

A Peek Inside

	Catalyst AI in HR	2
	HR Practices Flexibility	3
	Vogue Trends	4
	Attrition	4
	HR in Law	5
	Movers Movement of HR Personnel	5
	Sculpt Training and Development	5
	Faculty Corner	6
	Best Fit Recruitment and Selection	7
	Learning HR Through Movies	8
	Geek Speak Terminologies	8

Principal's Message



Rev. Fr. Josekutty PD
Principal

"You can have the best strategy and the best building in the world, but if you don't have the hearts and minds of the people who work with you, none of it comes to life."

-Renee West, Luxor And Excalibur Hotel

From ensuring the people related issues to maintaining an effortless and uninterrupted workflow, Human Resources department is an indispensable part of an organization. Now-a-days, Human Resources is evolving as a game changer in the modern work spaces. The cutting edge technologies of this era is going to take over most of the human tasks in the coming years. Artificial Intelligence has already started revolutionizing the work spaces all over the world by posing threats to the human tasks.

In Kristu Jayanti School of Management, we believe in empowering others by imparting the knowledge to all, which made the department to come out with their **HR newsletter** initiative. We are extremely happy to circulate this newsletter as an additional tool of curriculum to enhance the knowledge of the readers.

I acknowledge and appreciate the efforts of the editorial team, the faculty members of the department and the students for their contribution to this maiden issue of the newsletter.

Artificial Intelligence, Today's HR Reality

Rani Boro, Vivek Paul, Jimmy Johnson

The emergence of Artificial Intelligence (AI) technologies in the past years has greatly impacted a lot of companies and sectors all around the globe. Take the example of supply chain functions - these have been completely rebuilt and fully robotized warehouses are now the new standard. On the other, corporate functions have also caught in this technological wave, but not with the same speed. Human Resources today are the perfect illustration of the change: the shift towards Digital HR has started for pioneer organizations and firms, but the majority of companies are still in the conceptualization stages. On one side, there is an overwhelming feeling of the extensiveness of 'the possible' in terms of HR technology offerings, and on the other, there is a need to answer growing expectations from an evolving workforce. Artificial Intelligence is clearly portrayed as a critical factor for the future Human Resource service delivery models. Most of the discussions today are about how to incorporate chat bots, robots or other solutions within Human Resources departments. The following are some examples where AI has been used in HR processes

1. **Robotic process automation (RPA)** is a new norm today. Any process optimization exercise almost always considers robotic automation as a solution. In this context, almost all Human Resource processes are subject to automation. The main recurring ones that we observe are related to recruitment, core HR administration, compensation, payroll, and performance, but all HR processes that require significant manual input are candidates for automation.
2. **Chat bots** are also getting a lot of traction. In the HR space, chat bots are replacing traditional FAQs. Cognitive chat bots can also be trained by humans in order to improve their accuracy in answering. This is a real game changer and a strong accelerator to change the employee experience.



3. **As HR Front Office Assistants:** Robots are less and less considered as exhibition gadgets and can now be found in some HR front office departments. Voice assistants on mobile for any employee, anytime, anywhere are becoming more common - say Alexa, Siri etc. A vacation request, for example, can then be a part of a quick phone conversation, instead of several less efficient transactions involving HR systems and emails.

4. **Using artificial intelligence for automating job skills matching:** One of the important duties of an HR is to find the right candidate and match them with the right role but it is impossible to perform this without a human error just by looking at a candidates resume. After all, the cost of a bad hire is way beyond monetary.

Traditional indicators of job-skills mapping are fundamentally weak. So AI is always one of the best ways to select the right candidate and one of the appropriate tools in selecting the best candidate. This will match the organizations' requirements to the best-suited resume from a pool of resumes. This also reduces a lot of time for the recruiters and makes the work much easier.

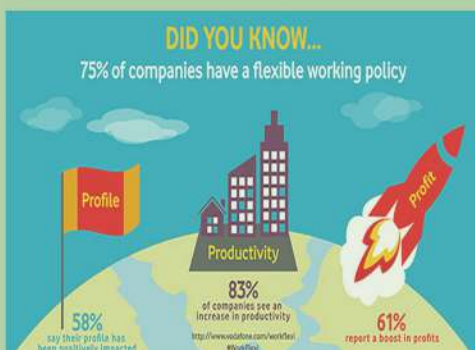
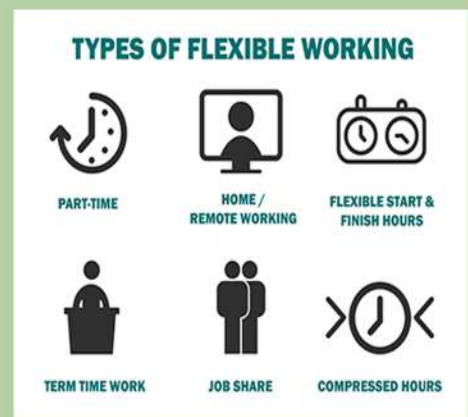
Are the Artificial Intelligence technologies becoming fully embedded within the HR community? The initial doubts and fears have been overcome by most HR professionals and Artificial Intelligence is recognized as a real added value to the employees as well as employers. The HR operating model shift is ongoing and we are only at the early stages as the technological change is evolving at an aggressive speed. Tomorrow new Artificial Intelligence contributions will emerge and will continue to customize the Human Resource sector.

Flexiworking (Boon or Bane)

Maria Shalini

The most challenging issue faced by many organizations are excessive overtime done by employees and lack of flexibility being the utmost reason for most employees to leave the jobs.

Due to market disruptions, new entrants and increased competition organization opt for more ways to gain the market advantage; The corporate industry expects employees to be more flexible in order to achieve the goal. Flexi working is the new normal and perhaps has become the most significant developments in the working practices around the world.



India too is catching up to it and is encouraging the employees working here with such culture.

Flexi work culture has its share of **advantages** that is it ensures employees are valued more for their works and also it helps bridge gap during search period, for example, according to the recent maternity act, female employees may absent themselves for six months, hence flexible working culture will help fill the gap until the employee returns back to work by hiring the right employees to do so.

Whereas it's got its **disadvantages** as well, fewer opportunities available to the employees and also the employees feel a lack of connection with the overall company culture. Other challenges include the risk of the physical absence of the employee at the workplace

Green HR

Swetha Krishna G, Sheril John, Arshiya Firdose, Jeny Anna Mathew

Green hr is a recent Human Resource Management process that is environmentally friendly. Employees should also be careful in using the resources that do not cause any harm to the environment. They will also have to align with the company's goals and objectives; meanwhile, they should also try to be more environmentally friendly. This method will help in reducing the unit cost. Companies which are showing the lead in Green HR are:

General Electrics: Uses six sigma in order to improve the environment and social outcomes to increase performance.

Google: Uses green recruiting technique.

Infosys: e-recruiting staffing solution.

HR Algorithms

ICICI Bank has come up with HR algorithms. It is seen that there is a digital transformation that takes place within the organization. **Transfer of employees** are based on algorithms, **appraisals of senior managers** and there is **instant feedback** on app basis. **Employees' health** can be tracked from data collected from canteen purchases. After years of manager wage increases that barely keep up with inflation,. Employees will in the future want to take steps to achieve a small rise in pay.



HR and Gamification in Social Media

Many businesses are using social media to promote themselves and their products and services, as well as their involvement in the community. **Phil Lotter, CEO of Piilo Software**, a Boston-based privately-owned software company focused on innovating talent management and human resources for businesses and identified gamification, social recruitment, employee engagement, performance management, and skills development. The concepts of tokens and other rewards that we strive for when playing game apps on our smartphones or tablets can be used in a human resource setting. **Gamification can be used to reward employees** in a fun way. Companies can take a similar approach by using social platforms with performance feedback, where employees are praised and recognized in real time for good work, instead of waiting for a quarterly or annual performance review.

IT Firms experiencing high attrition rates:

Joice K Joseph

Both the giants, Infosys and Cognizant are seeing attrition crossing up to 20% in the first quarter to June. Most surprisingly, Tata Consultancy services attrition rate fell drastically to 10.9 percent in the first quarter. Salil Parekh, CEO, Infosys was quoted in media saying, *"We are making every possible change in a very precise manner in the compensation model, the timeline of when the compensation would be rolled out and how we are going about with the concept of expanding leadership and promotions within the four walls of the company. And my expectation and opinion are, as that begins to be explained in detail and disseminated within the company, we will start to see an impact and change."*

Equal Pay To Go Into Effect July 1, 2018

Jerrin Tom Mathews, Riya Elizabeth

The Massachusetts Equal Pay Act (MEPA) came into effect from July 1, 2018. This new act prohibits different payment of wages to employees on the gender basis, who perform work termed as 'comparable work' that requires similar skill, effort and responsibility and the work is performed under similar working conditions.

Variations can be lawful if it is based on one or more of the below statutory factors.

- Seniority-based reward system;
- A merit system;
- A wage piece system;
- Compensation based on geographical location;
- Compensation based on education and training
- Based on the travel requirements of the job
- A Job title cannot be a basis of comparability

Decriminalisation of LGBTQ in India

A landmark judgment by India's highest court has overturned a colonial-era law that criminalizes consensual gay sex, in a long-fought for victory for the LGBTQ community.

The five-judge bench reached a unanimous decision on 27th September, 2018 in the capital New Delhi. Delivering his decision, Chief Justice of India Dipak Misra said, *"The LGBTQ community has the same fundamental rights as citizens. The identity of a person is very important and we have to vanquish prejudice, embrace inclusion and ensure equal rights."*

We need to wait and watch the impact of this law on Organisation, its Hr practices and its inclusion policies.

Movers

PayTm Payments Bank CEO Steps Down

Naibyata Thapa, Sheffin Skaria

Renu Satti is the CEO and the Managing Director of Paytm Payments Bank who plays a vital and multiple roles at leading Paytm that includes managing human resources to build a marketplace, movie ticketing and recently Paytm Payments Bank.

Paytm had decided to shift the role of CEO to a dynamic new role for the leader within the organization as the new chief operating officer of 'New Retail' which will function to help the consumers discover groceries, pharmacies, and shops for instant delivery. As it will focus on local ordering and delivery, we can relate this initiative to "Think globally and act locally".

Coco Cola Legal HR Head Quits

Coca-Cola vice president of legal function Isha Bali and Hindustan Coca-Cola Beverage's Human Resources head Seema Nair had to quit. Seema Nair was working in the company as the Executive Director-HR at HCCB and the bottling arm of Coca-Cola India.

Sculpt

Changing Training Scenario at Tech Mahindra

Judith Sunny



As the organization is recruiting more freshers, it is also adapting different kinds of training methods and techniques. These methods are mainly online based so that the trainees can be speedily billed to the clients. The recent trends in training include **gamification**, **robust reports and analytics**, **personalization** etc. 'Delivering more' with less number of people' is what the organization aims to achieve out of this move.

Diversity and Inclusiveness: What's wrong in our understanding of Diversity?



Prof. Stephen Deepak
MBA, M.Phil, PGDMA, PGDMIR,
PGDRM, UGC-NET, (Ph.D)

Diversity and Inclusion has been a buzz word for close to two decades. With a growing inflow of talent from across the world, firms increasingly have adopted Diversity policies, practices and programs striving to create an Inclusive environment. But the big question is have we got our understanding of Diversity right?

Let me narrate two recent incidents from two ends of the world. Apple fired their Vice President of Diversity, Denise Young Smith in just six months after appointing her to lead Apple's Diversity and Inclusion program. Last month Denise made a contentious statement at the One Young world summit at Bogota, Columbia. She said, "There can be 12 white, blue-eyed, blond men in a room and they're going to be diverse too because they're going to bring a different life experience and life perspective to the conversation" She said, "Diversity is the human experience," "I get a little bit frustrated when diversity or the term diversity is tagged to the people of color, or the women, or the LGBT."

Her comments were seen as a defence of Apple's male and white majority leadership at the helm of affairs. It set off a sparking debate on Denise's understanding and articulation of Diversity. She apologized to the staff by stating that the comments made were not representative of how she thinks, nor how Apple sees Diversity.

Back home in India, Tech Mahindra sacked Richa Gautam, Chief Diversity Officer, for discriminating and harassing a former employee over his sexual orientation. Strengthened by the confidence in the background of the Supreme Court order decriminalizing Homosexuality in Sec 377, Gourav Pramanik complained to the Ombudsman of Tech Mahindra accusing Richa of discriminating and harassing him and few other employees based on their sexual orientations and religious preferences.

The firm immediately initiated an Internal Investigation that found the Diversity chief guilty of misconduct. Tech Mahindra tweeted back to the employee stating "the concerned employee has been separated from the employment of the company with immediate effect". The affected former employee felt vindicated but not convinced. He asked what steps the company would take to make sure that these incidents do not repeat. He further queried, sacking the officer does not free the company of guilt and wrongdoing.

What is wrong in our understanding of Diversity?

Is it our mindset or assumption to ignore and not consider it important? Looking at the two incidents of Diversity officer's irresponsibility shows that we are not too serious in dealing with it. Martin Luther King Jr, stated "There is nothing more dangerous than sincere ignorance and conscientious stupidity." Organizations include Diversity and Inclusion as part of compliance and good governance practice. It is more of a 'Me too' kind of a syndrome. Diversity officers too are not any different. Majority of the managers do not have a real understanding of issues or they simply take up the job because they know everyone at work or they are simply good at talking people out of problems. In many organizations Diversity programs become more of a ritual talk by an invited speaker, the policies and programs are devoid of meaning and depth on how to embrace Diversity and make the firm an inclusive and enjoyable workplace.

Nirmala Menon, Founder Interweave consulting, states that companies need to relook and reinforce Diversity and Inclusion policies in the workplace. Previously Diversity management only centered around providing equal opportunities for male and female, but now Diversity covers many areas ranging from Gender to sexual orientation and many more.

What must be done to make Diversity and Inclusive practices work?

Diversity and Inclusion must be made a central function, part of strategic thinking and process. Firms have been adding Diversity and Inclusion as an add on of the Human Resource department, giving it tactical importance. It must become a part of the strategy of the firm. Pat Wadors, Head of HR at LinkedIn states that "When we listen and celebrate what is both common and different, we become a wiser, more inclusive, and a better organization."

Diversity and Inclusion must move away from 'Compliance Orientation' to 'Consideration Orientation'. The current perspective of firms dealing with diversity will have to change. Compliance, just sounds pleasing merely offering lip service. This precisely is the reason for Diversity failures and Diversity officers shooting from their mouths. In the words of **Jesse Jackson, Politician and Civil Rights Activist** "*Inclusion is not a matter of political correctness. It is the key to growth.*". Organizations must undo their mindset of viewing Diversity programs as 'Cost centres'. Most management practitioners are unable to see long run benefits that Diversity and Inclusiveness can accrue to the firm. It really needs managements to think from the heart and not from the mind.

Firms must emphasise on sensitization and Unconscious Bias training, as research and case incidents have shown as in the case of Diversity officers of Apple and Tech Mahindra, that they simply blurted out, later recalling their statements or offering an apology of regret. It is a clear example of deep rooted stereotypes and prejudices that are part of our daily expressions. Harmless comments as an outcome of our easy attitudes towards diverse groups can put many into trouble. In the words of Max de Pree "We need to give each other the space to grow, to be ourselves, to exercise our diversity. We need to give each other space so that we may both give and receive such beautiful things as ideas, openness, dignity, joy, healing, and inclusion."

Soichiro Honda, founder of Honda would say "*If you hire only those people you understand, the company will never get people better than you are. Always remember that you often find outstanding people among those you don't particularly like.*"

It's time that organizations gear up to help everyone unlearn, Learn and Lead with a culture of Embrace and Empathy.

Best Fit

Increase in Head Count in Tech Mahindra

Judith Sunny, Jeslin Sara Viju

Tech Mahindra, an IT based company in Mumbai, has hired about 1800 new and fresh graduates in their first quarter ongoing fiscal. The company focuses more on **demand-based hiring**. Another 4000 and more freshers could be recruited in the next three quarters. ***On demand-based hiring is a hiring method provided on an hourly basis or project basis.*** Consider it that the company's in-house talent is acquired through a lease or rent. Flexibility is the major motive of demand-based recruiting. It is designed to provide a highly competitive talent pool and expeditious growth. In addition to hiring, Tech Mahindra is also apprehensive about the debilitation of key talent and is closely observing it.

Walmart to shop for talent through Acqihireroute

Acqui-hiring is a combination of **Acquisition and Hiring** where any large firm snaps up a startup solely for its talent alone showing no any interest in its products or services. The motive Wal-Mart Labs India is to use a new recruitment concept called Acqihire in India. Around the Globe, Acqui-hiring has been used by large companies to get talent in a new domain. For example, In the US Walmart acquired E-commerce company Jet.com in 2017 because this startup's employees understood the urban millennial consumer mindset really well. Walmart much needed this skill to take over on Amazon in a better way. The **advantage** of this concept is that it helps to scale up fast and get the needed skills. One major **drawback** that can be seen is that the team hired may not be integrated into the organization and this can affect the teamwork. Acqui-hiring will run smoothly if the HR facilitate a healthy bonding between those hired and the earlier employees.

There is no Business like Show Business.....

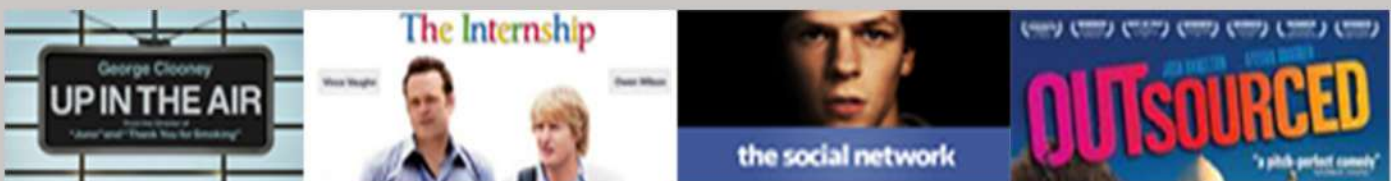
Sanya Joseph

- Must Watch Movies for HR Professionals

Global Conglomerates and premier B-Schools around the world have been using Cinema to teach management theories, leadership and group dynamics and lessons on team handling. A lot more practical Business lessons can be learned from movies and go way too far inspiring people. Here are few movies which teach us lessons on how to deal with HR related problems in the workplace, effective team management and motivating employees.

UP IN THE AIR: People leave people, not organizations

George Clooney who works as corporate downsizer in this movie politely lets people leave the organization, which in turn is a loss for the organization and not for the person who departs from the organization. It elevates the importance of an employee in an organization and the well-known fact that people leave organizations because either they are unhappy with the manager they work with or the team they are working in.



THE INTERNSHIP AND OUTSOURCED: Unity in diversity

It talks about the equal employment opportunities, policies and showcases the cross-cultural amalgamation in the workplace. Both the movies teach about how a mixed set of employees from different cultures, backgrounds ethnicities, genders, and color can teach each other valuable lessons in team management.

SOCIAL NETWORK: The Best candidates can come from the most unlikely places

The film shows the life and times of Mark Zuckerberg's as a college student who hacked into Harvard's student data file to ultimately develop the Social Media Giant -Facebook. This movie gives a great inspiration to bring innovative ideas in hiring.

Geek Speak

Sharon Markose

Bumping: The practice of allowing more senior level employees whose positions have been slotted for elimination or downsizing the option of accepting an alternative position within the organisation, for which they may be qualified to perform and which is currently occupied by another employee with less seniority.

Hot Stove Rule: The "Hot-Stove Rule" of Douglas McGregor gives a good illustration of how to impose disciplinary action without generating resentment. This rule draws an analogy between touching a hot stove, and undergoing discipline. When you touch a hot stove, your discipline is immediate, with warning, consistent, and impersonal.

Leniency Error: Performance appraisal or interview bias which occurs when a manager or interviewer rate an employee or the interviewee too positively.

Wildcat Strike: Wildcat Strike is more commonly known as wildcat action, which is spontaneous / unannounced, an impromptu kind of decision which is (usually illegal) taken for strike (taken by a section of employee through a union ballot).

Yellow Dog Contract: A yellow dog contract is a pre-defined agreement between an employer and an employee, as a condition for employment, where the employee cannot join a labour union.