KARNATAKA CHAPTER
* ESTD 1960 *

THE HUMAN RESOURCE

Issue 04 | April - June 2022

Diversity, Equity & Inclusivity

NATIONAL INSTITUTE OF PERSONNEL MANAGEMENT
KARNATAKA CHAPTER

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THE HUMAN RESOURCE

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CHAIRMAN'S MESSAGE

Dear Members,

Warm Greetings to You !!!

Here we are with the next quarterly of **"THE HUMAN RESOURCE".**

After a gap of two years, as life is catching up to normalcy, we have been able to plan ANNUAL DAY celebrations in JULY 2022. We are hoping to bring together all NIPM members with family on this occasion. Quite a few number of meritorious students will be felicitated on that day. Hearty congratulations to all the achievers!!

We have focused more on INSTITUTE-ACADEMY CONNECT programs through which we have installed NIPM STUDENT chapters in 6 post graduation institutes. We intend to impart expertise to students through this initiative which will benefit them in their career and enrich their calibre.

We are happy to announce that we have enrolled 30 new life members to NIPM KC in this quarter. Two training programs were carried out in the quarter, one on **"COMPENSATION MANAGEMENT IN ORGANISATIONS"** and another on **"DESIGN THINKING AND DESIGN CLINIC".** Two evening lecture sessions were organised on **"REVOLUTIONISING EMPLOYEE ENGAGEMENT" and "PRESENCE AND ABSENCE - IN AND OUT AT WORK"**, in this quarter.

It has been one year since I took over the duties of the Chairman of NIPM KC and with deep gratitude I admit that it has been a highly learning and rewarding experience for me. The co-operation, enthusiasm, constructive feedback, good will and positivity from all the committee members and well-wishers has been tremendous and highly motivating for me. I thank all of you from the bottom of my heart.

A special thanks to the editorial team led by Ms Karuna for bringing out quality magazines one after the other.

Take care.

Warm Regards
Robert Cutinha
Chairman – NIPM - KC

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EDITORIAL MESSAGE

Dear Reader,

This is our 4th issue and coincides with the Annual Day celebrations of NIPM-KC. We wanted this issue to be special and memorable. This issue was not easy to conceptualise and create. While selecting the theme for this issue, the entire team unanimously agreed that in order to make it special, it has to be DE&I – Diversity, Equity and Inclusivity. However, the choice of relevant authors/speakers/writers to bring in a holistic view of DE&I was the challenging and time-consuming aspect. We fully made use of the virtual platform 'WhatsApp' for our ongoing discussions, which went on until the day we sent the magazine for printing. It was also joyful to note that this time, our efforts wouldn't just be limited to an e-access, but will also go into printing and distribution, albeit limited.

You will see in this issue that our authors and contributors have gone beyond the DE&I concepts and brought in the perspective of 'B' – Belongingness which is the founding stone to create a diverse yet inclusive work environment. We have explored the DEI&B initiatives through interviewing some experts like Mr. Amit Sharma of Volvo for employer perspective, Prof Vasanthi for education perspective and Mrs. Akkai Padmashali, Transgender Activist for the perspective of the sexual minorities who one of the beneficiaries of these DE & I initiatives. We have been overwhelmed with some tremendously useful industry perspectives shared via articles written by Ms. Jyotsna of TVS Motors and Ms. Shruti of Flipkart. We also have case studies shared by Mr. Vittal Rao, HR & IR Consultant and Dr. Neha Sathe, POSH Consultant. Towards the end, in our 'Mental Wellness' section, we have a small snippet dedicated to mental preparedness when it comes to DEI&B initiative, written by Mrs. Sahana Ramprasad, a counsellor and therapist. We are grateful to our sponsors for supporting our endeavour in knowledge sharing.

We welcome the participation of our members in making 'The Human Resource' a more meaningful and effective communication. Your feedback and suggestions are most welcome and may be sent to **nipmkc@gmail.com**

Mrs. Karuna .S.G
Chairperson – Editorial Committee
EC member, NIPM – KC (2021-23)

EXCERPTS FROM THE INTERVIEW WITH MR. AMIT SHARMA ON DIVERSITY, EQUITY AND INCLUSIVENESS AS ITS PRACTISED IN VOLVO GROUP IN INDIA

Mr. Amit is Head of People & Culture at Volvo Group in India. His experience spans across diverse set of industries such as Indian Oil, Johnson & Johnson, Philips and TE Connectivity. Amit has focus on Strategic HR, Organization Development & Culture and Inclusion & Diversity.

The focus of doing this interview was to give an industry insight into how this can be institutionalized and practiced successfully in an organization to help build a strong work culture.

Most good practices are sustained when its practised top down. As a strategic leader and a people person of a culture rich organization like Volvo, what does diversity, equity and inclusion mean to you and how do you personally promote it at workplace?

You are right, any cultural initiative which we are looking at institutionalizing in the organization has to have a top-down approach. But, in my view, only top-down approach doesn't work. As leaders we need to drive it because that gives a message to the organization that we are serious about it. To ensure that everybody is on board that journey, we need to parallelly generate that momentum from the teams too.

So, it has to have an approach that's coming from both the sides. Leaders primarily leading it from the front, showing the direction, showing the commitment and parallelly creating a momentum with the larger work force in terms of why we are doing this, making them aware of the reasons for doing it and then helping them onboard everybody else and let them lead the journey in a sense that they are equal participant in the journey.

When we looked at institutionalizing the entire space of diversity, equity and inclusion (DEI), the first thing for us was to call it inclusion and diversity (I&D) and not diversity and inclusion (D&I), as is the normal norm. The reason being that we believe that inclusion comes first and you can have diversity in an organization only when you have inclusive environment and climate. For ex: One may hire many diverse people but if the system is not accepting them, there is not enough infrastructure for them, their voice is not heard or they are not really feeling included, such people will opt to leave. So, the piece we primarily worked on first is on how do we build the inclusion, right from the leadership to all the way to the last level including working on how we ensure that the policies are such that they create an equity in the organization. So, once we had this basic framework of inclusive environment ready, of policies which are equitable, then we looked at hiring more diverse people in the system.

Volvo has close to 140 nationals across 190 nations working together. What were the steps followed to implement smooth integration of diversity, equity and inclusion into Volvo's work culture?

As much as Volvo is a global organization, as a company we respect what is the local culture, the local ways of working and practices. In many organizations, you will see there is only one way of doing things - Headquarter prescribes that one way and everybody has to follow. In Volvo it does not happen that way. All of us are empowered to decide things the way we want to do it. So, the concept we use here is, **"We are globally aligned but we are locally authentic",** which essentially means that at a principal level what we do is aligned to the larger Volvo principle because that remains sacrosanct - the Volvo Values, what we stand for, our core philosophy and principles, our code of conduct all remain sacrosanct. But how do we operationalize these principles, what kind of policies, processes do we need, that are decided at a local level.

We encourage people to move from one geographic location to another, so that they are able to understand different cultures, while maintaining their identity. That helps people integrate with each other well and that's how we celebrate diversity in the organization. When people believe that they can be themselves, and

that's where the real inclusion happens and that's when the integration of culture happens.

Since you have a really strong trade union in India, how do you kind of make sure that they are aligned with the overall DEI in the company?

For us Unions are an integral part of our stakeholders. We believe that they are our partners. and we need to work together.

We have recently hired some women technicians in our factories and the unions have been very supportive of this journey. Since we were not getting women who were proficient in the skills required, we curated a 7-week training programme for them, so that they would be upskilled to our requirements. We are also looking at hiring women team leaders, which we have never had earlier.

We also discussed with them on the decorum required at the workplace when we have women colleagues amongst us, what are the proper and improper behaviours, choice of words, communication, where do we draw the line, etc. Initially, there was a bit of apprehension about how it will work, but now we have male and women colleagues working together in our factories. The women also have given us great feedback in terms of how their experience is.

When it comes to union relations, it's about collaboration, working with them, taking them into confidence, addressing any concerns and being proactive. When we do this, the acceptance becomes much higher as they are not caught unaware, there are no rumours and no misgivings at workplace.

With various levels of hierarchy, remote working practices and varied locations, how do you ensure diversity, equity and inclusion is practised right across the organizations at all levels? How is the practice measured in Volvo?

One of the key measures for us is our annual pulse survey where we have the score on inclusion. A few years back we had a difference in the engagement and inclusion scores of men and women. But with the efforts we have taken over the last few years, I am very proud to say that our inclusion and engagement scores of men and women are the same now. In another survey by Rain Maker, we featured among the safest places to work for women in India.

We focus on continuous reinforcement of what we stand for in terms of DEI. Even when we moved to an online mode during the pandemic, not only continued stressing on appropriate behaviours but we modified our messaging to include the new realities of the appropriate online conduct.

As far as hiring is concerned, diversity has always been the focus area - not just the gender but also the regional diversity (within the legal parameters of state domicile requirements, where applicable) of the country as India itself is very diverse.

We have a model of online, offline and hybrid work model based on the business need and customer contact for each business. As a company we look at 4 factors to decide our workplace model for each of our businesses / functions: i) Health, safety and well-being ii) Collaboration, engagement, openness & growth iii) Performance in relation to business needs and flexibility aspects iv) Legal & compliance, in local and global dimension.

Globally we have a target of 35% women across all levels. We are identified, basis the talent market, where we can maximise and where we need to let it go slow. We are hiring from women only colleges and we also have introduced Excel Her return ship programe for women who have taken career break. Excel Her is a 9-month long internship programme and we have already had about 60 women hired through this programme. Employee referral programme also has provision of additional referral bonus for women candidates. Additional incentive is also given to search partners if they are successful in hiring women employee.

We also look at our attrition data. If a women employee resigns, her exit interview has to be done by either one of the country management team members or one of his direct reports only. This gives the message that the senior leadership is serious about it. If in the exit interview, it is found out that the reason for leaving is lack of inclusion or bias the women has felt, then corrective actions are immediately taken.

How do you think having an approach of integrating diversity, equity and inclusion has helped Volvo as an organization to thrive and compete? How do you measure the impact of diversity, equity and inclusion on Volvo's overall performance?

If you look at Volvo as a brand in the areas we are operating (Bus, Trucks, Construction Equipment, Engines), we have a strong position in our segment of play. An inclusive culture and better diversity generate better ideas, helps us have different perspectives on the table and that enables the organization take better decisions which ultimately translates into better performance.

India has the biggest Truck Technology development Center outside of Sweden, has the largest Accounting Services Center and a large

Digital & IT Center. This tells about the importance the company is giving to India and the talent here. And one of the factors that they have been doing well here is high focus on inclusion & diversity in our workforce.

In the last 3 years, we have received various rewards and recognitions around how well we are doing. Recently we got the She Maker award for Diversity and Inclusion. Twice in a row we have got the award for the Best Organizations for Woman by Economic Times; for the last two years consistently, we have been figuring in the top 100 Companies for Women in India by Avatar; for the last 2 years consistently we have got the SHRM awards for Diversity and Inclusion. In 2021 we received two awards, one from Rainmaker and another one from Kelp HR on being amongst the safest places to work for women in India. So, there is a lot of external recognitions also coming our way. All these internal and external recognitions, tells us about our performance.

The annual pulse survey, the hiring data, the attrition data, the great places to work survey are a few methods of data collection and tools that we use for measuring our performance. We strongly believe that inclusion and diversity has definitely given us a push in terms of our overall performance.

Do you think a diverse and inclusive group of employees help in enhancing each other's knowledge, skill and performance? Does this have an impact on the learning and development at Volvo?

Yes, they do impact. For women we have a concept called Lean-In. It's a group of 5-6 woman who will come together with one of them being a leader, selected amongst them. They discuss the challenges and issues they face with each other, find solutions and support each other. It's a kind of a support group. We have about 150 women as part of these leading circles that are active. We also have other employee interest groups and allyship for the LGBTQ community. So, if anyone is from that orientation and they want to reach out for any concern, issues or topic, these are the people they know they can reach out to speak in a safe environment. This helps those people who do not want to openly come in front of others.

We are focussing on improving our diversity rate at the senior level as its still not on par with our expectations. For getting more women in leadership roles, we have recently curated Empower Her programme, which is a 1-year long journey which focusses on 3 aspects of building a Business mind set, Champion mind set and Leadership mind set. The programme also includes one week of human process lab to focus on self-reflection.

In these times of remote and hybrid work set up, how do you handle any deviations in managing diversity, equity and inclusion?

We have an I&D Council with people from businesses and HR, with sponsorship from the leadership team. This council interacts with employees through various means including direct communication with diverse groups, focussed group discussions etc. to know what the pulse on the floor and office is. We also do dip stick surveys in between to know the feel there. If we are finding that something is wrong somewhere, we reach out to understand the issue better and take remedial measures.

If there is a deviation in workplace conduct or any form of harassment (including sexual), we have absolutely zero tolerance towards that. We also have a very strong policy around whistle blower and also against retaliation. So, if somebody has reached out against say a manager, then the person is very clearly protected against any kind of retaliation by the manager.

It's an element of both awareness and taking action. We continue to run regular workshops around inclusion, around code of conduct, around POSH to sensitise people what to do and what not and reinforce the appropriate behaviours

What is the biggest take away for Volvo, from the HR point of view in practising diversity, equity and inclusiveness at workplace?

Whatever you are doing in the organization in the space of I&D, don't do it for the sake of tokenism or as an event. It has to be percolated down to the organization's culture. If you say you have focus on diversity and do some check the box events, without creating an inclusive work environment, things will just not work. Focus is needed on setting the basics first, on what matters to the employees at that level and on the actual experience of the employee on a daily basis.

If you are able to provide the experience in an inclusive way like having equitable opportunities to growth, to learning, equal voice on the table, that is what will take this journey ahead. Many at times, organizations end up doing tokenisms on some specific days, but what is important is to celebrate the presence of diversity on a daily basis and that's the critical take away for me.

Focus on creating the experience on a sustainable basis, then only you will see the needle move.

You being the HR leader and the owner of this subject, and with facilities all over the place, how do you manage to give a personal touch to articulate and institutionalize this?

My personal view is that, as senior leaders, we must regularly meet employees and give the right signals. Whenever leaders travel, they deliver the message on DEI signalling that this is important. But sustenance finally rests with the team one is working with or the manager one is working with, as the daily interaction or the daily experience of the organization is with them.

As leaders we can demonstrate our seriousness and commitment towards this by having sessions, interactions, conversations and talking about it, but at the same time the focus is equally on how we really sensitise the teams and managers in building that inclusive environment and equitable climate in terms of opportunities within that team because that is where it is practised and experienced on a daily basis.

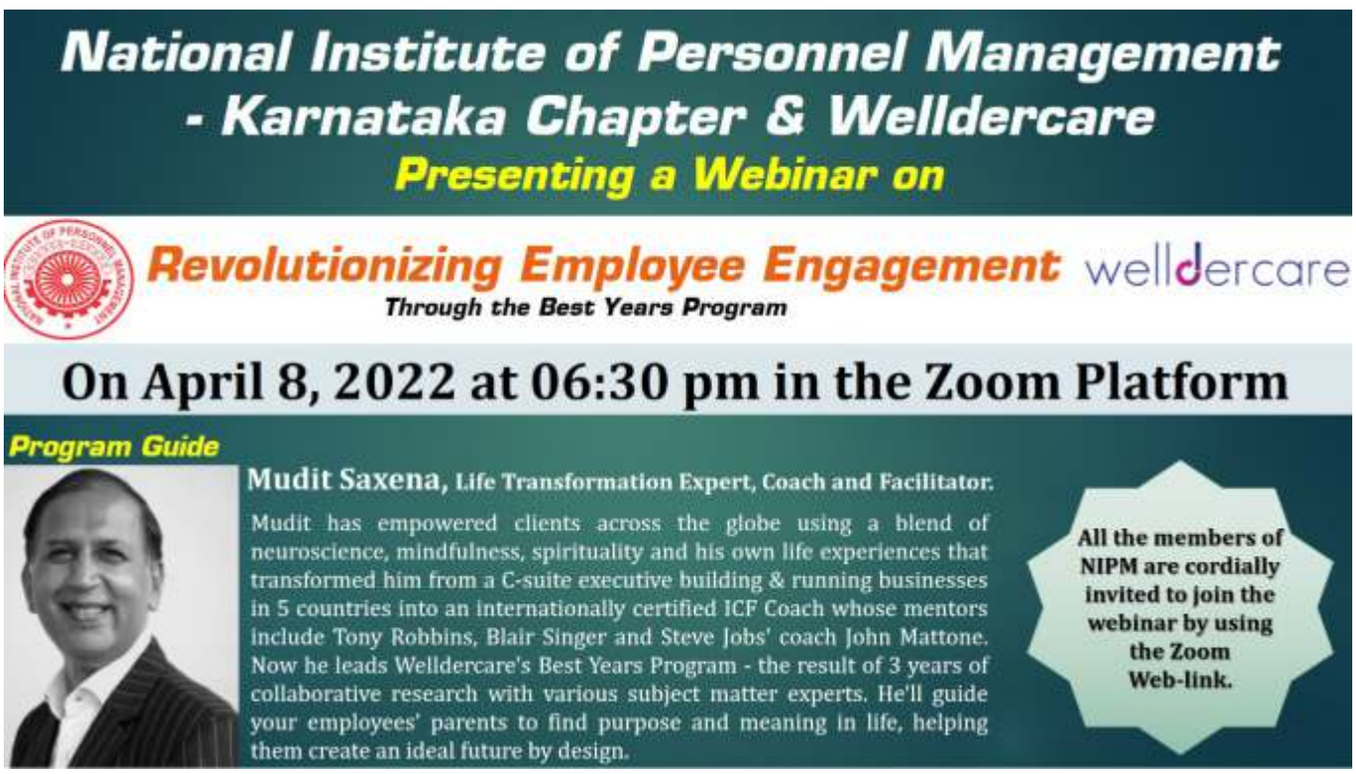
Like they say goes, **"the proof of the pudding is in actually eating it".** The eating is actually happening in the teams, that's the place where the actual experience is happening, everything else is a larger canvas.

We also cover this aspect as part of the performance touch points between the manager and the employee, which is like a continuous conversation on the performance, feed-forward, development, coaching at regular intervals and rhythm decided by the employee and the manager.

Last month Volvo has received the award for "Best Organization for Women 2022", organized by ET Edge Economic Times. As a young leader, what is your advice on diversity, equity and inclusiveness for the budding younger generation of HR professionals?

Its important to know why we are doing what we are doing. Let's not make DEI a fad but make it more passionate and a great experience. It's important to know where is the needle and how much we are moving it by doing what we are doing. Things what we do within the organisation, should have a meaning, otherwise we get stuck in many feel-good factors only. Feel good factors are important at one level, but there should be a deeper impact of our actions and initiatives. If I have to compare it with an analogy of a pastry with an icing, the icing is only the decorative & look-good stuff, but you can't really eat only the icing. The real thing is in the cake and that's where you get the real essence. Icing is just an enhancer. We sometimes get stuck in the icing and discount the cake below it which is what is more important. Focus on the cake equally and then put icing, if you focus on icing only, the cake will not taste good. ■

Interviewed by Ms. Dhanya T G



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Lease payments vs. Loan payments

A typical loan repayment is based upon:

- Sale price of your car
- Your bank
- Amount of capital sought
- Interest rate
- Miscellaneous bank offers and/or terms and conditions
- Number of months to repay sought amount
- Taxes and fees

Whereas, a lease payment is dependent upon the following factors:

- Sale price of your car
- Expected mileage (For example, you are only allowed to drive up to certain thousand kilometers in one year)
- Length of lease
- Residual value (value of vehicle at the end of lease)

Note that monthly lease payments are comparatively lower than loan EMI because in a lease, you are paying for the practicality of being able to drive a car without any hassles and not towards the equity of your car itself.

Purchasing	Vs.	Leasing
You are stuck with the same car till such a time that you choose to sell it.		You can always upgrade to a newer, much better car at the end of your lease period
Minimal opportunity to upgrade and experience and newer technology		You have to opportunity to experience new vehicles and newer technology as and when they come.
One rarely sells the car within the expiry of warranty period		You are driving a car at the best of its condition.
Repair and maintenance is your responsibility		Leasing company takes care of repair and maintenance

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R'ALLY'ING FOR DIVERSITY & INCLUSION!

Ms. Shruti Sambasivan,
BMS, MBM, PGDM,
Senior HRBP – FlipKart India

Unity, not uniformity, must be our aim. We attain unity only through variety. Differences must be integrated, not annihilated, not absorbed.

- Mary Parker Follett

As the world moves ahead, picking itself up from the shambles sometimes faltering, sometimes halting but evolving. The post pandemic world is not just evolving in terms of technological revolution but also human composition, especially triggered by an existential factor created by the life altering effects of the covid pandemic.

Diversity and Inclusion is not a concept that we've only recently heard about – however as the world reels from the devastating aftermath of the pandemic, what it truly means to be inclusive and diverse has significantly shifted. Nobody can now afford or allow DEI to take a backseat in the organization. The world we knew 3 years back has seen a radical transformation – imagine a world against the backdrop of movements like 'Black lives matter', # Metoo, the ubiquitous shift to working remotely and the 'Great resignation wave'.

From where we stand now – we can make some very different choices about our workplace- our employees have spoken and they are seeking more purpose, more meaning and simply put – happiness in workplace. As an unanticipated consequence of the lockdown, people are rethinking how they are valued at work, how they fit into the organizational culture, how they want to spend their time, and even what work really means to them. And with the above-mentioned re-emergence and reinvigoration of social justice movements over the past year, it's time to embrace the opportunity to refocus on inclusion, equity, and diversity, in an authentic way. A key component to meaningful behavioral change in this regard is allyship.

DEI is not a concept out of a textbook – businesses are looking at diversity on all tables where important decisions are being made. A McKinsey report shows not only that the business case remains robust but also that the relationship between diversity on executive teams and the likelihood of financial out performance has strengthened over time. In a similar vein, a study of profitable companies in 91 countries by the Peterson Institute for International Economics indicated that companies with 30 percent representation of female leaders attained a 15 percent increase in the net revenue margin.

So now we have a business case for DEI but is it just check in the box? We have in the recent years heard of women centric initiatives like women development cell, mentoring circles, Women coaching to break the glass ceiling etc. But the irony of it all is that we're leaving out an important component of women development- MEN. A debatable point of view is that we may be also sending out a parallel subtle message that women need more attention, more coaching, more competencies to be at the top.

However a McKinsey report stated that the biggest obstacle keeping women from advancing in their careers is the Broken rung- that initial missed promotion winds up holding women back for the rest of their careers. The report goes on say that while men get hired and promoted based on potential, women advance based on what they've already accomplished.

All the above data points to the fact that organizations are essentially missing out in fostering allyship with other cohorts – to make

them an equal part in this journey. For all the parties to come together and be vulnerable, talk about their blind spots, act as sounding boards. We've all heard of men being as sponsors in the diversity journey - but isn't tagging them as sponsors already putting them at a pedestal? Maybe the paradox companies should delve upon is if allyship and sponsorship truly embrace each other and co-exist, or can an organization win sponsorship only if it champions allyship. It's like the chicken and the egg story.

Ally can be a confusing term though. It can be mistranslated into meaning helping someone or simply being on the same side as them. But it is more of a decisive action than simply a shared interest and it's not just a vehicle to help promote or endorse people who are perfectly capable of achieving their aspirations. Allyship, as Wallace mentions there, can't be some side project. It must be built into people's priorities. It's a lifelong endeavor that emphasizes the building of relationships on accountability, trust and consistency in how one approaches and works with people of different backgrounds and abilities.

Then there are sponsors, your ultimate career champions. A great sponsor goes to bat for you to those with the power to affect your career trajectory. From sharing network connections to proactively helping you seek new opportunities within and outside your current company, sponsors are willing to use their assets to help you further your career. Sponsors want to help people who are competent and won't detract from their own brand. In most cases, a sponsor chooses you.

So what kind of an ally do organizations really need?

Maybe a combination of a few. As the Harvey Coleman model represents - as unsettling as it may seem. What makes us successful in an organization regardless of which cohort we belong to boils down to performance (10%), image (30%) and exposure at 60%. Which means working hard and working in silos is not necessarily the recipe to a great career - but its predominantly exposure and image. Which makes us come back a full circle, which is the question we first started with. Allyship and sponsorship in fact can and should co-exist. While one can be your voice in a crowded room, the latter dials up image and exposure. But what we need to be mindful of is the fact that which employee group becomes an ally, and which can be a sponsor, as both carry a message. Sponsorship comes from a position of privilege whereas allyship is like a doting friend walking beside you in your entire life cycle at workplace - being your best friend and your worst critic.

So be it Allies, Champions, Advocates, Confidants or an upstander - as long as we have 'inclusivity' in the approach - a true authentic DEI culture can be fostered by any organization. And Psychological safety is the beautiful consequence of allyship and a culture of inclusion. Because your employees spend more than 8 hours every day in the workplace - wouldn't we want them to be authentically and truly themselves? ■

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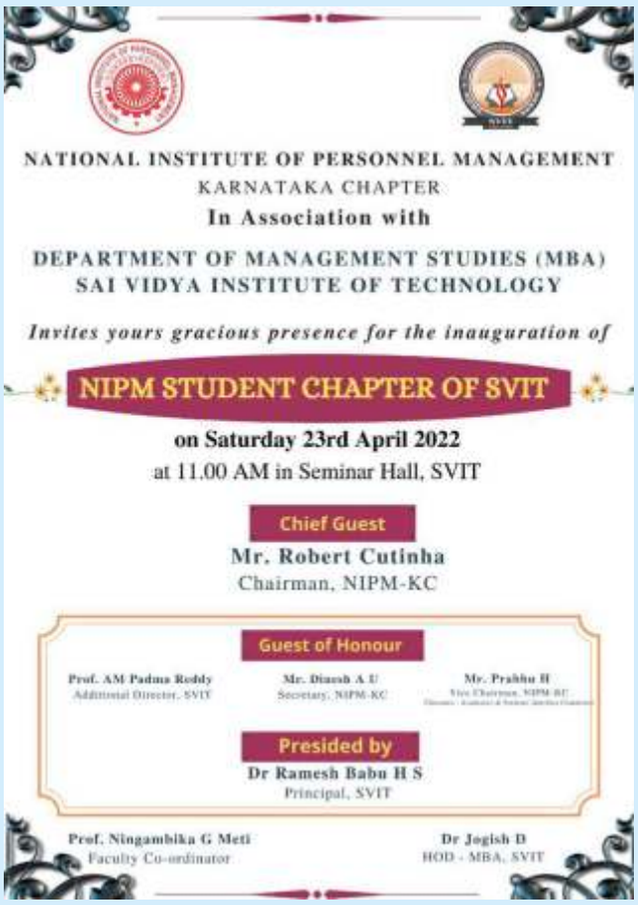
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'Diversity, Equity, Inclusivity & Belongingness' (DEI&B)

Your thoughts and experience in this regard at TVS Motor (the measures taken w.r.t inclusivity)

Capt. Jyotsna Malhotra (Retd.)
Head Employee Engagement,
Diversity and Inclusion
TVS Motor Company Ltd.

The manufacturing sector and automotive industry are one of the biggest employment generators in the country and hold a tremendous scope of building diversity as one of its foundational values across functions and levels. In a diverse country like India, a dialogue on diversity has an implied meaning of co-existence. The focus here is on understanding, respecting, and valuing differences between people.

Ethos and vision for building an inclusive ecosystem have always been at the forefront for TVS Motor Company. Our products like TVS Scooty have empowered women for almost three decades. Srinivasan Services Trust (SST), the social arm of TVS Motor, has been working tirelessly in thousands of villages in India to help women make the shift, boosting their income and enabling them through self-employment.

Employee Diversity is key in fostering innovation and bringing different perspectives across practices such as manufacturing, designing, marketing & communication. A skillfully crafted diversity culture will ensure that the organisation imbibes agility, resilience, and flexibility in their DNA. These attributes are critical in the face of organisational challenges. Today organisations are also integrating diversity and inclusivity across levels to create a wholesome pool of resources. When employees see more representation from different bands of diverse groups, the 'Trust' factor among employees significantly grows. Employees who feel involved, included, and respected are likely more motivated to deliver better results for the organisation.

Developing Diverse Talent

We at TVS Motor believe that diversity and inclusivity are a continued commitment. The company has undertaken sustainable initiatives to enable infrastructure, reinforce better safety at the workplace, streamline career progression plans, host well-being programmes, and flexibility in various aspects of the workplace. These include:

- **'Flying Lessons'** - For leadership development among women at mid-level management and focus on building an unbiased ecosystem
- **LinkedIn Learning** - Continuous e-learning process for today's workforce to grasp the evolving dynamics of e-mobility and smart connectivity. This is to ensure a sustained employee experience
- **'Beyond Prism'** - Unconscious bias workshops for managers across levels have supported in ensuring that we build a balance in our approach to diversity
- **YourDOST** - Employee Assistance Programme (EAP) for women employees, maternity returners, new parents, psychological support. These programmes are available to both men and women. Regular workshops are undertaken for sensitisation of the workforce on the policy of sexual harassment in the workplace
- **Unnati** - As a part of TVS Motor's Diversity and Inclusion goals, the company has introduced a second career opportunity for women called 'Unnati'. The programme ensures a progressive career for women who return from a sabbatical through a smoother, faster and more efficient on boarding process through mentoring and skilling
- **Persons with Disability (PwD) programme** - To further add value to the inclusion efforts, the company has introduced the 'Persons with Disability (PwD)' focused programme. All employees undergo the 'Inclusion and Sensitisation Workshop' and 'Basic Sign Language Workshop' to ensure a seamless transition

Retaining Diverse Talent

Attracting and retaining diverse talent is a big challenge, over the years we have evolved and established good practices. We are attracting diverse talent due to our policies, safe and inclusive eco-system and have been recognised among **"Best Companies for Women in India"** in 2020 and 2021. Towards enabling a smooth on boarding and conducive work environment, the following measures are implemented:

- Home away from home - Dedicated enclaves where the employees are provided with the safety, security and comfort of home. These spaces are created closer to the manufacturing plants, with transport facilities and food with subsidised rates provided. They have indoor entertainment facilities too
- Full-fledged Occupational Health Centre with women doctors on the roll and 24x7 support. Annual specific wellness clinics viz. anaemia screening, focussing on women's health, are conducted
- Engagement initiatives like sports and cultural events with an 'Annual Galatta Day' celebrations to exhibit their talent and thereby provide a recognition platform
- Competitive salary package and benefits with pay parity checks
- Ergonomic improvements in the workstations at the workplace to minimise fatigue
- Training – Classroom and On The Job – to pick up necessary basic skills
- Periodic dipstick surveys and Women Focussed Group Discussion towards redressing grievances, if any
- Need-based personal counselling for emotional well-being to support issues arising at the workplace or private, through external professional experts
- Awareness and sensitising workshops are conducted to create a supportive and encouraging environment for women
- Women Reach-out Group: Actively supports informal communication channels for women to share their concerns
- Women Connects Quarterly Organised: For, eg. Women in Technology, Wonders of Women, etc.
- Creche: Re-opened post COVID with high precautions to support parents (both men and women)
- Women Broadcast Channel: WOW, "Wonders of Women", focuses on women-related subjects and fortnightly sessions organised

Multi-Generational Workforce And A Hybrid Environment

People have always been at the heart of what we do at TVS Motor. We strongly believe that to be an agile and resilient organisation, it is imperative to constantly assess the fast-evolving needs of employees as we do for our customers. Over the past year, our leaders have promoted a culture of agility and innovation to help employees navigate the challenges brought forth by the pandemic. The company safeguarded employees' safety and overall well-being while prioritising business continuity.

Our timely, open and transparent communication channel with senior leadership on recognitions, benefits and business announcements have been vital to building trust and assurance amongst the workforce.

Further, our information mailers to inform and not alarm have provided much-needed information in advance to all employees on the developments during the pandemic. The company also rolled out engagement platforms to boost employee morale via virtual recognition and accolades.

Our 'Flexi Time' and 'Remote Working' programmes are a great value add; most clusters other than essential services and production lines can avail of these provisions. Managers are routinely sensitised on enabling team members to Work-life-integration and focusing on getting the work done rather than valuing face time at the office.

Sustainable DEI

While creating an inclusive ecosystem, organisations must go beyond one-size-fits-all company-wide initiatives and focus more on specific challenges. Certain barriers must be tackled patiently and effectively, the biggest being unconscious bias. Focused programmes at TVS Motor help dispel this. In 2021-22 alone, over 300 managers have been sensitised about unconscious bias.

'Inclusion' is not a roadblock but needs to be continuously fostered when you have employees from across regions, global nationalities, gender, PwD, veterans etc. We continue to work on this through inclusion workshops, policies, guidelines, and comprehensive evaluations to make every employee feel valued.

Creating a Sense of Belonging

Creating a sense of belonging is a vital element of an inclusive workspace. It makes us feel like we are part of something bigger and create a more meaningful life. This includes building social connections and overcoming physical and physiological isolation.

Creating opportunities to **Connect with Colleagues** and allowing them to develop connections at professional, skill, learning, or even personal level will enable them to feel valued and be part of a bigger objective. We have created multiple platforms for employees to connect like Learning Convention, Symposiums, Employee Hackathons, Women in Tech, etc. Many such events are placed on TVS Broadcast Channels for other employees to view to acquire knowledge and continuous involvement.

Allyship, mentoring and coaching for women and PwD are vital to diversity initiatives. This allows colleagues from these groups to feel more confident and inculcate a sense of psychological safety.

Openness in the way of working at TVS Motor, allowing employees to wear what makes them feel comfortable, walk, talk and live their way, liberates the mind and makes employees feel empowered and proud.

Continuous efforts to make **employees personally invested in inclusion** through feedback on annual surveys and focused group discussions have helped us get a pulse on baselines and trends to devise linked initiatives. These inputs have helped us implement many infrastructures and other facilities on need-based priority, e.g., diverse canteen menu, shuttle bus services on campus, ergonomics adjustments on the assembly line, etc.

Providing individuals with similar backgrounds a common place to meet, connect, discuss and overcome the challenges they face. This provides a **safe-space to voice out and eradicate the feeling of being ignored.** Such platforms include 'Women Resource Group', 'PwD resource Gropu', 'Employee Assistance Programme', etc.

Building an inclusive workspace is a continuous journey. The best way to tackle this is to stay focused on specific issues annually and tackle bite-size challenges while keeping an eye on the ongoing best practices. An organisation's policies and involvement of each decision-maker in ensuring the checks and balances at each stage is a simplified way to meet the goals. These actions have been instrumental in ensuring that we progressively continue on our journey to be an employer of choice by diverse work groups. There will always be more to do. ■

NATIONAL INSTITUTE OF PERSONNEL MANAGEMENT KARNATAKA CHAPTER

Presents

A Practical Exposure Training Session on

"COMPENSATION MANAGEMENT IN INDUSTRIES"

Date: Friday
29th April 2022

Time: 9.30 am to 5.30 pm

Venue: Chancery Pavillion
Residency Road,
Bengaluru

PROGRAM FEE
Rs. 3,500/- +
GST 18% Rs. **630/-= Rs.4,130/-**
may please be submitted through Cheque / DD in favor of NIPM Karnataka Chapter payable at Bengaluru

REGISTRATIONS
To be sent on or before Saturday, 23rd April 2022

WHO SHOULD ATTEND?
HR Professionals, Finance Professionals and those who involve in C&B activity in the organization.

CONTACT DETAILS
Training Management Team
Ms. Sabitha S.
9945232101
sabithahr@yahoo.com
Mr.Lakshmana Kumar B.V.
9986133495
nipmkc@gmail.com

Compensation Management is one of the key element of Employee Satisfaction in any of the Organisation. A Smart Compensation Policy helps the organisations to motivate the employees and encourgae them to create a high performance culture in the organisation. This session on "Compensation Management in Industries" will give the particpants a practical exposure of the Topic.

Programme Synopsis:

* Elements of Compensation Management
* Role of HR in Compensation Management
* Various steps of appraisal and involvement of Managers across the Organisation
* Recognition and Rewards

Programme Take Aways:

* Knowledge of Compensation Management in Industries
* Practical session using sample data

Resource Persons

1. **Ms. Sindhu Grandhey**
Divisional Manager-Human Resources
Wheels India Ltd., Padi, Chennai

2. **Mr. Venkatasami Babu D**
Vice President-Human Resources
Wheels India Ltd., Padi, Chennai

3. **Mr. Renuka Murthy**
Assistant General Manager
Autoliv India

About the NIPM & Karnataka Chapter: National Institute of Personnel Management (NIPM) is the all India body of professional managers engaged in the profession of Personnel Management, Industrial Relations, Labour Welfare, Training and HRD in the country.

The Karnataka Chapter of NIPM, established in 1960 has over 800 members, and is one of the vibrant chapters providing avenues for networking amongst the professionals apart from value adding activities like lecture meetings, seminars, training programs, conferences and interaction with Industries, Educational Institutions and Government Departments. tremendous progress & today it is recognized as one of the leading professional associations in Karnataka.

Mr. Robert Cutinha
Chairman

Mr. Dinesh A.U.
Hon. Secretary

Ms. Sabitha S
Chairperson-Training Committee

NIPM Karnataka Chapter
C-209, 2nd Floor, Blue Cross Chambers, Infantry Road Cross, Bengaluru, Karnataka 560001, Phone : 08025591481

DEI Initiatives – Are they really working?

By Akkai Padmashali,
Transgender Activist & Singer

Dr. Akkai Padmashali a.k.a, a male to female trans-woman and gender activists has over a decade of experience in the developmental sector. She started her activism with Sangama in 2004. In 2009, as a the Documentation officer for Sangama, she started to work on Gender, Gender based and Sexual based violence with Indian Judiciary, Legislation, Execution, Media, Civil Society Organisations, working class gender and sexual minorities etc. She became the first male Transgender in Karnataka to complete her Sex Reassignment Surgery counselling process in NIMHANS and underwent a Sex Change Surgery.

She was also part of the discussion on rape law, at the Justice Verma Committee constituted for the Nirbhaya Gang rape case. She left Sangama in 2012 and co-founded 'Ondede' through she continues her activism. In her free time, Akkai practices singing and has recorded Lakshmi stuti- Bhagyada Lakshmi Baramma (a Kannada prayer dedicated to the goddess Lakshmi) for the album- Songs of Caravan and for the popular show Jeeva Diary – Rethinking Perspectives: Queer Issues, Views and Stories" on the life of Uma on Radio Active.

1. You are the first transgender person to register marriage. How did that pathbreaking moment feel?

To get it on the paper was not so easy. Going through the legal system and the rules and the legal fraternity, was not easy. But Karnataka is the best state for sexual minorities. The Executive was very supportive, also because they know me and my activism. But right now I am in the process of separation.

After my marriage, there were more than 10 marriages that went for registration. It was registered under the Special Marriages Act.

2. Can you share with us some initiatives that your organisation 'Ondede' has taken up towards DEI?

I was working in Sangama for about 15 years and I left Sangama in 2012 due to ideological differences. After that I was part of Jain University as a Fellow and then a Fellow of Ashoka Global Fellowship. In 2014 I have formed my own group called 'Ondede' meaning convergence. We are a national level organisation and we also contribute towards the global level perspective whenever required. Ondede is a feminist organisation which is transgender led. We also work with various minorities and we speak about all issues without any prejudices. Breaking the barrier and breaking the stereotype is our objective. We work towards constructing a social justice movement, especially for people who are voiceless - like LGBTQ and sex workers.

Our main focus is to discuss about the existing laws, which excludes from its paradigm, the sexual minorities from the umbrella of various laws. We are in the process of debating and discussing to build consensus amongst the activists, then the judiciary and of course the legislative and finally media comes into picture.

I think organisations are just a part of people's movement. Finally it's the people we need to speak about. Like minded people, thoughts and organisations, journalists should all come together to fight against all forms of discrimination.

3. Other than activism, singing is something you pursue. Is that a career or a hobby?

When I am asked about my longer vision I will say that social justice, activism and being part of the political movement is my longer vision. Apart from that, singing, composing and theatre performances are my hobbies, they bring me joy.

4. Why do we see an increase in the number of transgenders begging at Bangalore? Is that due to lack of employment opportunities?

There are two sides to this. One that the government policies and the governance has somewhere failed to have a dialogue with the community based on which policies ought to have been formed, with the aim of uplifting and positively increase the socio economic status of the community. For example, subsidised loans to members of the community will not resolve the problem.

Out of say 100 people of our community 20 will take up begging, 20 will take up sex work, 20 might get into mainstream education, 20 into mainstream employment and the remaining 20 will be neutral. That is the diversity and politics of the community. Assuming policies and programmes will not resolve the problems of the community.

As an activist, until and unless there is a suitable alternative, I cannot tell people to quit sex work or begging. Even if the alternative is available, I do not want to do that as I would want to protect the human rights perspective. Why do they beg is because they are demanding money sort of as consideration for the treatment they receive from the society at large - the society owes them is the thought behind it. India is a culturally rich country and there are beggars in the name of religion so for me, begging in the name of identity is not an issue.

5. Is there any way the private sector can immediately help before the government policies and framework are upto the mark?

Most private sector entities are for tokenism. I am not for that. That needs to be eradicated from their minds and hearts. Equal opportunities should also subsume and accommodate our culture and background as well and a simple reservation will not bring about any substantial change.

But yes, private sector has the utmost responsibility in bringing about a change - the MNCs, the educational institutions, the legal fraternity - everyone needs to rise to the occasion. The lack of information and knowledge regarding the real issues is to be addressed on priority.

6. Has the Transgenders Act opened up more employment opportunities for the LGBTQ, particularly Trans people?

I don't think so. It is a name-sake Act without any discussion or democratic process. The Act speaks of providing shelter, support system, small scale industry set up and it talks about going before a Magistrate to determine my identity. I would say that based on the 2014 NALSA judgment the government of Karnataka has framed a policy which is far better. The 2014 judgment is admirable.

Until we show the political will, executive will, judicial will, social will, community will - it is difficult to implement any sort of judgment or policy. Even say the Act itself. There must be political participation, which is foremost in bringing about implementation of any law. There are laws for SC/ST, women, minorities, physically challenged etc. all of which are still not properly implemented. Unless there is political participation, there cannot be proper implementation.

7. Can you name some companies that have impacted the Trans community in a positive way by not only engaging but creating a conducive environment for the LGBTQ?

There is Infosys, NASCOMM, Accenture, New Ventures, WELLSFARGO and very big companies have come forward. I keep going their lectures and discussions and their diversity programme, where I go and speak. Whenever these companies give any fees, we use that for our NGO activities. Although we are a registered Trust, we are struggling to get an 80G exemption.

8. In Your Opinion, What Is the Most Challenging Aspect of Working in a Truly Diverse Environment? You could share some experiences to help our readers understand better.

Almost 12 of my colleagues were part of the corporate world and all of them have quit. We are documenting their stories. They joined the companies with a lot of joy and happiness but they faced a lot of discrimination, although the corporate policies are in favour of a diverse environment devoid of discrimination and the companies work with us towards the same. It's a scenario where the boss is fine but the colleagues are not.

The leadership quality also keeps changing so consistent and persistent effort towards ensuring dignity of people in a diverse environment, without compromising the individual identities,

has become a challenge. These discussions ought to happen throughout the year and not only in certain months or during July or November and speaking up during events and certain days. Sharing experiences will help develop a bonding.

My friends have faced discrimination, stigma, loneliness etc., which we are trying to address.

9. Can you share some examples of discrimination that your community faces in the corporate world?

In the private sector where my friends were working, they were expected to be sitting at one place and not go outside the office. When they are eating, the other colleagues do not mingle with them. When we use the restroom, the other colleagues do not enter the restroom until we step out. Similar experience in lifts as well. Although these seem like minor issues, they result in isolation and thereby discrimination.

The other issue we face is also the language barrier. Most of us aren't well versed with English, that creates a divide.

The humiliation that we face in a workplace atmosphere creates a hostile environment. There is no joy or happiness in coming to such a workplace, it is less than conducive environment. Only the privilege to come to office without any happiness attached to it, does not make much of a difference.

10. How Would You Handle a Situation Where a Colleague Was Being Homophobic?

Mostly through dialogue negotiations and discussions. Activism is not only shouting slogans but also regular dialogues and consistent efforts.

11. Do you think there is a paradigm shift in people's way of approach towards trans community in workplace post decriminalisation of section 377 of IPC and enactment of Transgender Act?

Whatever policies are made, it has to be dealt with from the mindset of the common man. The cultural backgrounds are distracting for everyone and until these backgrounds come together, a synergy is not possible.

12. How can the private sector/corporate world collaborate with your community to bring about a positive change?

If one is really serious about taking it up to the next level, please share my thoughts with your Management. People must open their hearts and brains in order to bring an equal space wherein everyone can live with dignity without any sort of discrimination.

Organisations like Ondede are into the study and practicality of everyday lives of the community. If one can reach out to such communities and go through their work, it will help build a bridge.

Now the educational institutions have become sensitive and they are on the path of breaking barriers. We work with education sector and we see that they are making an impact slowly. ■

Interview conducted virtually
by Karuna S G, Advocate

“ Human Resources isn’t a thing we do. It’s the thing that runs our business.”
- Steve Wynn

ISBR Business School IN ASSOCIATION WITH

ISBR Business School – Bangalore
The Department of HRM and General Management
IN ASSOCIATION WITH
National Institute of Personnel Management – Karnataka Chapter

WORKSHOP ON

INDUSTRY PRACTICES ON COMPENSATION AND BENEFITS FOR MANAGERIAL EMPLOYEES AND NON-MANAGERIAL EMPLOYEES

Saturday	Time	Venue
April 30, 2022	11:00 am to 4:00 pm	ISBR Auditorium

RESOURCE PERSONS & TOPICS

INDUSTRY PRACTICES ON COMPENSATION AND BENEFITS

FOR MANAGERIAL EMPLOYEES

Time: 11:00 am to 1:00 pm

Mr. Venkatasamy Babu
VP & Head – HR
Wheels India Ltd, Chennai

Presently managing White collar and EP/IR across PAN India. He is a Certified Compensation and Benefits specialist from AON. He has worked in Bosch Limited from June 1993 to August 2020 in various capacities like Senior HR Business Partner, HR Project Management, Training and Development, Country process Expert (CPE) for Compensation and Benefits, Competence Management, Performance Management.

FOR NON-MANAGERIAL EMPLOYEES

Time: 2:00 pm to 4:00 pm

Mr. Sanjay Mitra
Manager – HR
ITC Limited, Bangalore

He has Diverse industry experience in the sectors like FMCG, Pharmaceutical, Consumer Durables; Exposure across Value Chain – R&D, Manufacturing supply chain, Operations and Service; His past work experiences includes General Manager – HR at ID Fresh Food (India) Private Ltd., Senior Manager – HR at Coffee Day Beverages, Associate Director – Mylan Laboratories Ltd., etc., He has acquired detailed experience of Mergers, Acquisitions and Start-up phases of the Organization Life-cycle.

Dr. A. Narasima Venkatesh
Program Coordinator
Professor & HOD
HRM & General Management
ISBR Business School, Bangalore

Dr. B. S. Patil
Dean & Registrar
ISBR Business School
Bangalore

Dr. Y. Lakshman Kumar
Director
ISBR Business School
Bangalore

Educating for Diversity, Equity, and Inclusion

By Professor Vasanthi Srinivasan,
Indian Institute of Management, Bangalore

Professor Vasanthi Srinivasan did her Post Graduate Diploma in Personnel Management and Industrial Relations from XLRI Jamshedpur and a Fellow in Management (Ph. D equivalent) from the Indian Institute of Management Bangalore. Before joining IIMB, Professor Vasanthi Srinivasan worked at Wipro Limited and a boutique consulting firm. She was the ICCR Chair Professor of Corporate Responsibility and Governance at the HHL School of Management, Leipzig, Germany, from 2012 to 2013. She was a British Council Visiting Scholar at the International Centre for Corporate Social Responsibility at the Nottingham University Business School in 2007.

Her research projects include "Generational Cohorts in the workplace" with Society for Human Resource Management; "Future Ready Leadership Competencies" with Nasscom; "Rethinking Business Responsibility in India" with CUTS International, "Building the women directorship pipeline in India" with support from National Stock Exchange and "Business and Human Rights" with support from Wipro Foundation and National Human Rights Commission. She has also authored several papers in national and international journals.

Vasanthi is currently on the Advisory board of Enable India and the Chairperson of the Board of Fourth Wave Foundation. She was a member of the Uday Kotak Committee on Corporate Governance set up by India's Securities Exchange Board in 2017. She is an Executive Committee Member of the International Society of Business, Economics & Ethics (ISBEE). She is in the working group on Business and human rights constituted by India's National Human Rights Commission.

Her research interests are Women on Boards, Business and Human Rights, and HRM in rapid growth contexts. She is a Distinguished Alumnae of XLRI Jamshedpur. Her Massive Open Online Course titled "People Management" on the Edx platform was recognized among the top 100 courses by classcentral.com and the top ten HRM courses by digitaldefynd.com in 2021. She has been associated with INDAM since 2009 and was a past President.

In a hybrid workforce model, the business outcome is the only measurement for success. Having an inclusive, collaborative culture and focusing efforts on improving every employee's experience helps ensure success while creating an environment of equal opportunities-your Comment on this statement.

Performance and success have always been central to organizational success. Performance is a multidimensional construct. Companies have been using a Balanced scorecard for measuring organizational performance more holistically. It also allows to bring in both short-term and long-term measures. It consists of four parameters: Financial (or Stewardship), Customer, Internal Process, and Organizational Learning & Growth. Sustainability in the long term requires both short-term and long-term thinking. Hence, when organizations focus on all four factors, there is a high probability that there will be more sustainable growth.

A hybrid work model consists of office-based, remote, and semi-remote working employees within a single organization. The major challenge here for organizations is how to treat all three categories of employees fairly. The hybrid model has created diversity in the employees in how they work and where they work. Such diversity in the workforce model requires organizations' to adopt three mantras --- inclusive processes, inclusive culture, and inclusive leadership. Unless all the three are in place, achieving the required transformation is likely a dream for most organizations. Organizations need to redesign and rethink the career paths for all three categories of employees.

There are many different ways an organization can promote diversity and inclusion within the workplace. However, it needs to come from the top for any changes to be effective! What strategies has IIMB used to respond to diversity challenges?

IIMB has been a fairly inclusive institution. We have recently been ranked as a "pioneering school" in the Positive Impact Ratings 2022 and are also one of the most inclusive campuses for persons with disabilities. We have student clubs such as the Women in management club and Quest club for LGBTQ students. We have an office of disability that provides tech-enabled support to students with any disability or challenge to engage and complete their two-year MBA program at IIMB successfully.

Diversity, equity, and inclusion (DEI) is more important than ever for employers and job seekers. Is DEI being centered in the hiring process of organizations/institutions today?

Let us break the hiring process into two perspectives -Recruitment and Selection. In a country like India, talent shortage demands organizations to become more inclusive. The rapid growth of the economy in the last decade has brought a lot of diversity to the workforce. Educational institutions witness increased linguistic diversity, socio-economic diversity, and regional diversity in their faculty and student body. We can conclude that labour market diversity has forced organizations to bring diversity in their recruitment process. Many organizations are ready to pay a premium to recruitment agencies and consulting firms for sourcing diverse human resources: women, LGBT, or persons with disability. But are our selection processes inclusive?. Hiring managers have emphasized social factors like urban, English speaking skills, education levels, and college affiliation. Are these important criteria for job performance? Even though there is diversity in the applicant pool, the filter, and criteria we use to make the employee pool homogenous. Organizations need to emphasize ex-post analysis at different stages. In the first stage, we need to maintain a strong database and systems that can track the candidates who are rejected and hired. In the second stage, we need to track the panels that conduct interviews. At this stage, it is important to identify the interviewers who are more diverse and inclusive in their selection processes. Organizations need to invest in training the interviewers on unconscious biases and how to manage the biases. The new interviewers must be aware of the attributes they are looking for in a candidate. Recruiting managers must be mindful of how to effectively interview when the candidate's education is in their mother tongue or has a disability? Are certain role descriptions gendered? We have to consciously increase their ability to suspend their judgments when evaluating a candidate.

Post selection, we need to continue tracking employees to see if the changes in the selection processes are yielding the intended results. Do we now have a more diverse pool of employees than earlier? Is the performance of employees as expected? Hence, analytics on - training the interviewer, involving a gender expert in the interview panel, reviewing the interviewers' performance periodically, and linking the performance of interview panels to the performance of selected candidates is crucial to organizations driving inclusivity. There are three steps for driving Diversity, Equity & Inclusion in an organization - Representation, Participation, and Inclusion. Today, all conversations in the organizations are on representation, which is the first level. Hence, there are several policies on increasing the number of women in the workforce. Reservation of 33% for women representatives in political spaces, 3% reservation for people with disabilities, and gender quotas are all examples of representation..

Representation is crucial. If we don't have representation, where is inclusion? Who is there to include? It is not enough to have women at lower levels; where is their participation across levels in the hierarchy? Where are they on committees constituted by organizations? Women need to be in every crucial decision-making role in the organization; only then will you see participation and inclusion? Hence, representation today will lead to enhanced inclusion tomorrow.

One of the lasting effects of the pandemic in the corporate world was the evolution of a permanent hybrid working model from what, at the beginning, was considered a temporary shift to remote working. This has also resulted in a paradigm shift in employee focus from tradition and structure to freedom and autonomy. If you were to create a diversity and inclusion plan, what would be your priorities?

I believe that it's an incorrect assumption that everybody today needs freedom and autonomy. A recent survey in top B-schools in the USA revealed that 60% of Millennials are worried about "Job security" and not freedom & autonomy. We might witness a similar preference pattern in India too shortly. From the point of view of DEI, an HR manager should be able to classify the employees based on the generation and not age. Employees who come from affluent second-generation educated families will have different expectations than those who are first-generation entrants into the formal workforce. Such first-generation entrants' desires, aspirations, and motives will be diverse since they do not have role

models (parents or family members) who have worked in formal organizations.

Managing a multi-generational workforce that is increasingly diverse in age has always been a challenge, and the hybrid work model has further compounded the same. Balancing the needs of remote, in-office, and hybrid workers while achieving the company's goals requires both business and HR leaders to focus on the big picture while also acknowledging and addressing the nuances in each group's demands and desires. Have you ever experienced a lack of inclusion at your workplace? If so, how did you address the situation?

During the initial Covid-19 lockdowns, the older generations struggled a lot to switch to the new technologies. All of us are digital immigrants. In terms of technology usage, we always assumed that Digital immigrants (referred to as Generation X) might take more time to understand and adopt a digital tool. In contrast, Digital natives (referred to as Generation Z) may "get it" faster or prefer to learn as they go. But, later, during the Covid-19 second wave, we realized that learning has nothing to do with age. It is Curiosity that supports learning and makes learning effective. Less literate people adapting to new technologies such as zoom, google meet, google pay, and other latest Android applications is very common today.

The concept of learning and development is another major differentiator in the multi-generational workforce. Apart from the traditional methodologies used in organizations, hyper-personalization of learning made accessible to Gen X and Gen Z at their own pace using different platforms based on their professional needs. Using immersive learning methods would enhance their learning experience and help them learn new skills. Concerning this aspect, could you share your experience/learnings at IIMBx, the digital learning wing of IIM Bangalore, whose vision is to create a positive social impact by leveraging technology to make education inclusive, accessible, and transformational?

The moment you give open access to the resources, society knows how to use them. The question here is - how to reach the unreached?. IIMBx is making a continuous effort to target the underserved segments. For example, we have an "Entrepreneurship" course translated and dubbed in Hindi exclusively to support women entrepreneurs in their ventures. And then, we have a course in Hospital Management that targets to build the managerial abilities of professionals in hospitals. We have recently launched "AI for Managers" at a comparatively low fee to equip managers in their digital transformation journey. Affordable, accessible, quality education is the need of the hour in India. Companies need to be more open-minded in incorporating new methodologies into their learning and development initiatives.

Content now needs to be multi-lingual and video-based. The technology needs to be accessible for persons with disability. As an educational institution with a significant presence in the digital space, we use learner analytics to nudge and engage learners. We also use instructional design methods to design engaging courses.

Digitalization is bringing about sweeping changes in making education more inclusive. IT infrastructure today has enabled effective student engagements across the borders that encompass diversity in age, ethnicity, sex, gender, region, and culture while still achieving critical thinking, creativity, tolerance, and nurturing a global mindset.

The current generation of students/employees joining the institute/workforce are outspoken and do not hesitate to share their feedback on all issues. Issues like diversity, climate change, gender equality, and the likes do matter to them, and they expect their employers to provide equal opportunities, prioritize diversity, and care for the planet. Have you faced any challenges in channelizing their interests to unite them towards a common sense of purpose that helps organizations align students/employees to the organizational mission and vision?

My students are more digital media savvy and have more information than me. They can find information on any aspect. Therefore, the traditional role of a teacher is changing quite dramatically. They are not in my class to gain information or knowledge; they expect to gain insights and perspectives. As a society, we have historically valued conformity. We value people saying "Yes" even if they don't agree with it. Even when our parents tell us something, we rarely question them even though we disagree with it. We also somehow believe that people who agree with us are more obedient, and we have a positive orientation towards them. I am not sure if this thinking is right for any society because people must voice their opinions and express themselves.

On the other hand, we should consider their outspoken attitude to signal that they have a different point of view and give them opportunities to voice their opinions. We need to observe and listen to their intent, concern, and the real meaning of their opinions. Hence, being outspoken is the right attitude as long as it is

constructive and benefits society. Many times such a scenario also forces us to examine our assumptions.

A data-driven strategy aids in examining an organization's current state and future direction to develop integrated DEI plans and become more sustainable. Surveys, focus group discussions, and analysis of data trends will help understand the sentiments and ideas on how to bridge the gaps. Understanding the essential differences, components, and measurements that makeup DEI is the first step toward improving it. Could you share such DEI strategies undertaken by applying a data-driven approach in your recent role?

In recent years, many companies have been thinking of DEI. For instance, representation has increased in many sectors compared to ten years ago. Organizations wanting to find a place for themselves in the future have embraced DEI as their major strategy. I can foresee that such DEI strategies will increase in many ways. CEOs will be forced to define, discuss, and disclose the DEI plan over time in the next decade. Various internal and external pressure will force more inclusion.

Taking the complexities of age, life, and career cycles into consideration helps organizations better respond to the needs of an increasingly diverse workforce. An effort to bring generations together makes sense strategically for organizations to drive more effective DEI initiatives. Could you share such remarkable initiatives witnessed in recent times?

There are two forms of Diversity - One is Surface diversity, which includes diversity based on age, sex, and color. So, generational diversity comes under the category of surface diversity. The next one is - Deep diversity, which represents the unique aspects of a person that you cannot see, such as beliefs, attitudes, norms, and values. Such diversity also provides richness and depth to the culture of a workplace. Further, global inclusive leadership recognizes, understands, and celebrates such diversity. In both attitude and action, inclusive leaders set the tone for each team member to feel seen, valued, and respected. Affirming deep diversity is crucial to creating an environment of enhanced productivity, innovation, and creativity where all employees can thrive.

Interviewed by
Dr. Leena S Guruprasad

The Executive Committee at one of its many meetings to ideate and create

ETHICS AND LEGAL COMPLIANCE IN MANAGEMENT

K.VITTALA RAO.
Management Consultant,
Bangalore.
Email: vittalarao@gmail.com

It is not uncommon for all HR Personnel in all sectors of industry about the dilemma in legal compliances. Most of the times due to dictations by the Top, HR finds extremely difficult in managing the system. Nowadays, employees including Trade Unions, being aware of various provisions of Law, aggressively interfere with the Management and there are umpteen numbers of cases filed by them in various courts and even Supreme Court.

It is a challenge for the HR fraternity to ensure legal compliance. But, under any circumstances, HR must not give up their continuous efforts in ensuring complete compliance. In this direction, it is very much essential the competency level in Labour Laws must be enhanced on a continual learning.

A CASE STUDY

Mr. John is Head of Human Resources & Legal in an Engineering industry engaged in the manufacture of machine tool components. In the process of manufacturing, as happens in any machine shop, metal turnings, scrap and metal chips generated while machining & turning, contains lubricant oils, coolant oil, grease etc., Due to leakage and other improper piping etc., in the machine, the coolant/ lubricant oil flows to the drain. The scrap is shifted to the scrap yard where, oil seeps into the ground continuously, thereby polluting the earth. The seepage even reaches the ground water table. The effluents are either let out into the open drain or let out to the adjoining vacant space which overflows into an small water lake which is used by the villagers.

Mr. John continuously brings it to the top Management that there is violation of the Laws pertaining to Environment Protection Acts which may lead to cancellation of Factory License.

He, continuously gets a reply from the Top Management, not in writing of course, saying, **Look Mr. John, we need to run the business, profitability is a matter of concern. Let the concerned crops up , then lets us see. See, many of the companies in the industrial estate are not adhering to all the points you are pointing. It is your business to take care of these issues by yourself, but, we don't have funds to spend on these projects....."**

Mr John, every time, gets disappointed and no other Senior Managers are neither appreciating nor endorsing or supporting him about the violations of Law.

Most of the times he gets into a dilemma.

Vision and Mission Statements of the Company which is widely published on the website of the Company

" We respect the Law of the land, We respect individuals, We owe responsibility to the Employees, Customers, Suppliers and the Society at large".

Then the question arises "How" & "Why?"

The Factory is employing 250 workers on its permanent roll and 200 workers engaged through three contractors. The agreement with the contractors stipulates "supply of manpower".

Mr John is encountering another issue as well. The shop floor Managers are given a free hand to engage the contract workers even for 12 hrs, & to be present on weekly holidays, and extract maximum output from these contract workers. The shop floor Managers are very well know that the output by the permanent workers do not exceed 60/ 65 % and unable to get the output due to interventions or interferences by the Union.

The contractors do not payment pay overtime allowance at double the rate of wages, but pay single, deprival of weekly offs, untimely payment of wages to their workers and so on.

Mr. John, being highly ethical in terms of Laws, continuously conducts various interactive sessions with all the Shop floor Managers to educate them on these matters. But, all in vain. Everyone talks back, **"we are required to meet our targets of production, month on month.....it is for the HR to take care of these.....it is their responsibility....we take of production to meet the targets, as otherwise, top management will fire us ..."**

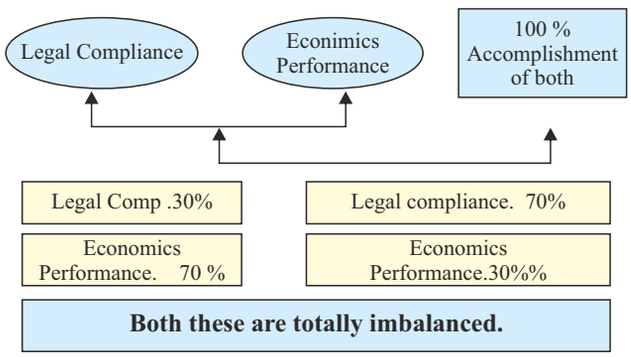
Mr. John was seriously introspecting and debating himself.

These ethical issues, most of the times, give rise to conflicting thoughts frequently in management. Basically, the ethical terms are what is "Right"? What is "Proper" and what is "fair"? They express a judgment about behavior toward people that is felt to be just. There are right and wrong ways to behave towards others, proper and improper actions, fair and unfair decisions.

These beliefs become the moral standards of individuals or management. The Moral standards differ among individuals because the values upon which they are based differ.

.Ethical problems are truly managerial dilemmas, because they represent a conflict between Organization's economic performance namely, revenues, costs, profits etc., and its social performance namely in terms of obligations to persons within Organization and outside including respecting law of the land.

Unfortunately, the dilemma of management is that these obligations are costly, both for organizations evaluated by financial standards and for managers who are subject to financial controls. Even sometimes, a complacency or to take things for granted or reluctance to invest in order to show more profits etc., also adds to the problem.



While this is so, *is it possible to ignore the* balance between economic and social performance? There are two arguments put forth from different directions. If emphasis is laid on economic performance, social performance takes a sideline which leads to injustice to society. If social performance is the priority, then economic performance of the Organization suffers. This is where the managerial dilemma starts.

Mr. John, being highly professional, did not want to give up his efforts since he was very well aware of the consequences & prosecution of the MD of the Company and the situation would be explosive..

"How are you, Mr. Murthy ? I have great concerns, probably, you may be aware of number of non-compliances under Environmental and Labour Legislations ".

Mr Murthy is the Company Secretary of the Company.

"Look, Mr. Murthy, it is high time that we need to bring all the non-compliances to the MD and even the Board of Management. I can inform you that even top Industrialists like, R.N. Tata, Naresh Goel, Chairman cum CEO, Jet Airlines, J.J.Irani, MD of Tata Steel, & Uday Kotak, Vice Chairman of Kotak Mahendra Bank have been prosecuted for violations of laws and could not escape from the clutches of the Laws. As a Company Secretary, if I am correct, the certification by you that the Company has complied with all the Laws is mandated under the Company's Act, in the Balance Sheet & PL account while placing before the shareholders at the AGM. When you are aware these non-Compliances, I wonder how can the balance sheet be certified by you accordingly that the Company has complied with all the Legislations? I hope you will misunderstand me"

Mr. Murthy, after listening, says, **" Mr John, I am fully aware but I am unable to convince the MD. I think it is time for both of us try to convince all the stake holders now"**

"Mr. Murthy, leave it to me, I will make detailed presentation on all these aspects and both of us will present the same to MD & Senior Management Personnel" saying so, Mr John leaves to his chambers.

There was a brochure of NIPM on his table. It was about half day session on the **"Legal Compliances - challenge to the Corporates".** The session was scheduled to be addressed by leading Advocates-High Court & Supreme Court & Top Management

of selected reputed Companies to share their experiences.

Mr. John was very much pleased and felt that the session had been arranged at the appropriate time and would support his opinions.. He immediately spoke to Mr. Murthy and decided to enroll the MD, with Senior Management personnel to attend the session. After elaborate convincing, the MD gave his consent to attend the session, along with other Senior Management Personnel

During the session, impressive deliberations were held. One of the MD of an MNC shared his experience of standing as an accused before the Magistrate and pleaded guilty and he was fined.

Next day, Mr. John wanted a slot with MD to make his presentation with Mr. Murthy.

"Mr. John. There is no need for any presentation, now I am very clear and convinced that Legal Compliance is most essential in Business Performance. Now, you have a free hand and take all necessary steps in line with the Law, now do not give an opportunity to stand before a Magistrate" with a smile and shook hands. ■

Note-Worthy Legal Precedent

SLP (C) NO. 13764 OF 2012

18 Feb 2022; Hotel Priya A Proprietorship Vs State Of Maharashtra

This case pertains to imposition of certain conditions by the Mumbai police on bars and orchestras. Under the Licensing and Performance for Public Amusement including Cabaret Performance, Melas and Tamashas Rule, 1960 framed under the Maharashtra Police Act, 1951, the following conditions were imposed: (1) The licensee is permitted to keep only four women singers/artists and four male singers/artists to remain present on permitted stage. (2) Only eight artists are permitted to remain present on the permitted stage (four male and four women). The Appellant Hotel contended before the High Court that these conditions are arbitrary but the appeal was dismissed stating that the Commissioner acted within his powers. The Apex court, while overturning this judgment, held:

"The justification provided by the respondents, to sustain the restriction, in so far as they claim to protect the women, in the opinion of this court, lay it open to the charge of entombing their aspirations. In case there were any real concern for the safety of women, the state is under a duty - as highlighted by Anuj Garg, to create situations conducive to their working, to run that extra mile to facilitate their employment, rather than to thwart it, and stifle their choice. Such measures – which claim protection, in reality are destructive of Article 15 (3) as they masquerade as special provisions and operate to limit or exclude altogether women's choice of their avocation."

It was further observed: In view of this court's conclusion and findings that the restriction is upon the gender, in the sense that it seeks to cap the number of performers on the basis of gender. **This restriction directly transgresses Article 15 (1) and Article 19 (1) (g)- the latter provision both in its effect to the performers as well as the license owners.** In view of these findings, this court is of the opinion that it is unnecessary to address the question as to whether the condition imposed- and held to be unenforceable and void, is "law"

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"Design Thinking & Design Clinic"

Date : 18th May 2022, Wednesday
Time : 9:30 am to 5:00 pm
Venue : Hotel Chancery Pavilion, Residency Road, Bangalore

PROGRAM RATIONALE:

The practices that worked so very well till now are no longer delivering expected outcomes. The super-fast pace of technology intervention across domains, increasing scale, scope & speed expected from organizations & individuals – is challenging the Human Resource Development & its role in organizations.

Design thinking being a Human Centric Approach puts 'Individuals' & 'Teams' at the center of the problem-solving process. By applying a design thinking framework, organizations can create innovative HR solutions and programs that deliver superior employee experiences.

Design Thinking brings an innovative approach that will change the way HR teams deliver value, organize work & find solutions. The stakeholder centric design thinking is focused on the user experience & involves a cultural shift & create experiences that empower innovation, creativity, incentivize failure to learn & team-collaboration.

DESIGN THINKING
therefore, casts HR in a New Role.

Key Questions Answered

How HR can re-set its mindset to use Design Thinking?

Would Design Thinking work in all HR functions?

How do we know if our rough solutions i.e. prototype is worth iterating on?

How do we know which customers/stakeholder we should talk to first?

How can HR use the human-centric design to design employee/stakeholder experiences?

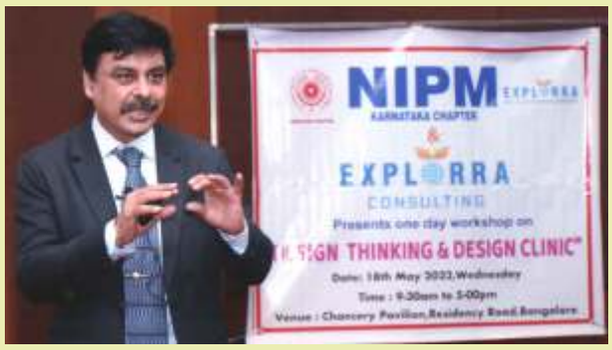
What does a great employee/stakeholder experience look like from the moment someone is hired until the moment they leave the company?

Can we identify the key pain points & develop an actionable road map for each of them?

Use of Emerging Technologies as a feasible HR Solution.

Use of Business Models, HRM Frameworks & Best practices for viable solutions to enhance customer/ stakeholder's experience.

Can HR lead organizational change through design thinking (Change in context to technology, stakeholder expectations, innovation in product/services/business models, processes/systems?



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ABOUT NATIONAL INSTITUTE OF PERSONNEL MANAGEMENT

The National Institute of Personnel Management (NIPM) is a professional association for human resource management professionals. It is headquartered in Kolkata, India. The organisation was founded in 1980 after the merger of IIPM and NILM. NIPM has about 11,000 members spread over 49 chapters all over the country. NIPM is a non-profit making body devoted to the development of skill and expertise of the professionals engaged in the management of human resources through regular lecture, meetings, seminars, training courses, conferences and publication in its chapters all over the country.

ABOUT THE SYMPOSIUM

When India went into one of the toughest nationwide lockdowns during the last 2 years, it had impacted businesses across sectors and made them to face upheaval. The pandemic has also led to severe health and humanitarian crisis causing high level of anxiety, worry, instability, shocks, distress etc. among employees. India, like most of the world, was caught unaware when the pandemic erupted.

The impact of virus is expected to remain for a while. Building resilient Workforce are very important during this crisis time. HR Leaders should facilitate this process and embed in the organizational culture. This encourages and restores confidence among employees. Needless to say that, HR needs to be in the forefront in building Resilient Workforce.

Wave of technologies and digitization has transformed sectors and the skills needed for the future workforce is being disrupted. Some of the focus area in this directions are:

- ✓ New Skills are emerging and it could drive new challenges
- ✓ How can HR measure return on investment (ROI) for business?
- ✓ While organizations are preparing for a new workplace, the Companies across the globe are resonating a common challenge that questions the Relevance of Talent Strategies:
- ✓ Is company's talent practices still relevant?
- ✓ How can Companies recruit, deploy, and develop people to deliver greater value to customers to better competition?
- ✓ How does HR make sure that the Companies have the right approach to talent strategies to drive the Competitive Advantage?
- ✓ Leveraging technologies on transformation driver.

Now its time to think of new challenges by companies to ignite the mindsets of talent and give them an experience that help them to prepare for future.

Listening to the employees for creating an equitable space and achieve inclusion in its true sense

By: Dr Neha Sathe, President, ASHNI Foundation

Dr. Neha Sathe
POSH Consultant

Introduction

In a leading media company in Pune, Maharashtra, a small study was undertaken to understand the perception of employees about organisational culture and current organisational processes, practices and programs if leading to diversity and inclusion. The goal of this study is to actively gather insight and build/strengthen a sustainable action plan for workplace culture of diversity and inclusion

The specific objectives of the study were

1. To get the employee pulse on cultural climate and employees' opinions on organisations practices
2. To understand the employee's perception about harassment / sexual harassment policies and effectivity and identify preventive measures

Methodology

Focus group interviews were conducted with 125 employees at different hierarchical levels and representing different departments. Volunteered employees were randomly selected as participant. Respondent's length of the service ranging from a few months to more than ten years. Every member was given opportunity to express freely without fear of judging and members were made comfortable to open up by promising anonymity. For facilitating the listening sessions with the employees, a structured interview guide was used. Experienced external field expert facilitated these total 8 listening sessions spread over two weeks in the month of July 2020 using Microsoft team - a video conferencing platform. Employees were appealed to share their honest and candid opinion and they were assured complete anonymity while noting down their responses. Fellow participants also were reminded again and again not to judge other participants for their expression as it is based on their personal individual experience. Participants assured that what they hear during listening sessions, they will not be sharing outside their specific group.

Findings of the listening sessions - employees' perception

Strengths

- Positive Work culture - Almost all employees appreciated young, vibrant, open, transparent and learning culture. The most appreciated things are the flat structure, open door policy, pragmatic and practical approach and inclusiveness in the diverse workforce.
- Practices valued- Induction training, Anonymous surveys, Team bonding activities focussing of inclusion
- Organisational commitment - Openness and transparency with employees include juniors and all minorities, open HR sessions, priority to health, encouraging creativity and promoting talent without discrimination
- Infrastructural support - responsiveness during Covid 19 situation, helping employees to adapt and contribute meetings through Microsoft Teams.
- Communication - random open sessions, listening sessions, access to information about global community

Weakness

- Decision making - no transparency and reasoning, centralised authority - should be made system driven,
- Productivity - unrealistic expectations from employees, extended hours, on weekends, overloaded employees
- Organisational limitation - Job/growth opportunities become smaller as you go up for women, differently abled and other minorities, organisational policies need to be

changed to offer equal growth opportunities to all the employees.

Conclusion

Listening sessions created a very safe space for employees to express their opinions openly about the culture in the organisation, matters concerning them and about their expectations from the organisation with respect to equal opportunities and inclusion. The listening sessions formally pointed out the pressing issues faced by employees who are gender minorities, differently abled or who are socially introvert with respect to ongoing culture highlighted the areas that needs immediate improvement like grievance redressal. It also helped to emerge, employees' priorities for making the organisation a great place to work.

Recommendations

This study assessed employee perceptions of the cultural climate and if it is suitable for the diversity and engaging in human resource practices that foster more inclusive work environments in managing workforce diversity. Ansari and Jackson (1995) advocate that diversity extends beyond treating everyone the same, to recognizing differences and the fact that groups of people have been largely ignored in the workplace.

Areas of improvement & corrective measures

- Delegation - decentralised decision making, system should take care and include women and other diversities
- Phony social media showcasing- Employee engagement activities should cover all employees; else it creates misunderstanding in employees that these are fake news.
- Diversity and inclusion -gender sensitisation and inclusion of introverts, seminars and workshop - special efforts for inclusion as for some it is hard to feel sense of belonging
- Employee Grievances and Access to services - clear escalation matrix and forum for grievance redressal beyond the compliance, mental health access for all types of minorities
- Awareness creation: Emotional empathy, mental health sensitivity trainings, seminars on what is considered as bullying and discrimination at workplace, Test understanding
- Opportunities for further strengthening - Research for increasing organisational effectiveness, specific growth opportunities within the organisation for LGBTQ and other minorities.

Organization will be benefitted if future studies focus on the strategies of inclusiveness and its impact on organizational effectiveness.

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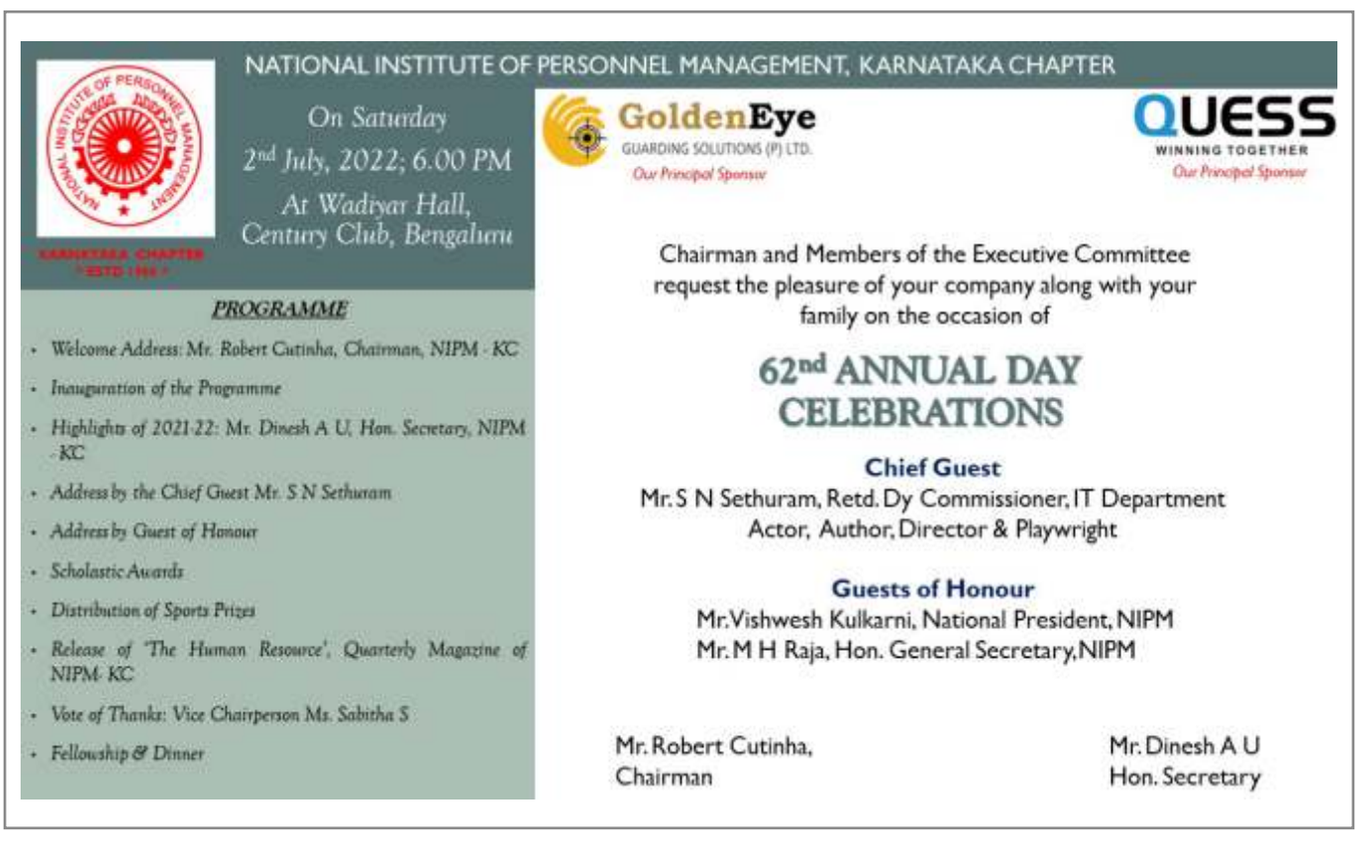
Managing Cultural Diversity at work by Khizar Humayun Ansari, June Jackson, Kogan Page, 1995.



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Karnataka Chapter

PRESENCE IN ABSENCE: IN & OUT AT WORK

Evening Lecture by Ms Jahnavi Gurjer

HOTEL CAPITOL, RAJBHAVAN ROAD | 24 JUNE, 6.30 PM

Being present at the workplace in mind, body and soul leads to giving your 100% at work and contributing effectively to the betterment of self and others. Conversely, while on-site or offline, being absent-minded can lead to several discrepancies, including lack of productivity, multiple errors, etc. The lecture will address what are the internal and external causes of absentminded behaviors at the workplace and how to overcome the same for the betterment of self and the company as a whole.

Jahnavi is the founder of Vital Signs Consults, an all-women boutique management consulting company providing high quality, expertise in human resources, organization development, and leadership training. She supports people in a transition involving behaviors, productivity, and performance.

- Founder of a financially independent organization with the freedom to navigate and create value for a lot of clients : 7 years in consulting
- Member of NIPM, NHRD, International Coaching Federation and International Coaching Academy
- APAC regional lead position for over 10,000 employees
- Successfully logged 10,00 hours of coaching

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DIVERSITY AND INCLUSION – The mind matters

Mrs Sahana Ramprasad
Counsellor/Therapist
therapy@sahanaramprasad.com

"Your contribution is valuable to the company"
"You are a valuable asset to our company"

These frequented statements are supposed to make an employee feel belonged and valued! Does this suffice? We have heard these and similar statements from various leaders and managers but what does it really mean? Does it mean that the company does not mind going the extra mile to include you as vital for achieving their vision? Does it mean that the company will view you as an equal employee irrespective of the race, gender or culture and language you belong to?

What to define in inclusivity? How to enforce Equity? What value to place on Diversity?

These are some of the questions that leaders of today are dealing with. Some say Diversity is a fact and that every individual is different others say diversity should be default. Where to begin?

Before loading our guns with inclusivity, we need to define it. Inclusive, diverse and equity are hugely influenced by culture. For example, the way these three components are looked in the west need not be the same it is looked at locally. Language may not be a huge component in the west but in a country as diverse as India, it is a vital component.

Inclusion means consciously including individuals from different walks of like having varied characteristics like age, gender, race, religion, sexual orientation and other attributes.

Diversity means allowing employees from various communities to be a part of the company's vision.

Equity means the ability to treat everyone in an equal manner irrespective of their age, gender, religion, language and so on.

Incorporating these cannot be merely policy changes or part of L&D. This requires a shift in the cultural values of the organization. Many talk about a bottoms up approach when it comes to DI&E (Diversity, Inclusion and Equity) but I believe a top down approach can prove to be much more if not as effective.

Many companies still need to scale up when implementing DI&E. Their cultural values have to evolve to make space for everyone alike. Research has indicated that with inclusion, the revenues have shown significant uprise. A few measurable benefits of DI&E are attracting the right talent, investing less in retention, continuous opportunities to grow in terms of goals and vision.

I will leave you with this thought: how much of DI&E are you able to accommodate in your personal life? This has correlational bearing on your voice about DI&E in professional space.

*https://work.chron.com/advantages-equity-workplace-2635.html

SLFMS

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