 68% of HR leaders say they will be building critical skills and competencies, an objective that has topped the priorities of HR leaders for three consecutive years.

Organizational design and change management also feature among the key objectives for HR leaders, as does building a bench of current and future leaders. None of these goals is new to HR leaders, but all have been made more urgent by the effects of COVID-19.

“As organizations move from their initial pandemic response to more sustainable operations, they’re trying to build resilience into everything, from strategy to work design, so as to enable the organization, its leadership and employees to sense and respond to change, repeatedly,” says Mark Whittle, VP, Advisory, Gartner.

Top priority No. 1: Building critical skills and competencies

HR leaders see building critical skills as vital to driving many of their organization’s priorities – from growing the business and executing business transformation to improving operational excellence.

One-third or more of HR leaders agree the major challenges include their lack of visibility and understanding of current skill gaps and being unable to integrate learning effectively into employee workflows.

Use a dynamic approach for future-forward skills development

Traditional ways of predicting needs and upskilling the workforce aren’t working in today’s highly changeable conditions, where employees need more skills for every job and many of those skills are new. Gartner TalentNeuron™ data shows that the total number of skills required for a single job is increasing by 10% year over year, and one-third of the skills present in an average 2017 job posting won’t be needed by 2021.

Furthermore, many employees aren’t learning the right new skills – for their personal development or the benefit of the organization.

Gartner research shows that HR leaders need to adopt a dynamic approach to reskilling and redeploying talent, one in which all impacted stakeholders work together to sense shifting skill needs and find ways to develop skills as those new needs arise. Currently, only 21% of HR leaders say peers share accountability or partner with HR to determine future skill needs.

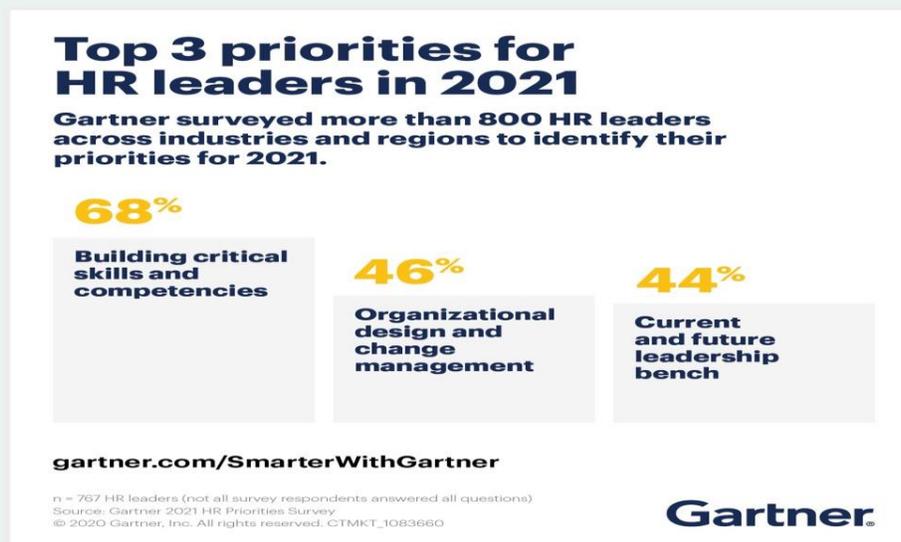
Gartner research shows that when using this type of dynamic approach to reskilling, employees apply 75% of the new skills they learn – far more than with other approaches – and learning begins sooner, as needs are identified faster.

Adopt new recruiting tactics

HR leaders also need a more modern and out-of-the-box approach to recruiting. Traditionally, organizations sought to replace roles and individuals in the workforce by seeking a similar set of candidate profiles – from known talent pool sources and from those attracted to the existing employee value proposition (EVP).

Instead, to ensure quality hires:

- Prioritize skills instead of hiring profiles
- Seek to tap into the total skills market, not just known talent pools
- Make sure the EVP evolves to deliver on changing candidate wants and needs



Gartner research finds that 65% of candidates have cut short the hiring process because they found certain aspects of the job (e.g., work-life balance, development opportunities, company culture) unattractive.

Top priority No. 2: Organizational design and change management

This objective is a top priority for 46% of HR leaders. And it's key to driving many enterprise business goals, including cost optimization (which aligns costs and resources to business priorities).

Many organizations have experienced, in trying to respond at speed to the effects of the pandemic, that their years-long focus on efficiency has actually left them with rigid structures, workflows, role design and networks that don't meet today's needs or flex with fast-changing conditions.

Work friction weighs down employees

Gartner research shows that only 19% of HR leaders report that their workforce can effectively change direction based on changing needs or priorities. Less than 40% believe employees can effectively detect when they are working on the right things for customers.

What is keeping employees from adapting to change? Research shows outdated work design is the cause of numerous forms of work friction. Future-forward work design is what's needed to ensure employees can be responsive – that is, in sync with customer needs, in a position to anticipate changes in those needs, and with the ability to adapt their approach and activities accordingly.

This work friction adds to the burden of incessant everyday change that is driving widespread change fatigue. That fatigue means employees are unable to process change at a time when organizations most need them to be responsive and adaptable.

Unlock employee responsiveness

HR leaders can help prevent change fatigue, and address the specific factors that contribute to work friction. Rethinking work design strategies can help to unlock responsiveness at scale across the workforce and build organizational resilience.

Tactics include realigning work design to the way work really happens and resetting rigid permissions and signoff processes and hurdles so they don't unnecessarily impede innovation and action.

This type of shift from designing for efficiency to designing for flexibility is expected, according to 52% of HR leaders, to have a significant impact on their

organizations into 2021. Only 8% said they expected no impact from this evolution.

Top priority No. 3: Current and future leadership

Strong leadership is especially important during times of great change. Gartner research recently showed that only 44% of employees say they trust their organization's leaders and managers to navigate a crisis well.

Lack of diversity tops the leadership concerns of HR leaders. This contributes to the lack of confidence and trust in leadership in a year when demands for equity and inclusion have, in general, become more visible and ardent from both employees and the public.

Gartner Talent Neuron data illustrates the lack of diversity among the leadership of U.S. companies. It shows that only 10% of senior-level corporate positions are held by a woman from a racial or ethnic minority and only 18% by a man from a minority segment.

The barriers that impede advancement among underrepresented talent equally apply to the leadership pipeline. Potential leaders from diverse groups often face unclear career paths and steps to advancement, get too little exposure to senior leaders, and lack mentors or career support.

Go beyond mentoring to nurture diverse leadership talent

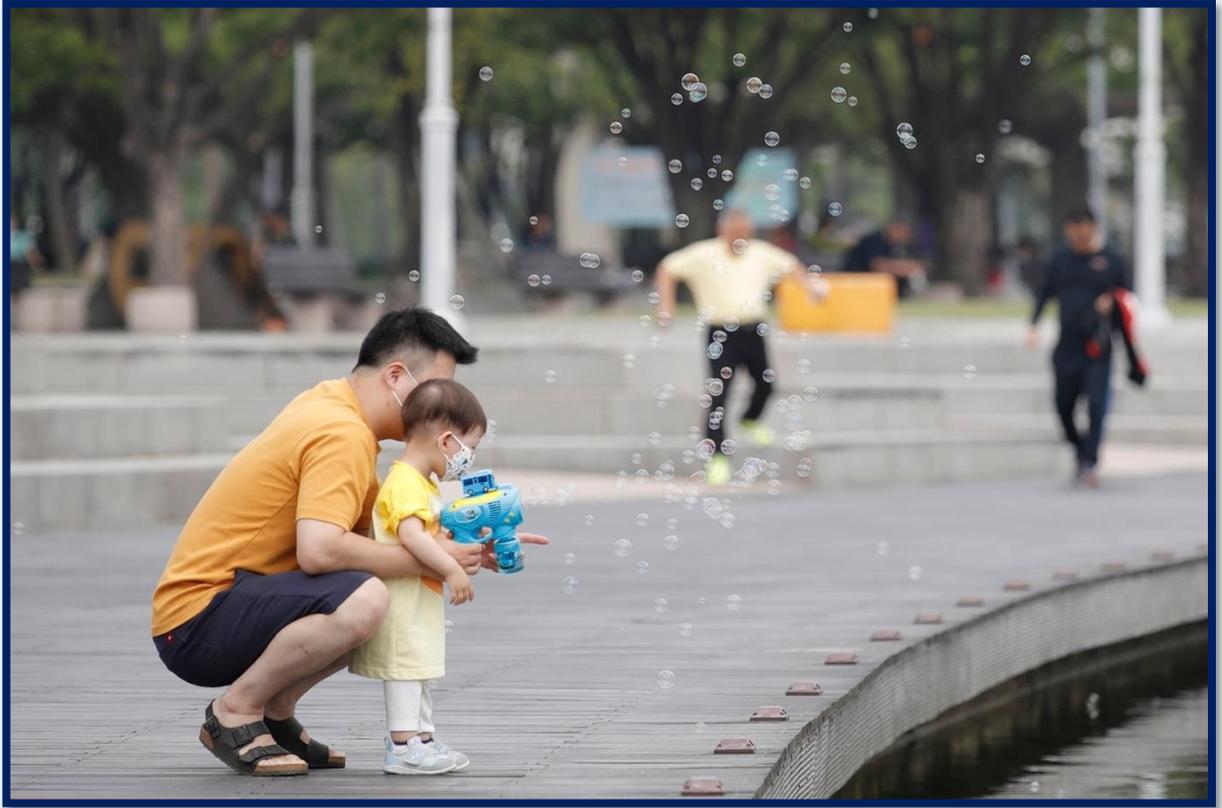
HR leaders know it takes more than intent to fix bias. A Gartner survey of HR leaders in early 2020 found that 88% felt their organization had not been effective at increasing diverse representation. The imperative for diversity, equity and inclusion leaders now is to assess all the systems and processes that systematically deter equal opportunity, as well as take proactive measures to build diversity on the leadership bench.

One approach is to manufacture more intentional networking opportunities that expose high-potential diverse talent to a network of connections that are diverse in role, skills, level and experience – and directly expose that talent to senior leaders who can support their growth and advancement.

Organizations that use diversity networking programs are 3.4 times more likely to report they are effective at increasing opportunities for talent mobility.

7 ways to stay motivated, productive and positive in New Normal!

This article is contributed by Libby McCaughey writer & Influencer



Panic surrounding Covid-19 has caused a lot of stress and anxiety; with confirmed cases rising, stock market volatility and worrying for loved ones, it's completely understandable that people feel emotional at this time. With most of the nation now working from home making huge changes to their normal routine, it is important that we are all taking care of our mental health - with all the above stress combined with no social contact for the next few weeks it's fair to say we will all be feeling cabin fever soon.

Here are a few simple tips/reminders to help keep you motivated, productive and most importantly positive during this time!

1. Try to maintain normal routines

The coronavirus has altered how we now live our everyday lives, but that doesn't mean that *everything* has to change.

Try to stay as close to your normal routine as possible. Maintain some kind of structure from your pre-quarantine days. If the new you is working from home, start your day as you would normally have, and maybe take a walk instead of your routine commute to the office.

The situation seems to change daily, however, if you have some consistency in your daily activities it will make it all feel more manageable. Studies have shown that our bodies tend to function better when eating, sleep and exercise patterns are set to a regular schedule.

2. Stay connected

According to studies, loneliness can be as damaging to our health as smoking 15 cigarettes a day, so don't isolate yourself completely.

Keep in touch with your family, friends and colleagues via Skype, FaceTime, a phone call, texting... really any form of digital communication. Ask how they are and let them know how you are!

If you're used to getting up and walking over to a colleague's desk, then use Microsoft Teams, Zoom or other software that allows you to have video conversations with colleagues rather than just emailing them. Staying connected is important as it helps us to manage stress and some studies have found it helps us to live longer and happier lives.

3. Go outside

We have been advised to stay inside as much as possible, but this doesn't mean we have to be imprisoned in our own homes. If you suddenly find yourself dwelling on your problems or if you feel a little less productive, go and sit in your garden if you're lucky enough to have one or take a short walk.

Research has shown that exposure to nature not only makes us feel better emotionally and mentally, it also contributes to your physical well-being - reducing blood pressure, heart rate, muscle tension and the production of stress hormones.

4. Take a break

It can be so easy to avoid breaks altogether when you are working from home. It's important that you don't let the association of working in the place that you sleep, prevent you from taking five minutes to relax and get a brew.

Rather than using your breaks to catch up on the next episode of a TV series or getting lost on YouTube, take the time to get up and move away from your desk. Go for a wander, get some fresh air and take a breather.

Breaks, like making and eating lunch can recharge you and give you a renewed focus to do better work. Don't assume that you need to be working 100% of the time while you're at home, it's important to take those breaks like you would in the office.

5. Plan and Prioritise

Spend some time at the beginning of the day to figure out what you'll be doing and the things that are a priority. It's easy to run out of time or energy for work without a structured plan.

It's equally important to plan time to stop work. The danger when working from home is that work and personal life can start to merge together, and you might start to feel like you're always "on".

To aid this choose a time to "check out" of work. Even if it is a mental checkout, this will help to separate work and personal life, maintaining a work life balance.

6. Designated workspace

One of the biggest challenges when working from home is all the distractions: your family, children, pets and even the kitchen.

This is why it is so important to have a designated workspace. If you have a separate home office or spare room, then perfect. But if you don't, pick a space where you can close the door and achieve a bit of solitude.

7. Focus on the positives

It is almost impossible to know exactly what the future looks like!

Try not to obsess over things; What will happen next? Will the supermarket shelves be restocked soon? How long am I going to be trapped in the house? When will this all end?

Instead try to focus your mind on more positive things. For example, despite Italy being one of the worst affected countries by coronavirus, Italians can be heard singing from their windows/balconies to boost morale. Even in the darkest of times, we must try to find a flicker of light at the end of the tunnel.



IN ORDER TO CARRY A POSITIVE
ACTION WE MUST DEVELOP HERE A
POSITIVE VISION

10 promises you must make to yourself for better mental health

This article is contributed by Ms Geetika Sachdev - Mental Health Expert

Mental health is not just limited to disorders, but also includes your psychological and emotional well-being. Try out these 10 tips to enhance your state of mind, and feel good about yourself!



Mental health has become a buzzword in these post-corona times. And although the subject is getting importance now more than ever, not many know what it actually entails. When people speak of mental health, they refer to disorders such as anxiety or depression that require guidance from a professional.

To be honest, mental health is much more than that. It is about how you feel and perceive everyday situations, and your ability to manage feelings and emotions. And although therapy is a good way to take cognisance of your mental health, you can also practice some tips at home to enhance your mental well-being.

So without further ado, let's get a lowdown on some promises you can make to improve your mental health:



1. Value yourself

The very first thing you should do is to accept and value yourself. Do not criticize yourself all the time, and treat yourself with kindness and love. Take some time out and learn new skills; appreciate how far you've come; and thank yourself for being the way you are! Slowly and steadily, you will come to value yourself.

2. Give attention to your body

If you take care of your body physically, then it will have a positive impact on your mental health as well! That's why try and eat as many nutritious meals as you can, avoid cigarettes, stay hydrated, move your body as much as you can (hello, good hormones), and make sure to get enough sleep. Do all this regularly, and you will see a marked difference in no time!

3. Surround yourself with good people

You might think this isn't as important, but those who surround themselves with close friends and family are always in a better mental and emotional state than others! Try and make plans with those who are close to you, or you could also be a part of groups that help you meet new people. You never know you might just grow your support system!

Find yourself some trustworthy friends to keep yourself mentally healthy.

4. Say positive affirmations

Research suggests that your self-image can have a strong impact on how you feel. So, if you constantly feel negatively about yourself, you view everything from that lens and that makes you miserable all the time. Instead, use positive affirmations that encourage you, and promote your self-worth.

5. Find different ways to deal with stress

Stress is an inevitable part of our lives, and it is now up to us how to navigate situations where we are under pressure! How about going for a run post a hectic day? You could also write a journal and spill your thoughts to feel better. Even if the times are rough, you can always find ways to laugh. And guess what? That's also great for your immune system!

6. Calm your mind

There's a reason why people can't stop raving about the benefits of meditation! Of course, our minds go through daily wear and tear, and they need some down time too. When you practice meditation or mindfulness, you improve your state of mind and feel positive.

Have a hectic day? Fret not, just take a 20-minute break and step away. Take a few deep breaths and meditate for a bit. You will feel much better, and even more productive!

It's all about managing your emotions well.



7. Set realistic goals

You might be an ambitious person and have several goals in life. Of course, that's a positive thing, but do not set unrealistic goals that you can't fulfil. Now that doesn't mean you can't aim high, just that you don't need to burden yourself in one go. Take small and steady steps to stay on track!

8. Move away from monotony

We follow the same routine every single day, and that's exactly why drudgery sets in. How about shaking up your schedule every now and then? Make changes to your exercise routine, plan a road trip or just eat at a new cafe. You'll feel amazing, trust us!

9. Steer clear of alcohol and other drugs

Drinking a glass of wine or any other tippie is fine, but do not do it regularly. That's because some people feel drinking and doing drugs will make them feel

better, instead it just aggravates their problems. It's better to be safe than sorry!

10. Seek help when you need it

There's nothing wrong with reaching out to a friend, family member or even a therapist, if you need professional help. Remember seeking help is certainly not a sign of weakness—it helps you cope up with situations in a better manner, and improves your quality of life.

So, are you all ready to try out these tips? We can hear a resounding YES!

***7 Seemingly harmless things Corporate People need to know
that can put them at risk of Diabetes***



This article is contributed by Fashion & Fitness Influencer, Enthusiast & Expert – Ms Paridhi Gupta – Owner of YouTube Channel – “Lifestyle with Paridhi”

Ms. Paridhi Gupta

With hectic corporate life most people take their lifestyle for granted and don't do anything about their unhealthy diet & lifestyle that will gradually make them vulnerable to diabetes. After a lot of research there have been various causes related to development of diabetes.

Diabetes doesn't occur far too suddenly except in certain rare conditions. Infact it develops over time, thus what you eat and your daily habits control your risk of diabetes. The truth is that every single thing you do, no matter how big or small, can make things worse for you.

There are four types of diabetes

1. Type 1 diabetes
2. Type 2 diabetes
3. Gestational diabetes
4. Prediabetes

Out of these, type 2 diabetes is the most common.

According to experts, severe cases of diabetes can lead to life-threatening problems like kidney damage, heart problems, and nerve damage. Therefore, it is very important to ensure that you reduce your chances of developing this chronic condition.

Here are 7 seemingly harmless things that increase your chances of developing diabetes:

1. Drinking coffee

You might wonder exactly how harmful can a cup of coffee be? Well, it doesn't cause any harm instantly but over time, it might lead to the development of diabetes.

“One or two cups of coffee a day is fine but excessive consumption of coffee can lead to insulin resistance in the body. This causes a boost in the production of glucose which increases the risk of type 2 diabetes”.

Hence recommend that you should go for green tea or herbal tea to avoid the risk of diabetes.”

2. Sitting for long hours

We're all guilty of this one! A majority of the day is spent sitting at the desk with our laptops or watching something on the TV.

According to a study published in the journal Diabetologia (the journal of the European Association for the Study of Diabetes), each hour spent sitting sedentary, be it to watch TV or work on your laptop, increases the risk of developing diabetes by 3.4 per cent.

3. Your gender

Being a woman isn't an easy job and at every stage of life, women go through a number of hormonal changes. From menstruation and pregnancy to menopause, the body goes through a fair amount of hormonal fluctuations which impacts the insulin levels in your body. If you have PCOS, this problem can also lead to insulin resistance and eventually, diabetes.

4. Lack of sun exposure

Most of us are vitamin D deficient since we hardly step out from our air-conditioned rooms. According to a study published in the Endocrine Society's Journal of Clinical Endocrinology & Metabolism, this might lead to diabetes. Sunshine which is the source of vitamin regulates the production of insulin in our bodies and its deficiency increases the blood glucose level which ultimately

results in diabetes. The study also suggests that people who lack vitamin D tend to be obese which is another reason that increases the risk of diabetes.

6. Overeating

Overeating means more calories which will eventually lead to obesity. Obesity is a condition that contributes to the development of diabetes.

7. Snoring

Snoring is related to obesity. Obesity leads to sleep apnoea which results in stress and increases irritability. This leads to hormonal fluctuation which impacts insulin production, causing the development of diabetes.

8. Skipping strength training

Ladies, it's time to lift up those dumbbells because strength training reduces the chances of diabetes. Harvard researchers have observed that strength training can bring a drop of 34 per cent in the chances of you developing diabetes.

Who would have imagined that these simple things can be a factor in the development of diabetes? So, an advice to working corporate people to take all these factors into consideration and make healthy lifestyle changes to ensure that you stay away from this metabolic disease.



Mr. Ashish Gakrey

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

This article has been republished seeing the strategic importance - guidelines and suggestive steps shall be a great support to the industry in unlock phase.

If you are struggling to get some input on what HR should do & HOW in today' 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 Com, 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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Five Fin-Tech Startups to watch out in 2021

(By Staff Writer Published in mint on 17 Dec 2021)

Tech-focused start-ups and similar new market entrants are disrupting the way in which the financial services industry conducts its operations. Amid the ongoing situation when the world is fighting with the covid-19 pandemic, fintech platforms are providing cashless transaction with the help of e-wallets.

The fintech sector is revolutionizing through the digital medium to provide cashless transactions. Mobile wallet has been surpassing credit card usage and is slowly beginning to replace the traditional payment methods. Mobile wallet is a virtual mobile-based wallet where one can store cash for making mobile, online or offline payments. Wallets are growing rapidly as they help in increasing the speed of transaction, especially for ecommerce companies and all ecommerce marketplaces have integrated with such mobile wallets too. With the launch of UPI it has become even easier, as the the transfer happens directly from the bank account rather than from a wallet. In previous time, all financial tasks were completed through paperwork only as paper-based medium was considered to be the safest. But with the development of technology, internet has emerged as the preferred platform for financial transactions. Tech-focused start-ups and similar new market entrants are disrupting the way in which the financial services industry conducts its operations.

Here are some of the top five fin-tech start-ups to watch out in 2021:

GalaxyCard

GalaxyCard provides one of the fastest lending solutions in India through its exclusive and instantly approved E- credit cards. With the experience of over 9 years in the IT industry, Amit Kumar founded GalaxyCard in 2018 to help people come out of social guilt of borrowing money from their friends and family. Incepted in 2018, the company has acquired a huge customer base from more than 600 towns across the country. The digital credit card can instantly be made available within 3 minutes and benefits the customers with no annual, joining, or interest charges. It can be used to shop online as well as to make all kinds of payments including utility bills, phone recharge, and even paying for roadside stalls.

Smallcase

smallcase is a fintech company building a trusted financial ecosystem together with investors, advisors, brokers, and other market participants. From individual investors to big AMCs, our products are used every day across India's capital markets. Bengaluru-based smallcase Technologies is paving the way for modern investors allowing them to choose from professionally tailored baskets of stocks that reflect an investing idea or strategy. Currently, seven brokers have a collaboration with the company and are offering this platform.

MoneyTap

MoneyTap is India's first app-based credit line. Offered in partnership with leading banks, it is not just a personal loan, not just a credit card, but a personal credit line. In simple words, MoneyTap is catering to the credit needs of middle-class customers in India. Present in 40+ cities, we are providing small-medium cash loans, quick credit on mobile, affordable interest rates, and flexible EMIs. Founded by a passionate pack of IIT/ISB alumni, MoneyTap aims to make credit accessible to the millions of Indians, who have a hard time getting credit when they need it. For most of us, applying for a personal loan is a cumbersome process. Those who have credit cards, end up paying high interest on credit card loans.

Zeta

Zeta is a fintech company, co-founded by entrepreneurs Bhavin Turakhia and Ramki Gaddipati in 2015. The company offers a full-stack, cloud-native API-ready core banking and transaction processing platform for the issuance of credit, debit, and prepaid products that enable legacy banks to launch modern retail and corporate fintech products. Led by the vision to make payments invisible and seamless, Zeta has built a modern stack for Financial Institutions (FIs) for debit, credit, prepaid, loans, authentication, and Fraud and Risk Management (FRM).

Mswipe

Mswipe provides software solutions and payment devices to merchants. Its head office is in Mumbai. Mswipe works with all kinds of bank accounts; hence, merchants don't have to open a new account for their devices. The company has many popular clients and serves more than 25,000 merchants across India.

Corporate News for HR

Source Economic times - starting with latest new on top



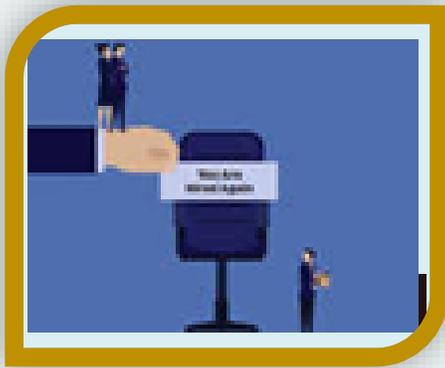
Amid global disruption, employee skill development is key for organisations looking to stay competitive: Study



Reversing trend: Jobs in Indian companies attract resumes from abroad



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Recovering economy: Companies looking to hire employees they had laid off seven months ago



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Job cuts, salary adjustments in Covid-19 aftermath not as widespread as expected: Report



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Skilled freelancers earn top dollar as employers turn to high-end gig economy



BigLeap Technologies opens new facility, plans to add 6,000 staff by 2021



Indian job market sees recovery as 2020 nears closure: Monster Employment Index Report



Companies allowing employees cash compensation, roll over of unused leaves in 2020



Covid-19 is reshaping the job market in a big way. Are employees equipped for the new environment?



Yes, you should still ask for a pay raise this year



Embracing new normal, corporates set to step up hiring, appraisals in 2021



**Nine in 10 India employees feel prepared to work remotely for long term:
Dell Technologies research**



Covid drives India Inc to boost gender diversity



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Tech talent diversity took on new urgency in 2020



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Virtual campus career fairs can be a tech nightmare



'Karnataka govt will not ask IT companies to open offices, WFH may continue'



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Salesforce to add 5.48 lakh direct jobs in India



Ecommerce rules in festive temporary job creation as companies go all out to push sales

Economic News & Views For HR - A memo to HR Expand focus and extend influence

By - Deloitte Insights

The future of HR must be one of expanded focus and extended influence: expanding its focus to encompass the entirety of work and the workforce, and extending its sphere of influence to the enterprise and business ecosystem as a whole. As business strategies evolve in the face of disruption and organizations come face to face with the realization that productivity has been flat and in decline for the past two decades,² organizations are being challenged to rethink outdated views and establish a new set of truths for the social enterprise at work:

- Beyond focusing on how to improve the way work is done today, organizations now need to first consider what work they should be doing tomorrow, putting work outcomes in a constant state of flux and *work in a continuous state of reimagination*.
- As a result of work becoming less mechanistic and work outcomes evolving, *jobs have become increasingly fluid and dynamic*, with some thought leaders believing that the end of jobs—fixed, task-based work—is near. This change is being accelerated as ways of working shift away from rigid reporting lines to networks of teams, from prescribed routines and job descriptions to expanded job canvases, and from narrow skills to broad capabilities.
- The potential implication for humans is that they need to be viewed not as interchangeable cogs in an organization, but rather as *individuals with unique and disparate experiences, thoughts, attitudes, needs, and, ultimately, value*—all of which makes the management of the human element at work more important and complex than ever before.

As these truths change, so does the foundation upon which HR needs to be based. In the new world of work, the foundation for HR needs to be one of *expanded focus and extended influence*

FIGURE 1

HR needs to expand its scope of influence and area of focus to effectively manage the human element of work



Source: Deloitte Global Human Capital Trends survey, 2020.
Deloitte Insights | deloitte.com/insights

Like any shift, this one will require some significant changes. The biggest changes HR should make to maximize its impact, four rose to the top of the list:

- **Increase new capabilities (47 percent).** We see HR organizations doing this by adopting a new mindset: Embracing new traits and behaviors that can help allow the enterprise to thrive in the digital age.
- **Change the HR organization design to incorporate more agile and team-based work (45 percent).** HR organizations can do this by applying a new lens: Adopting an operating model that enables HR to flex based on dynamic business needs.

FIGURE 2

HR outcomes: Shifting from today to tomorrow

Area of impact	Today's outcome	Tomorrow's outcome
Building leadership skills	Building leaders with the skills required to fill current leadership pipeline roles	Building leadership teams and capabilities for future and unknown opportunities that can lead through ambiguity and operate with an enterprise and ecosystem mindset
Upskilling the workforce	Delivering skills-based learning programs for critical workforce segments	Curating personalized and team-based learning experiences that build sustained capabilities relevant to the organization and broader ecosystem
Promoting teaming and agility	Experimenting with the use of teams across an established (often hierarchical or matrixed) organizational structure	Embedding collaborative ways of working across the enterprise and the ecosystem, making teams the core unit of analysis and action for performance and management
Developing the workforce experience and brand	Implementing targeted employee experience programs focused on reinforcing the internal workforce brand	Designing an end-to-end human experience that integrates both the workforce and customer perspectives both internally and externally
Accessing new capabilities	Hiring new talent in accordance with business demand	Creating on-demand access to capabilities (humans or machine) across the enterprise and the ecosystem
Integrating automation in the way work gets done	Introducing digital tools to increase the efficiency and effectiveness of HR-specific processes	Digitizing the flow of work across the organization
Defining and promoting the organization's purpose	Crafting and reinforcing mission and value statements/principles	Engaging the workforce in continuously reimagining work to tie purpose to meaning—personal, organizational, and societal

Source: Deloitte analysis.

Deloitte Insights | deloitte.com/insights

- **Increase the efficiency through which HR activities occur through automation (38 percent).** HR organizations could do this by adopting enablers: Deploying advanced technology to promote productivity and value and simplify the experience.
- **Expand the expectations and stature of HR leaders (24 percent).** HR leaders can do this by elevating their focus: Driving tangible, measurable value across the enterprise

2021 Global Human Capital Trends - The social enterprise in a world disrupted: Leading the shift from survive to thrive

In today's world of perpetual disruption, it's time for organizations to shift from a *survive* mindset to a *thrive* mindset. Making this shift depends on an organization's becoming—and remaining—distinctly human at its core, because today's environment of extreme dynamism calls for a degree of courage, judgment, and flexibility that only humans can bring.

<https://www2.deloitte.com/us/en/insights/focus/human-capital-trends.html>

Corporate Fashion Wraps for Men

This article is contributed by Vijayshree Srikant an astute Corporate Fashion Columnist and an avid Blogger on dressing trends for Corporate Indian women & men, She believes that “the professional management fraternity has great love for fashion and attire & looking good or to make one look good she claims is the right of any gender”. She envisages this fact and is always on lookout for innovation in attire and fashion to add value to the corporate people to personify the concept of pretty women & handsome men.



Ms. Vijayshree Srikant

Scarves are an essential accessory for men and find a prominent place in their wardrobe. There are some general rules on men’s’ scarves that have to be carefully read and understood if one plans to purchase them.

A scarf’s build type should be rectangular and primarily be made from a material that suits a person’s needs. The appropriate length of a scarf is from 50 to 90 inches, width from 6 to 14 inches. A larger man should typically look for an apt one in the 70-inch range whereas an average height man would settle for scarves in the 60-inch range or at least 60 inches.

- 1) One should always strive to keep it simple - tie knots that you are comfortable wearing. Be confident!
- 2) Varying scarf length and thickness can limit the knot style options.
- 3) Keep the scarf loose.
- 4) Although both function and fashion constitute great significance, fashion and style is always secondary to function.

Listed below are some of the go - to styles that one can choose to incorporate for those important formal occasions -

Ascot knot - This is one of the simplest scarfs that one can learn and wear. The only complication is you have to decide, how low or high to wear it. Normally,

it hangs a bit looser around the neck than other knots or wraps; hence this particular style is more show than function.

The fake knot - The fake knot looks more elaborate than it is. As its name indicates, it uses a bit of deception to achieve the desired look. This knot shows up best with a patterned scarf or a scarf with a thicker weave.

The 'Parisian' or 'French' or 'European' knot - Also called the 'slip' or just 'simple' style. This is fast and easy to tie, and creates a large warm knot right at the collar of a coat or jacket, making it a good wind stopper. It requires a longer scarf, unless you are using a thinner fabric such as silk.

The Drape - This is the simplest way to wear a scarf. Simply drape the scarf over the neck and front of your chest under your overcoat. No actual tying happens in this one, so it is a loose way of wearing a scarf meant more for ornamentation purpose than actual warmth.

The once round - A simple tie that does a great job in keeping the neck warm and can be used with medium length to long scarves.

Business Scarves - When you adorn a suit, it is extremely essential to place the focus on the sharp cut and clean lines of the tailoring; so as to create the correct impression. Now, in this case; a neat, elegant and simple knot for the scarf will work. Just fold it half lengthwise, drape it around the neck area and pass the ends through the loop and the look is achieved. This type of wear looks impeccable, super smart and is the surest way to add the desired magnificence to the look. For more comfort; adjust the knot and pull it tight to protect yourself against the wind. It will also layer well under the lapels of a tailored coat.

Evening Scarves - When one wears a scarf as a part of the tuxedo, then it is more crucial than ever to maintain the vestimentary standards. In this scenario, it is best to opt for a scarf that has been carefully designed specifically for this role. A fine material, such as Cashmere or silk with similar color to the tailoring is a perfect blend in. Subtle patterns such as polka dots, stripes are a great way to bring in more detail to the look.

One of the trendy casual looks in corporate fashion today, include the pairing of a scarf with a t - shirt. A multihued t-shirt or ensemble can be toned down with the help of a scarf. An appropriate scarf has the potential to exude the requisite finesse and elegance to the overall look and aesthetics of an outfit.

TYPES OF SCARVES



ASCOT KNOT



FAKE KNOT



PARISIAN KNOT



DRAPE



ONE ROUND KNOT



BUSINESS SCARF



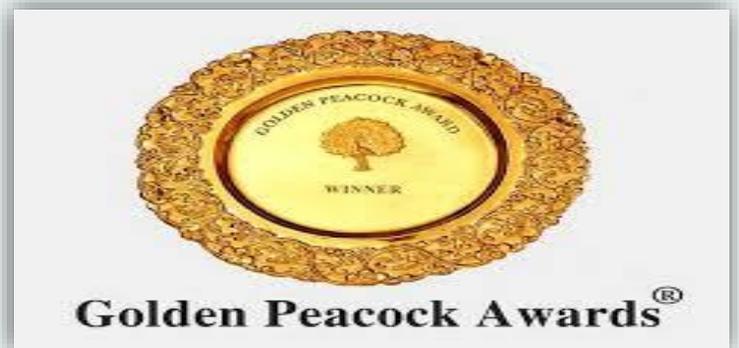
EVENING SCARF

HR Awards 2019-20

(Click the links for details)



<https://www.worldhrdcongress.com/awards.html>



<https://goldenpeacockaward.com/awards/hr-excellence-award.html>



<https://www.worldhrdcongress.com/awards.html>

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



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<http://indiahrsummit.com/>



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



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



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<https://youtu.be/Is4RoKgGqOk>

Deep Breathing Part - 2, Abdominal breathing are you doing it right?

<https://youtu.be/Wzy5m-nL5M8>

Hope is a Silent Killer
- YouTube Video

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



Hope is a silent killer ((उम्मीद कई दुखों की जननी)) By Dr. Neel

<https://www.youtube.com/watch?v=OYhGd-zX1d4>

“Create Your Own Preamble”

This article is contributed by Dr. Ravindra Pratap Gupta - CMD, Aviyana Group. The thought process goes as such that we are born, we live in this world along with spending good and bad times we go from here one day. Some achieve greatness and impact the society and nation along with themselves setting standards that impact all connected with them

Think why the two individual differ in achievements.

The probable answer is the clarity of goals and objectives with mission and vision statements along with set of guiding principles.

When country has a constitution and has a preamble why can't an individual have the same for him with guiding principles that can help him achieve his mission and vision in life.

Here is a small attempt exemplified below. Do create your own preamble taking clues and live the life on those principles to contribute for self, near and dear ones, society & nation.



MY PREAMBLE

- **POSITIVE** - Think positive in all circumstances
- **BELIEF & TRUST** - In self & god
- **HAPPY** - In all circumstances with accepting gods wishes
- **BE THANKFUL TO GOD** - For giving all that is presently and in future
- **FAITH** - In my own capabilities
- **CONFIDENCE** - In thoughts & action
- **LISTEN TO CONSCIENCE** - Doing right or wrong
- **THINK BEFORE** - Before taking a decision think the long-term consequences
- **LOVE, RESPECT & GRATITUDE** - For all people connected
- **TREAT PEOPLE CONNECTED NICELY** - Under all circumstances
- **IMBIBE EMPATHY** - With a constant listening and learning people
- **BE SENSITIVE** - With our words and actions, think how the other person may feel before we say or do something
- **APPOLOGISE** - For the mistakes committed with heart to improve
- **FORIVE & FORGET** - The ills or bad episodes and move on
- **NO ANGER**-Not to lose temperament or be angry preserving mental peace & mental control
- **NO WORRY** - To avoid unnecessary worry
- **FEARLESS** - Not to fear any situation as god is with me
- **NOT TO BE ANXIOUS** - Avoid anxiety
- **KEEP COOL** - Not react spontaneously
- **UNDERSTANDING** - Be understanding with taking time
- **NO BACKBITTING** - To not bite back any one
- **TRUSTING PEOPLE** - Who are associated with you
- **NO EVY** - For any one success or riches
- **NO HATRED** - For any one in life
- **EAT LESS, SPEAK LESS** - To be more balanced
- **WORK MORE SMARTLY** - To be more productive
- **PERCIEVE PEOPLE** - See good & bad, choose to focus on good & neglect the bad.
- **INVESTIGATE THE TRUTH** - Knowing ugly side also not to harm anyone
- **MAINTAIN RELATIONS** - Not to spoil relations for payment
- **SPEND RATIONALLY** - Only what is needed or required
- **HELP POOR & NEEDY** - Ensure if can help any poor and needy
- **BE PUNCTUAL** - Respect other & self for being on time or keeping delay informed

- **COMMITMENT** - Staying true to the commitment made
- **BE TRUTHFUL** - In most situations unless it is for general or social good

COMMITTED TO

- Conserve Electricity & Water & not waste Food
- Not to have ego
- Connect with near & dear ones regularly as possible
- Take care of family needs as much as possible

My life should be Meaningful, Happy and Satisfying for Self, Family, Team, Clients, Friends, Supporters, Society & Nation.

Persistence will make me disciplined human being, I shall never lose hope, confidence, with the ability to do all I need to do to lead a fulfilled life.

I believe in having a positive frame of mind can help overcome extremely bad situations.

As a leader I must always remain calm and should not take decisions under stress.

I strongly believe in giving the best in whatever we do and having faith in oneself.

Adopting a leadership style which develops the people to the level they need not have leaders to guide them.

Employees are one of the most important drivers of growth.

My Mantra for employee is - delight focus on 5P's.

- People
- Pride
- Passion
- Processes
- Performance

Success for any organization is its people

What differentiates most successful people from less successful people is the experience with which they convert time in to experience.

TMRR - Target, Measure, Review & Reflect is the catalyst for converting time in to experience with the presence of learning model and the will to improve. Having a target for the activity, measuring the actual performance and then reviewing the performance why it was the way it was - that is the learning model that I need to employ in each and every activity to catalyse and convert my time and activity in to experience & Reflect How it could be done better? - the algorithm called TMRR - the most effective learning model at work. TMR should enhance learning with increased productivity

To focus Circle of influence on things that I can control and do better with my strengths. Circle of concern I will less focus unless unavoidable then partnering or coaching or mentoring and if required to do self.

Will use rock and sand principle. Rocks as priorities first and sand the less ones later.

For motivating and inspiring everyone, it's my duty to lead by example. True leader never gives commands to his team but lead by doing things what he wants others to do.

Will focus on Pristine Honesty what feel should be right then going by Majority honesty.

Neither would be optimist nor pessimist but possibilist.

Health News

[Here's the Status of the COVID-19 Vaccines and When You Can Get Them](#)

[9 Things Everyone Needs to Know About the COVID-19 Vaccines](#)

[Why You Shouldn't Freak Out About the New Strain of Coronavirus](#)

['Armor Against a Deadly Disease': Healthcare Workers on Getting the COVID-19 Vaccine](#)

[10 Questions Experts Still Have About the COVID-19 Vaccine](#)

[How to Talk to Friends and Family Who Are Hesitant to Get the COVID-19 Vaccine](#)

[How Shutting Down Outdoor Dining Helps During a COVID-19 Surge](#)

[What We Know About the Side Effects of Pfizer's COVID-19 Vaccine](#)

[India to play vital role in equitable distribution of COVID-19 vaccines around the world: Pharma industry](#)

[Hyderabad set to emerge as global hub for Covid-19 vaccine in 2021](#)

[As vaccines are rolled out, questions remain](#)

[WHO lists ten global health issues for 2021](#)

[Europe begins vaccine rollout as new Covid variant spreads](#)

[Oxford Covid-19 vaccine may become the first to get Indian regulator's nod for emergency use](#)

[Covid virus will stay with us for next 10 years: BioNTech CEO](#)

[How digital healthcare has been a boon in 2020](#)

Case Studies in HR

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https://store.hbr.org/search.php?search_query=HRM§ion=product

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

Open Source

<https://www.shrm.org/certification/for-organizations/academic-alignment/faculty-resources/Pages/Case-Studies.aspx>

HR Quiz

<https://www.shrm.org/resourcesandtools/pages/test-your-hr-knowledge.aspx>

<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

“With cases on decline and months of lockdown and economic distress faced by individuals and organizations, now patience has eroded and most people are back to work except where public conveyance is an issue and companies are permitting work from home”



President
Leading Industries Association

“With staggered shifts for employees to make them feel comfortable and alternating WFH & Office specific days with follow CODID-19 Guidelines by Government challenges are there for on time reporting as public conveyance is not fully operational in many areas.”

HR Head
Leading Appliances Company

“With testing rates reduced still people are avoiding getting tested for fear.”

Dr
CMD
Leading Health Institute



Employee's Opinion

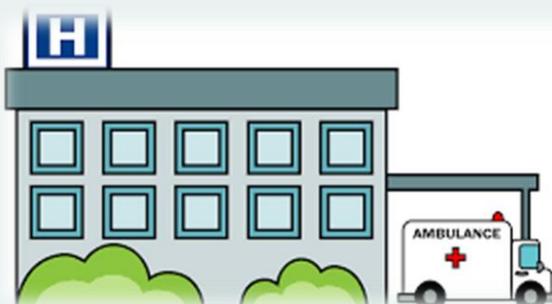
These are purely the opinion of Employees representing companies in India. Certain names has been kept blank of request of opinion givers

“We got increments unexpected seeing the business turmoil, we thank the company management for being considerate seeing the increased cost of living, we shall as well strive to ensure we support the company to regain business”

Middle Management Employee
Leading HR Company Mumbai

“I have been given an option of office or WFH. I am evaluating the situation and will soon take call as WFH from past many months facing zoom fatigue.”

Technical Lead
IT Industry, Bangalore



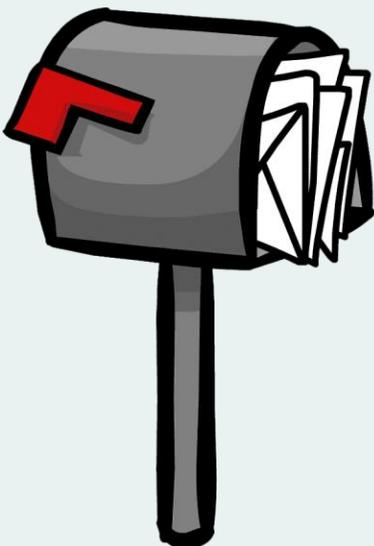
E-Mail Box/ Suggestions



We would request readers to mail their suggestions on aviyanatimes@gmail.com, connect@aviyanaventures.com.

Our Endeavour would be to carefully examine each suggestion and implement as possible to make the viewer experience interesting in times ahead through further issue of Aviyana Times.

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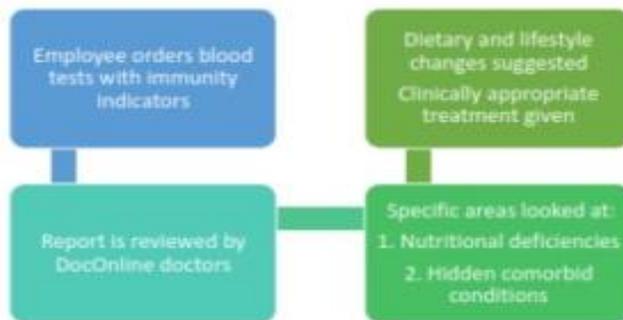
A Comprehensive Solution & Services for Corporate to Protection & Prevention in COVID-19

Employee Risk Assessment

One time assessment by DocOnline doctor

- if an employee has COVID 19 related symptoms
- If an employee has any other factors which might prohibit from coming to office

* Also RT-PCR tests available for COVID 19 virus is advised only as mandated by ICMR rules.



Employee Immunity Assessment

- It has been proven in studies that people with low immunity have a worse outcome if they get infected by COVID-19.
- We need to give the employee a fighting chance against the virus.

Blood test includes

- Complete blood count , • Liver Function Test,
- Kidney Function Test, • Diabetes Screening,
- Cholesterol Test, • Vitamin D, • Vitamin B12,
- Thyroid Function Test, • Iron Studies

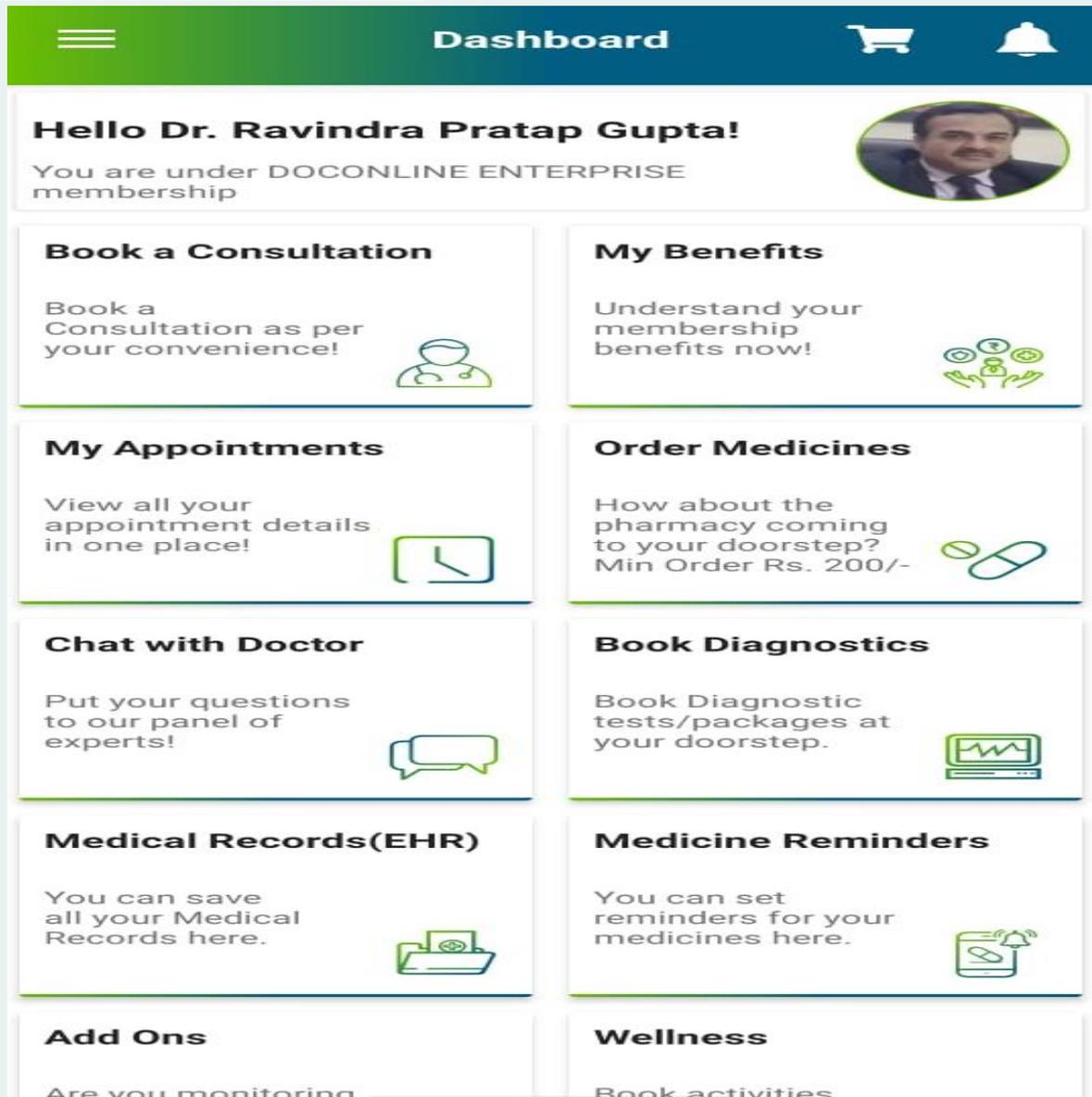
Medical Room at workplace

- To address health issue of employees at the workplace.
- Manned by a Paramedic staff POC devices to capture vital signs of the employee.
- Daily health risk assessment by the paramedic.
- Can be used as an isolation room in case someone at the organization develops COVID related symptoms at work.
- Health kiosk will connect the employee with a DocOnline doctor for consultation.



Corporate Medical Insurance:

We can help you with best quote so please contact us with employee name & DOB. (As per MHA revised guidelines on 15 April 2020 Medical insurance has been mandatory for all employees.)



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	QTY LITERS	PER LITER	PER 5 LITERS	GST 18%	TOTAL 5 LITERS
■ 5 liter packing	5	190	950	171	1121
■ 4 pcs per carton	20	180	900	162	1062
■ 80% alcohol, 1.5% glycerin.	60	170	850	153	1003
■ + hydrogen peroxide	120	160	800	144	944
■ US FDA & WHO Formula	480	150	750	135	885
■ Kills 99.9% germs					

PROTECTIVE FACE MASK



	QTY	PER PIECE	TOTAL	GST 12%	TOTAL
■ 3 Ply mask	100	8	800	96	896
■ Waterproof	200	7.5	1500	180	1680
■ Does not burn	500	7	3500	420	3920
■ Stitched elastic loop	1000	5	5000	600	5600
■ Triple Layer protection	5000	4.5	22500	2700	25200
■ Non Woven	10000	4	40000	4800	44800
■ Spun bound filter					
■ Disposable					

FACE SHIELD



QTY	PER PIECE	TOTAL	GST 18%	TOTAL
5	80	400	72	472
10	60	600	108	708
20	55	1100	198	1298
50	50	2750	495	3245
100	45	4500	810	5310

- 400 micron thick
- Polycarbonate
- Very tough
- Padding for comfort
- Elastic Band easy fit
- Reusable
- Anti Fog
- Unisex design
- Easy to sanitize (washable)
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- 6) Infrared Thermometer

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MHA Guideline for mandating Employee Insurance for all

Dear All company owners and HR's the industry is opening with easing lockdown but you would be missing the most important MHA guideline that mandates medical insurance for all employees irrespective of size of the corporate.

Look Annexure II, Point 5

Avoid troubles as doing business in India is not so easy, small negligence can prove heavy.

Do Provide the details for best insurance quote

Company Name:

Type of Business:

No of Employees:

Employee Name:

Employee Date of Birth:

Contact :-

Ms. Ashwini Thorat

National Key Accounts Coordinator

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Healthcare marketing & branding is a big concern as not many media agencies specialize in healthcare and each healthcare set-up is unique in a way servicing a particular specialization or catchment area.

Dr with years of experience we have successfully set-up MedBrand the vertical of RPG Ventures in 2014 (now renamed as Aviyana Healthcare Pvt. Ltd.) to get you the best healthcare marketing & branding planning and implementation at your doorsteps with cost efficiency matching results.

 <p>brochures, pamphlets, banners, hoardings, newspaper ads, etc.</p> <ul style="list-style-type: none"> • Planning & creative development of videos of the brand aspects for positioning <p>PR SUPPORT A proper PR can affect the brand image in long run by creating favorable image for the brand.</p> <p>For ensuring the same we provide the following services:</p> <ul style="list-style-type: none"> • Assist in organizing Promotional Activities as Camps, Dr Meets, CME's, etc. • Ensuring participation in Regional, National & International Healthcare Conferences • Website Development and up-gradation • Medical Blogs • Android application development support for business • Ensuring Articles in Newspapers • Membership advisory for Healthcare Bodies with ensuring the nomination or renewal as per clients request • Portfolio Development & Nomination for prestigious Local, Regional and National Awards <p>CORPORATE, INSURANCE & TPA AFFILIATIONS Healthcare Practice much depends on corporate, Insurance & TPA affiliations and support.</p> <p>For ensuring the same we provide the following services:</p> <ul style="list-style-type: none"> • Corporate & TPA tie-ups • Insurance Company Tie-ups <p>QUALITY ACCREDITATIONS & LICENSING Quality in Healthcare Delivery is gaining importance and certain individual patients and in particular Corporates ensure that healthcare service is quality certified</p> <p>For ensuring the same we provide the following services:</p> <ul style="list-style-type: none"> • Licensing Process for Healthcare Delivery • ISO Certification process & renewal (EUROCERT & ANSI) • NABH & NABL Certification process support <p>MEDICAL TOURISM International Patients in Healthcare offer opportunities to explore the brands potential as such patients look both for quality and trusts. Hospitals are trying to get the international patients by having the robust website, timely enquiry respond system with quotations and personal connect from hospital PRO with patients.</p> <p>For ensuring the same we provide the following services:</p> <ul style="list-style-type: none"> • Website upgradation as per international standards • Training of manpower for connect with international patients • Quotation process set-up • International Patient Hospitality options assistance • Participation support in Medical Tourism conferences nationally & internationally • Tie-up with international patient assistance agencies and medical tourism companies <p><small>For more details & queries, contact:</small> medBRAND Part B Sattana, 609, Plot No. 2, Sector 16, Near D Mand, Kamboli, Navi Mumbai 410218, Maharashtra. T: 982 0457 834 / 7835 E: rpgventures@gmail.com W: www.rpgventures.com</p>	  <p>We provide Support for Sales & Marketing, Branding, PR, Corporate, Insurance & TPA Affiliations, Quality Accreditations & Licensing, Manpower Solutions Medical Tourism for Specialist & Super-specialist Doctors, Clinics, Nursing Homes, Hospitals, Pathology Labs & Diagnostic Centres, etc.</p> 	 <p>OUR TEAM</p> <p>DR RAVINDRA PRATAP GUPTA</p>  <p>A versatile healthcare professional with over 20 years of proven track record in Healthcare Sector.</p> <p>Have been associated with some of the leading healthcare brands Pharmaceutical: Sandofi-Aventis Pharma, Novartis-Wander Labs, Micro Labs Wellness: Big Bazaar-Wellness (Future Group-Health and Beauty Business) Hospital: SevenHills Group of Hospitals, Panacea Group of Hospitals In Healthcare have served various departments as Sales, marketing, Branding, PR & HR (Recruitment and Training), Medical Tourism Development etc.</p> <p>Presently in to healthcare consulting for various healthcare brands nationally and internationally and a visiting faculty to reputed Healthcare and General Management Institutes.</p> <p>Has been awarded as Consultant of the Year Award for 2013-2014 by Indian Economic Development and Research association in March 2014.</p> <p>Pledges to ensure that innovation and speed for healthcare brands associated to give them a competitive edge.</p> <p>SALIL SABNIS</p>  <p>A Healthcare Professional with verifiable success year after year with more than 17 years of experience in Pharmaceuticals, Bio-technology & Life sciences Company's of repute.</p> <p>Have been associated with some of the leading healthcare brands Pharmaceutical: Eli-Lilly and GSK. He is set to add his extensive expertise with quality services to MedBrand Clients in healthcare sector.</p> <p>Services in integrated marketing, strategy (marketing, brand management, brand development), integrated marketing communication-advertising, digital marketing, ATL/BTL activities, marketing research, product distribution for pharmaceuticals, biotechnology, life sciences, healthcare / hospitals /clinic-chains.</p> <p>His key strength has been organizing new launches with recruitment and training of teams.</p> <p>Presently a consultant to some of the leading Pharmaceutical companies.</p> <p>Pledges to ensure the commitment and quality work for all healthcare brands associated.</p>	 <p>JAYPRAKASH M NAIR</p>  <p>Branding professional with over 12 years of experience in Healthcare Sector.</p> <p>Have done branding planning for various healthcare brands Pharmaceutical: Alkem, Abbott, Alembic, Aristo, Aventis, Biocan, Dr. Reddy's, FDC, Glaxo, Glenmark, Indoco, Johnson&Johnson, Lupin, Merck, Micro Labs, Nicholas Piramal, Novartis, Panacea, Pfizer, Ranbaxy, Roche, Sun Pharma, Unichem, USV, Wockhardt, Zydus, etc. Have artistically designed the best branding materials for brands associated with his creativity and skill.</p> <p>Pledges to ensure the brands get attention for all branding tasks undertaken by him after understanding the clients requirement.</p> <p>KJS BAKSHI</p>  <p>An HR Professional with over 25 years of experience. Have been associated with recruitment, training and development.</p> <p>Have been associated with some of the leading healthcare brands as Pharmaceutical: Ranbaxy, Pfizer, Glaxo, Novartis, Sun Pharma, etc. Hospital: Fortis Group, MGM Group, SevenHills Group of Hospitals etc. His core strength has been understanding client's HR requirement and fulfilling it within stipulated time period.</p> <p>Pledges to assist in assuring quality manpower both medico and non medico as per requirement.</p> <p>OUR SERVICES</p> <p>SALES & MARKETING SUPPORT Healthcare Sales and Marketing requires a different tact and people whether promoting a Dr, Hospital or event as CME's, a proper strategy with implementation needs to be put in place.</p> <p>For ensuring the same we provide the following services:</p> <ul style="list-style-type: none"> • Strategic Planning for Sales & Marketing with targets and costing • Recruitment & training of manpower • Monitoring of results (as per clients wish, incase client wishes to do it himself, we just recruit and train) • Social Media (Digital Media) • SMS/Email Marketing • Loyalty Card concept development and marketing <p>BRANDING SUPPORT Brand Positioning plays important part for making the brand a big success. Small but planned steps can ensure success.</p> <p>For ensuring the same we provide the following services:</p> <ul style="list-style-type: none"> • Logo designing (Corporate identity) • Stationeries (visiting cards, letter heads, receipts, etc.) • Planning, creative development, designing and printing
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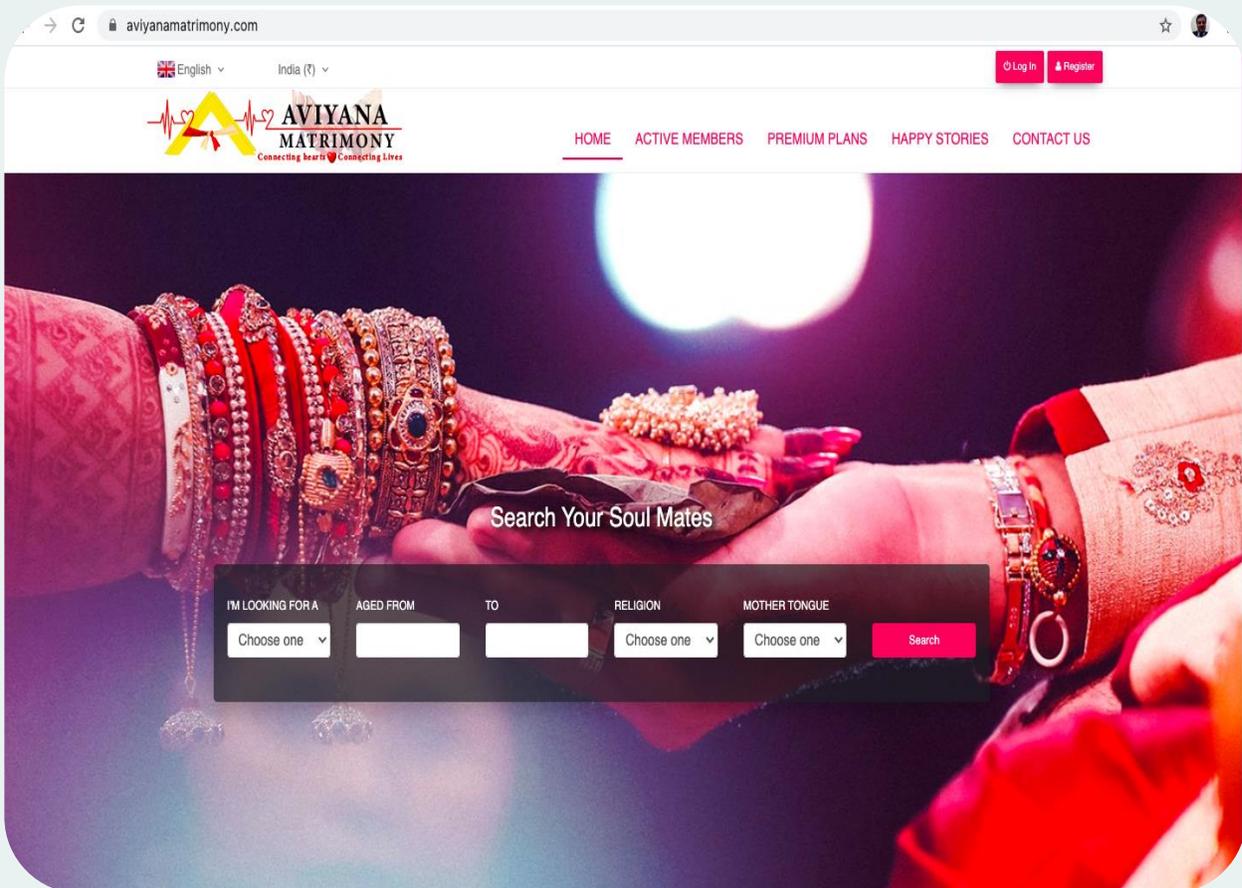
Our marketing & branding services are for healthcare setups as

- Specialty Clinics
- Super-specialist Visiting Consultants
- Pathology Services
- Diagnostic Services
- Wellness Centre's
- Nursing Homes
- Tertiary Care Hospitals
- Alternative Medicine Specialized Centre's

Contact for customised quote Ms Mahima Handa: 9825294584 or Dr Ravindra Pratap Gupta: +919324190698, mail on aviyanahealthcare@gmail.com

Aviyana Matrimony

Marriages may be made in heaven, but weddings have to happen first. Click the link to register www.aviyanamatrimony.com





Aviyana National HR Awards

20th March 2021

At India Habitat Centre, Near
Air Force Bal Bharati School,
Lodhi Road
Lodhi Estate, New Delhi

Aviyana International HR Awards

25th April 2021

At Holiday Inn, Silom Road,
Bangkok, Thailand

2020





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Indian Association of Talent Acquisition
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An umbrella body of HR's representing Corporate
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Entrepreneurial development wing of **RCCI**

A Vibrant Platform for
Entrepreneurs | Business Leaders | MSMEs | StartUps
Connects, Ideas, Solutions, Emerging trends,
Growth & Breakthroughs



Association of Business Leaders & Entrepreneurs

An autonomous body set up with the purpose of providing a vibrant platform for promoting and championing the interests of medium and small-scale entrepreneurs and business leaders mainly in the area of business development and growth, human resource - processes and management, capability building and cognate matters. ABLE endeavours to relentlessly champion the cause of the entrepreneurs keeping pace with the changing business scenario and provide need-based services to the entrepreneur fraternity.



- **Platform for Networking**
- **Resource Support**
- **Business Assistance**
- **Opportunity to attend seminars & Networking Events**
- **Enhancing Entrepreneurial Skills**
- **One-to-One Business Coaching**

How We Operate

Entrepreneurial Connect Meets

- Monthly event for Entrepreneurs, Start-Ups, Prospective Entrepreneurs from various segments of Businesses with special thrust on MSMEs.
- The Participants get to Share about their Business & Connect with their Business prospects.
- Knowledge Based Sessions on Business Insights, Entrepreneurial Essentials, Sharing Business Success Journey are other key features of the Meet
- ABL support platform to Entrepreneurs seeking Professional Help. (Financial, setup support, Business process, sales & Marketing, Business scaling, etc.)

One-On-One & Small Group interventions

- Regular One-to-One/small Group Sessions for the Enrolled Members with focus on their specific needs and challenges.
- ABL Professional Experts facilitate need based interventions enabling & Empowering the Entrepreneurs to get back on track and progress in their business Journey.

Need Based professional Business Coaching is Offered

Associate with ABL as a Member & become part of this Vibrant Entrepreneurial Community

"WHAT OUR MEMBERS HAVE TO SAY"

"This Platform helped get Connected to People from different Sector/Business, their aspirations & ideas to develop. As a Banker, each Connection is worth and i can step into by financing their Business."

S.Chitra - Branch Manager
(City Union Bank LTD.)

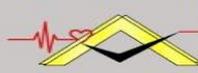
Purvi Dedhia - Director
(Synergetic Ventures Pvt Ltd.)

"A well thought, Concise 3 hour session, covering in-depth topic about Startup financing & Entrepreneur journey of now well established Architect. The choice of place, overall management was good."

"Its good that ABL is providing this platform for all the aspiring Entrepreneurs to come together, learn together, & achieve together."

Paridhi Sharma - Sr. Manager (Oriental Bank of Commerce)

Few of our Associate Members



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✉ aviyanaventures@gmail.com
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WHAT WE DO?

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- Accreditations Certificates
- Accreditations and Registrations
- Authorization from NABL Laboratory
- Inspection
- Compliance Auditing
- Training

DOCUMENTS REQUIRED FOR CERTIFICATION

- Legal Proof of company like - Firm Registration / Memorandum / Partnership
- TIN No./Service Tax No./
- Any registration/affiliation
- Copy of purchase bills
- Copy of sales bill
- Copies of staff biodata
- Copy electricity bill
- List of employees
- Bank statement (if any)
- Quality policy
- List of supplier
- Organization chart
- Sign on Proposal for ISO Certification
- Stamp and Sign on all the pages as detailed above



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For more details & queries, contact:
RPG VENTURES
 Parth Solitaire, Office No. 609, 6th Floor Plot No. 2,
 Sector 9E, Near D Mart, Kalambohi, Navi Mumbai, Maharashtra 410218.
 T: 9820457834 / 9820457835 | E: rpventures@gmail.com | W: www.rpgventures.com



HAVE YOU DONE THE ISO CERTIFICATION?

ABOUT ISO



International Organization for Standardization

ISO (International Organization for Standardization) is the world's largest developer and publisher of International Standards. ISO is a network of the national standards institute of 162 countries, one member per country, with a Central Secretariat in Geneva, Switzerland, that co-ordinates the system. ISO is non-governmental organization that forms a bridge between the public and private sectors. A standard is a document that provides requirements, specifications, guidelines or characteristics that can be used consistently to ensure that materials, products, processes and services are fit for their purpose. There are over 19 500 International Standards issued by ISO or their members.

ABOUT US



RPG Ventures is a sister concern for Accredium Conformity Assessment Services Pvt. Ltd. (ACAS-CERT), New Delhi. RPG Ventures is one of the leading and fast growing certification bodies across the globe with focus on customer satisfaction through value-added services. Our aim is to promote, encourage awareness and help Micro, Small and Medium Enterprises to continuously improve quality within industry, commerce and the public domain.

Accredium Certification is licensed by GACB(Europe) and membership of ANSI to ensure the continuance of its integrity and maintain its credibility with its clients

We have clients in all states of India & abroad and its registered office in Navi Mumbai, Maharashtra.

WHY ISO?



ISO International Standards ensure that products and services are safe, reliable and of good quality. For business, they are strategic tools that reduce costs by minimizing waste and errors, and increasing productivity. They help companies to access new markets, level the playing field for developing countries and facilitate free and fair global trade. On the one hand, many of its member institute are part of the government structure of their countries, or are mandated by their government. On the other hand, other have their roots, uniquely in the private sector having been set up by the national partnership of the industry associates.

ASSESSMENTS & CERTIFICATIONS

GENERAL STANDARDS:

- ISO 9001 - QMS (Quality Management System)
- ISO 14001 - Environmental Management System
- OHSAS 18001 - Occupational Health & Safety
- ISO 26000 - Social responsibility
- ISO 27001 - Information Security Management System
- ISO 28000 - Supply Chain Security Management
- ISO 20000-1:2011 - Information Service Management System
- ISO 22000:2005 - Food Safety Management System
- ISO 10002 - Complaint Management System
- ISO 50001:2011 - Energy management systems
- ISO 30000:2009 - Ships & marine technology/Ship recycling management systems
- ISO/TS 29001:2010 - QMS for oil, gas & petrochemical industries
- ISO 27001:2005 - Information security management systems
- ISO 20000-1:2011 - Information technology - Service management
- ISO 22301:2012 - Societal security - Business Continuity Management Systems
- ISO 13485:2003 - Medical devices - Quality management systems

INDUSTRY STANDARDS:

- ISO/TS 16949 - Automotive
- ISO 22000, HACCP, GMP, Who GMP Compliance - Food Safety
- ISO 13485 - Medical Devices / Pharma
- C-TPAT IT - ISO 20000 - Logistics & Transportation
- Regulatory - FCC, GOST-R, GS, CCC, ROHS, REACH, GOTS, HAR Mark, OEKO-TEX
- Other - KOSHER, BRC, HALAL, SEDEX

BENEFITS OF IMPLEMENTING THIRD PARTY CERTIFICATIONS

ISO International Standards ensure that products and services are safe, reliable and of good quality. For business, they are strategic tools that reduce costs by minimizing waste and errors, and increasing productivity. They help companies to access new markets, level the playing field for developing countries and facilitate free and fair global trade. It also helps to:

- Increases efficiency
- Increases revenue & profitability
- Provides an international recognition
- Brings in factual approach to decision making
- Improves supplier relationships
- Ensures adequate documentary evidences for system compliance
- Ensures process and performance consistency
- Increases customer satisfaction
- Improves process & productivity

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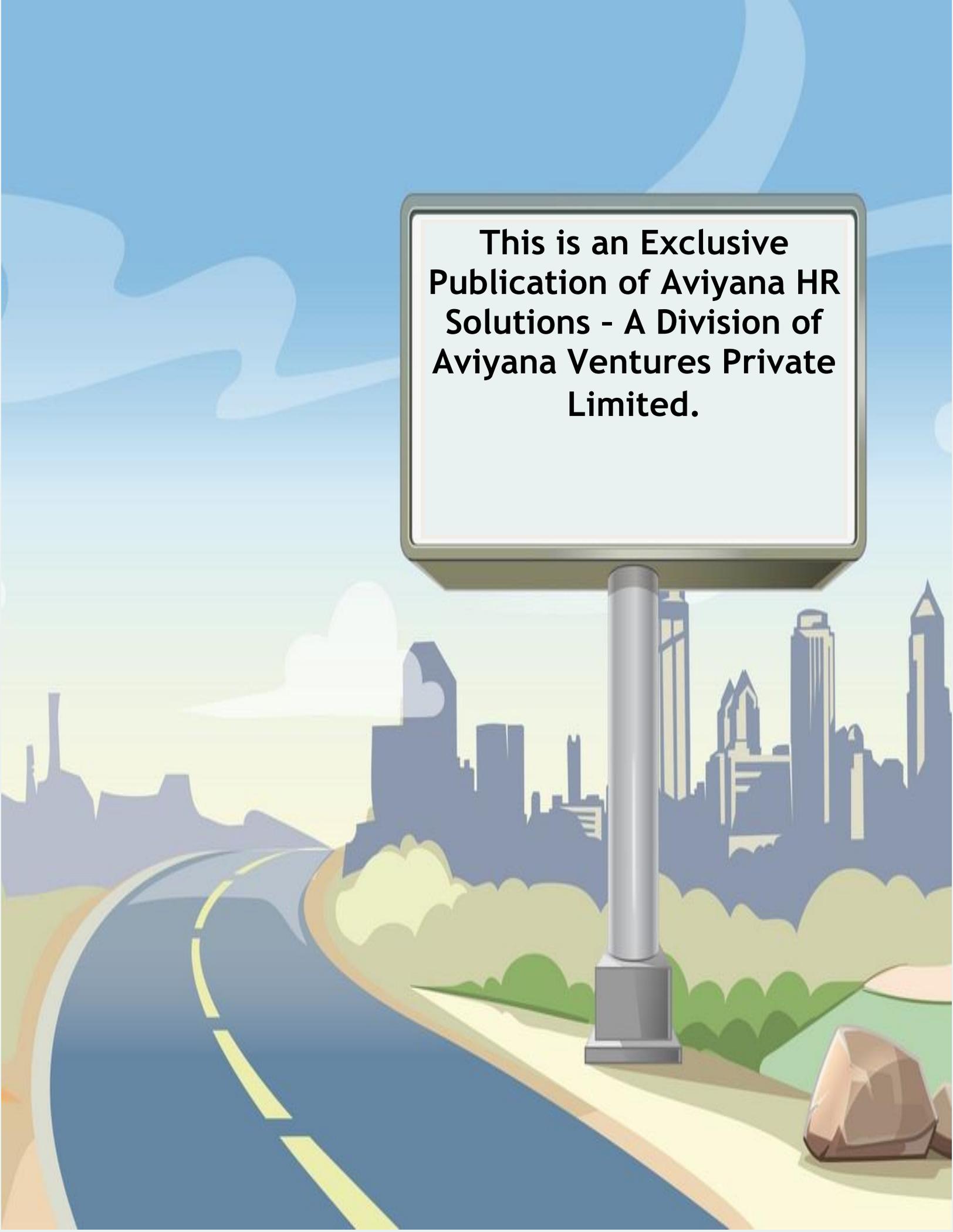


HEAD OFFICE-WEST: Aviyana House, 609-Parth Solitaire Commercial Complex, Plot No-2, Sector-9E, Kalamboli, Roadpali, Near D-Mart, Opposite Dominos & Above ICICI Bank, Navi Mumbai-410218, Maharashtra

REGIONAL OFFICE-NORTH: Aviyana House, 301-A, Mansingh Palace, Turab Nagar Crossing, Ambedkar Road, Ghaziabad-NCR-201001, Uttar Pradesh.

REGIONAL OFFICE-SOUTH: Aviyana House, ARS Arcade - 707 Akashvani Road, 4th phase, Yelahanka New Town, Bangalore - 64, Karnataka

Our Presence India: Mumbai, Pune, Delhi, Bangalore. **Overseas:** Dubai, Thailand, Nepal



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