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TRAINING

BY -  
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TEAM

**“Train people well enough so they can leave, treat them well enough so they don’t have to.”**

**-Sir Richard Branson**

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## Pay most important while applying for first job, says more than half Gen Z worldwide.

By Manali Jain

Source: Economic Times

Date: Nov 26, 2019



Generation Z, or Gen Z for short, is the demographic cohort succeeding the Millennial (or Gen Y) dates given for Generation Z range from the 1995 through the second decade of this century. Generation Z is comfortable with internet social media since they have used it from beginning. Gen Z employees want tailored made experience that is focused on individual work, preferences and style from their workplace.

The Institute of Workforce at Kronos has done a study globally examining the attitudes of Generation Z at the workplace to understand how employers worldwide can most effectively attract, motivate, retain, and develop talent within the next next-generation workforce.

A survey of 3,400 Gen Z across Australia, Belgium, Canada, China, France, Germany, India, Mexico, the Netherlands, New Zealand, the UK, and the US finds that money still talks, good managers are important, work needs to be interesting, and, while schedule stability is important, flexibility is non-negotiable.

More than half of Gen Z worldwide (54%) says pay is the most important consideration when applying for their first full-time job. Money becomes very important the older the Gen Z, with 51% of 22- to 23-year-olds agreeing that nothing is important than pay, compared to 49% of the Gen Z below 21.

Flexible-yet-stable schedules are a must. One in 5 Gen Z say they want a consistent and predictable schedule, yet also expect employers to offer flexibility. Contrasting in this expectation and to be able to resolve it, Organization need to consider employees and their preference before they plan and schedule their workforce and align policies to take care of changing expectations in the workplace.

Employee perks like free snacks, happy hours, and gym reimbursements are enticing, but traditional benefits (e.g. healthcare coverage, retirement plan, and life insurance) are preferred by a 2-1 ratio by Gen Z, regardless of age or stage of life.

To get their best work, GEN Z says they need direct and constructive performance feedback, hands-on training, managers who listen and value their opinions, and freedom to work independently.

Doing work that they enjoy or care about is as important as a Pay cheque and would enable them to work harder and stay longer at a company as they are the top 2 motivation factor cited by them.

“No matter how successful an employer is in developing and motivating their workforce, working at the same company for your entire career is conceptually a thing of the past. Gen Z is just starting out professionally and feels they have much to gain from testing the waters at multiple companies and different industries. Yet, while few today will employ a single worker from hire to retire, organizations can certainly engage Gen Z from hire to re-hire. By creating a working culture where employees feel supported, inspired, and equally empowered to enjoy life in and outside of work, employers can encourage their best people to “boomerang” back or otherwise create brand ambassadors for the future,” said Joyce Maroney, executive director, the workforce Institute at Kronos.

This generation fondly called as digital native not only expects, but demands, instant gratification, and personalization in every facet of their lives – workplace included. They don't only work for the money, but rather for the culture, opportunity to make an impact, and recognition. With Gen Z making up more and more of today's talent pool, organizations need to understand how to successfully

# TATA Steel asks LGBTQ+ employees to declare partners, avail HR Benefits

By Rushali Taneja

Source: Economic Times

Date: December 26, 2019



Tata Steel has introduced a new HR policy allowing its LGBTQ (lesbian, gay, bisexual, transgender, questioning & related communities) employees to disclose the identity to their partner's i.e. same sex people living like a married couple and get all HR benefits admissible under law. It says employees with their companions will now get access to a lot of benefits, comprising medical services, health checkups, joint house, adoption leave, and childcare leave in employee - assistance programs. They are also eligible to receive financial aid for gender reassignment surgery and 30-day special leave regarding the same.

Tata steel under its HR policies will provide them Tata Executive Holiday plan Honeymoon package and domestic travel coverage. The new HR policy empower them to equally take part in corporate event and avail benefits under company's Take-2 Initiative. These policies help to mitigate cases of discrimination within employees belonging to community at work and also ensure a more involved and engaged workforce.

By introducing such effective HR policy, TCS creates a supportive and safe work environment for communities/ employees who would feel more comfortable in working with their identity and would be more productive for providing long term organization benefits, growth.

## By Sakshi Pandey

Source: Economic Times

Date: Dec 03, 2019

Two major private sector giants Kotak Mahindra and Axis bank will be hiring a total of about 5,000 fresh graduates, having high tech talent. Designing skills which was earlier not an area of focus for banks are now coming in high demand too.

Kotak Mahindra Bank says that it might hire around 2,600 fresh graduates this year. Sukhjit Singh Pasricha, the group's chief HR officer says that they usually hire around 2500 fresh graduates every year through various channels and this comprises about quarter of its annual hiring.

Pasricha told to Economic Times that, "Around 60% of fresh graduates are generally absorbed in frontline acquisition roles, 20% in service roles, 15% in our in-house contact center and the rest are hired by operations and various other across segments."

Axis bank says it would hire more than 2,300 fresh graduates, with 2,000 of them on entry-level roles and 200 plus from B-schools and about a 100 from IITs & NITs.

Axis Bank's, HR head Rajkamal Vempati says, "This year, we have also focused on hiring in risk, compliance & cybersecurity roles; where like last year, IT & Analytics remained focus areas."

Kotak Mahindra believes that there has been an increase in the demand highly for specialized talent in fields of analytics, digital banking, artificial intelligence and information security.

It is for the first time that Kotak Mahindra has started to include engineering colleges in its campus outreach activities. Axis bank is also looking for a shift in the deployment of new recruits with high emphasis on taking digital banking to the underbanked sections of the economy. Today while banks are adapting to digital ways, these new services require manpower to reach deeper pockets to engage with customers to provide seamless banking experience.

According to banks, today the availability is not a problem, but there are challenges faced in managing expectations of the workforce, where one of the challenges lies in the expectations of the millennial workforce to immediately get into a strategic role at the early stages of one's career without any exposure to ground realities.



## By Vaibhavi Mahajan

Source: People matters

2019 was the year when instead of employers, the employees emphasized more on L&D. This has not only created more opportunities for HR to enhance their existing L&D efforts but also has posed a need to identify new ways to fill this demand. Here's what has been churning in the skills and training departments of companies:

### Employees paving the path for up-skilling

According to a BCG report, 67% of the employees who participated in the survey confirmed that they would jump to grab every opportunity for re-training. On the other hand, only 29% said that they would consider up-skilling or re-training only if they face any major career roadblocks because of the skills gap. Though there's a 40% increase in the mentions of skills concerning AI, robotics and automation, soft skills still occupy the most crucial part in the requirements section. Docebo, a powerful learner-centric platform, states in its survey that learning and development opportunities at the workplace directly tie-up overall employee happiness.

### Technical skills vs soft skills

Most of the organizations are on a hunt for soft skills first. Top executives stated that adaptability, ability to work with teams and time management as non-negotiable soft skills. Compared to the estimates about the need for STEM skills a few years ago, the scenario is now slightly changing. After soft skills, digital skills were ranked as the second most important entrant on the skills chart. Behavioral and creative skills are taking center stage; it is impossible to navigate the ever-changing landscape without applying a problem-solving approach, critical thinking and creativity. Hence, a strong foundation of soft and digital skills is required to leverage tech and data optimally.

### Why re-training is necessary for employees?

A survey conducted by Clutch reported that 73% of the employees believe that employer's assistance to build skills for smooth job transition or to other roles was one of the crucial factors for them to stay at a company. Employees no longer direct all their education and career growth efforts keeping in mind only one organization. Instead, they are keener on gaining knowledge and expertise that will help them to navigate across the industry with different companies seamlessly. Hence, employee demand for skills-training is no longer just for career progression with the same organization but also to add more value to themselves so that even outside the company they can take their skills and expertise with them.

## **Employer's lagging behind**

Rainer Strack, Managing Director and Senior Partner at BCG, says, 'In the near future, the world will face a global workforce crisis consisting of an overall labor shortage plus a skills mismatch. Every company needs a people strategy and to act on it immediately. There is a huge upskilling challenge ahead of us.' Organizations have been slow to respond, not just to employee demands for re-training and up-skilling but also in identifying the skills gap.

## **Gearing up for 2020**

The new challenge for organizations is designing new strategic workforce plans that take into account not just re-training but new approaches to recruiting and motivating talent as well. The Docebo estimates state that organizations end up saving up to \$70,000 in savings when they regularly conduct training and development sessions for their employees.

## **A new goal for L&D**

To make strategic changes in workforce management plans, one needs to start with examining the intent behind it. Instead of looking at re-training as a way to fill the skills gap, the organizations need to start considering as one of the ways to level up their organizational expertise. Instead of targeting all the L&D efforts to save employee turnover costs, it must be directed towards making the organization more valuable.

## **Technology can play a crucial role**

A conference room with few bored employees is not how re-training looks like anymore. Organizations must consider leveraging technology in every possible way for re-training. Whether it's incorporating self-study modules or giving access to connect with overseas employees to broaden their scope of horizon technology not only makes L&D agile, it also broadens the learning scope.

## **Continuous approach than interval modules**

There were times when L&D was a one-time thing. As organizations and markets became more complex, the frequency of L&D efforts increased. Instead of a one-time teach-all approach, organizations started scheduling re-training and up-skilling programs at regular intervals. However, 2020 will be the year when learning and training will no longer have any time gaps in-between. Instead, these efforts will be an on-going continuous process.

## By Utkarsha Deore

Source: McKinsey Quarterly, McKinsey & Company

Date: January 3, 2018

Companies can transform the attitudes and behaviour of their employees by applying psychological development that explain why people think and act as they do.

Over the past 15, programs to improve corporate organizational performance have become increasingly common. Yet they are notoriously difficult to carry out. Success depends on persuading hundreds or thousands of groups and individuals to change the way they work; a transformation people will accept only if they can be persuaded to think differently about their jobs. In effect, CEOs must alter the mind-sets of their employees—no easy task.

CEOs could make things easier for themselves if, before embarking on complex performance-improvement programs, they determined the extent of the change required to achieve the business outcomes they seek. On the most straightforward level, companies act directly to achieve outcomes, without having to change the way people work; one example would be divesting noncore assets to focus on the core business. On the next level of complexity, employees may need to adjust their practices or to adopt new ones in line with their *existing* mind-sets in order to reach, say, a new bottom-line target.

Suppose that it can become more competitive only by changing its culture fundamentally—from being reactive to proactive, hierarchical to collegial, or introspective to externally focused, for instance. The employees should learn to respond like a water bottle rather than to react like a coca cola can to any work they receive so that they can be less stressed. Since the collective culture of an organization, strictly speaking, is an aggregate of what is common to all of its group and individual mind-sets, such a transformation entails changing the minds of hundreds or thousands of people. This is the third and deepest level: cultural change.

In such cases, CEOs will likely turn for help to psychology. Although breakthroughs have been made in explaining why people think and behave as they do, these insights have in general been applied to business only gradually and haven't had a widespread effect.

## By Afifa Fauzia Hayat

Source: Economic Times

Date: Nov 5, 2019

### ROLE-WISE DISTRIBUTION

|  Employee count |         |
|--|---------|
| Associate (JL3* and below)   | 86,558  |
| Middle (JL4 and JL5)   | 110,502 |
| Senior (JL 6, 7 and 8)   | 30,092  |
| Top (title holders)  | 971     |

\*Job level

Source: Infosys

Indian MNC Infosys and US- based Cognizant are letting go of thousands of people in a bid to cut down and restructure their organisation. Infosys is letting go of 10% of the workforce or around 2,200 people, in the JL6 band (job level 6) an internal code for senior manager. Infosys has 30,092 employees in JL6, JL7 and JL8 bands and reason behind laying off to reduce some of perceived fat, particularly in middle and top, and flatten the organisation. Further it will lay off 2-5% of the workforce at associate (JL3 and below) and middle (JL4 and 5) levels. That translates to 4,000-10,000 people. Infosys has 86,558 employees and 1.1 lakh employees at the associate and middle bands respectively.

Cognizant to cut off 7,000 jobs over next few quarters, this is part of the company's strategy to cut costs and reduce spending and is also exiting its content moderation business. IT major Cognizant Technology Solution Corporation is Facebook's content review contractor, is likely to exit the content moderation business after honouring the remainder of its contract impacting around 6,000 jobs. The company additionally plans to lay off at least 7,000 mid-senior level employees over the next few quarters. With the layoff, the company said it expects to save between \$500 million in 2021 and record restructuring charges worth \$150-200 million by the end of next year.

There are also other factors behind the layoff in an IT firm, many of IT firm, of late, started facing margin pressure due to a tough business environment, many of the senior and mid-level management people have not adapted to the changes and cannot re-skilled. Additionally, automation has also led to many of the position becoming redundant and hence there is no requirement of the mid-level posts in these companies. Further observed that due to this trend, campus recruitments will also get affected.



## By Nidhi Bhandary

Source: People Matters

Date: Dec 21<sup>st</sup>, 2019

During the July-September quarter, Tata Motors Standalone net sales witnessed a drop of 44% from a year earlier. **Tata Motors not to reduce workforce amid slowdown**

Tata Motors is not looking to reduce workforce due to the ongoing slowdown in the domestic market, as it expects things to get better amid a wave of new products lined up for the launch over the next few months, a top company official has said. According to its website, the automobile major currently employs about 83,000 persons with presence across commercial and passenger vehicles.

“We do not have such kind of plan “said Tata motors CEO and Managing director Guenter Butschek



We do not have such kind of plan," Tata Motors Chief Executive Officer and Managing Director Guenter Butschek said when asked if the company was looking at rationalizing its workforce owing to a prolonged downturn in the domestic automobile industry.

Guenter further added that if the company would have liked to take such a step then it would have taken it already, given that the crisis has been ongoing for 12 months.

Given that the company is now in the midst of new product launches over the next few months and there is also the transition to BS-VI norms Guenter added that the automobile is well-positioned in order to outperform the market. In addition, he revealed that the company is taking all necessary steps in the commercial vehicle (CV) space, which continues to be its backbone in terms of revenues, to beat the current situation

While Tata Motors may not be looking at layoffs, however, it has been taking other steps to beat the slowdown. As per reports, the auto major was working on a voluntary retirement scheme (VRS) last month.

## By Susan Chouri

Source: Market Watch  
Date: Dec 22<sup>nd</sup>, 2019

NEW DELHI: After taking a big hit from falling rate of economic growth in 2019, the job market may remain muted in the new year as well in terms of workforce expansion and salary hikes as more and more companies are expected to prefer up-skilling of existing staff rather than hiring new ones, experts feel.

With the technology-enabled disruption continuing to play its part, companies have become far more discerning in terms of hiring and there is a marked shift in their focus towards making the best of the available human resources.

"2020 is expected to stay flat in terms of employment or, at best, have a marginal growth. With the GDP and key economic indicators yet to pick up steam, it remains to be seen if consumption and/or investments will go up and, if they do, then we have hope for employment growth," Indian Staffing Federation's President Rituparna Chakraborty said.

Experts said 40 per cent of India Inc is focused on hiring for niche skills. Artificial Intelligence/Machine Learning (AI/ML), Digital marketing, Design Thinking, Internet of Things (IoT), robotic process automation (RPA) and natural language processing/generation (NLP/NLG) are regarded by employers as the most crucial skills to hire.

In terms of salary and increments, various HR firms and experts believe the year 2020 will see a muted activity. However, top talent and niche skills will continue to get more money.

By Sakshi Pandey



- **Retention**  
Retention is the process of keeping skilled, successful employees at a specific company. Retention can succeed with perks and benefits for the employee, including vacation time, sick leave and recognition programs
- **Performance review**  
A performance review is a written evaluation of an employee's success to show how well he or she has performed for a specific amount of time. This is given to the employee and used as a learning tool on areas where the employee needs to improve.
- **Attrition**  
This term refers to the voluntary and involuntary terminations, deaths and employee retirements that result in a reduction to the employer's physical workforce. If you work in a human resources department at a large organization, keeping track of attrition trends can be a job in and of itself.
- **Benchmarking**  
Benchmarking is a process of measuring the performance of an organization or team through a variety of metrics—for example, customer satisfaction rate, sales and retention—for future comparison. Benchmarking can be used to compare internal performance and the external performance of competitors to measure if improvement has occurred.
- **Exit interview**  
An exit interview is the final meeting between management and an employee leaving the company. Information is gathered to gain insight into work conditions and possible changes or solutions, and the employee has a chance to explain why he or she is leaving.