NAYI SOCH
Implementing New Ways!

नयी सोच

| Nayi Soch Naya Samay | Kalakriti | Expert Talk |

EDITION VII | November 2021

CONTENT

Episteme

ABOUT US ■

"Episteme" means **"Spreading Knowledge and Understand".** The motive of this magazine is to spread knowledge and wisdom and ensure that the readers' minds bloom. Every quarter, our team explores an HR theme in detail and tries to decode how exactly the dynamic changes we witness in today's corporates correspond to changing work systems, culture, environment and other related factors and how an HR plays a significant role in creating the same. We invite insights and articles from industry experts, students, alumni and our very own faculty members. We also cover the learnings in the field of HR garnered from various guest sessions and workshops conducted by industry experts."

WHAT'S NEW■

Episteme is back with its seventh edition to provide amazing insights on our theme titled, **'Nayi Soch'.** The theme is about an institution's new ideas and its new approaches towards motivating its employees and keeping the uniformity in the organization while employees return back to the workplace. Our objective behind having this theme was to understand how would the dynamic change we witness in today's corporates have corresponded to changing work systems, culture, environment and other related factors in the present and in the near future and how HR is and will act, as a catalyst for organizations to adapt to such changes. We've also aimed to cover the learnings in the field of HR garnered from various guest sessions and workshops conducted by industry experts. Hope you enjoy and enrich yourself with this magazine!
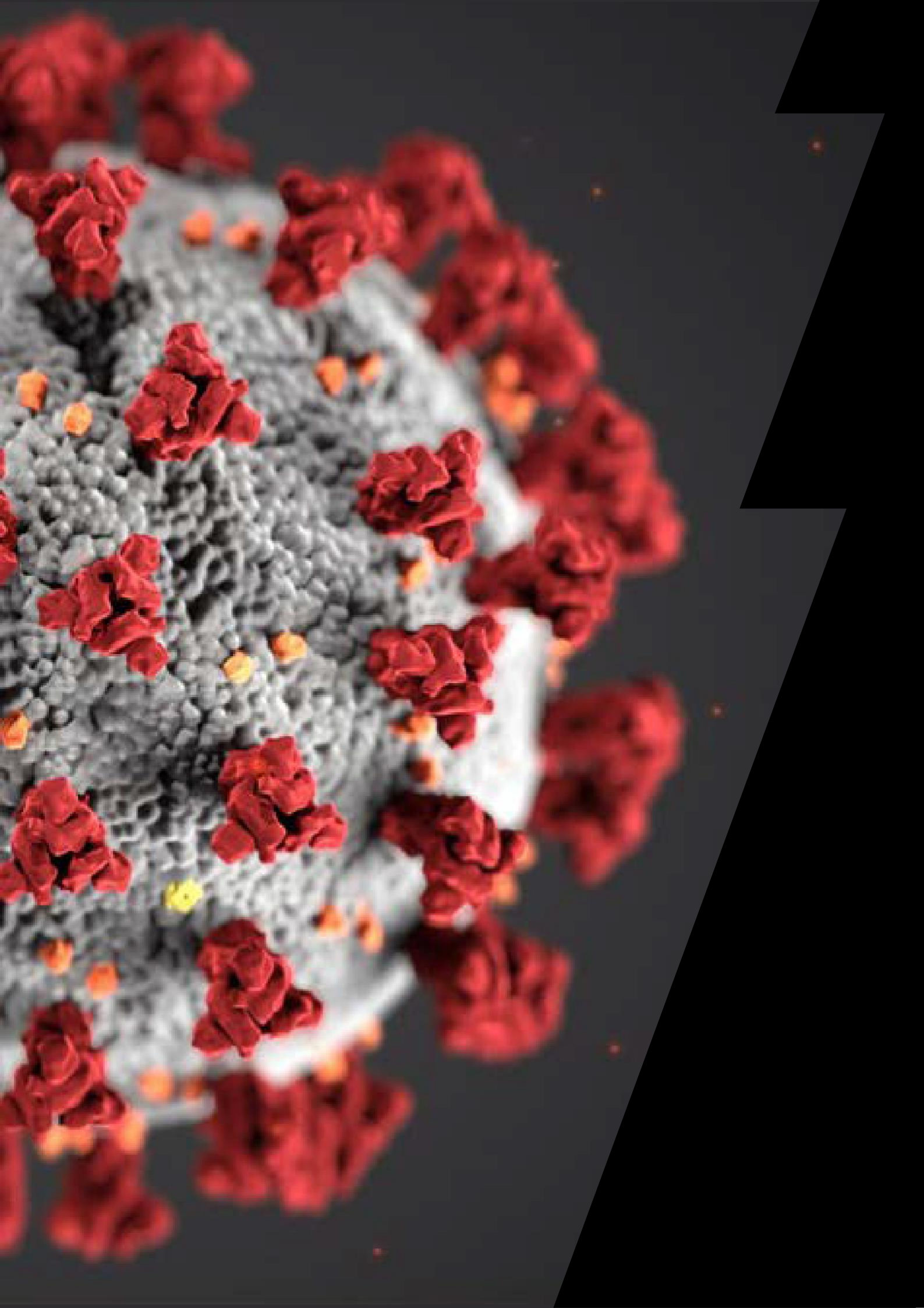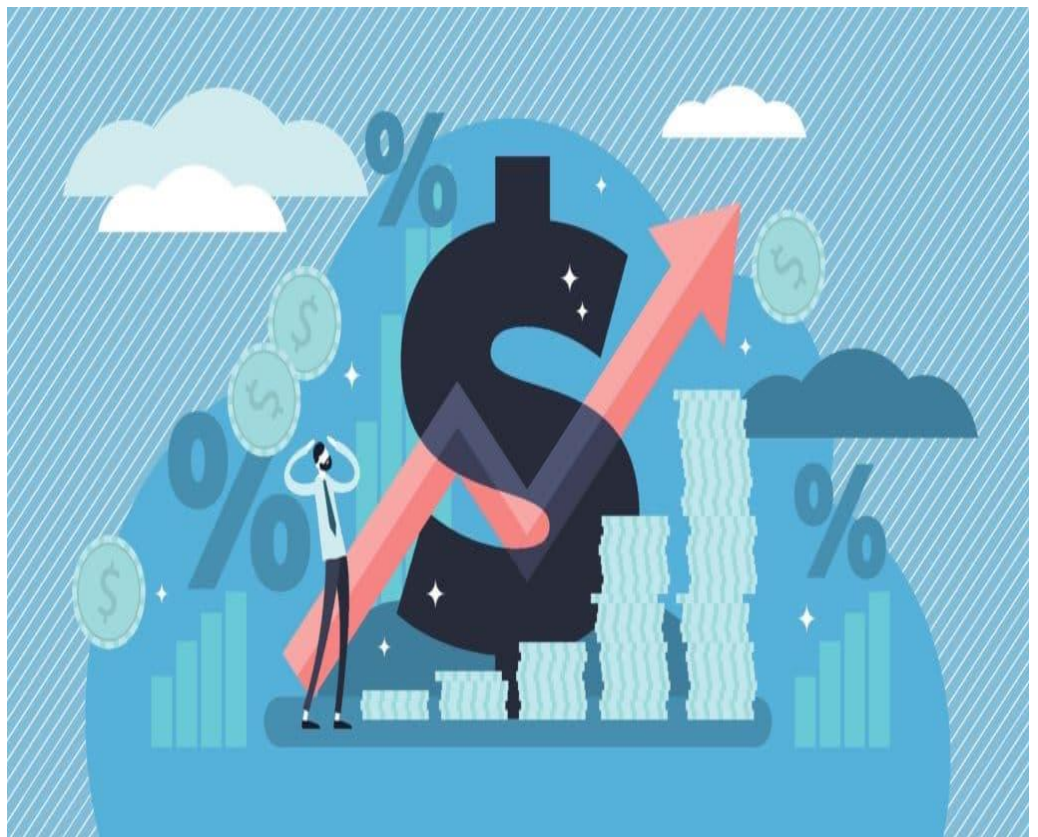
THE PANDEMIC OF ATTRITION: HOW TO AVOID LOSS OF TALENT

Bhagyashree Shintre
PGDM-HR
Batch 2021-23

Loss of work is said to be one of the top 10 most stressful events in life. When accompanied by the pandemic, the impact on the well-being of the employees and their families can be very lasting and detrimental. Employees have experienced extreme pressure on several fronts during the pandemic.

As the work environment continues to evolve, navigating through the changing environment can be overwhelming for an employee. The IT sector has been the one to observe the highest attrition rate since employees are leaving their stable jobs in turbulent times. The credit of this goes to start-ups who tend to attract the best techies by offering competent packages and perks.

According to a report published on 4th November 2021 by Business world, the attrition rate in top IT companies like Accenture and Tech Mahindra has risen to 17 percent. Cognizant has recorded the highest rate of attrition i.e., 21 percent while Infosys has an attrition rate of 15.2 percent and Wipro's attrition rate stood at 12.1 percent in the fourth quarter.

While most companies suffered due to high attrition and turnover TCS has managed to keep the lowest attrition rate of 8.5 percent in the industry. According to Economic Times in a statement given by Ajoy Mukherjee, Global HR head of TCS, employees expect rotation between roles to happen quickly. TCS has also identified that employees want less time to be spent on a project and more flexibility in their work.

From the figures that we observe TCS has been quick to enable work from home for its employees compared to other firms because TCS managed to anticipate the rise in attrition that would happen during a pandemic. Companies are now offering perks to cater to all the requirements of their employees to streamline the work-from-home process while maintaining the growth of the organization.

Most IT firms tend to lose talent to tech start-ups since these start-ups offer better positions and package to employees. Most employees prefer to work in an environment that will help them learn and develop expertise. Hence big firms are now focusing on nurturing and retaining talent and up skilling to attract and retain talent.

Due to the work-from-home (WFH) regime, job hunting has become easy for technology professionals. They can easily explore multiple career options. It has removed the geographical barriers and opened a global platform for the employees. The recruitment process has become extremely easy for job seekers while on boarding has become a virtual process too.

Most of the companies organized vaccination drives for their employees and their families and are constantly coming up with solutions to help their employees during pandemics. Companies have started a hybrid model of working to give employees a choice of location.

Medical allowances have also been a perk that has attracted and retained many employees. According to the article published in the Times of India on 13 May 2021, Crisil said employees can avail 50% of annual advance bonus payment in the May salary, while Salesforce India is giving Rs 15,000 as a one-time pay-out to go towards any Covid-related expenses.

Here are ways to reduce attrition-

- Reducing work week and visits to the workplace.
- Allowing some time off instead of offering two weeks of paid vacation employers can offer sabbaticals as Sabbaticals are found to be successful with established, high-performing professionals.
- Swap employees the way Procter & Gamble and Google swapped more than 20 employees each to learn methods used by the other company to target consumers.
- Mentoring and peer learning or a shadowing program can be the most attractive perk a company can offer to retain talent.

A change in the workforce philosophy serves as a compass for senior leaders. It builds on a company's values and spells out the commitments and priorities the company will abide by as it implements change. Having a clear methodology will allow companies to explore alternatives to reduce attrition, and if unavoidable it can still minimize the harm loss of talent can cause.

HUMAN RESOURCE AND BEYOND

Human Resources plays a vital role in the company by getting, creating & managing the employees at the right time and the right place, and at the right cost. But the coronavirus pandemic has disrupted the companies and has caused HR managers to re-think uniquely about their role as they adjust to social distancing practices and a new work culture that they may have imagined

Employee engagement:

At the initial stage of Pandemic, HR managers tried keeping their workers productive, motivated, engaged, and connected. They ensured that Employees are getting all access and aren't facing any issues in working. As we are aware that the remote working hours of almost all companies got increased, the HR came up with this employee engagement policy where the employees interacted & did various activities with each other, they also called various Motivation speakers, Comedians on Zoom to increase the bonding of employees & reduce their stress level. In fact, many HR Managers went beyond their range to help employees at a personal level by staying connected throughout the time & paying respect to their beloved ones after their loss.

Pursue your interests/hobbies:

Now since Lockdown has been lifted, the economy is coming back on track, more than 40% of people are being exhausted by attending various meets, so the companies are now asking their employees to join back in offices, here again, we get to see an important role of HR, where they have to make sure that employees are maintaining Social Distancing, frequently using Hand sanitizers, Mask up, etc., with that HR Managers are also aware that the environment at home and environment at the office is very different, so they have come up with this HYBRID mode of working, where they are asking employees to come alternate days to get the old feel back. This will make the employees comfortable and result in more productivity when the world comes back to normal, we have a new skill set at our disposal.

Work on your health:

But there are still companies that aren't getting compatible with their employees, not providing friendly facilities to their employees, for example, less employee engagement, not solving their day to day grievances- which results in to increase in Attrition rate.

Thus in the end we can conclude that HR plays an important role in getting the attraction rate down & not only that it is also responsible for increasing the efficiency rate of the employee and the type of policy that they use depends on person to person and company to company.

Ganesh Lalwani
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ESOP - AN EMPLOYEE RETENTION STRATEGY

Harsh Agarwal
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I used to listen to people saying that the year 2008 was hell and that they don't want such a year in the near future or far, just because people had to leave their jobs either because their company had shut down or employers were firing them. But in no time just after 12 years the similar thing took place, this time the situation was different, it was the great pandemic and not recession at first but ultimately the factors created a situation of latter.

Nothing that people could think of fearing this corona but not all the companies or for that matter employers fired employees but came up with 50% capacity and even work from home was a great idea, but the migrated workers were the most suffered one. Mind workers got an edge this time as they had the option to work from home but physical workers had to get back walking towards their states as they couldn't live with zero wage.

This was the time when good corporate houses came up with different strategies to retain employees not because they were pressurized but out of good thinking about society. They considered their employees as assets and not a liability. There is this company which I was reading about- Zippos owned by Amazon who keeps its employees first and their culture which helps manage retention strategies. Not only this particular company there are tons of companies that think employee retention is the most important value that their organization follows.

One of which is The Tata Group where employees would leave everything to work because of the benefits that Tata provides to its employees which no other company in India can match. Tata came up with a plan to pay the salary of any employee till he would have reached the age of 60 but got deceased due to corona. This major move was heart felted. Who would not want to work for this company? Not only to its employees but also to other people through its trust Mr. Ratan Tata donated a large chunk for the people of India to the PM care fund, followed by other icons

Listening to these retention strategies I myself came up with an idea of a retention strategy that ESOP which is majorly provided by companies at the time of retirement could be shifted prior to employees who have completed 5 years in a company. This will show the trust of the employer towards employees and employees will have a sense of owning the company thereby working hard. Keeping the organization goal over their personal goal. 5 years or more is up to a company according to their vision and goal that will define what type of employees don't switch very often and is inclined towards the organization.

Having said this it's my personal opinion. Not that I don't know ESOP is a very powerful financial tool for any organization but keeping in mind employees the organization will earn much larger if the employee goal is in sync with the organization's goal.
Thank you.

FUTURE OF WORK TRENDS POST COVID-19

Arshad Vahora
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Who would have thought a tiny virus could prove to be this fatal for the human race. 2 long years of lockdown, social distancing, quarantines, masks, vaccines, and a lot of sanitizers later we have finally started to move forward with our daily routine. This pandemic did disrupt major work trends. Organizations had to rethink workforce and employee planning, management, and performance strategies.

Employees are the backbone of any organization, and that is why a number of companies have prioritized staff wellbeing – physical, mental, and financial. Airbnb set up a $250 million relief fund wherein the hosts could claim back 25% of what they would have received for normal cancellation. Shopify announced that their employees would be granted a $1000 stipend to set up home offices.

Verizon media attacked this problem head-on, it announced that employees who have to take time off due to illness will receive 100% of their wages for 8 weeks and if they are unable to work beyond this period they will qualify for 60% of the pay.

"Work from home" was the new mantra for organizations to keep moving during this time. There has been a lot of major changes in the organizational and environmental factors in every industry. Now that the world has accepted the "new normal" and is ready to move forward, organizations have started to reset their functional structures.

Companies are coming up with new strategies to keep the uniformity and motivation for the employees returning back to the workplace. Many of the large corporations have gone fully remote during the pandemic, allowing the employees to work from home permanently. Organizations like Microsoft and Adobe have adopted the partial model wherein employees can work from home 50% of the time. Apple Inc. offers work from home for 100% of the employees in some sectors of the organization, they are slowly moving towards adopting the hybrid model. Whereas some companies like Atlassian, Ford Motor Company, Facebook have given employees the freedom to choose if they want to work remotely permanently.

Companies taking care of their employees during COVID-19 has definitely earned their trust and built a sense of faith among the community. A little bit of humanity is the "NAYI SOCH" of today!

GREAT RESIGNATION ALTERING WORK-FORCE DYNAMIC

The COVID crisis has led every one of us to reassess the world we live in, the life we are living, and the priorities we have. There is a common consensus that this reassessment is important as they provide a major breakthrough to address various problems such as sustainability, pollution, health, etc. But for corporate this has led to the emergence of a serious challenge. People around the globe are quitting their jobs and many believe we are witnessing a phenomenon called "The Great Resignation" as coined by Antony Klotz.

Microsoft in a survey found out that 41% of world employee wants to quit their job in 2021. In India, a report from Monster.com pointed out that the attrition rate in the tech sector is up at 23%. In Germany, one-third of companies are short of skilled workers.

The main reason behind this is attributed to the nonconductive work-life balance that the employees were witnessing before the pandemic and which got aggravated during the pandemic. Burnouts, lack of flexibility, lack of wellbeing support from employers were the main findings from various surveys that have impacted the employees. As a result, now they are shifting to jobs and employers that address these issues.

While companies around the world have done remarkably well so far in assisting their employees during the pandemic to carry on their job by providing bonuses, allowance to set home office, wellness program, extra sick leave, etc. These measures are proving to be inadequate in the current scheme of the problem.

To address the current challenge companies have employed some measures such as offering pay raises, bonuses, vacations, shopping and dining coupons, etc. Experts believe that this might not yield the desired result.

To address this challenge a holistic approach is needed and importance must be given to the need and concerns that have evolved from the employee side. Companies now have to rearrange their human resources in such a way that enables flexibility, allows them to understand their employees in a much better way. The transactional relationship between employer and employee where employees get paid for their work needs to be changed as a pay check now might not suffice. Employers should strive to touch another aspect of their life apart from work to make the workplace more fulfilling. It's time to reimagine work, workplace, office culture, and leadership. It's time to come up with a better family engagement policy, a better reward policy, and better employee valuing ideas. It's time to provide employees with what they think is conducive to giving their best.

Adil Jamal
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INSTITUTION'S IDEAS TOWARDS EMPLOYEES

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Nayi Soch refers to new ideas. In this case, it refers to an institution's new ideas towards retaining their employees and motivating them to go above and beyond for the organization. It refers to a sense of belonging that an employee should feel while working for an organization. And Covid-19 has made this issue all the more important. Due to coronavirus, the standard water cooler visits are not happening any longer. A great many people are utilized to just examine work during the booked virtual gatherings. The connection that individuals felt seems to be becoming immaterial and less genuine now and every individual is dealing with the present circumstance in unexpected ways. According to my, the managers should pose more open-finished inquiries to get where each colleague is at. What are their specific qualities and difficulties in the current climate? They can even put together virtual glad hours or coffee visits. Groups can get together and talk about themes other than work, being open, vulnerable, and sharing more close-to-home titbits.

Some of my ideas to these reluctantly stuck-at-home workers would be:

•Reach out for short unscheduled water cooler talks for all intents and purposes. Get the telephone and contact a collaborator to associate with them—very much like running into them in the lounge.

•Allot a virtual room where individuals can come to hang out in the event that they feel isolated or have some free time on hand.

•Exercising together could likewise be a decent pressure buster for these employees.

•And giving them space to go ahead and share their genuine self. With many individuals telecommuting, there are children and families around that become part of the calls, whether or not we want it or not. Rather than being embarrassed by it, we ought to figure out how to take on these circumstances. For instance, if your mother/father bursts into the room, go ahead and take a couple of moments to converse with them and afterward return to the call. Trust individuals to understand. Here, the most important thing is to stay focused and do what we do best.

HOW ORGANIZATIONS SURVIVED THE COVID-19 PANDEMIC

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The world has been battling the Covid-19 pandemic for a while now. Every institution has faced major challenges and every individual has made some sacrifices during this period. It put countries under lockdown for months. It disrupted the normal manner of working in the offices and remote working became the way of life. This transition was not easy. Everyone was out of their comfort zone. The employees and the organizations were equally affected.

To overcome the situation and protect the long-term viability of the business, many institutions implemented a pay cut. At such a time, it is important to ensure attrition is under control. To keep the employee rooted in the culture of the organization and at the same time to help employees sail through this challenging period and for the smooth transition towards work from home culture, infrastructure in the form of technological devices and technical assistance was provided. Some organizations while hiring gave priority to those who had lost their jobs due to pandemics.

As a welfare initiative organizations started Covid insurance for their employees. Financial aid was provided to needy employees. Besides monitory schemes, many virtual physical fitness activities such as Yoga, Zumba, Aerobics, and Dance were initiated. Work from home approach created physical as well as emotional distance among the members of the organization. To maintain the organizational bonding between the people bonding activities were organized. Quizzes and fun at work became part of the everyday office routine. Economic burdens, health issues put a strain on people's mental health. Talks for mental health were arranged to support their mental well-being.

The battle against the Covid-19 pandemic has been long and challenging. But thanks to the efforts of scientists around the world, the vaccine finally arrived and through vaccination drives, the organizations initiated vaccination of their employees.

This will facilitate our journey back to normalcy. Though we have entered the recovery period now, the battle is not over yet. The consequences will be prevalent in the months to come. With mutual support and cooperation, the organizations will attain the economic stability of their businesses and the well-being of their employees as well.

PANDEMIC AND THE WORKPLACE

The last year and a half have been quite challenging. The pandemic created havoc around the world and locked down countries for months. Health institutions were in a state of code red, pushing healthcare workers and other essential staff to their limits. Consequently, the pandemic disrupted the normal manner of working in the office and remote working became the way of life. This transition was challenging not only for the employees but for the organization to facilitate as well. Employees were provided the necessary infrastructure to ease this transition and enable functioning from home. The safety and health of employees and their families became the top priority of every organization. Many organizations supported the employees and their families financially as well, especially those who were struck by the virus.

With the advent of social distancing and remote working, employee engagement moved to a virtual platform as well. Though the routine of coming together in the office and engaging was broken, companies continued to engage their employees virtually. This is very important to keep the employee rooted in the culture of the organization. As the country began to unlock, offices resumed and employees were back to their desks. During the lockdown, attrition was at an all-time low. However as the market opened up, so did the job opportunities. At such a time, it is important to ensure attrition is under control.

Companies must implement various retention plans to hold back employees. When the vaccine came out for public use, companies organized vaccination drives for their employees and their families. This boosts the employees' faith in the company and a sense of commitment can be achieved. The employee feels cared for. Though it is the organization's responsibility to provide for its employees in times of need, these initiatives gradually contribute towards retention too. Attrition control is a constant battle for organizations and the pandemic has in fact proved as an opportunity for the companies to retain employees by providing support and other facilities.

Kraya Shah
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HOW DIFFERENT COMPANIES HELPED THEIR EMPLOYEES DURING THE PANDEMIC

Covid-19 has pushed our economy back a few years. Millions of jobs are at risk and many companies or small-scale businesses face the risk of shutting down. In the midst of all this, numerous associations are giving monetary guides, arranging learning programs, and furthermore monitoring the psychological wellbeing of their workers. In these difficult times, there are organizations that are standing with their employees through thick and thin. Corporate giants like Amazon, Walmart, Dependence, and Paytm are recruiting, supporting their employees with monetary guides, and working towards the security of their workers.

Paytm, Founder, Vijay Shekhar Sharma has reported that he won't take compensation for two months, and he submitted the cash to the necessities of Paytm staff in the midst of the pandemic. Mukesh Ambani gave an explanation where he said that all the employees who are procuring a salary under Rs 30,000 every month would be paid double a month to ensure their income and decrease any financial burden they may be facing. Global retail chain giant, Walmart has responded to COVID-19 with more hiring and paying extra bonuses to the employees. As part of responding to the current environment, Walmart is also hiring 150,000 new associates through the end of May to work in stores, clubs, distribution, and fulfillment centers.

An organization is as good as its people. What're more, individuals address the genuine picture of the organization. In this time of crisis, organizations across the world are giving financial benefits and rewards, paid leaves, and managers are going above and beyond by not drawing compensations for the coming months.

Also, when all of this will be finished, each company will be associated with what they did during the emergency for their workers. They will be associated with how they cruised through the difficult stretches and faced this long conflict. These kinds of situations will come and go but in the end, it is about the new things that we gain from these experiences, the new ideas we can come up with, the compassion that we show to our employees during these difficult times, and above all it is about having Nayi Soch.

Ishita Gupta
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BACK TO BASE

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Just how we say 'Change is the only constant', we have all experienced it the most while in the middle of the pandemic. The finances got a hit not only of common people but also the corporate and all we can do now is find ways to bring people back to work from their flexible schedules of work from home. With all the ideas come a lot of responsibilities. There are various steps as to how we can do it and the most effective steps are as follows Make comfortable spaces for work: After all of our work from home flexibilities, the physical workspace can become a little tiring so to overcome this, compelling spaces can be made so that people are comfortable working physically in the company space Ensure a safe environment: Safety is the major factor to be considered before opening the office spaces as people have become more alert about the environment they stay in. Weekly COVID tests can be done and also safe spaces can be provided by allowing only the employees that have to compulsorily work physically.

Encourage them for good well-being: people have increased their expectations for a great work experience. Create places that are interesting and foster creativity—places people want to be. Give people plenty of choice and variety in the space—so they can do their work in the place that serves them best. Keep the space fresh and updated so it doesn't become stagnant. Encourage people to work in your on-site work café or coffee bar so they have access to new people who can stimulate conversation and new ideas. Build employee engagement: One of the most dramatic impacts of the pandemic was the stress placed on remote employees. Many of these workers had to quickly adapt to a new working situation while sharing their workspaces with family members. And many of these family members had their own remote commitments such as work or school. Social events like coffee breaks, happy hours, and birthday celebrations help bring employees together. Employee development is another way to engage remote and in-person employees, training and development programs are desired benefits for employees and can make them much more likely to remain with the company.

ATTRACTING EMPLOYEES POST PANDEMIC

Covid-19 has changed a lot for everyone in the world. People had to adapt a lot of new measures to perform their daily tasks. One such drastic change for everyone was Work from Home. Employees were able to perform their official duties while staying at home. At the initial level, it was a bit difficult for everyone but with time things changed and everyone became adaptive to this new way of working. According to McKinsey research, 80 percent of people questioned report that they enjoy working from home. Forty-one percent say that they are more productive than they had been before and 28 percent that they are as productive. Many employees liberated from long commutes and travel have found more productive ways to spend that time, enjoyed greater flexibility in balancing their personal and professional lives, and decided that they prefer to work from home rather than the office. This has opened new opportunities for organizations as well, as they can acquire extraordinary talents with fewer locational constraints.

Now, as the situation has slowly started moving towards normal it's getting slightly hard for everyone to go back to offices. Some of the organizations like Facebook, Quora, Tata steel, etc., have adopted permanent work from home whereas, few organizations like Google, Amazon, Microsoft, Salesforce have adopted a hybrid model of work from home. Still, the majority of the companies have to function the traditional way. Thus, the requirement motivating the employees to join the organization back is needed. They need to take an extra step to attract and motivate their employees back to physical offices. Extra cost has to be incurred by organizations for the safety of their employees. Health and Hygiene have now become a basic need for them; thus, companies need to take all those basic measures like sanitization, masks, etc.

Google already has made its office like a second home for their employees, they provide comfort and facilities which make it's a dream organization to work for. Their basic intent behind doing this is to increase the productivity of their employees. Similarly, other organizations have to take such measures to encourage their employees to join the physical office back. Greg Abrams, an attorney with Faegre Drinker in Chicago, noted that some changes are inevitable. "Employers need to be mindful that employees will be returning to a work environment that simply cannot be the same as the one that existed a year ago." Employers have to be aware of the requirements of their employees. They have to remember that the global pandemic is not yet over and their decisions regarding bringing back employees to their respective workplaces shall be affected a lot by this.

There will be a lot of challenges that the organizations will face while moving back to physical working conditions. From the government guidelines to the uncertainty created by the Pandemic in the economy - every factor needs to be considered. With all these challenges one of the major challenges that lie in front of the employers is to motivate their staff to join back their physical workplace and this won't be an easy task for them. What shall be interesting now, is to see what the CEOs and other senior managers of these organizations do regarding this situation.

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THE EMERGENCE OF MENTAL HEALTH PROGRAMS IN INDIA

As our nation is about to reach the two-year mark in the ongoing crisis of the COVID19 pandemic and employees have started returning to physical office spaces, the issue of mental health has taken centre stage yet again and has become a concern for employers. With people being stuck inside the four walls of their houses for so long, employees' mental health had taken a toll, especially for those whose only escape from problematic homes was work. Alternatively, many complained about burnout and long hours at work, which indicates how important it is for employers to be sensitive to the mental health impact on employees and to ensure that the appropriate support resources are in place and made available to the workforce.

Indian organisations have stepped up to this challenge presented by the pandemic and have begun to focus on their employees' welfare, especially mental health. ANSR, a consulting firm that establishes and operates global capability centres, published 'Covid Benefits Survey 2021', which stated that organisations have designed and deployed multiple options that support business continuity in the face of the current crisis. In the survey, which is based on responses from 1,50,000 employees across industries, it was found that 58% of the organisations have introduced digital wellness benefits, 46% telemedicine support, 50% advanced preventative care from COVID-19 and 80% well-defined EAPs.

For a few years now, Accenture has been running an Employee Assistance program that focuses on offering professional counselling support to employees and their families. With the onset of the pandemic, it has arranged grief counselling

sessions to provide employees with coping with loss. Bacardi India, for instance, has started 'Bacardi Assist,' a free counselling programme that connects individuals to mental health professionals.

Meanwhile, PepFit, a program by PepsiCo India, aimed to ensure the mental well-being of its employees through self-awareness, self-assessment and self-care interventions. InMobi has introduced 21 additional days of well-being related leaves that employees can avail at any time during the year. It has implemented a 'No meeting Fridays' policy to help employees enrich their work-life balance. Additionally, it provides access to therapy sessions to address individual challenges.

Furthermore, Marico Limited recently announced a #SelfCare day for employees, where employees can take the day off to recalibrate and rest. Its CHRO, Mr Amit Prakash, considers it the responsibility of organisations to protect employees and extend support systems. The company has also engaged the services of various counsellors and mental health professionals for its members.

Organisations are gradually learning how to cater to the individual needs of employees and how to set up an infrastructure that induces a positive work environment. COVID19 has been harsh on businesses too, so much so that many have had to shut shop, regardless, organisations have actively started working to ensure that employees' mental health becomes a topmost priority but that is just a start. Now that employees have started returning to offices, it has become crystal clear that programs like these should be commonplace in every organisation and the idea of it stems from how interconnected employee health and organisational productivity are. Consistent care towards employees' mental health will result in increased productivity and a positive work environment.

KALAKRITI

WHO AM I ?

Who am I?
I have never understood this question.
Tried hard, but couldn't find the answer.
Even under suppression.

From my childhood thought, life's a difficult task.
And did tried to cross, every phase with different task.

Love happiness, smiles, sorrow, and no sadness.
Were repeated like milestone in the darkness.

Who am I?
I have always questions.
To this question,
Though tried twice, thrice.
But couldn't get even a hint.
Larger than a grain of rice.

But life had its beautiful chimes.
And slow made me know,
Who am I.

I am not a person with supernatural powers,
But one who have its firm faith that,
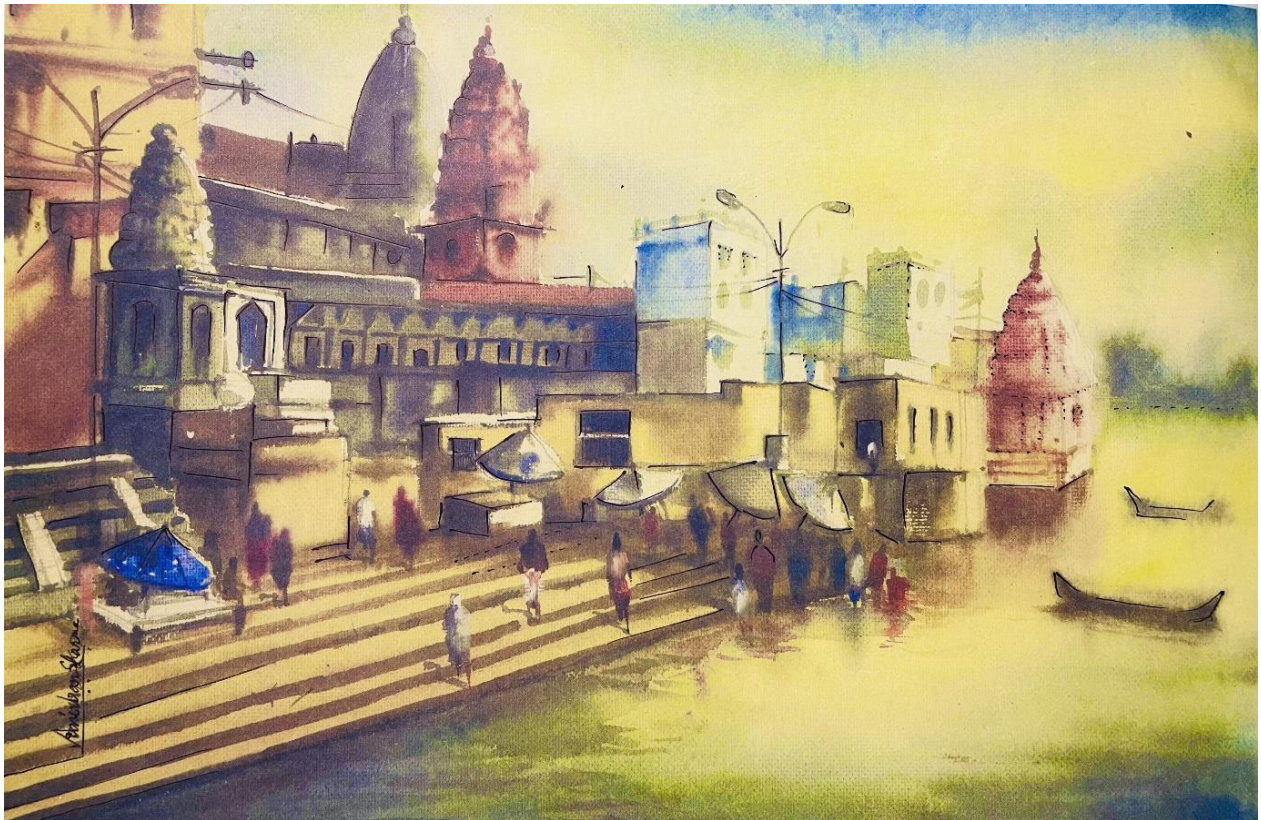Can shake strongest towers.

Who am I?
For me now, this question,
Is a suggestion that—
   You are the one who can't be everyone.
   Is what it says.
   And nobody can change you with his dead prays.

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Anirban Sharma
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Karan Dholakia
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EXPERT TALK

COMPETANCY MAPPING

Sushree Subhanandini
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The speaker for the session was Ms. Amrita Pandhi. She is a Specialist in Learning & Development, at Bajaj Electricals Ltd.

Amrita Ma'am began the discussion by inquiring about the students' understanding on term Competency. Competency is the knowledge, abilities, skills, experiences, and behaviors of an individual which leads to the effective performance. She then went on to give some competency examples like Good Communication Skill, Team Building, Empathetic etc. She described the competency mapping for a nurse to obtain a better understanding of the actions that a nurse performs, as well as the knowledge and behaviors that are required. Competency mapping is the process of identifying the specific skills, knowledge, abilities, and behaviors required to operate effectively in a job role. Competencies dictionaries are readily available in the organizations. Competencies remains same across organizations but context in which the competencies are used varies from organization to organization. Technical Competencies are the knowledge useful in a particular industry's job responsibilities.

Later she talked about the technique of identifying the competencies. First one is Observation Method, wherein we observe the job role holders. This method is easier when the job has repetitive tasks. Secondly the Interview Method. Here we will take interview of the job role holder also we can take interview of the Role-Set Members e.g., Superiors, HODs. Next is the Survey Method which is Conducted to collect vast volumes of data. Interview method is used to design the core competencies of an organization, & these can be done by taking interview of the top managers the MDs so that we can determine what type of behavior is critical to the organization and which could be expected from all the employees. Also there is also no need to establish core competencies if job-role-based competencies exist. Behavioral indicators should be attached to competences whenever we identify them and attempt to describe them.

Lastly Ma'am briefed about that how simulations are developed to measure or observe the behaviors and the how is Competency used in several processes be it Recruitment, Performance Management & Goal Management System, Succession Planning & Learning Development.

TALENT ACQUISITION SIMULATION

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A talent-acquisition simulation workshop was organized by the Expert Talk Team of HR Club on the 21st and 22nd of August, 2021. Dr. Frederick Correa, Vice-President HR of Darashaw conducted this workshop. He has a work experience of about 10 years and a proven record of creating and implementing HR strategies that successfully drive business initiatives related to profitability, talent development and effective change management. It was a pleasure for the students to gain knowledge through his experience and expertise.

The simulation was an extensive learning experience for all the HR students. Dr Correa took it in a steady and step-by-step manner, ensuring that all the students participate and understand the practical value of talent acquisition process.

To understand the existing knowledge of the students, an interview roleplay was done. While 3 students were a part of the roleplay, others were asked to observe and discuss later. Taking this roleplay as an example, the loopholes and better approaches were discussed.

The "how" of selection process involves "Authenticity", "Objectivity" and "Credibility" as tools to gauge the effectiveness of it. This concept created a basis on which the entire perspective of the interview stood.

Further, we were explained the BARS (Behaviorally Anchored Rating Scale) and how it is useful in identification of behavioral competencies. To have more clarity, each student group was given one competency, for which they had to define three behavioral levels of poor, average and good using three traits. The purpose of this is that the interviewer should be able to align the observed behavior of the candidate with that given in BARS.

Next, the STAR and STEP approach was explained for framing questions. These frameworks are used to gauge the required information from the candidates. The idea is to form the questions in such a way that the candidate cannot beat around the bush and answer as required.

The 1st day ended with an assignment which included application for all the learnings.

Next, a strategy had to be formed to receive maximum applications from the students. The assignment further included deciding upon a job role, creating a job description for the same, preparing an interview evaluation sheet using the concept of BARS. It surely was an overwhelming and useful exercise. The dessert of this assignment was that each group will be taking interviews the next day. For this purpose, few students from the institute volunteered to act as candidates.

The 2nd marked the day of practically experiencing the campus hiring process.

With each group going through the steps of giving a pre-placement talk, explaining the strategy, sharing the job description and interview evaluation sheet and conducting an interview, the following observations and learnings were made:

- Pre-placement talk: Apart from the history and values of the company, students included unique policies and benefits to the employees, a video showing a glimpse of the infrastructure and the culture.
- Strategy: This part focused on the unique and newness in the ideas. Various strategies shared were- taking an alum along so that engagement and endorsement is better, arranging a competition and giving prizes, organizing projects and internship program, selecting a campus ambassador.
- Job description and Interview evaluation sheet focused on the competencies and the three behavioral levels.
- Conduction of Interviews: As we thoroughly practiced the framing of interview questions using STAR and STEP approach, each group had prepared a set of questions based on the job descriptions. We learnt that how the pre-set questions only help in case of reference and the major focus is on the answers of the candidate through which an interviewer asks more. It is the spontaneity of the whole entire process that drives it. Therefore, attentiveness, mindfulness, knowledge about the job role is extremely essential to carry out an interview.

Dr Correa took efforts to give feedback on each step about the improvements that could be included in pre-placement talks, the job description, interview evaluation sheet and pointed out the loopholes in the questions asked in interview and how can we get better at it.

At the end of two-days, the students who did not have any experience of talent acquisition, got to experience it in a meticulous manner and those who did, got to know how to improve themselves. This value-addition will definitely help all the students in the long-run.

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