

THE AVIYANA TIMES

Un-Lock Covid – 19

Edition

An Exclusive - Quarterly HR Newsletter

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*"Working for success
Will make you a Master;
But,
Working for satisfaction
Will make you a Legend."*

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 Un- Lock Covid - 19.

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

We should hail the strength of 130 Crore Indians that with more than 100 days of lockdown when we have returned to work, the signs of revival have started reflecting in significant industry activity and growth and the role of HR in such complex, dynamic and new normal environment shall be challenging on one forte to reduce cost, ensure health for all along with supporting business objectives. Hence this edition is dedicated to unlock COVID-19. HR's are vital for success of any business and we shall ensure the value-add articles in this edition to empower them with knowledge and experience via the current newsletter.



**Dr. Ravindra Pratap Gupta
CMD**

This special unlock edition has articles that will be enriching in content and knowledge. I am hopeful my HR Friends would appreciate these 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

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**

Lockdown has taught us many things for those who were really busy in corporate life and made us realize that more than corporate life family also matters and no quality apparel, vehicle or luxury collection was more important than basic necessities as food, shelter and health. So health replaced the earlier version of clothing and people thus realized how saving was crucial to survival. Company's also started to look how they can save with work from home, reducing salaries, reducing extra manpower etc.

When industry started opening in the new normal with social distancing, masks and sanitization the expense increased but still virus has not been controlled but now people are made to believe that we have to learn to live with it and thus the new normal of precautions has started.

At the outset, I assure you with second 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.

**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. Shivani Gupta
(Views Section)

Feature Article - I

Issues and Challenges involved in attracting investments in India - especially from those companies which would like to relocate from China.

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

Today the world is suffering from Covid 19 pandemic. Due to Covid 19, the world is already facing a tremendous amount of recession. The World GDP has dropped drastically and the effect of Covid 19 has been seen in India also. The World appears to be blaming China for this pandemic. Major companies have been threatening to pull out of China. There is a huge cry that Indians should boycott Chinese products. The Government of India has already allotted a huge amount of land in certain states like Maharashtra, Tamil Nadu etc. Some companies have already started discussing with the Government of India to start manufacturing in India.

The Chinese companies have invested heavily in India especially in the startup companies and have also dumped their products in India. Thus, Alibaba has invested in companies like Big Basket, Dailyhunt, Paytm Mall, Healofy, Ticketnew, Snapdeal Zomato etc. Similarly, Tencent has invested in companies like Byjus, Ola, Flipkart, Niyo, Gaan, Swiggy, Udaan Mxplayer etc. Xiaomi has invested in Citymall, Hungama, Marsplay Intenet, Oye, Rickshaw Rapido, Zestmoney, Sharechat etc. Almost all these investments are in areas like E Commerce, Food aggregation, Education, Social Media, Gaming, Fintech, Entertainment etc. In the area of telecom, companies like Huawei, Xiaomi, Sany, Novair, Benling India, ZTE, Vivo Electronics, Nexteer Automobiles etc. have invested in a large number of Indian ventures.

Three Companies have expressed desire to invest around Rs. 5000 Cr. in Talegaon, in Maharashtra. World over also China has invested in heavily through its Belt and Road Investment Projects (BRI), China Pakistan Economic Projects (CPEC), One Belt One Road Project (OBOR) etc. It has also invested heavily with technology and equity participation in countries like Vietnam, Taiwan, and South Korea etc.

India in 2019 imported US\$ 74”0 which is approx. 14% of the total imports from China and this comprises of Electrical and Electronic Items ~US \$ 23”24); Machinery including nuclear reactors, boilers etc, ~US \$ 30”; Organic Chemicals ~US \$ 8”50; Plastics ~US \$ 2”70 and Iron and Steel ~US \$ 1.73. Additionally, India has given a large number of consultancies to Chinese firms in the areas of Telecom, Bridge Building etc. etc.

In the area of Pharmaceuticals in 2019 India imported around Rs.17,400 crores worth of Active Pharmaceutical Ingredients (API) which are essentially bulk products or intermediate pharmaceutical. A total of 68 APIs are imported and in many cases the imports are 100%. Some of these APIs are Penicillin G, Levodopa, Tetracycline, Potassium Clavulanate and Acyclovir etc. According to some industry experts many of these APIs can also be manufactured in MSMEs.



In terms of engineering products some of the products imported by India vary from valves to recoil springs, rear lamps etc. Thus for e.g. BEML has issued a statement wherein it has said the following products are required as part of its indigenization for its various divisions. Some of the products are: Transmission Control Valve Assembly, Shift control, PR Control Valve, Floating Seat Kit, Track Drive, Swing Machinery, Recoil Spring, Lube Valve, Bushing, Gear Bearings, Chain Propeller shafts, Oil Pressure Gauge, Deflector, Engine Brake, Cut off Switch, Fog Head Lamps, Rear Lamps, Watertight Lamps, Side Cover, Air Ducts, Sockets etc. Many of these have been imported from China.

One of the reasons for the success of the Chinese products is the low cost of manufacture. Discussions with knowledge industry persons indicate that economics of scale is the main reason why the Chinese are able to manufacture at such a low price and thus capture the world market.

The Government of India has initiated steps to attract investments from companies that would like to withdraw the investments from China. Thus for e.g. allocation of land in Maharashtra, U.P., Tamil Nadu etc. In addition, very recently the government has banned around 59 apps produced by China. The Telecom sector has withdrawn tenders for 5 G given to Chinese companies. Consultancy services, contracts for road building etc. have also been withdrawn.

Many of the experts opined that for Indian companies to succeed there is a need to reduce the fixed costs and operate more on variable costs. The world market will demand cost effective products. One method to achieve this is to move towards digitalization i.e. Robotics, Artificial Intelligence, Data Analytics will be the new method of operations.

For Indian companies to succeed or to get foreign companies to manufacture in India is to increase the stimulus package in the form of direct cash or subsidy. Many of the companies are hesitating to take bank loans in spite of the moratorium because these companies feel that the cost will increase (compounding of interest during the moratorium period).

Further, innovations in India are grossly inadequate and the IPR rules are not so strong as in the developed countries. Further, the “*Chalta Hai Attitude*” is one of the biggest deterrents in the growth of the Indian Industry.

Discussions with knowledgeable people also indicated that companies are looking for a consistent, reliable and a friendly public policy towards new industries. Land reforms and most importantly reforms in HR policies appear to hold the key for success in attracting investments from China.



Feature Article - II

HR Role in Organization Transformation – Challenges ahead and way forward



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.

ODAY KAMAL, Partner, The Ready, an organization design consulting firm based in New York City, writes "Today, change is not only more rapid, more complex, more turbulent, and more unpredictable. Today's change is unlike any change encountered before. Change itself has changed." (WEF, 2017) [1]

The above verbatim aptly describes the challenges that any organization is facing today when it wants to change or there is a need that pushes it to adopt the change. Hence in case of any organization transformation, all the stakeholders within the organization are involved in bringing that change - the organization transformation. In this context, the role of human resources (HR) is quite important and may be considered as supportive to make that transformation process happen by working with the management. This is mainly because it the people who will make this change possible and that's why HR becomes the mainstay in organization transformation.

It is observed that variations in economies as well as local and global developments, there are many changes occurring rapidly that not only affect the role of HR but also pose some challenges in doing its functions.

Some of these challenges are as listed below: (WFPMA, 2020) [2]

- Managing the Change or Transformation
- Educating the Leadership
- Assessment of usefulness of HR
- Evaluating the organizational value and usefulness
- Payments and reimbursements
- Staffing: Ensuring availability of skilled manpower locally and its enrollment

Let us explore these HR challenges.

- **Managing the Change or Transformation**

This may be treated as a particular scenario related to management of workforce in the context of any change. It is because of the fact that transformation is not the core activity of HR personnel training and development. The HR department and changed, enhanced workforce may become an asset to the organization. They both together can sail the ship of the organization forward (during the time of crisis). In this context, a dedicated effort on training and development (of the workforce) may be required so that they are empowered with new skills and mindset that facilitates the journey through this change process.

In this context, the role of HR will be to convince the all stakeholders of the organization including the management that we need to change. It is essential that everybody understand it and live along with it - newer and different ways of working business.

- **Educating the Leadership**

As the second of the biggest challenges for human resource management, is upbringing of the next batch of leaders. It may be seen as some kind of essential and

tactical step. In this context, HR professionals have tasks such as developing, establishing and providing necessary frameworks, methods and procedures, various assessment and analysis techniques and different kinds of opinions so as to make the best choices and build up the next batch of the future leaders of the organization.

As an essential and planned initiative of upbringing the leaders, across the globe organizations are doing it and making efforts to build second line of people that may have leadership qualities. It is therefore very essential that the right kind of people are retained (within the organization), and then groomed within the culture of the organization. This in turn provides encouragement to the people to take up higher roles and responsible positions. As a result, the people are empowered to take on leadership roles of the future so that they can make the organization and the business sustainable and feasible in the long run.

- **Assessment of usefulness of HR**

It is not possible to have changes took place without use of appropriate tools and techniques that are deployed for the assessment of usefulness of HR (itself). As in case of other departments of the organization, this department also requires certain indicators and results to

prove its necessity, existence and utility to the organization. These indicators could take different forms depending on the nature of business and the nature of the organization. It can be growth of employees or attrition rate or training provided to workers, and so on that has been favorable to the business.

Over the years, the HR has evolved from the past. From just making recruitment of the persons in the organizations it has traversed a long way to be a strategic element in the organization change process.

Use of different kind of metrics to determine utility is just a beginning of a shift from perceiving HR's role as entirely an clerical administrative function to viewing the HR team as a true strategic partner within the organization.

It may be observed that where HR personnel are busy in quantifying and assessing their (own) usefulness, it sets up a growing gratitude (within the organization) that they are credit worthy and are in a position to provide an organizational value (by evaluating the effectiveness of the entire business organization). This swing or change is substantial as well as noticeable as it corresponds to progress from simply counting the numbers hired to determining the ROI (return on investment) of collective and individual hires on a long-term basis.

- **Evaluating the organizational value and usefulness**

In fact another challenge is that the HR is going to face in near future is the organizational effectiveness. Assessment of how good or useful is the organization is once again a feature that supports HR's critical role as a strategic partner to management. In this context, HR plays a vital role in conveying usefulness and importance of the organization to their stakeholders which is no mean feat anyway.

By doing this it may be said that indeed, HR has come a long way now from the past and now entered into a challenging role of organization transformation in an ever changing business environment today, which is driven by high technology and information based working.

- **Payments and reimbursements**

Payments and reimbursements (to the workers) is one of the key issues across the industry sectors around the globe as it is related to the competent workforce and its use and retention. This is also critical to the organizations as they aimed at working with increased productivity and profitability. Besides recognition of the work and individual skills, compensation also encourages or motivates people to work more efficiently and may

(Unintentionally) create more comfortable circumstances around them.

- **Staffing: Ensuring availability of skilled manpower locally and its enrollment**

This aspect is related to achieving organizational efficiency. With competent workforce now recognized as their assets by the organizations, certain things needs to be taken care of. Firstly, it is ensured that such manpower is available locally so that sourcing cost is minimized. Secondly, to make this manpower competent, it is empowered with suitable skills by providing them training on periodic basis. Last but not least is the maintenance of this manpower by having systematic staffing list or the enrollment that may be accessed or updated (as and when required) by the organization.



Feature Article-III

***Unlock Phase – Bringing Business on Track
An Understanding from Business and HR Prospective***



This article is contributed by **Mr. Parikshit Seth** Founder & CEO at S3G Debt Management, More than 15 years of experience in cross-functional arenas including Finance, commercial, Legal and Compliance, Internal and Management Audits. He has worked with one of the Big 4 and conducted various review of design and operative effectiveness of business controls.

He is Bachelor of commerce and a qualified Chartered Accountant. Travelled in more than 30 countries while working with a large group head quartered in UAE with core business in Diamond Jewellery and Polished diamonds. His primary role was collection of debts to ensure the liquidity in the company. Possesses a strong business leadership record and has a deep understanding of the debt management especially in Asia and Middle East region.



Today running the business in COVID Times is not easy when still the uncertainty prevails. The Business & HR Functions need to understand the realities and work together to make the unlock a great success. Many business owners big or small are doing cost cutting as manpower reduction, salary cuts, deferred incentives and increments.

So why this all started?

Let's understand that the Receivables are the assets in a business which brings the cash in, and ensure the availability of funds to rotate your business cycle. *Covid-19 has brought a slowdown in global economy*. One of the major reasons is "lockdown". Impact will come as slowdown in the receivable rotations also.

From a business point of view, 2020 your business is profitable if you are alive;

However, it is also important to bring the business on track in the coming months. One of the problems which are expected is "easy realization of receivables".

Reasons are quite clear: -

-  Either the debtor has spent the available cash during the lock down (Staff Salaries, Fixed Overheads, Personal drawings, and other expenses),
-  Or debtor wants to save the cash for the future issues which can be expected given the current business scenarios,
-  Or debtor is finding difficulty in their collections which got stuck with their parties

So, the questions remain the same on what to do to ensure a smooth start of business after lockdown.

One thing is quite clear that there cannot be a thumb rule which can apply on each business. Everyone business must prepare a unique strategy to control the spillage which is already being done.

COVID-19 has brought more problems with very less available solutions. Also, everything cannot be expected from the government being we are the resources for them, and we are the consumer also. Lock down has also limited their resources.

Every business much is in a dilemma on what to do and what not. Some of the options are below:

- ✎ Prepare a business plan assuming you have NIL receivable/or no realization on coming months. It is the same of a startup business plan.
- ✎ Do not try to add any new customers on board. Being this is the time lot of buyers will switch their suppliers due to pending payments.
- ✎ Increase the receivable days for the new sale.
- ✎ Not to borrow the funds being new sales will also be delayed and interest will impact the margins.
- ✎ Try to shrink the exposure and business lines to concentrate on cash business
 - ✎ Liquidate nonproductive assets
 - ✎ Reduce Fixed Overheads excluding staff
 - ✎ Look for extended credits which are possible and ethical.

From receivables point of view

- ✎ Soft calls with parties for collections
- ✎ Understand how you can help them so they can continue their business and ensure your payment
- ✎ Do not charge delay interest however you can increase the margins on the new sale to cover up the new receivable days
- ✎ Try to look for cash sales with discounted price if possible
- ✎ Avoid spreading negative feedback due to delay in payment about your parties
- ✎ Spend more time in ensuring KYC (Know your customers) and CRM (Customer relationship Management)

All views expressed are by (Parikshit Sethi) own and do not represent the opinions of any entity whatsoever with which I have been, am now, or will be affiliated

Feature Article - IV

*Important, invaluable information on Corona Virus
Written in larger health interest & benefiting humanity*

This article is contributed by
Dr. Prakash Trivedi
India's leading Gynecologist
Obstetrician Laparoscopies
& IVF Consultant, Mumbai
India.



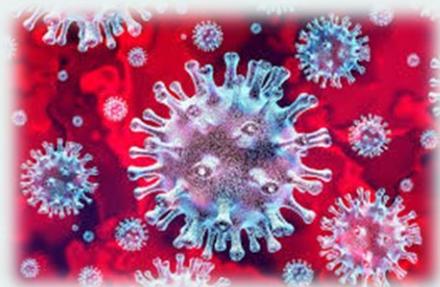
Dr. Prakash Trivedi

“Human being’s ego of continued dominance on the planet brought to knees by virus posing the single biggest threat”

Hundred year of Pandemics “The best prophet of future is the past “ “Influenza in 1918-1919 in 24 weeks killed > AIDS has killed in 24 years”

In 2 years 100 million > 2 World wars. Then Spanish Flu ,Asian flu ,HIV 2018 SARS, Swine flu, MERS, Ebola Zika & now Corona CoV2 19.

People who ignored history carry the risk of repeating the same



What happened in Wuhan?

In central china Wuhan the transportation hub with flight to 120 destination, had Huanan seafood market over 50,000 sq.mt exotic animal nest all for sale, Nov'19 Virus leaped from Bat to penguilin to human. Dr. Li Wenliang eye doctor knew not declared till 31/12/19. China kept illness unknown to world & flights continued plus concealed epidemic. All who reported Dr. Li, Chen Fang disappeared.

China made a bizarre decision of not reporting asymptomatic patients who were positive to keep their numbers low. Wuhan 99% had fever, 59% had dry cough, 35% muscle pain & 31% breathless, 20% ARDS, 12.3% mechanical ventilation & 6% died.

South Korea has built drive through testing centre's without leaving your car free did 6000/ million tests & reduced disease. China rapidly deployed robot assistants to deliver medications to isolated hospital patients

“Humanity changes its approach to pandemics or pandemics will devastatingly change humanity “

THE CORONA VIRUS ‘Knowledge can only be finite, ignorance necessarily infinite’.

Beta corona virus RNA affects human through respiratory/ GI tract / throat? contact with a human cell. Hijacks the cell protein making machine follows virus RNA genomic code. One infected cell has many RNA strings for many corona off springs steal a part of cell membrane form mature enveloped CVs which can travel through blood beyond lungs. WBCs destroy them but releases cytokines leads to inflammation sickness, this fused cell is giant cell & can lead to cytokine storm.

Facts of CoV2 virus spread

Cough sneeze~ forms droplets >5 microns,< 5 micron are nuclei, still less are aerosol which can fly plus remain for 2-3 hours & come in contact for spread. Fomites settled droplets ~ aircraft seat or theatre or hotel or cough or sneeze can spread 3 rows all around & due to fans or A/C can spread more, the droplets on magazine, cutlery etc are fomites which remain & can spread to others. The droplets can remain for 24-96 hours on plastic, glass, steel but only 4 hours on Copper

Covid 19 has large droplets & exhaust fan can take droplets to the drain. Bats can fly so spreads far, further bats constantly produce cytokines & interferons, hence they don't fall sick but can infect. WBC produces special proteins antibodies which bind with S proteins & nullifies effect WBC swallows it once in blood cytokines travel to midbrain hypothalamus & raises temperature. Bacteria take secondary advantage of poor immune system.

Diabetes, weak lung, smoking, high BP, heart disease, pregnancy, Cancer had immune suppression. Sickness is due to cytokine release effect. If severe it's storm with immune enhancement. Blood vessels are rich in ACE2 receptors, diabetes, hypertension further damages blood vessels leading to venous thrombosis.

Loss of smell, loss of taste, fever, and Dry cough affects alveoli which are filled with fluid & reduce oxygenation, like Pneumonia. Maximum cases have no symptoms, few cough, fever, body ache few more & few die. Virus can remain in stools for 21 days; feco-oral route of spread is possible especially in Indian toilet or western toilet with tissue paper only. Hence strict hand hygiene soap water proper wash habits are necessary. For corona virus nasopharyngeal, throat swab taken for RTPCR Reverse transcriptase Polymerase chain reaction is 71% positive, antibody tests are less available; IgM may rise after 9-10 days. Chest CT is useful to > 90%

Treatment: As there is no specific medicine, Treatment is to control fever, prevent dehydration co morbidities, and prevent secondary infections, oxygenation prone position, and ventilation. Remdesevir acts on viral DNA dependant polymerase 5-7 day's treatment. For storm right immunomodulator Glucocorticoids, antibody rich plasma.

Moderna Massachusetts uses mRNA to produce corona virus antigen without causing infection, mRNA-1273 16/3/20 1st human given a vaccine. All are waiting for vaccine trials to be successful.

Protection & OPD

Once at home remove footwear socks keep it in a box, remove clothes keep it straight in laundry bag, Hand sanitizer straight to take a shower, save family.

Do's:

Hand hygiene, respiratory hygiene, strict hygiene visiting wet-animal or veg markets.

Don'ts:

Adjust glasses, itch, randomly to touch raw meat or undercooked fruits vegetables rinse thoroughly & dry it. If outside food re-heat it. Avoid restaurants, peak timings; avoid spitting, tobacco, betel juice.

WHO Only surgical mask is enough, medical persons prefer N 95 Fit test. On N 95 check NIOSH GOV TC approval no: matches CDC Avoid fake masks. Know how to wear & doffing remove & put it in right bin. Dispose & Hand hygiene every time. Modified mask multilayer's can be used, but don't touch the mask. Gloves for some work & dispose, otherwise to clean gloves is difficult 7 not preferred over better hand hygiene. Living space well ventilated, have less care takers.

“Science must begin with myths & the criticism of myths “

If respiratory symptoms dyspnoea, confusion, diarrhea, vomiting, lethargy contact specialist, test at home/ hospital Isolation.

Myths: I am not at risk, keeping throat moist, Vitamin C, ginger, warm water gargles, no spices, avoid cold ice cream, Pneumococcal or influenza vaccine is useful.

Conspiracy theory- Misinformation

It's not bioweapon, manmade, spy team, by some foundation, 5G, there is effective vaccine?

“Viruses can bring down empires faster than human revolutions. Becomes true weapon of mass destruction capable of bringing any change.’

Social media can identify outbreaks; Government has spread public health information's.

Ignore Social media- misinformations, fear, half-baked theories, and falsehood.

The Prime Minister of India brought timely lockdown, many politicians, Police, Doctors; Health care workers have done good work.

Though Corona CoV2 virus has more infectivity, but case fatality rate is less. Females are better than males marginally. Further many cases of Corona have improved & totally recovered. Further few who have good resistance may have Corona without symptoms & develop antibodies IgG carrying no risk thereafter to spread and are working.

So if you have symptoms show to a knowledgeable doctor, get tests, isolation takes simple or specific treatment. Only few may need hospitalization & still very few Ventilators ICU etc. some may die. Situation is sensitive but this is not the 1st Pandemic further most in India has stayed responsibly. Taking proper precaution we will overcome Corona with less damage. We will also have to prepare for monsoon. Indian spirit & self-belief with better lifestyle than West has shown its worth, Keep healthy, fit & safe.

Written in larger health interest & benefiting humanity.

(P.N: Wuhan 77 days lockdown from 23/1/20 only medical or essential services, people died at home, unattended in hospital. No new cases after 19/3/20. Color coded passes Green, Yellow & Red. Green allowed yellow home isolation. Tests before reporting to work.)

Feature Article - V

Leave Policy in India

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



Dr. Ravindra Gupta

Numbers of leaves entitlement in a company depends upon state you are in. Every state has different leave entitlement and leave policies which should be seen before one defines leave policy of your company. Leave policy of a company cannot be less than that mentioned by the State's shop and establishment act.

Earned Leave

This is a paid leave earned by employees during a year and availed in the subsequent year. If the number of earned leave is over, the day is considered as an unpaid leave and the day's pay is cut from the salary. These leaves can also be encashed while leaving the company. The following are number of earned leaves according to laws:

Factory workers need to work minimum 240 days in the organization in a year to be eligible for earned leave. Adults get 1 day for every 20 days, and children, below the age of 15, get 1 day for every 15 days work in the previous year.

Mine workers below the ground can avail 1 day for every 15 day's work; and those working above the ground can avail 1 day for every 20 day's work.

Workers in a Bidi or Cigar factory get 1 day leave for every 20 days' work in the previous year. If the worker is a child of below age 15, he gets 1 day off for every 15 days of work.

People working in sales and newspaper running company (which includes journalists) can avail one month earned leave for every 11 months of work.

Domestic workers are also eligible for 15 days earned leave in a year.

Casual Leave

This is another paid leave that although not earned, is entitled to employees only if prior permission is granted by the organization. If the employer does not grant permission and the employee nevertheless takes a leave, the day's pay is cut from the salary. Usually every organization allows a certain number of casual leaves in a year, which is fixed by the company's administration. Although, there is laws for certain types of workers:

Sales and newspaper employees (including journalists) are entitled 15 days of casual leave in a year

Apprentices are entitled annually 12 days casual leave

Sick/Medical Leave

Employers provide sick leaves to employees when they are ailing. Some organizations ask for a medical certificate to grant sick leave. Others don't deem in necessary. If the employee has used up all his sick leaves, the company uses his earned leaves. Sick leaves can also be carried forward to the next year. The specifications are although determined by the company's administration. Laws governing sick leaves for different types of employees are:

Apprentices are entitled for 15 days of sick leave in a year. This can be accumulated to a maximum of 40 days.

Journalists and Newspaper employees can avail medical leave of one month for every 18 months of work. During the medical leave, the employees are paid half the day's pay.

Sales employees are entitled to medical leave similar to that of newspaper employees. They although mandatorily need to show a medical certificate for their absence.

Maternity Leave

Female employees, as per law, are entitled to 3 months or 12 weeks of leave when she is pregnant. During this time, employers will have to pay their female employees normally.



Paternity Leave

Male employees who are soon to become fathers can avail up to 15 days of leave within 6 months of their wife's date of delivery. Apart from these, there are others paid, unpaid or half-paid leaves like Study Leave, Bereavement Leave and Leave for Voting. These although are left at the organization's discretion.

Trends In The Future Of Human Resource Management- Employment in COVID Times - A Practical Solution from HR Point of View

This article is contributed by Ms Akshada Shine- Associate at Commercial Bank of Qatar.

COVID-19 has thrust upon the industry unprecedented disruptions in business. The way forward for entrepreneurs should be to act with sensibility, empathy and care. With the spread of Corona virus worldwide the world's greatest recession has set in. Most of the world economies have shown declining trend. An important area discussed and talked about has been job losses i.e. income loss and that shall drive millions in to poverty as World Bank and other agencies forecast.



Ms. Akshada Shinde

Let's delve upon the topic of employment during COVID-19.

Surely difficulties will be on its way for the employer seeing orders getting reduced as demand affected, then shortage of funds, raw material and thus business survival a question for many entrepreneurs.

The known fact that the purpose of any business is to generate revenue for either the shareholders or the owners. At least that's true in a capitalist society. If it's not going to do that, it is going to go bust sooner or later without outside help, however we need to make some assumptions before discussing it. Unlike developed countries where the government takes care of businesses and its employees in tough times in India there are no governmental supports like furlough scheme where the establishment shelves people temporarily and government pays the salaries. On the contrary the company doesn't have its order book full for at least for long period seeing the pandemic surging and business disruptions with lockdowns that are unpredictable. The company doesn't have a lean work structure. If any of it is not true, then they got to retain the work force.

To justify the state of mind for businessmen let's substantiate with example where currently import and export is severely impacted, sales of luxury goods is abandoned as they are not a part of essential commodities. Certain set of industries is going through huge losses as airlines, automobiles, travel and tourism. Thus the first thought is "all is not well".

Shifting towards second school of thoughts, where we are going is tough and employers are having more than required share of workforce, we will have a few options growing towards profit.

It's preferable to use some strategies cut unnecessary expenditures. That may mean making people jobless.

People may agree to take voluntary pay cuts; India's biggest food delivery app companies have done so. May be make work just 4 days a week and use the extra workers, pay them less. Important thing is keeping your strategy transparent to all employees. Employees need to know your stand and where their job life stands. When the company is in such a phase employees when made to understand such decisions they wholeheartedly support for two reasons first they also know that they don't have much options for change and whatever pay for work they get at least it takes care of food/stay or health.

If organizations are closing down because of lockdown, you can't expect much. Things do get complicated when the labour laws etc. kick in, especially in countries like India. Here the suggestion would be to connect the placement firms and see if they can be assisted to join any other sector where their skills can be used or they can be trained on job.

Work from home is option for many jobs but not for all as in manufacturing industries. Hence again a fine balance can be maintained with positions that can be handled remotely and ones which need the physical presence.

Enlightening steps taken by Indian Government, India has not reached the peak yet and usually the downward curve is much slower than the ramp up. Hence till date most predictions have failed.

Realistically, if the cases come down by August or September end, it will be good. The promise of vaccine is on the way but will it be able to act of multiple strains of virus is a big question. Hence with all the relaxations allowed now, it may well reach higher peaks. To substantiate some interconnected function in nature follows the exponential rule. Same with virus initially, finance, rabbit population, petals of sunflower....

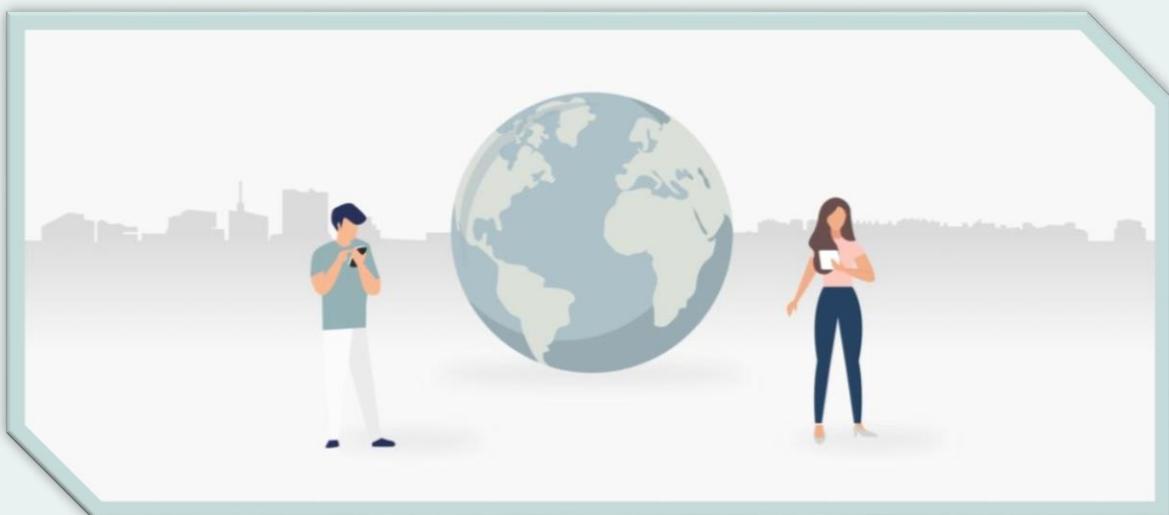
The way forward is we have to learn to live with COVID-19 with practicing social distancing, washing hands, wearing masks, Sanitization of office and factory premises at intervals and screen the potential COVID-19 suspects via gun thermometer and symptoms along with self-declaration of employees.

We should ensure all employees are insured for health by the organization as GOI has also mandated in circular dated 15 April 2020, so that employees are secure at work place monetarily if they fall ill.

It's simply beautiful. Still let's not be negative and treat employees first as family and then see what best can be done.

At this point organizations should focus on Work from home, but as some work place demands physical availability of employee they should mandatorily take precautions and maintain hygiene standards as discussed.

This article has been written by Ms Akshada based on her in-depth analysis and the way forward for employment in COVID Times. These are her original opinions



The Top Seven HR Best Practices That Can Transform Any Organization

Published On March 19, 2019 • HR Process

The world of human resources is changing, with an increased sense of purpose and focus on activities that add value to the business as a whole. No longer thought of as merely an administrative or reactive field, HR can lead the way in terms of positive business change. Therefore, it's vital to understand the latest trends and best practices.

The top 7 HR best practices every HR manager should know

Let's take a look at the top seven HR practices being championed in successful businesses and how they yield results.

1. Selective hiring

Today's marketplace for candidates is competitive, with many companies fighting to attract, secure, and retain the best talent. To hire the best employees, your business needs a recruitment process that attracts the best candidates and shortlists them effectively and consistently. It's vital that managers draw up realistic and comprehensive job descriptions from the outset. Also vital is utilizing the best in role-specific interview processes.

Selective hiring helps you recruit the people best-suited to your roles and your organizational culture. This, in turn, reduces the likelihood of employees leaving and thereby decreases your staff turnover, improving employee morale and productivity.

2. Self-managed teams

A lot of current management thinking focuses on breaking down the traditional hierarchical structure of layers of managers, team leaders, and employees and replacing it with self-managed teams. This means that no individual has total responsibility for a team's performance. Instead, everybody works together to achieve a common goal, with team members taking turns to lead particular projects based on their expertise and experience.

Self-managed teams encourage everyone to take responsibility for business success by giving them some personal accountability for performance. It is also usually the case that employees working in such team frameworks benefit from higher levels of motivation and morale as they feel more in control of their daily work.

3. Effective training

Hiring the best talent should be a crucial part of your HR strategy, but the work doesn't stop there. To keep your employees up to date with the latest developments in their field, continuously improve their skills, and keep them interested, energized, and motivated in their roles, it's essential to provide them with opportunities to learn on an ongoing basis.

But training in itself isn't necessarily effective. The employee training needs to be relevant and purposeful for the employee. Additionally, they need to be given an opportunity to practically use the new skills they have learned.

Second, the style of training needs to fit the needs of the employee and the skill itself. There are lots of different training styles to choose from, including classroom-based, online, on-the-job, etc.

Finally, training should be ongoing and continuous, and not performed as a one-off or tick box exercise. Otherwise, it won't achieve its objectives of upskilling or motivating employees effectively.

4. 360-degree performance management

The notion of carrying out an annual performance appraisal between managers and employees has been around for a while now. However, this once-a-year meeting in itself isn't enough to encourage real performance improvements.

This 360-degree performance management focuses on gathering objective and relevant feedback from a selection of an employee's contacts, including their manager, colleagues, subordinates, and external contacts. It's a useful way of achieving a well-rounded and objective view of performance management from a range of sources. It can help an employee address performance concerns in specific areas, as well as be rewarded for excellent performance in others.

5. Employee feedback mechanisms

Switched-on organizations recognize that feedback works two ways. While providing employees with the right feedback to improve their performance is key, so is allowing staff to give their opinions about the business to drive improvements. Staff surveys can be useful to gauge employee morale in general, as well as give individuals an opportunity to confidentially voice problems or concerns. Managers should use this feedback to tackle issues about the working environment or management style, with the aim of helping employees feel more valued.

6. Paperless HR processes

Along with all of the new and improved processes that HR teams now manage comes a mountain of administrative tasks to keep them running smoothly. But trying to conduct these activities using paper, spreadsheets, or manual databases eats up valuable HR working hours, leading to less accuracy due to human error along the way. Paperless HR uses software to automate many of the most common and time-consuming processes. This means that data can be processed quickly, accurately, and consistently, freeing up the HR team to focus on more value-adding work.

7. Actionable insights

When it comes to making important decisions related to workforce, businesses need data-driven insights. However, when businesses use HR software that don't offer advanced reporting functionality, teams are forced to wait too long to gather data, analyze it, and retrieve insights.

On the other hand, choosing an HR tool that comes with an inbuilt reporting module enables targeted data analysis to make better informed workforce decisions. Best of all, by harnessing the power of business analytics greatly speeds up 'time to insight' and enable real-time actions.

Step your HR up a notch with these HR best practices

Starts today by picking a couple of the best practices discussed above that are most relevant to your organization. Take the initiative to see what improvements you can achieve in each area of your business.

8 HR Tech Trends That Will Influence Your Business in 2020

By Karolina Kurcwald on June 19, 2019, leading HR Tech Consultant



Ms. Karolina Kurcwald

By design, Human Resources is all about people. But does it mean that we should keep it away from technology? Quite the contrary. Does it mean that we'll be using robots to find and hire people? That's highly probable. Actually, robots in recruitment are already a reality as technology is becoming key in the process of attracting and retaining talents. Automation and AI is just a little section of the latest tech innovations implemented to HR on a daily basis.

As HR is as prone to trends as any other industry, it's good to have a clue about what's going on in this area. Why? According to many HR experts, like William Tincup or Anna Ott, HR Tech Consultants, keeping up to date with tech is crucial:

Tech innovation is what keeps HR relevant so we need to be on the frontline." So, what's the next big thing coming down the line in HR tech? From payroll automation and soft skill management to artificial intelligence in recruitment and using technology to improve physical and mental wellbeing and prevent burnout. Uff, there's a lot of it. In order to make it all a bit clearer, we decided to narrow these trends down to eight that might heavily influence your organization (if it's not happening yet).

If you want to keep your business up to date and make it thrive, have a look at some key motions in the HR tech sector and the specific solutions you could implement in your business.

#1 Remote teams

It's one of the biggest trends (if not THE biggest, because it has considerable influence over a lot of other trends) that has been taking the industry by storm in recent years. The results of an International Working Group (IWG) study clearly illustrate that remote work is no longer an exception, but is well on its way to becoming the norm across countries and industries. Some companies, like Buffer for example, rely entirely on distributed teams by design, while others are shifting toward hiring more and more remote employees.

The ability to work remotely is quickly becoming one of the most sought-after employee perks, but also quite an administrative challenge—businesses now have to be ready to connect employees in different time zones and take steps to ensure they all have equal learning and development opportunities. On the other hand, it gives employers access to new, previously inaccessible pools of talent while cutting recruitment costs.

Fortunately, technology has countless solutions on hand and will no doubt keep focusing on bringing distributed teams together.

Thanks to collaborative project management and messaging suites like Slack or Trello, as well as cloud-based HR platforms, location is no longer an issue. What technology now has to tackle is making sure we're keeping the distributed teams connected and productive. Giants like Facebook are tapping into the growing remote work market, while software companies are trying to make inroads into these emerging fields. With tools like Zoom, Focusmate or PukkaTeam, designed to create virtual co-working spaces, we're now able to fight procrastination, enable employees to use their soft skills and make the remote working experience more social—and less lonely.

What are other ways to facilitate remote work? Taylor Jacobson, Founder and a CEO of Focusmate shared his opinion with us:

I believe great remote team cultures start with trust. You have to trust that people want to win and want to perform, and then find out what they need in order to do that. Often that comes down to offering structure and accountability, and finding ways to reduce isolation and provide real human connection amongst colleagues. As a result, these things are central to the remote co-working product we're building at Focusmate."

VR conferencing might play a role here, too, gradually replacing traditional video conferencing, which is currently the expected norm for companies with employees scattered around the world.

Remote work obviously changes a lot for recruiters—who have now broader pools to choose from, but also need better, more effective tools to reach the people they want to hire. Sites that connect employers with prospective employees are becoming more popular as they help both recruiters and candidates—examples include well-established companies like Upwork or Fiverr, as well as more innovative platforms like Humans.

#2 Cloud-based HR

When you have a remote team, your HR department might be remote, too. This is where comprehensive HR platforms in the cloud—the future of resource management—come in. There are already multiple all-in-one HR platforms available, including the one that used by Buffer, that integrate a lot of separate, core aspects of HR management, like payroll, benefits, time management, on boarding, and collaborative software.

Using cloud-based HR software is slowly becoming the norm not only for globally distributed teams. It's much more scalable, so it's great for fast-growing businesses, where it allows HR professionals to work with real-time data.

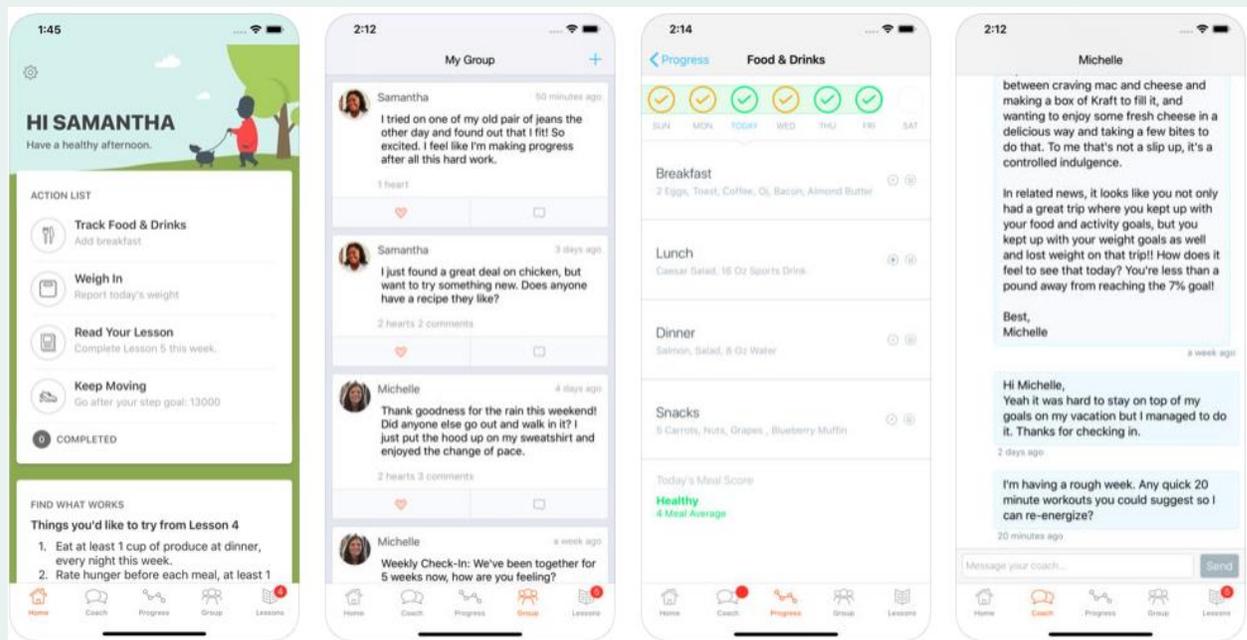
At the same time, the employee self-service model grants employees better control of their data, benefits, and tasks, while giving companies more effective tools to evaluate their engagement and productivity. There's a clear shift in the industry from using HR software focused on helping HR teams to integrated suites that simultaneously support employees and managers in their jobs.

#3 Employee wellness with a focus on mental health

Employee wellness has an impact on the company as a whole, on team productivity, and job performance. No wonder it's a huge trend at the moment—there are a number of projects in the works that focus on helping employees avoid burnout and care for their mental and physical wellbeing, ultimately leading to higher employee retention rates.

So we'll see more personalized health and wellness systems fuelled by employee data. Platforms using gamification and wearables will continue to grow, but there is a notable shift of focus towards employee mental health. In the US alone, approximately one in five adults experience some form of mental disorder, and companies are starting to understand what that may mean for their overall performance.

There are already solutions emerging to address these concerns. One example is Lantern, a mental health start-up that helps fight anxiety and depression using digital cognitive-behavioral therapy tools and has partnered with large digital health care providers to offer programs that help people learn to manage their anxiety, stress, and body image.



The example of a digital health provider, Omada app, Source: App Store

What might help sustain mental health is also creating a Workplace Strategy (see how it works for Monerail) which makes the office a meaningful space. According to Forbes:

“Organizations creating the right environment for their staff can have a positive impact on employees’ health and wellbeing, as well as their job satisfaction and productivity levels”.

The next thing that influences employees’ well-being is the occasional possibility of working from home which enhances personal well-being, good

Work-life balance and convenience in everyday issues—also practiced at Montrail.

#4 Employer branding

For years now companies have been taking to social media to bolster their reputation and image they present to both prospective and current employees. According to LinkedIn, 72% of recruiters agreed that a company's brand and reputation have a significant impact not only on the recruitment process, but also on the organization's bottom line, reducing cost-per-hire, and bringing in more qualified applicants.

In short, this is by no means a short-lived trend, but rather an area organizations have to take a closer look at, if they haven't already. And again, technology can help—from growing job boards and company review sites to career sites integrated with HR software and social media. Hyper-targeted social ads with employee stories and job offers help significantly narrow the audience and reach just the right people.

Employee advocacy is a key part of the process of creating an employer brand. Platforms like LinkedIn Elevate or smarp connect employees to relevant, personalized content, and help you encourage your co-workers to become true advocates for your organization by sharing their own.

#5 Enhancing recruiting experiences

Technology is already transforming the entire recruitment lifecycle. Everything's becoming digitized, from résumés to interviews, and recruitment managers have tools at their disposal that help shape a seamless candidate experience. HR is increasingly becoming all about the "experience"—whether employee or candidate. One significant development we're seeing in the field is the emergence of candidate experience platforms, like pathmotion: tools allowing for connections and conversations between employees and outside talent.

And this candidate experience mitigates one of the biggest issues of the businesses today—recruitment.

Businesses have some trouble finding qualified employees to fill their open positions, a situation which benefits the employee over the employer. Furthermore, it's getting increasingly difficult to retain valuable employees, as

they're relentlessly wooed by seemingly countless benefits other companies offer. And that's where technology comes in, enabling HR teams to tap new resources and solutions to improve their global reach and cater to the individual needs of their employees.

A platform like HoneyPot is the example of HR tech adjusted to the modern world of recruitment. It reverses the usual, well-known flow of recruitment where candidates browse through countless offers and apply for those most attractive. Here, employers take the initiative more than ever before and contact specialists registered in the app with the best-fitted offer. Both parties obtain desired results quicker and easier which constitutes the overall candidate experience.

One technology that is currently seeing broader adoption is, specifically chatbots (have a look at the Monerail chatbot peeking at you from the right corner). Of course, we're not talking about the whole hiring process being led by a bot (not yet, at least), but a skilled recruiter would be able to significantly increase the pace of the candidate screening process with the help of AI. Chatbots bring another advantage to the table, as they can help slash the time the recruiters need to respond to candidate application, and thus create a much more positive experience.

A chatbot can also either take over for or work together with augmented analytics, automation platforms at later stages, managing communications, setting up calls and meetings, asking the right questions, and moving the candidate further in the process—making it (surprisingly) more personal, because you're not leaving the candidate to wait endlessly for your reply.

#6 Learning and development

Because remote work is one of the biggest HR trends, employee training is moving increasingly to the digital realm, a shift which also allows it to benefit from the latest HR Tech innovations using gamification, AI, and AR/VR. Online employee training is basically a must, with the area developing toward personalized, self-paced courses that fit employees' individual learning styles.

Technology also presents a lot of possibilities for individualized career pathing, building multiple career path scenarios based on individual employee potential, identifying skill gaps, and reviewing job competencies. Examples of HR Tech tools suited for this purpose include PathSavvy or Talent Guard.

#7 Analytics with AI

In today's world, everything's about data—and the importance of data management in human resources is unquestionable, especially as teams grow. Tech and tools available to HR professionals today range from simple surveys and employee feedback tools to complex analytics platforms. Talking about advanced platforms, just have a look at Peakon. This world's leading platform for measuring and improving Employee Engagement help managers crunch the data to understand what drives and engages employees.

One noticeable trend is augmented analytics—an approach to data that automates insights using machine learning and natural language generation. Experts see augmented analytics platforms as more user-friendly ways to analyze employee data and produce deeper insights. They combine AI capabilities to analyze large sets of data and identify trends or track important metrics. Then, using natural language processing technology, the tools deliver the findings in an easy-to-digest, conversational form.

You can see a broad use of AI in such products like MindMatch or HRForecast. Both companies use Big Data and Artificial Intelligence to target more talent more efficiently and answer the most burning questions of HR management basing on data, not a guess.

#8 Increased data security

The times when payroll handed out actual paper pay slips are almost entirely gone. And aside from obvious pro-environmental benefits, what this means is that we need to embrace new ways of securing sensitive employee data in the long run. Keeping data in the cloud, the increasing use of employee HR self-service platforms, and the shifts in data protection legislation, like GDPR, all mean that robust data security, as it pertains to both candidates and employees, will be a growing concern for HR and a must for software creators.

That's why tech vendors need to find and adopt measures to keep the data that clients trust them with intact and secure, while companies need to put systems and procedures in place to ensure the data is correctly managed and processed. This will definitely be a dominant trend in the tech industry as a whole, and existing HR solutions will need a lot of reworking to give people more control over their data.

One of the technologies that experts hope will reshape this particular are is the blockchain. Blockchain transactions can be applied to virtually anything, like personal data, work history, or financial details. It'll be very interesting to watch the impact that blockchain—alongside other technologies—has on the cybersecurity of our data.

Remain human and embrace technology

Although some people tend to think that automation and similar cutting-edge HR tech trends will remove the human element from the equation, it actually may be the opposite. If we took a closer look at the powerful capabilities they tools offer us in terms of personalization or reaching the right talent, we'd quickly realize they might actually be helping the organizations become more human in the process. How? By letting HR professionals focus on strategic areas and real human contact, and freeing them from repetitive tasks that can easily be performed by software.

It looks like the biggest perk of latest HR tech trends is that it's not really meant to replace people. Instead, it's there to help them make more meaningful connections as professionals and co-workers, and to create more satisfying jobs where they can grow.

However, the golden rule when it comes to trends of all types, whatever the industry, is one - never follow them blindly. Has your biggest competitor just implemented a shiny tool for team training or performance (and boasts about it)? Good, ask yourself whether you truly need this exact tool, too. Maybe trying an all-in-one HR tool will perform better? Or creating a customized HR app will meet your employees' needs more precisely?

Ask the vital questions being an HR to yourself and you will get an idea of the technology implemented need for present and in future.

How has technology changed HR in your company? Which trends will you be trying to accommodate in the near future?



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

If you are struggling to get some input on what HR should do & HOW in today's challenging situation specially from NOW till post lockdown, HR Shapers has prepared simple doc with key points related to Employee / Managers / CHRO / Leadership / CEO <https://lnkd.in/fFKbWwp> on HR Role during / in post lockdown. Kindly refer to all columns to understand the role of each teams -10 verticals of HR & supports depts. Admin, IT, Finance, Mar 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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Best Companies To Work In India In 2020

(Source: <https://www.greatplacetowork.in/great/100-best-companies.php>)



Corporate News for HR

Source Economic times - starting with latest new on top



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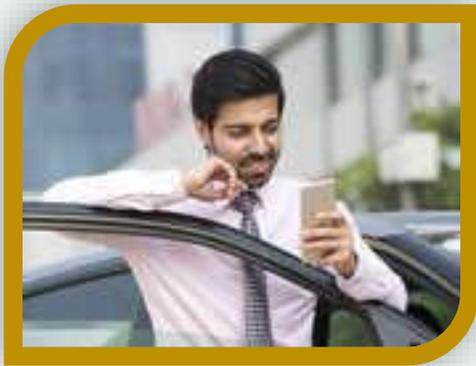
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Why HR leaders are betting high on behavioral skills



Companies give employees a break as very few apply for leave now



HR fraternity underscores safety, using stress positively



Some companies that have been forced to lay off staffers are helping them find jobs elsewhere



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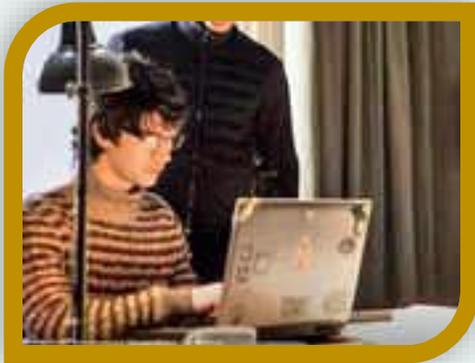
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Special Thanks - to friends from Economic times in short listing relevant news for Hr Industry

Economic News For HR - 3 Economic Trends Impacting HR

By kamalsandesh, Published on: Josh Bersin | March 13, 2019, Josh Bersin writes HRE's HR in the Flow of Work column. Bersin is an analyst, author, educator and thought leader focusing on the global talent market and the challenges and trends impacting business workforces around the world.



Mr. Josh Bersin

Economy impacts workforce strategies more than almost anything else. This year will not be an exception. In this article, are outlined several important economic trends that all HR leaders should note.

While the GDP is Rising, Productivity is not. Even though employees around the world are working more hours, productivity (output per hour worked) is lagging. I believe this is a result of several factors.

First, while robotics is now often used in manufacturing, digital tools in most roles have not necessarily made work easier. For instance, 27 percent of respondents to a 2018 LinkedIn survey said they spend an entire day a week dealing with emails not directly relevant to their jobs. And the average company now has seven different systems for communications. Most employees are operating in a digital overload.

We also know that commute times have been inching up over past years, and now, 14 million workers spend an hour or more in daily commutes—another productivity killer.

Those in HR need to invest in work-at-home solutions, adopt flexible work schedules where possible, simplify the IT infrastructure (and HR tools) and do a much better job of employee communications.

Wages are Relatively Stagnant

After factoring in inflation, U.S. wages have barely budged in the last 40 years, and for those in the bottom 90 percent, wages are falling behind. We essentially have two workforces: one that has benefited from digital technology and a larger one that has not.

While software engineers and designers are now in high demand, there are many left behind.

The 62 percent of Americans who did not attend college are seeing [twice the unemployment rate and less than half the wages](#) of those who did. Even higher-paid college grads are falling behind. Deloitte research has found that two-thirds of millennials do not believe their standard of living will be as high as that of their parents; 15 percent of millennials have student debt of \$15,000 or more.

HR leaders need to ask themselves, “Are we paying people enough?” In today’s economy, where the most valuable jobs are based on creativity, services and collaboration, paying people well is an investment, not an expense. This year I encourage all HR leaders to rethink their entire compensation strategies. As your company makes more money, it’s important for you to encourage business and finance leaders to share the wealth with employees.

Modern Jobs Demand New Skills

Jobs in virtually every industry are now requiring employees who are digitally savvy, who can communicate effectively verbally and in writing, and who can work in teams and across functional areas. LinkedIn’s latest study of skills in San Francisco, the city with the biggest skills gaps, found that oral communication was the most in-demand skill.

This is why the L&D market is exploding this year (spending on L&D technology is up 10 percent), and companies are finally getting out of the way and putting learning into the hands of employees. Research shows that employees who spend more time learning are more productive, happy, engaged and perform better than their peers.

HR needs to aggressively support employee career development, technical-skills

development and overall on-the-job learning. U.S. companies only spend about \$1,200 per employee per year on training, yet they spend three to five times this amount just to hire a new employee. Employers can clearly afford to spend more on employee development, and we should.

HR has a tremendous amount of responsibility, power and agency to mitigate the impact of these economic trends. Businesses have a responsibility to do the right thing for society, as well as their customers and stakeholders. You, as an HR leader, have a lot more power than you may think.

Corporate Dressing for Women themed Unity in Diversity Dressing - Fashion for Corporate Females

This article is contributed by Vijayshree Srikant an astute corporate professional and a blogger on dressing trends for Corporate Indian women, She believes though from 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 a woman”*. She practices it and is always on lookout for innovation, attire and fashion to add value to the pretty women.



Ms. Vijayshree Srikant

Since time immemorial, Women have always loved to look pretty, chic and elegant in whichever attire they adorn. Although Saris, Western tops and Salwar suits have been in trend for long and have been a delight for women always; the descent of Indian tops or Kurtis into the market added greater delight, curiosity and interest among women of all sections of the society. Kurtis forayed into the Indian market and the fashion industry with relative ease. Today women of all classes, ages and sizes opt for Kurtis as their daily as well as their formal and corporate wear.

The word, ‘Kurti’ originates from the Persian word ‘Kurta’. A short kurta came to be known as the, ‘Kurti’; which is the attire worn by females. The Kurtis came into being from the tunic of the Shunga period. It majorly refers to, jackets, waistcoats and blouses with no side slits and which sit above the waist area. This mode of dressing pattern is usually followed by the northern region of India, while the south prefers sari, though now it is changing. A lot of women prefer to wear kurtis owing to its, flexibility, classy designs, and comfy feel and mobility aspect. As such, it has gained a lot of prominence even after the advent of modernization.

There are different variations of kurtis in the northern region of India. Each state has its own distinct type of the outfit for its womenfolk. Different states encompass different varieties of kurtis which represent their unique culture, ethnicity and tradition.

Some of the varied varieties of kurtis from different states are enlisted below -

Punjabi kurti - This type of kurti is half sleeved or full sleeved and is of hip length with no back or front opening. It is basically a short version of the anga (robe) and women wear it with a suthan. The kurti has a cotton based texture; it is usually a short cotton waist coat, which is buttoned down in front to the waist. Saraiki kurti is the name given to the kurti from the south of Punjab region which now falls in Pakistan.

Gujarati kurti - Women of Gujarat and Kathiawar region wear kurtis which are not too long and fall just below the waist area.

Bihari kurti - An amalgamation of the choli and the jacket is what defines the Bihari kurti.

Jaipuri kurti - Kurtis are made of traditional and ethnic designs using various fabrics like cotton (60's cermic), khadi, rayon, georgette, jacode etc. Basically, the kurtis are made up of rayon material.

Rajasthani kurti - The traditional Rajasthani attire worn by the elites or the royal family consist of the Kurti, Kanchali, Ghaghra and Odhni. It is also well known as the Rajputi Poshak. Cotton or Silk is the material used to make the Rajasthani kurtis. The culture is depicted in a beautiful and a colorful way through their Bandhej and Bandhani attire. Kanchli, kurti or choli consist of the upper body wear of women. Kanchali is worn beneath the kurti. These are vibrant to look, designed in an ornate and intricate manner and made as per the specific body measurements. Exquisite expertise is required to customize the kanchali and the kurti. The outfits are embellished with beads and sequins, mirror work, artistic cut work, coral and shells etc to give it an ethnic touch.

Sindhi kurti - Formerly, Sindhi women used to sport a Kurti, Sindhi (Pyjama), and a waist length jacket as opposed to the numerous varieties of kurtis in the market today.

Uttar Pradesh kurti - Traditionally Uttar Pradesh and adjoining Himalayan regions had kurtis, a development of short blouses. Chikan kari or Chikan are traditional embroidery from the most ancient Mughal era.

Nowadays, kurtis have gained immense popularity in the corporate world owing to their style, flattering appeal and dignity. Kurtis having front and side slits, A line kurtis, are in trend. Enlisted below are some of the trending varieties of kurtis that women wear to office on a day to day basis -

- ♠ **Asymmetric kurtis**
- ♠ **Solid peach kurtis**
- ♠ **Anarkali kurtis**
- ♠ **Block print kurtis**
- ♠ **High collared kurtis**
- ♠ **A line kurtis**
- ♠ **Mandarin collared kurtis**
- ♠ **Blue printed kurtis**
- ♠ **Geometric print kurtis**
- ♠ **Paisley printed kurtis**
- ♠ **Solid colored kurtis**
- ♠ **Jacket style kurtis**
- ♠ **Self-patterned kurtis**
- ♠ **Shirt kurtis**
- ♠ **Dhoti style kurtis**

Kurtis today are considered by all young and old as the most versatile garment, adapt to all seasons and all occasions. Be it summer or winter, be it party, occasion, routine daily wear or office wear. It can be traditional if worn with churidar or salwar or Fusion or Indo western if worn with jeans or cotton bottoms. The comfort, decent and trendy look makes it the most desired attire.

**KURTIS ADORNED BY WOMEN FROM VARIOUS STATES
OF INDIA**



PUNJABI KURTI



GUJARATI KURTI



RAJASTHANI KURTI



BIHARI KURTI



SINDHI KURTI



UTTAR PRADESH KURTI



JAIPURI KURTI

Some prominent kurtis preferred by
corporate women:-



GEOMETRIC PRINT KURTI



MANDARIN COLLAR KURTI



ASYMMETRIC KURTI



SELF PATTERNED KURTI



A-LINE KURTI

JACKET STYLE KURTI



SHIRT KURTI



ANARKALI KURTI

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/>



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



<http://indiahrsummit.com/>



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



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



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

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-YouTube Video

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Asana for Back ache, feeling of freshness as well as weight loss
<https://youtu.be/Qc7SMJCKmU8>

Mental Health- YouTube Video

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



Are you feeling Depressed?

Many a times we feel little low or very low. Trust me it is a very natural process of reaction of mind to various changes in and around us. Don't be critical every time. The most important thing is how you are expressing your real life happiness to the outside world. Many people hide their happiness when someone else expresses their family's unhappiness. This can be really injurious on your mental health. I pray for your happiness and well-being always. Stay Blessed.

<https://youtu.be/JQZXTcTNwe4>

“Strategies for staying motivated during the COVID-19 Times”

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



Ms. Rachael D Souza

1. Do set small daily goals.

It is important to recognize that these aren't the normal times, and your productivity is likely not at its peak right now. That's okay. Setting daily goals can help you to make your day as productive as possible, but be realistic with the goals you set. Big goals may seem insurmountable right now; instead, focus on small goals for each day that you can cross off your list. Get through the assigned articles for your upcoming class. Finish the first draft of a paper. Make progress on your data cleaning. Setting smaller goals that can feasibly be tackled in a day can help you stay on track. Try to make a short list of manageable tasks to get through every day.

2. Carve out time in your day for work and for relaxation.

Working from home can make it much harder to get through your daily tasks when the temptation of Netflix is quite literally right in front of you 24/7. For others, working from home can actually lead to a serious case of overworking now that we are no longer dependent on an office or lab space to restrict work hours. Scheduling when you will work and when you will relax can help you to manage a healthy work-life balance at home. For some, a conventional 9 to 5 schedule with a lunch break in the middle helps them to stay focused. After 5 pm, put down the work, make some dinner, and relax for the rest of the night. For others, their most productive times of the day may be less conventional. One pro of working from home is that you can fully embrace when it is that you work well. If you're most productive in the early hours of the morning, get up

early and work during the first half of the day. If you're someone who works best at night, then spend time relaxing in the morning before jumping into work later on. The most important thing is that you can dedicate a chunk of your day to work and then keep your work out of your relaxation time. Plan out a schedule of work and play, and try to stick to this schedule Monday through Friday, like a regular work week.

3. Try taking small breaks after an hour while virtually on apps like zoom

For many corporate people working from office provides time to socialize with peers in the office canteen. Being surrounded by others doing work can be very motivating, and so working from home can be hard when you're sitting alone at a desk. Thanks to platforms like Zoom or FaceTime, you can still work with friends virtually! Try taking 5 minute break after an hour take the time to chat together until the next study session starts. You'll be motivated to stay focused with everyone while the timer is running, and you'll get a chance to catch up with friends on your breaks.

4. Schedule virtual get-togethers with friends.

Social distancing can be the hardest aspect of this pandemic for many people. Not getting to spend time with friends can be emotionally taxing. However, social distancing does not mean you have to totally say goodbye to a social life. Schedule virtual get-togethers with your friends, and have them often! The promise of a set time and date to get together can be something to look forward to. Plan Zoom Happy Hours on Friday or Saturday evenings to celebrate getting through another week, or have a virtual game night on Saturday with the use of different multiplayer apps, like the UNO app.

5. Prioritize your mental health.

Staying motivated can be near impossible when your mind is filled with anxieties. No work technique is going to keep you motivated when stress is unmanageable, and there is a lot to be stressed about right now. Taking care of yourself can help you to better manage your mental health during this time, so make sure you aren't letting the basics fall through the cracks. Try to move a bit each day with a walk around your block or an online yoga class. Take time to eat balanced meals, and try not to work through lunch - step away from your laptop and take a lunch break. Don't stay up until two in the morning. Maintain a normal sleep schedule, and aim to get at least eight hours of sleep a night. Allow yourself time to enjoy TV and social media, but try to reduce how much time you spend listening to pandemic news. Limit yourself to reading pandemic-related news for only a short amount of time in the morning, and then leave it alone. Stay informed from reputable sources, but avoid getting wrapped up in constant news coverage that will only heighten anxiety.

Please remember that if you're struggling and need to talk to someone, there are resources available as friends and colleagues dial and speak to them or do video chat with family members far off.

6. Be okay with not being highly productive right now.

Some days you may not have much ability to focus at all, and that's to be expected! Nobody's life is normal right now. You may find that you have good days where you're highly motivated to get through work and bad days where your motivation is nowhere to be found. When work seems impossible, prioritize what you must get done that day – what has a deadline tomorrow, what emails need to be sent before the evening? Get through high priority tasks, and then let yourself have the rest of the day off. And don't beat yourself up for not getting through your entire to-do list! It's okay to expect less from yourself right now.

As this new normal set in, everybody is learning how to best adjust to working from home and being isolated from friends and family. Staying motivated can be tricky, but you can help make it a bit easier for yourself by setting realistic schedules and taking time to care for yourself. Though this pandemic can feel like it will be endless, it will eventually pass. Staying motivated can help refocus our attention away from these stressful changes and towards a more hopeful future.

Health News

Health News

Medical Insurance Mandatory for all employees in companies irrespective of size of the company, annexure II, point 5

https://www.mha.gov.in/sites/default/files/MHA%20order%20dt%2015.04.2020%2C%20with%20Revised%20Consolidated%20Guidelines_compressed%20%283%29.pdf

Report of the WHO-China Joint Mission on Coronavirus Disease 2019 (COVID-19)

<https://www.who.int/docs/default-source/coronaviruse/who-china-joint-mission-on-covid-19-final-report.pdf#:~:text=Using%20available%20preliminary%20data%2C,severe%20or%20critical%20disease.>

COVID-19: Health Ministry issues revised home isolation guidelines - PTI - **July 03, 2020, 15:23 IST**

<https://health.economictimes.indiatimes.com/news/policy/covid-19-health-ministry-issues-revised-home-isolation-guidelines/76767874>

WHO halts hydroxychloroquine and combination of HIV drug trials among hospitalised COVID-19 patients - ANI **July 05, 2020, 08:57 IST**

<https://health.economictimes.indiatimes.com/news/policy/who-halts-hydroxychloroquine-and-combination-of-hiv-drug-trials-among-hospitalised-covid-19-patients/76793198>

Covid-19: ICMR - PTI **July 05, 2020, 05:06 IST**

<https://health.economictimes.indiatimes.com/news/policy/covid-19-icmr-says-following-all-globally-accepted-norms-to-fast-track-vaccine-wants-to-cut-red-tape/76792269>

CanSino, Moderna, Novavax: A list of Covid vaccines under clinical trials across the world At least 129 Covid-19 vaccines are in the preclinical stage, while 18 are currently being tested on human volunteers. MOHANA BASU **5 July, 2020 8:04 am IST**

<https://theprint.in/health/cansino-moderna-novavax-a-list-of-covid-vaccines-under-clinical-trials-across-the-world/454051/>

Treatment with Remdesivir for COVID-19

<https://www.youtube.com/watch?v=EyDjdsnC-Cs>

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 industry activity starting and again lockdown imposed will break the backbone and will take a very long time to recover.”

President

Leading Industries Association



“We are focusing on WFM Employees for many jobs that are reducing our cost.”

HR Head

“People are not ready to work for COVID-19 Care Healthcare Set-ups even on high pay.”

Dr
CMD

Leading Health Institute

Employee's Opinion

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



“I am finding difficult to survive in 3 months of lockdown. Ready to work on half pay.”

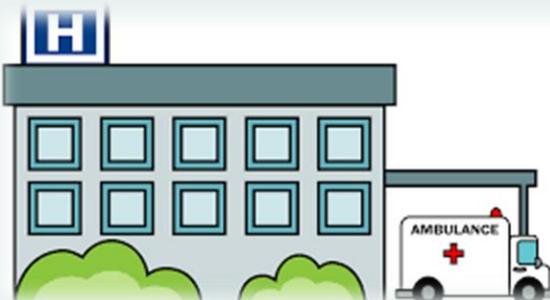
Middle Management Employee
Leading IT Company Bangalore

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

Pilot
Leading Airlines

“I joined back the hospital but got COVID infected and then had a harrowing time recovering.”

Operations Manager
Leading Tertiary Care Hospital



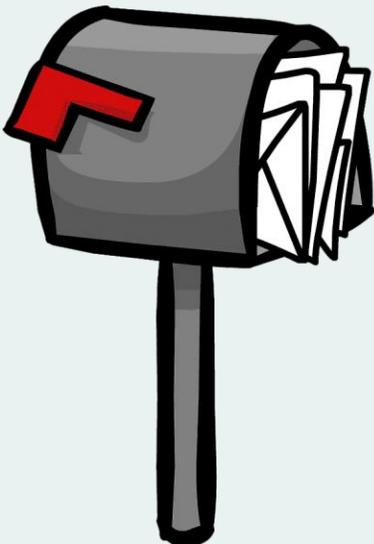
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Our Endeavour would be to carefully examine each suggestion and implement as possible to make the viewer experience interesting in times ahead through further issue of Aviyana Times.

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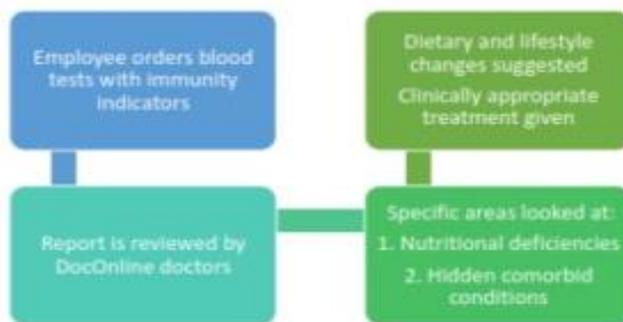
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Employee Risk Assessment

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

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	QTY	PER PIECE	TOTAL	GST 12%	TOTAL
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■ 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
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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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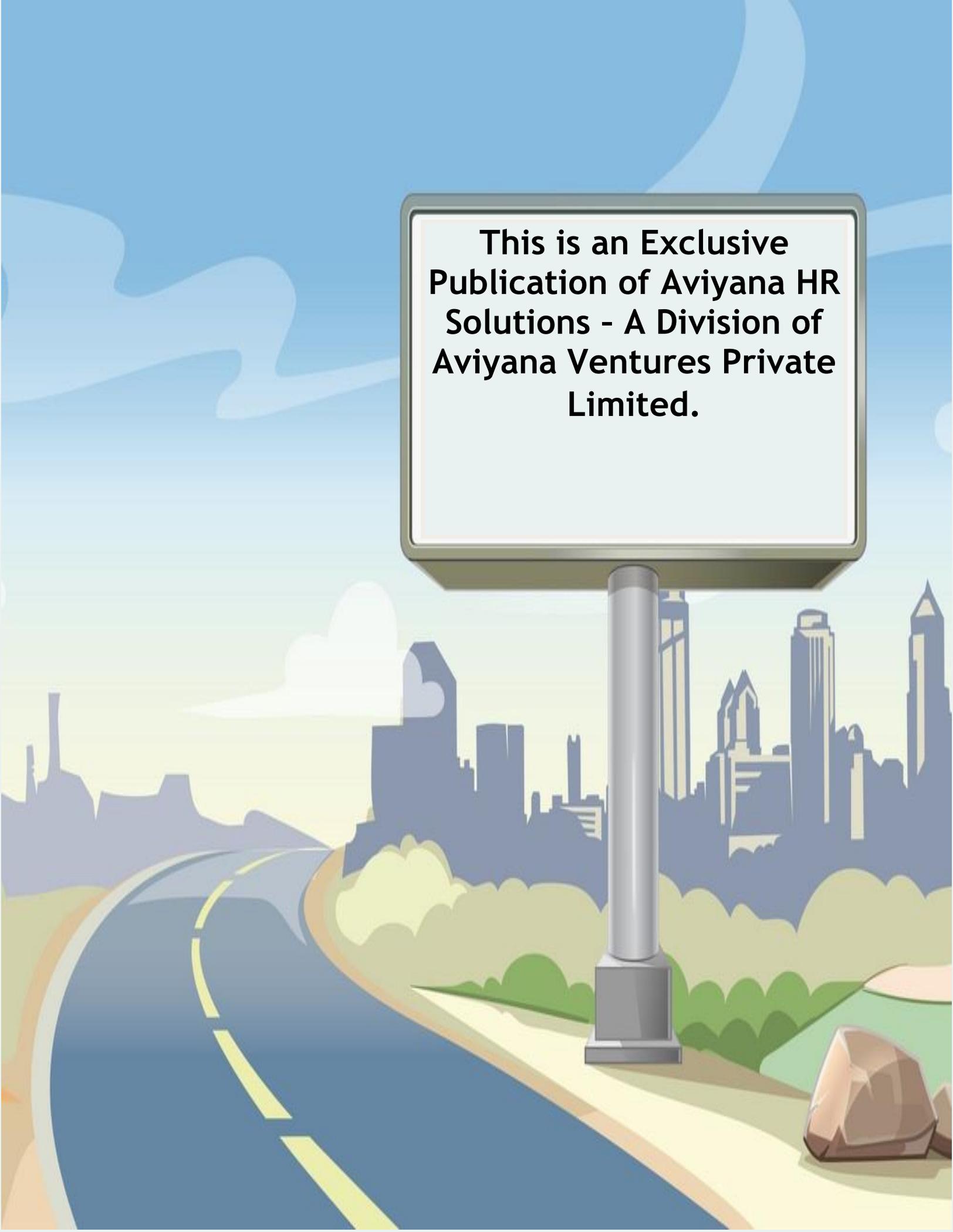


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