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BY
HR TEAM



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GROUNDED JET AIRWAYS' STAFFERS MAY LAND JOBS AT TAJ

By: Mittika Ukey

Date: 9th May 2019

Source: Economic Times



Taj, has 149 properties and 17,823 rooms in its portfolio and they plan to open one hotel every month and, hence, will need to hire more people. The hospitality unit of Taj Mahal Palace, has put out a post on a social media platform welcoming former Jet Airways employees to be a part of its heritage and legacy. Although Tata's may have given up the opportunity to acquire Jet Airways, but they are looking out, on the chance to hire the grounded Jet Airways' Staff. Although Taj is the first from the hospitality

industry to announce hiring of former Jet employees, several airlines including Air India have already recruited some of the grounded Jet Airways' staff.

Taj hotels group which is worth \$110-billion was earlier looking to buy Jet Airways but promoter Naresh Goyal's reluctance to exit from Jet airways and other issues led to the collapsed deal. While the exact number of jobs Taj will be offering to Jet staff is unclear, But they are mainly looking for people in customer-centric roles.

According to an HR specialist, the transition for an employee from an aviation industry to hospitality is easy, especially in certain profiles like flight attendant to front-office executive or restaurant hostess.

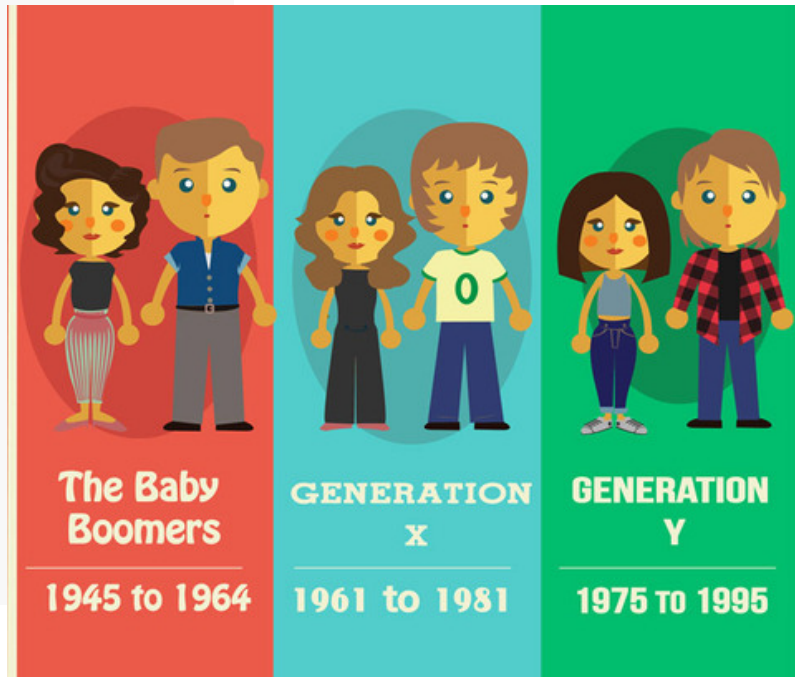
The requirement for hospitality sector is similar to that of aviation, considering that both are service driven with employees having direct contact with consumers. The skill sets are thus similar in both these industries. Hence, Taj would find a good fit in Jet employees.

MANAGING TRAINING AND DEVELOPMENT OF A MULTI-GENERATIONAL TEAM

By: Avni Sampat
Source: People Matters

Date: 5th May 2019

We now have workplaces where many employers have employees of age group ranging from 18 to 70 years. This has huge implications for employers in terms of managing the needs and expectations of Millennials, Generation X and the Baby Boomers. As all employees are a product of their times, the era in which they were born shape their tastes, beliefs, and work ethic. Because each generation has a different history, its members tend to develop personalities based on the common experience of that particular generation.



While not everyone fits their generational type perfectly, Baby Boomers tend to be competitive and think workers should pay their dues. Gen Xers are more likely to be skeptical and independent-minded. Gen Y like teamwork, feedback, and technology. It is important to pay attention to these traits, not to separate or label employees, but to better understand and be able to provide the right tools and resources for members of your team.

Being aware of the working styles, preferences, and how each generation believes they should be treated as employees can help organizations deliver effective employee training. By keeping their characteristics in mind, organisations can cater your training to this multi-generational workforce.

Training and development of baby boomers

A baby boomer can be well suited to traditional classroom teaching. Most of them do not exhibit natural affiliation towards tech-based dynamic learning. Despite this, Baby boomers show exceptional learning inclination towards technology-based learning solutions. Thus, an organization-wide tech-based learning program should be complemented with proper tech training for the Baby Boomers to ensure their participation in it. The longer attention span of this generation can be an advantage to design training programs that can have lengthier sessions and content.

Training and development of Gen-X

Gen-Xers highly appreciate organizational efforts on Training and Development. They are flexible to adapt to any form of learning - traditional or electronic. Leadership and management training could prove vital in acceleration programs for Gen X since, in comparison to Baby Boomers, they tend to focus less on training themselves for leadership roles.



Training and development of Gen-Y

Millennials demand active learning that demonstrates real-life scenarios. Career advancement and promotional opportunities are most significant for this generation and is an essential indicator of growth. Since instant gratification is essential for them, their development timeline needs to be divided into frequent milestones. Gen Yers are known to adapt to new age training and development processes quickly. Since millennials form the most significant chunk of the working population, it is inevitable for organizations to adapt tech-enabled dynamic learning processes swiftly.

Training and development of Gen-Z

Gen Z is seen to be using social media, digital meeting places, and digital content significantly for their learning. However, researchers state that younger generations like Gen Z would require additional training on how best to communicate face-to-face. Thus, especially for roles that are customer-facing, it is imperative to get them trained on selling and communication techniques.

The training methodologies need to be less directive, un-supervised and digital because they are well equipped with dynamic learning and enablement using technology. Although, generations are subject to blatant stereotyping and prejudices. Thus utmost care needs to be taken while incorporating this on to organizational strategies. The best way to accommodate these generational differences and still not bring upon any form of stereotyping is by opening the options up for the employees to choose from. For instance, while designing a training and development program, offer utmost flexibility to the employees to choose from all forms of learning methodologies available - be it the Baby boomer preferred 'classroom' mode or the Gen Z preferred 'dynamic' mode. Organisations should remember that each employee, through their unique differences, brings unique strengths, perspective, skills and challenges to the table. Being inclusive of these differences allows an organization to engage and manage their workforce efficiently.

TATA STEEL WILL SEE MORE WOMEN IN ITS WORKFORCE BY 2023

By: Angeline Tharakan
Source: HRkatha

Date: 16th May 2019



Currently, the Company has 7000 employees, of which 11 per cent are women. Tata Steel, the Indian multinational steel manufacturing company, is set to make its organisation gender diverse. The Company is looking at a target of 20 per cent women in its workforce in five years. The fraction of women, which was eight per cent two years ago, has risen to 11 per cent today. This is much higher than the national average for manufacturing companies. To achieve the target, Tata Steel will concentrate on recruiting women— experienced

ones as well as freshers from campuses—offering them various facilities including options to work remotely, flexible hours and training/leadership development programmes. Last year, the Company had introduced a scholarship scheme—Women of Mettle—to entice more women, particularly in the technical areas. The scheme can be availed by girl students from IITs and NITs, and other engineering colleges. The best ten candidates are eligible for pre-placement offers. Tata Steel wishes to tap all those women out there who are eager to work in areas traditionally known to be male

dominated. Therefore, it offers incentives to hiring partners for every successful woman recruited. It has yearly targets for women recruitment so as to ensure that women are significantly represented across levels. Unfortunately, there are only three to eight per cent women in India's traditional industrial segment, as per the estimates by consultancy firm, Avtar Career Creators and Flexi Careers India. Tata Steel's leadership development programmes and speed-mentoring opportunities are aimed at women with potential, at various levels in the organisational hierarchy. These will help them progress to the next level and also develop into future leaders.

Not long ago, Tata Steel had come up with the concept of menstrual leave, which permits its women staff to take 12 days off annually, from the sick leave that they are entitled to, without producing a medical certificate for the same.

The Company has also held forth a helping hand to those women who wish to make a comeback. Aptly called 'Take Two', this programme offers a second career option to interested women employees.

.Absence of gender diversity can have an adverse effect on business. Diversity in the workforce gives rise to a variety of mindsets, which in turn, deal with various situations and challenges in different ways.

It is not an easy task to push gender diversity in traditional organisations in the industrial sector. There is an urgent need to work towards changing the mindset and concentrating on inclusion. This will ensure that more women enter the establishment and also stay on for a considerable length.

IBM SACKS 300 EMPLOYEES FROM ITS SERVICE DEPARTMENT

By: Harsha Divedi

Source: People Matters

Date: 15th May 2019

In order to fulfill the changing demand of the customers & to reinvent itself, US tech major IBM's India arm has sacked around 300 employees from its services department. Bulks of these employees were in software services roles. They were let go because IBM focuses on emerging technology capabilities and reduces exposure to traditional services.

The move is in accordance with IBM's strategy to re-invent itself to better meet the changing requirements of the business and to pioneer new high value services. There has been a reassessment of skill sets at IBM's India offices & the company has been increasingly seeking to add talent in artificial intelligence, cloud and other emerging areas. Job cuts are becoming common in IT sector which is witnessing the change from some of the traditional technologies to the new ones. The demand side from the customers' end has been of this nature and companies have to adapt themselves to suit the needs of the consumers of their technology.

Therefore, this kind of churning cannot be avoided and it is now for the employees to re-learn their skillsets & go back to the classrooms to acquaint themselves with emerging technologies.



E-COMMERCE PLATFORM 'FYND' COUNTERS GENDER GAP, PAYS WOMEN 10% MORE

By: Ashwathi Menon

Source: Economic Times

Date: 30th April 2019

While a lot of conversations are doing rounds across big and small organisations to bridge the existing gender disparity and break down the barriers affecting women at workplaces, Fynd has announced an initiative to eliminate gender bias and motivate more women to join their organisation. Fynd is a unique platform with a unique fashion e-commerce portal which brings the latest in-store fashion online. The company directly sources products across various categories including clothing, footwear, jewellery, and accessories, from the most prominent brands in the country. Fynd has not just levelled the salaries for men and women employees, it is paying women 10% more than their male counterparts to compensate for the difference. This is a conscious decision taken by the company to increase the number of women in their payrolls and remove or modify policies that carried biased against women. The gender pay gap in India is quite high, with a recent study revealing that women earn 19% less than men and wage inequalities in favour of men are present in all the relevant sectors. In 2018, the gap has narrowed only by one per cent from 20 per cent in 2017. As per the Women of India Inc. survey which aimed at understanding the working women of India and their workplace concerns noted that 66 per cent women feel that gender parity needs to be a top priority



for their organisations. The company was driven to take this step because statistics revealed alarming data that there are fewer women employees as compared to men in their engineering organisation, gender pay gap existed in their firm and only a single woman existed in their leadership team. Fynd has decided to conduct a recruitment drive in three cities - Mumbai, Pune, and Bangalore inviting more than 200 aspiring women engineers to attend it, of which 25-30 deserving candidates would be roped in to be a part of Fynd. They would also be paid 10% higher than the male employees. Fynd is a modern organization that observes a diverse, collaborative and flexible structure which wants to extend their modernity by fixing the existing gender and pay gap in the firm and reinvent the work culture altogether. Hopefully this initiative to hire more women engineers in the organization would be well received and more women would be motivated to chase their dreams and channelize their strengths in a better manner.

FACEBOOK JOBS GOES BIG WITH ENTERPRISE ATS INTEGRATIONS

By: Lalzy Thomas
Source: SHRM

Date: 9th May 2019



Facebook and SAP announced integration that will allow SAP SuccessFactors to distribute job postings through the social networking site. SAP SuccessFactors' work with Facebook will help increase organizations' reach while giving them the ability to leverage the branding and advertising to build an employer brand and connect with talent where they already spend their time. Partnership reflects Facebook's desire to extend the reach of its jobs platform beyond small and mid size

organizations to large corporate employers who are looking to fill job openings. The social network will keep pace with similar partnerships created between Google for Jobs and ATS vendors. Now, employers can easily create job posts and manage applications through these applicant tracking systems. This lets businesses continue using the hiring tools they already use and also access the expansive talent pool on Facebook. And applications from job seekers on Facebook will be sent directly to a partner's tool for a seamless

review experience. Such ATS integrations can help recruiters better promote their brands on social media. Job seekers on Facebook can apply through ATS integrations directly through Facebook and the application is sent to employer through ATS. The other way of applying is when the candidate is redirected from Facebook to the employer's careers site and the candidate can apply there directly. These partnerships are particularly beneficial for large businesses that often work with applicant tracking systems to post jobs and review candidates in one place. In the past, recruiting through Facebook was majorly for a specific type of candidates.

Now with drastic shift in Human Resource there is a variety of employees available, thus resulting in not serving the candidates properly. Thus, this partnerships on the ATS side is a win for providers like SAP because they can send their clients a significant, new, free source of job-seeker traffic and will also improve the quality and breadth of job listings. This will also help the global customers connect with and reach to candidates around the world in a reliable and meaningful way.

Both recruiters and analysts expect companies like SAP SuccessFactors to continue integrating its services with the Facebook as it helps organization's recruiter to manage their hiring needs and makes it easy for businesses to tap into the tools they already use and help more people find jobs.

HIRING SPREE FOR IT SECTOR FOR THE YEAR 2019

By: Shivani Kadam

Date: 20th May 2019

Source: Economic Times



The growing market and increase in use of technology in the industry, IT/ Software industry are creating highest job opportunity in the market. The report further revealed that the BPO/call centre industry has dropped down several places, forfeiting its second position on the list to the manufacturing industry, which has shown promising growth. Further, the BFSI and education and training industry has witnessed increased jobs creation, allowing them to retain their top spots in the list. There is an accelerated growth in domains like IT, education,

training and language and restaurants and hotels. Even the functional areas of industries like production and maintenance sectors are looking forward to growth in the future. Service sector is also among the list. Meanwhile, as the hospitality industry in India continues to boom, the restaurant or hotel sector has earned a place on the list of top job creators, it said.

Additionally, it said that with more and more professionals focusing on up-skilling and re-skilling for new-age job roles, the education, training and language sectors have also registered a significant rise, appearing high on the top 10 list.

Sales, a domination field for creating most job opportunities in the year 2018, have dropped down, IT, production and quality testing taking its position.

Marketing, advertisement, public relations, events, administration, front office, secretary and HR or recruitment have comparatively slowed their pace. These sectors, which were a part of the 2018 top 10 list, were dropped out of the list in 2019 due to this slowdown. In a city-wise analysis, Shine.com report noted that Bangalore, Mumbai and Delhi have retained their position as the top job creators in the country.

While metro cities are absorbing maximum professionals, a substantial growth in jobs is also being witnessed in tier II cities like Chandigarh and Jaipur, proving that these cities are also beginning to stake their claim in the jobs landscape.

The high talent demand from emerging cities are expected to continue as these regional hubs accelerate technological deployment only to create a plethora of new, high-value jobs for skilled professionals, it added.

HOW TO DEAL WITH EMPLOYEE POACHING

By: Ashna Solkar

Date: 18th May 2019

Source: Times of India



Increasing sophistication of recruitment management systems has enabled employee poaching. Employee poaching or talent poaching is the recruiting of employees who work at competing companies. It is legal and helps to ensure a competitive job marketplace.

Talent poaching is not new in India, for an instance, back in 1980s, when PepsiCo was launched in the country; its human capital was drawn from the talent pool at Hindustan Unilever. Since then poaching has been continued.

Poaching wars are likely to get lot fiercer as Indian companies are competing to select best from a limited talent pool. Also industries like communications, a limited talent pool to pick from and smaller in size, yet faces poaching. Rita Verma, Senior VP, Organisation Development at DDB Mudra Group knows this all too well. "Usually, high performers at rival firms are headhunted. At times, if there is a huge business that needs a big new team, several professionals from a firm get approached all at once." The ultimate defense against employee poaching is a solid employee

retention plan that ensures that pay rates are competitive and seeks a high level of employee engagement. Signing hefty bonuses and hefty pay packages are often used to entice employees away from rival firms; companies look for innovative ways to retain employees in key positions. But what worked as an incentive in the old days isn't appealing anymore. Some firms are adopting contractual clauses to retain staff, but such clauses are non-compete clauses which deters employee poaching by stopping workers from immediately taking a job at rival firm. Most employees rarely take the time to study their contract, and when an employer is seen taking stand

based on these specific clauses, it scares them. This means an employer is doing a disservice to their company. Moreover, enforcing contractual clauses can create a bad name for the company. Poaching has its own advantages, but it can make the leader look like a grabber. An impressive way to carry out poaching on neutral ground is to involve a third party. Seek the chance to meet the competitor's star employee. Also take into consideration the size of the industry. If it's a niche market you operate in, carefully rethink about the consequences of poaching. Further more questions that need to be well rehearsed with before you make fancy offers to the competitor's star employee are - Will he/she work well in your firm's culture? Does he/she match geographically? An employee you'd give an arm for, may not be the right fit, if he/she is from across the nation, or has experience of working in another state, with no ties to where you operate out of. Think of reasons other than money. Why would someone quit his firm and join yours? What are you going to offer him they didn't have? Do your research. Just because he is star employee with your competitor doesn't automatically make him the right fit for you. Make your firm poaching proof!

FOR INDIA INC, HUNT FOR TALENT GOES BEYOND COMPANIES' CORE BUSINESS

By: Jonsina Cardoza

Source: Economic Times

Date: 6th May 2019

Hasit Joshipura, who has a pharmaceutical background, now leads the electrical and automation business of Larsen & Toubro (L&T) owing to his leadership skills. Varied examples of people who have been hired from a different industry because of their established competencies and skills are seen.



L&T senior VP (corporate HR) Yogi Sriram backs this by saying that hiring candidates with requisite skills and competencies instead of strict adherence to their industry background has been followed at the company. Such a hiring strategy works well for a conglomerate whose multiple businesses have grown organically and inorganically in diverse segments. For L&T, the nature of its businesses necessitates demonstration of agility and ability by its employees. It is rare to get a person with exact industry background to execute a complex process in a plant project. Hence, looking for the requisite skills in a given candidate from an adjacent industry has proved to be helpful decision. Mahindra & Mahindra also scouts people not restricting the search to be industry specific. The Chief People Officer Rajeshwar Tripathi said cross-hiring is the single most important change that has happened in the job market in recent years. Earlier talent-mapping included 80-90% of the talent coming from within the industry. That may not be exactly reverse today, but it has dramatically come down. At Avery Dennison, several such movements take place internally as well. Job rotation on basis of skills is practiced in the company. According to Avery Dennison director HR (label & graphic materials - South Asia) Anushree Singh says hiring is primarily done for skills sets and then training is given. Even the internal mobility is based on the same premise where rotation of talent with potential, learning agility and right skills and attitude is the way of working. It is evident that organisations are hiring for skills and competencies becoming a skill based market irrespective of the industry the talent comes from.

WAYS TO ENGAGE EMPLOYEES HOLISTICALLY AT WORKPLACE

By: Neha Joseph

Source: People Matters

Date: 26th May 2019

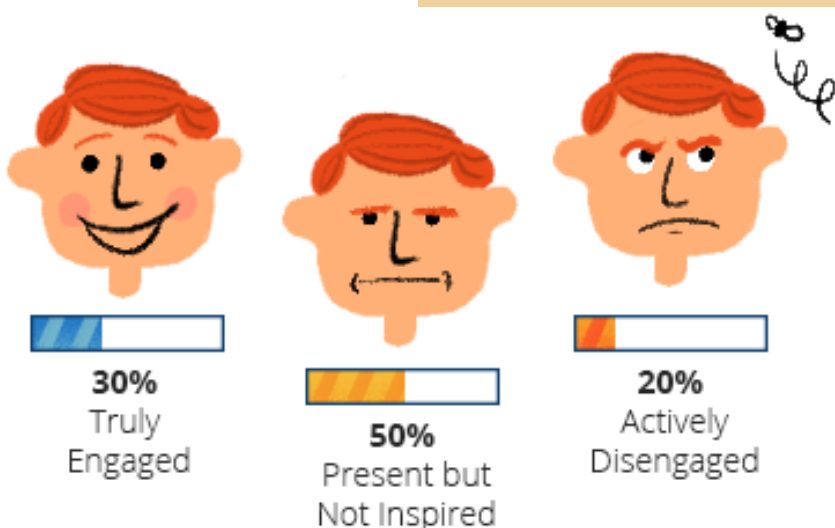
It is known and also proven by Gallup that engaged employees are far more productive, profitable, and dedicated to customers than those who aren't engaged. Gallup also determined that companies with more engaged employees are far more profitable. We agree but with a difference, just don't engage your employees, engage them holistically. And here are few ways to do that:

Rewards and Recognition (R and R) – Appreciation goes a long way, begin with it. Conduct an R and R initiative where you acknowledge your top performers every quarter with an elaborate brief on how they have excelled. Do not limit yourself to a quarter, if an employee does exceptional work, acknowledge the work by sending an email out immediately. It is mandatory for your R and R initiative to have a personal connect, 'Good Job' or 'Well done' leads to amazing results, it's already been tested and proven.

Mentor Training Opportunities - By 2025, 75% of the workforce will be millennials, and these millennials and Generation Z are choosing jobs where they get a chance to work and grow under a leader. Work style today is a blend of growth, value, and appreciation. Give these opportunities where selected employees are able to work with the managers that they take inspiration from. This besides boosting the employee's morale will help with the company's overall productivity. Leadership first begins with mentorship, we know about that through Steve Jobs, Ratan Tata, M S Dhoni, Indra Nooyi, and many others.

Create Intrapreneurs - Gifford Pinchot III coined the term intrapreneur in 1978 and defined it as "dreamers who do" but they do need resources from their parent company to execute their dreams. Companies who have started developing an 'Intrapreneur' culture are known to be ahead of time as compared to conventional businesses and it has also led to a stronger internal collaboration and more productive output. 3M, Lockheed Martin, Google, and Dreamworks are prime examples of how intrapreneurship culture is delivering exceptional results.

Open Communication – 'An open door' policy establishes a culture of mutual respect; you can conduct skip-level meetings and form mentor/friend equations here which will give you the employee's complete point of view. Also, regular feedbacks reduce the employee turnover as it gives you the track of your employees' goals, responsibilities, way of working and also helps in identifying and filling the gaps.



Create a structure for this policy, make sure that the reporting managers are available but at the same time ensure that there are boundaries as well so this can be capitalized in the right way.

Digital Engagement – 1,00,000 plus employees across the globe or 20,000 plus employees across the country; an employee in Mumbai would not know his colleague in Bengaluru. This is where digital engagement plays a substantial role, develop programs that connect your employees with each other. For e.g. An MNC recently ran a digital soccer game where the teams were a mix of employees from different cities. Besides the fact that it will give your employees a chance to know each other, it also creates a sense of belonging towards the organization.

Benefits and Balance - Give 'Out-of-box' benefits, these could be ESOPs (An employee stock ownership plan), maternity and paternity leaves, sabbaticals, etc. You can also run fitness tracking and diet plan programs to help cultivate a healthier lifestyle for your employees. Give the employees a work-life balance as well with incentives like remote working, flexible hours, compensatory leaves, etc. This is along with the vacation leaves that include birthdays and marriage anniversaries.

Best Buy discovered that a 0.1% boost in employee engagement was worth \$100,000 per year at one store. Deloitte's 2018 Human Capital Trends report identifies Well-being: A Strategy and a Responsibility as one of the top ten global human capital trends for 2018, and examines the ways in which companies can integrate their rewards offerings into a holistic wellbeing strategy to increase worker productivity and meet new social expectations.

COMPANIES RE-DESIGNING JOB ROLES DUE TO CHANGING INDUSTRY TRENDS

By: Shamli Ambarte
Source: Economic Times

Date: 22nd May 2019

Restructuring the elements including tasks, duties and responsibilities of a specific job in order to make it more encouraging and inspiring for the employees or workers is known as job redesigning. The process includes revising, analyzing, altering, reforming and reshuffling the job-related content and dimensions to increase the variety of assignments and functions to motivate employees and make them feel as an important asset of the organization. The main objective of conducting job redesigning is to place the right person at the right job and get the maximum output while increasing their level of satisfaction. Across industries and geographies, many companies are redesigning performance management from top to bottom, from goal-setting and evaluation to incentives and rewards for seeing the business benefits.

Also organisations are rapidly adopting technology to streamline processes and make them more efficient, traditional job roles are undergoing massive transformation. Nearly half (47 per cent) of senior HR professionals are predicting a skills shortage in the country in the near future and, as a result, over one-third (37 per cent) are focusing on making changes in job descriptions to swiftly adopt changing trends.



“As new job roles enter the market, they are already seeing job descriptions that evolve. Skills which wouldn't typically be found in the same role earlier are now being combined to create more multi-dimensional profiles,” CEO Zairus Master said. Hence, the traditional resume formats are now becoming irrelevant.

Job seekers will need to amplify the appeal of their resumes by highlighting the relevant job skills that they possess. For instance, data entry professionals will now need to acquire data science skills to be able to land high-value jobs. At this juncture, up skilling or re-skilling is a good option for professionals looking to augment their career growth trajectory. More than half (54.05 per cent) of the HR professionals said that they will invest in large scale re-skilling in their organisations.

Further, until the skills of the workforce are aligned with business goals, 38.04 per cent of the respondents will focus on developing a rewards strategy to attract and retain gig economy workers.

However, since re-skilling is a relatively gradual process, the focus of organisations will remain on revamping job profiles and hiring professionals who can fulfill these multi-faceted job roles that are more demanding and skill-based than ever before.

Job redesign has the potential to make jobs meaningful and appealing to workers. Applied properly, and in concert with process redesign, job redesign can yield remarkable results in terms of productivity, talent attraction, and talent retention.