Times HR
The HR Talent Zone Initiative
VOLUME 2 ISSUE 2

HR in the news!

LAYOFFS ON I.C.E…

LAYOFFS IN TELECOM SECTOR

To tide over difficult times in the hyper-competitive telecom market, Tata Teleservices, which has around 4.4 % market share in the mobile telephone subscriber base, has laid off 500-600 employees in sales and other related functions. The layoffs are across locations, and affected employees are being compensated with a one month's salary for every year of service.

A Company source indicated that these are challenging times for the telecom industry and most telecom operators were undertaking workforce rationalization to stay competitive. The lay-offs came at a time when the telecom industry witnessed an intense tariff war provoked by the entrance of Reliance Jio. The telecom operators are facing stress on profitability and revenue and the industry has a huge debt burden of nearly Rs 4.6 lakh crore.

http://www.business-standard.com/article/companies/more-layoffs-in-telecom-sector-tata-teleservices-fires-500-600-employees-117050200585_1.html

BY- SAI SHRUTI (Student and Core Team of #HRTz)

JOB LOSS IN INFORMATION TECHONOLOGY INDUSTRY

The Indian IT industry is facing multiple pressures. On the one hand clients are reducing IT spends and putting pressure on pricing. One the other hand, visa regimes in overseas markets are getting tougher, adding to costs. Infosys plans to hire and train 10,000 people in the US

Many IT companies are cutting back. Cognizant has already rolled out a voluntary separation scheme. Wipro, the article reports, has also sacked 300-600 employees.

http://www.financialexpress.com/industry/more-techies-stare-at-job-loss-as-indian-companies-try-to-cope-up-with-trumps-protectionism/661838/

EMPLOYEE MANAGEMENT

GETTING CRITICAL IN DIGITAL ERA

Today organizations align their HR goals with organizational strategies. Such strategic Human Resources Management benefits from the use of processes, tools and techniques traditionally used only by large/ multinational companies.

Many multinational companies have outsourced some core and several non- core HR functions to low cost destinations. Countries like India have gained from the setting up of back offices to service customers remotely. Digital technologies and the internet have enabled companies to reengineer their processes and automate many activities leading to reduction of cost to their customers. For example, use of online portals and social media sites makes it possible to convert potential hires to active interest to join organization.

Processes that such as competence matrix, assessment centre's, developing training strategy, custom content development, exit feedback, employee engagement survey, etc., have now started becoming important for MSMEs, since talent development and employee engagement has become crucial for organizations to survive. This creates more opportunities for external agencies that build skills in these areas, which can be deployed for different clients. The agency takes ownership, for example, for delivering enhancement in employee engagement defined by predefined metrics.

The workforce expects HR to adapt the digital culture and cater to their career aspirations as much as there is the need for the organization to align them to its goals. For doing this there should be continuous research of systems up-gradation and processes.

http://www.financialexpress.com/jobs/in-digital-era-heres-why-managing-an-employees-journey-is-critical/639307/

BY -PRANALI KAMBLE (Student and Core Team of #HRTz)

"It makes a huge difference in life when you stay positive" – Ellen DeGeneres.

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EMPLOYEE ENGAGEMENT

DISENGAGED EMPLOYEES

Problems occur when people are not happy with their jobs. Employees lack motivation, perform poorly and possess negative attitude. These symptoms can directly affect a company's bottom line.

In a recent study by Timesjobs, about 60 % of the surveyed employees said they hated their current jobs, 50% of whom attribute their dissatisfaction with work to people-related issues such as bad managers, annoying co-workers and disengaged teams.

'Other people' are the main reason for displeasure- 50% surveyed employees attributed their job dissatisfaction to 'the people factor', which included their bosses and co-workers. Of this lot, nearly 60% say they have a bad boss and 30% say they have annoying co-workers while 10% say they have disengaged teams.

Dissatisfaction due to 'the job itself'- 30 % of the respondents reported discontentment with 'the job itself'. This includes dissatisfaction with their current role, profile and position. Half of this lot said they do not feel passionate about their current role, 25% say that the job description is not the same as communicated during hiring, 15% say they don't see a clear career growth path and 10% feel their work is not challenging enough.

Job dissatisfaction on 'the logistics element' 'The logistics element' which includes factors like the commute time, work schedules and work environment is blamed by the remaining 20% of the employees. Among these, 40% said that there is no flexibility at work, 30% complained about the poor work-life balance, 20% criticized the long working hours and 10% are troubled because of the long commute time.
http://timesofindia.indiatimes.com/brandwire/services/consultancyaudit/3-out-of-5-employees-unhappy-with-their-jobs-timesjobs-finds out-why/articleshow/57492955.cms

BY – JUILEE PATIL (Student and Core Team of #HRTz)

EMPLOYEE RETENTION

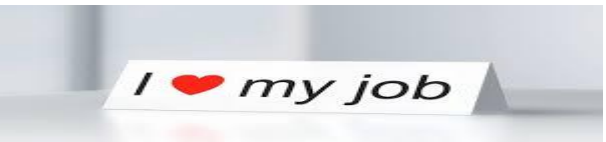
C.R.A.P WORKS

Employee retention refers to the ability of an organization to retain its employees. Employee retention can be represented by a simple statistic (for example, a retention rate of 80% usually indicates that an organization kept 80% of its employees in a given period).

There are things involved in retention but giving people C.R.A.P works, according to Jeff Kortes, an employee retention expert. Shocked? Well, don't be. C.R.A.P is an acronym for Caring, Respect, Appreciation, and Praise. These are all common enough concepts – but because of their very mundanity, it's easy to overlook them.

Caring ultimately means being there for employees when they need you. When people have issues or problems, be there. Listen to them said Kortes. Listening plays a major role in demonstrate respect for employees. Employees like to have their voices heard and their opinions solicited. "Instead of telling people, 'Here's how we're going to do stuff,' say, 'We have this problem, and I have some ideas as to how to fix it, but what do you think?'" Kortes says. "Just doing that is very powerful." Appreciation means telling people when they've done a good job – which is all too rare in workplaces these days. Praise is a step above appreciation, to be given out when employees really hit it out of the park.
https://www.recruiter.com/i/if-you-want-to-retain-your-employees-give-them-c-r-a-p/

BY- JISHA GEORGE (Student and Core Team of #HRTz)



"If people are not laughing at your goals, your goals are too small…"-AZIM PREMJI

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RECRUITMENT

Predicting employee performance while hiring…. Yes.. It is Possible!

Srikant Rajan, EA to President at SP Jain Institute of Global Management, writes on Linkedin on a predictive tool that he built for a real estate organization. The tool is called Employee Success Propensity" (ESP) and aims to measure the 'rightness' of a new hire at the time of hiring. It can also be used to check viability of existing employees for new roles.

The company also faced the problem of a high attrition rate.

ESP showcases the probability of the candidate's success based on the details in the resume. There are established measures of employee performance to screen and hire better candidates. This provides an objective reference that will complement a subjective candidate assessment.

Employee Success Propensity - The process:

1. **Creation of sample data and test data:** Because the company had been around for 50 years, consistent past data was available, which helped in generating test data to test ESP model at a later phase.
2. **Organizational and Individual variables: I**dentified variables that could impact success of an employee. Example:
   Individual Level: Age, total experience, tenure in organization, Educational Background, etc.
   Organisational Level: Manager, Team size, Compensation, designation, behavioural competencies, promotion history, etc.

3. **Creation of variables for development of model:**
   Each variable was evaluated, checked for distribution, tested for correlation, and variables that have high impact were shortlisted. The variables that were shortlisted were then tested against test cases that were identified in the first step. Multiple iterations were conducted to make the model robust.
4. **Building Univariates:**
   A Binomial Logistic Regression model to predict occurance of an event. i.e possibility of high performance.
5. **Checks & Balances:**
   The model was tested against the different sets of test data generated earlier. The model gave a success rate of 60%. i.e it predicted the probability of success in a candidate 60% of the time.
   Two other metrics were developed:
   - **Employee Loyalty Score -** gives the probable tenure of a candidate while hiring. It considers internal metrics like history of team , attrition scores of the manager, organizational and functional employee satisfaction scores. It also includes candidate metrics such as past employment data, average time for promotions etc.
   - **Employee Warning Score –** a metric which identifies the key anchors of likely attrition, varying from person to person.

For details, read the article at https://www.linkedin.com/pulse/predicting-employee-performance-during-hiring-yes-its-srikant-rajan?trk=v-feed

BY- SAI SHRUTI (Student and Core Team of #HRTz)

"If you think it's expensive to hire a professional, wait until you hire an amateur"- RED ADAIR

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PERFORMANCE MANAGEMENT

CHAT BOT

The technology used by companies to help human resources managers to speed up some routine functions is chatbot, a computer programme designed to simulate conversation with human users, especially over the Internet.

Like a friend, a chatbot chats with you and helps you with various tasks, reminds you to punch in for your attendance, sends a note to your newly joined team member or even trains you for the next job interview.

Some chatbots can help with employee performance reviews and recognition, and engagement while other applications can simplify the recruitment process through artificial intelligence or even help manage complete on-boarding flow for the new hires through a bot interaction.

"HR chatbots are more like an automated virtual assistant that helps offices and businesses automate critical time-consuming tasks, thus saving huge money and leading to greater time efficiency," said Siddharth Shekhawat, co-founder of Engazify, which has developed such a bot.

Chatbots are being used by BankBazaar in its main business for a few months, is now looking forward to extend it to its employees so that they can raise questions and concerns straight to a chatbot instead of the HR team.

"We will test this chatbot with a few employees before rolling it out company-wide towards the end of March," said Sriram Vaidhyanathan, chief human resources officer BankBazaar.

Besides InMobi, which is planning to roll out this function across the company by April, Yes Bank is looking forward to introduce it by the end of the year.

The next step for Yes Bank will be to develop this into a mobile-led application for employees to access anywhere.

"This will reduce the pressure on HR teams as employees can get the information they require without having to personally go to someone for it," said Ritesh Pai, country head of digital banking at Yes Bank.

According to PeopleStrong's Pankaj Bansal, the number of organised workers in India using HR functions will increase from 30 million to 100 million in the next 3 years, and 30 million Indians will be using chatbots by 2020. BankBazaar is already seeing the benefits of using chatbots. The company has seen a massive improvement in efficiency of managers and speedy resolution of HR-related queries and concerns without making a huge investment.

http://economictimes.indiatimes.com/articleshow/57564221.cms?utm_source=contentofinterest&utm_medium=text&utm_campaign=cppst

BY – JUILEE PATIL (Student and Core Team of #HRTz)

IT EMPLOYEES RAISE RED FLAG AFTER JOB LOSSES

In the manufacturing industry, unionisation is prevalent, and labour unions have helped factory workers fight for higher wages, job security, and better working conditions. Unionisation has given the Information Technology industry a miss as IT employees have, for decades had big pay hikes, perquisites and working conditions.

Things perhaps are changing as a growing number of aggrieved IT employees is turning to the courts to redress grievances like indiscriminate layoffs and long work hours. Sasirekha Natrarajan petitioned the Madras High Court after she was terminated from TCS. The court revoked her termination.

In recent years, IT Techies are taking the help of pressure groups such as the Forum For IT Employees (FITE) to demand answers for "involuntary exits"of employees from IT firms. Some of them are fighting it out in court. However since they tend to drop their litigation when they find employment with other companies (which probably many of them are able to.) finding employment in other firms.

http://tech.economictimes.indiatimes.com/news/corporate/it-employees-raise-red-flag-after-job-losses/58850493

BY – JISHA GEORGE (Student and Core Team of #HRTz)

"Research indicates that workers have three prime needs: Interesting work, recognition for doing a good job, and being let in on things that are going on in the company."– Zig Ziglar

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PERFORMANCE APPRAISAL

MOVING ON FROM A BAD APPRAISAL

During appraisal not everyone will get immediate glory, many of employees are bound to receive a setback. A bad appraisal leaves us feel bad and feel cheated. This, however, is not the time to make desperate moves but to make smart ones. Currently increments range from 8-10% across industries. Performers get up to 15% increment while underperformers get 5%.

Employees need to know that market dynamics determine the appraisal range across various industries. "Quitting job due to bad appraisals would expose employees to market instability, since they will carry negativity in their new jobs and will not be able to perform there too", says T Muralidharan, chairman, TMI.

According MD, Kelly Services India the reason for quitting a job the reason should not be salary alone, but factors like work content, culture, benefits and rewards should also be considered.

Role of employer for appraisals:

An employer must establish clear and honest communication with employees, and also hear them. Better way is to give feedback to the employees regarding their performance, rather than just giving an appraisal. Employers should chart out areas of development for employees to work on, which will lead employees to work on their development and not leave the organization.

Moving on:

Employees should accept that remuneration alone should not be considered. Employees must take a right move to get a right career opportunity before quitting. Employees should work on areas of development for a better performance rating.

http://www.dnaindia.com/money/report-making-right-move-after-bad-appraisal-2434111

BY- PRANALI KAMBLE (Student and Core Team of #HRTz)

EMPLOYEE ENGAGEMENT

WORK LIFE BALANCE IS A MUST

In today's India work life balance seems more like a concept than something which is practically done. For an organisation, the important things are business, topline, bottomline, per capita productivity and so on; the employees' health, family, leisure activities are none of an employer's business .Sometimes working to adjust to different client projects from overseas is adjustable but it cannot go everyday for your working life. There can only be two reasons for working late everyday – either you are inefficient or you are overworked. None of these situations is good, so either you should improve your skills or your organisation should hire more people to do the work. The reasons could be as follows-

- Most Indians do not believe in entitlements – they have a slave mentality
- The culture of pleasing your employer for incentives or promotions remains constant.
- Employees do not have a good personal life due to erratic working hours and habits. Since they are never available for their families, the families stop caring about them.
- A client feels entitled to unrestricted access to professionals without a care for the latter's life.
- Professionals are always accessible and employers and clients wouldn't let go of a chance to force them to get to work, even if they are on holiday.

To strive for a balanced life the concerned parties, i.e., employer, employee and the clients have to be reasonable and respectful to each other's time, privacy and life.

https://www.linkedin.com/pulse/work-life-balance-myth-possibility-bhumesh-verma?trk=v-feed

BY- JISHA GEORGE (Student and Core Team of #HRTz)

"I will always find a lazy person to do a difficult job because he will always find an easy to way to do it"-STEVE JOB

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FUN TIME

WORD SEARCH

M	L	T	O	P	B	E	X	C	A
E	A	I	B	Y	A	Q	S	R	P
E	M	N	D	R	W	M	E	H	P
Z	E	T	A	M	E	T	T	S	R
I	U	Y	W	G	E	S	P	M	A
K	K	V	O	N	E	B	B	M	I
P	C	C	T	L	B	M	Z	S	S
H	Q	I	G	J	P	I	E	W	A
V	O	A	K	Z	P	M	M	N	L
N	S	T	I	F	E	N	E	B	T

1) APPRAISAL
2) BENEFITS
3) EMPLOYEE
4) MANAGEMENT
5) RETENTION

FILL UPS

1) R _ _ _ _ _ _ _ _ _ t refers to the overall process of attracting, selecting and appointing suitable candidates for jobs within an organization.
2) T_ _ _ _ _ _g is a program that helps employees learn specific knowledge or skills to improve performance in their current roles.
3) A formal account of an employee's responsibilities is called J_ _ D_ _ _ _ _ _ _ _ _ _ _.
4) To employ (someone) for wages is called H_ _ _ _ g.
5) Employee E_ _ _ _ _ _ _ _ t is a property of the relationship between an organization and its employees.

SOLUTION

M	+	+	+	+	+	+	+	+	A
+	A	+	+	+	+	+	+	R	P
E	+	N	+	+	+	+	E	+	P
+	E	+	A	+	+	T	+	+	R
+	+	Y	+	G	E	+	+	+	A
+	+	+	O	N	E	+	+	+	I
+	+	+	T	L	+	M	+	+	S
+	+	I	+	+	P	+	E	+	A
+	O	+	+	+	+	M	+	N	L
N	S	T	I	F	E	N	E	B	T

1) RECRUITMENT
2) TRAINING
3) JOB DESCRIPTION
4) HIRING
5) ENGAGEMENT

#HRTz Team-Juilee Patil, Pranali Kamble, Sai Shruti Jayanty,Jisha George

Newsletter Design and Execution- Jisha George