



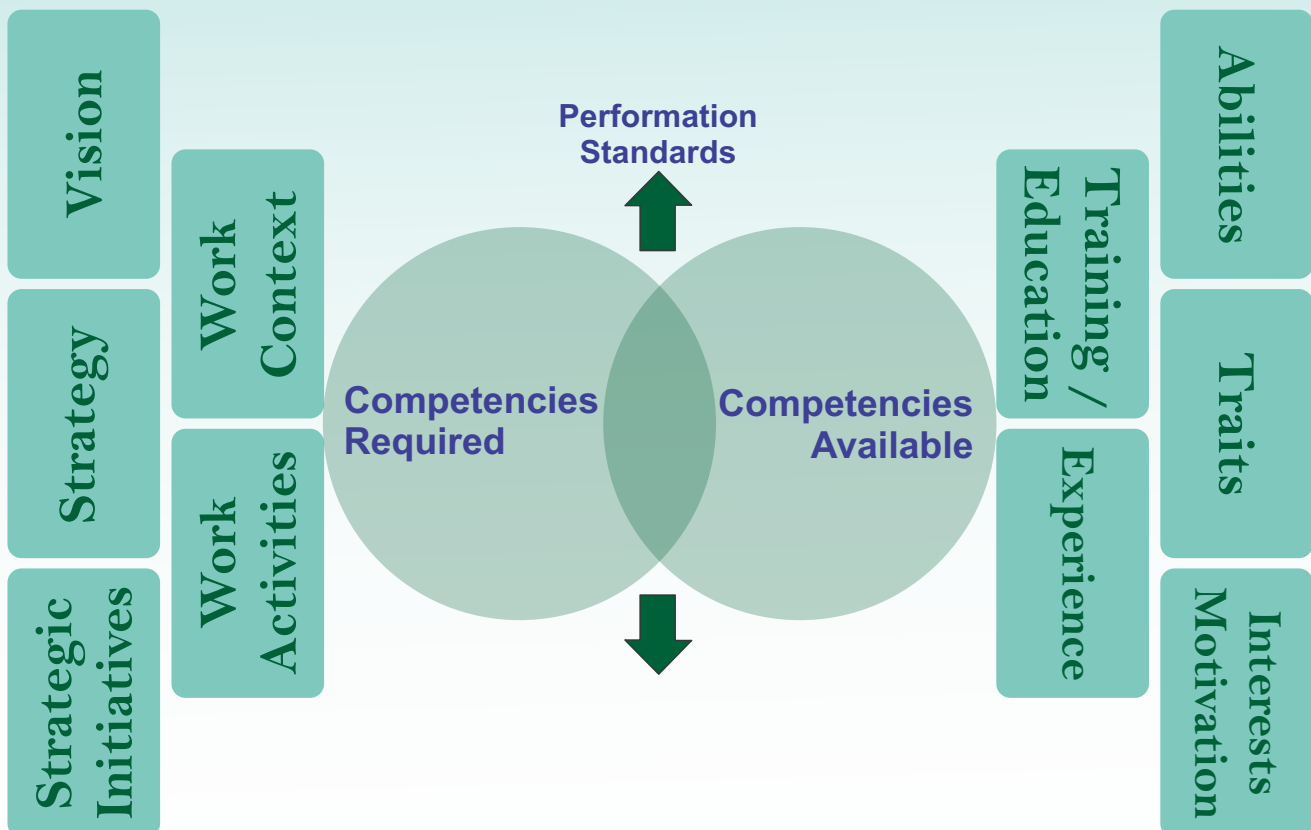
KARNATAKA CHAPTER
* ESTD 1960 *

THE HUMAN RESOURCE

Issue 02 | October - December 2023-24



“Competency based HRM for total well-being of the organization”



Exemplary Performance = Alignment

*** What is needed by the organization and human capital**

NATIONAL INSTITUTE OF PERSONNEL MANAGEMENT
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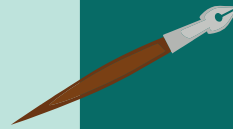
THE HUMAN RESOURCE

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Management - Karnataka Chapter



Dr. Leena S. Guruprasad
Chairperson - Editorial Committee

Editorial Committee



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Sri Mahesh D. S.
Member



Sri Vittal Rao
Mentor



CHAIRMAN'S MESSAGE

Wishing you all a happy and prosperous new year 2024.

New year always brings new hopes, new opportunities, and new avenues to all of us to move towards better life personally and professionally. Year 2023 brought us quite a lot of such opportunities and we embraced the opportunities in best possible way. Now, we have very good representation from our chapter in NC, the efforts put in by the team in past year resulted in NIPM KC being awarded best chapter for consecutive second year in NATCON 2023 at Pune. I expect similar success to all of us in year 2024.

We are presenting you another edition of NIPM KC Newsletter “**The Human Resources**” for the period October 2023-December 2023. This quarter we have come up with a theme which is need of every organization for its success – “**Competency based HRM for total wellbeing of the organization**”.

Wellbeing is ‘a state of being healthy and happy’. When it comes to workplace, wellbeing relates to all aspects of working life - the quality of work, an environment of physical & psychological safety, the feel and enjoyment employees derive from their working environment and the facilitation at workplace. The level of wellbeing of the employees, determines an organization’s effectiveness and long-term success. It is encouraging to see that many of the organizations recognising the urgency to take care of the well-being of their employees. It is not only to appreciate the importance of a most valued resource - their people; but these organizations believe that being competent is not only skillful, but being healthy – physically, economically and emotionally and being a happy employee. From organization view point it should be nothing but a commitment to create a larger society of people – happy, healthy and competent.

NIPM being a forum of Human Resource professional, has identified the need of wellbeing as a core competency and trying to support its members and HR fraternity at large to disseminate awareness and knowledge in this area. We have created and delivered quite a few programs in this area, including this newsletter exclusively addressing the subject. I hope each of the articles in this newsletter will add value to the readers.

I take this opportunity to appreciate the tireless efforts of editorial committee to make this newsletter rich in content and knowledge for our members. The team keep continuing their efforts, as they are committed to create value.

As you all know NIPM KC is organizing training programs, seminars and lecture sessions to address the needs of the profession. It is very well displayed in the subjects we are choosing for our programs; experienced faculty we draw from profession and the quality of programs we deliver. In first quarter of the year, we are coming up with more such programs, including a colorful HR Professionals Day celebration, Sports day for members, few more training programs and evening lecture programs in all clusters. I request all the members to actively participate in our programs and join hands with us, to take NIPM KC to next level.

Once again, happy new year and happy reading.....

Warm Regards
A. U. Dinesh
Chairman – NIPM-KC



EDITORIAL MESSAGE

From Editorial Committee

Dear Readers,

For many of us, each new year marks a chance for renewal, and 2024 is no exception. Many of us set goals for personal and professional improvement, like exercising more or breaking bad habits. However, sometimes we set too ambitious goals and get frustrated. But not this year! As we enter the New Year, the NIPM-KC publication team encourages you to set a specific resolution to boost your performance and relevance in the workplace. Rather than making a broad commitment to learn more, concentrate on specific types of learning that enhance your competencies, leading your career in the desired direction.

It's been another year of rapid change and transformation. Few HR trends that shall transform the year 2024 are - Prioritising Mental Health, Skills-Based Recruitment is on the Rise, AI is Changing the Game, Sustainability Takes Center Stage.

A prevailing trend that will likely dominate is Skills-Based Recruitment. Hence, this new year consider personal and professional development by: Refreshing your skills, staying updated on industry trends, Networking with peers, creating a path for career development, embracing your leadership potential.

Each article in this issue addresses challenges, opportunities, and the transformative impact of competencies based HRM on total well-being of the organisation.

Each of these articles reflects our optimism about the future, and I'm thrilled to share them with you. Stay tuned to this magazine in the upcoming year for more indications of resilience and renewal. And we welcome feedback from our readers to nipmkc@gmail.com.

Happy reading!

With my kindest regards,
Dr. Leena S. Guruprasad
Chairperson – Editorial Committee

Move towards developing Coaching Culture



K. VITTALA RAO, Worked as Head HR for 35 years in reputed Companies, and retired as General Manager of Escorts Mahle. Post retirement, he is working as Legal and Management Consultant for almost over 15 yrs. Conducting sessions for Managerial Effectiveness, labour law sessions for students and HR professionals, he has written two books related to Labour Reforms and Labour Codes and Frequently Asked Questions and answers.

Preamble

Globalization in 1991 led the Business to be internationally competitive in terms of updated technology, quality and pricing & unrestricted exports & imports. It became inevitable to brace the challenge and resort towards intense training and development. Managers, leaders, thus acquired the art & skill of convincing the employees which established a culture of “collaboration”. This is a continual process. Currently, Business is further undergoing intense technology, AI & Digitalization. The Corporates have to accelerate the technical up gradations along with intense soft skills. In this Article, an attempt is made to highlight and throw some light in the direction.

Introduction.

“Training & Development” has been one of the segment of HR policy in most of the Corporates. Training Need analysis is normally drawn up depending on the business development, automations, process change, skill development, rationalisations, productivity enhancements, quality & cost of product related, and most importantly soft skill inadequacies as assessed by the Management etc. HR, be on its own initiative drives or based on the annual program as required by the top Management carries out the programme. For the last three decades, Training & Development has been one of the main agenda of HR and has grown substantially in a systematic and professional manner. The function has been highly specialised and being delivered by qualified professionals. The programs are aimed at skill up gradations and behavioural and attitudinal changes and in fact, this is emerged as one of the pillar of healthy human relations.

Since 1990's, the economy has been characterised by intense global competition and rapid technological advance. Due to rapid changes in economy and constant restructuring activities

taking place in organisations, this brings forth significant transformation in organisational structure and work practices.

Globalisation led the business to be competitive in acquiring market shares in foreign countries and necessary to import technology, liberal exports & imports, process and method changes including addressing cost of products which required automation and enhanced productivity with international quality standards. To accomplish these targets, cooperation, understanding, adaptation to change, the role of employees was inevitable. The Business faced legal hindrances and resistance by the employees and the Trade unions, and there was total non-cooperation movement by them. Like, Sec.9A and Chapter VB of the Industrial Disputes Act. As Mr Azeem Premji, leading Industrialist said appropriately, “**Survive or Perish**” was the dictum. While there was no support by the Government, the only inevitable option was to take the employees & Trade Unions into confidence by series of interventions. The task was to create a proper mind-set and convince the advantages of global trade & business and accomplish WIN-WIN situation. Here where the initiatives of “training & development “took its birth”. All of us are fully aware that this program was briskly carried out and it took almost 2 to 3 years to stabilise. The significant gain has been a Shift “**from confrontation to Collaboration**”

Whereas during pre-liberalisation period, not much importance or emphasis by the Corporates in the areas of Training & Development but the programmes were constrained to be carried out as one of the business task during post-liberalisation period.. Here, the art of convincing the employees and the trade unions in a transparent method was an absolute necessity. Due to intense interventions by the Corporates, change Management, rationalisation, automation, flexible deployments and linking productivity with monetary rewards were successfully carried out in spite of several legal constraints. Thereby, the gap between the

Move towards developing Coaching Culture

employees and the Management substantially reduced. It is purely the initiatives of the Corporates and we cannot forget the reciprocation by the employees & Trade unions and they deserve complements.

Training & Development programmes were initially focussed on technical skills, learning abilities and simultaneously soft skills like, personality development, behavioural and positive attitudes, discipline and conflict resolutions etc.

Training, mainly, focussed on the following typically provided to all groups.

- + Organizational goals, designed or selected to improve certain competencies.
- + Training pushes information from the instructor to the participants
- + Knowledge-based & Skill-based training, Behaviour-change orientations
- + Trainers are educated in facilitation, instructional design, adult learning principles, and Presentation skill. Methodology adopted are presentation with case studies, group activities, debates, self- assessments etc by the Trainers.

Generally, it is observed that a few companies carries out, assessment of effectiveness of programmes, set goals or conduct assessment or review sessions.

Although these types of programs have shown positive effects in technical areas, improvement in adopting soft skills by the participants has been a continuous one. Hence, change management have been successful.

For the last one decade, the importance of adaptation of soft skills have been seriously a push by the Corporates, mainly due to business fluctuations, technology development, innovations, need for fast learning & adaptations, global competitions etc.

Now, currently all of us are aware of Artificial Intelligence, Digitalisation and impact on HR, urgent need of learning, enhanced work culture, participation in achieving market demands etc. It is a challenge for HR to stand between Business & Employees.

We are in the era of fast changing with multiple challenges in technological and cultural changes. Today we live in the world of VUCA. **What is VUCA?**

V: Stands for Volatile.

U: Stands for Uncertain.

C: Stands for Complex.

A : Stands for Ambiguous.

But, the business and cultural world is fast changing and the winner to look for hidden opportunities and speedily strengthen up required capabilities to meticulously plan and execute the business strategy. The VUCA environment has now substantially changed.

How can we reasonably deal with current circumstances? In this world at its current state, VUCA does not suffice anymore to make sense of it or to figure out potential future scenarios. In other words: this is no longer a VUCA environment.

The next terminology is BANI

What is BANI?

B : As in “Brittle”: We cannot rely on something brittle or frail. It may break down out of the blue - despite looking reliable, flexible, and even unbreakable. But in BANI world, a brittle system may work well on the surface while being on the verge of breaking down for good.

A : As in “Anxious”: If we are anxious, we also feel helpless and unable to make decisions. Watch for the next disaster to happen, tend to become passive to avoid potentially wrong decisions altogether, feel desperate about missed opportunities, face the terrible gut feeling of depending on someone who may very well make decisions with negative consequences for them. The point is to learn how to deal with these circumstances in a productive way. In a nutshell: It is up to us to canvass a positive view on things.

N : As in “Non-linear”: Cause and consequence no longer are assessable in advance. Like unprecedented crisis, may be natural calamities, drastic business collapse etc. The same also holds true for economics, biological systems, medical health... The fully-fledged consequences of any given cause may take a fairly long time to emerge.

I : As in “Incomprehensible”: [Impossible to comprehend] Events, and decisions often seem to lack any kind of logic or purpose - they are incomprehensible. For instance, software may only work with a certain line of code that apparently does not serve any purpose or work in any coding logic. However, deleting the line will make the software useless. It may be a programmers' cliché, but it illustrates the term incomprehensibility well. It demands transparency and intuition. Future technologies and synergy effects (**human brain + technology**) will most likely render many things

Move towards developing Coaching Culture

comprehensible after all.
If something is incomprehensible, it demands transparency and intuition.
Now finally, one can arrive at a conclusion.

The BANI framework = an unfettered gate to the future hereafter.

How do we infuse the BANI frame work for the Business Challenges.?

Here where the “Training & Development” need to enhance the capability and competency.

The model recommended by the Second Labour Commission – 2001.

STANDARDS OF EXCELLENCE

Standards of Excellence	Knowledge requirements [What the job holder must know & understand]	Skill Requirements. [What the job holder must be able to do & understand]	Additional Requirements. [How to conduct himself with others]
Service	Optimisation of the utilisation usage for the benefit of end users.	Customisation services to suit individual and end users.	High Level of Teamwork, ability to constantly learn new skills.
Product	Requirement of the market place including niches	Ability to prototype product fast.	Focus on the market place and customers
Market	Market dynamics of changing user tastes	Shorter time to market product / service	Speed is of the essence
People	High level of specialised domain knowledge	Ability to work with one's own hands	Positive attitude and national pride.
Control	Should know source of new knowledge and set it online	Should be able to change skills fast	Passion to excel and handle own's emotions.

During the last ten years, we see HR and Corporates, are concentrating in developing soft skills,

Emotional Quotient, intrinsic motivations, PMS & rewards etc. towards flexibility, up skilling, participation, delegations etc. due to high business demands are the essentials. The effectiveness of these interventions although shows positivity, yet, may be inadequate due to highly dynamic business requirements. All of us are aware that plenty of deliberations and debates are in place due to AI & Digitalisation and role of HR. Needless to mention the role of employees in enhancing their soft skills and skill up gradations on a continual basis is important. Otherwise, it may land up in developing “complacency” amongst all.

Coaching & mentoring must be strongly inculcated in the system approach. BANI demands skill of forecast, assessment, deep analysis of Business. Further it demands employee total involvement,

skills, commitment, innovative, passion for work, team work, emotional connectivity with trade & business and employees around, thus creating an excellent positive work culture & work ethics.

Now let us understand “Coaching & Mentoring” which are the tools for BANI frame work.

What is “Coaching”?

It is the practice of coaching as “partnering with participants in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.”

In the workplace, coaching is often part of leadership development. A coach focuses on personal and professional fulfilment. Coaching can also be a thriving standalone business if you have a good business model

At the same time, CEOs and senior management can act as internal coaches for other employees, especially when they practice a transformational leadership style.

Move towards developing Coaching Culture

What is mentoring?

Unlike coaching, which often focuses on short term improvements in specific skills, mentoring is a relationship with an expert in their field and is meant to help & develop the participant as a professional over the long term.

Most commonly, mentoring relationships form at work, where more experienced employees help those who are just starting out. At the same time, you can find mentoring programs that bring together experts from multiple organizations. Mentoring can be both coach-like in its guidance and very specific like training when required.

What are differences between Training, Coaching & mentoring?

	Training	Coaching	Mentoring
TYPE	Professional	Formal	Informal
TIME	Shorter time	Long Time	Longer Time
EMPHASIS	Skills	Performance	Competency
FACILITATOR	Trainer / Professional Trainer	Leader / Senior Manager	Expert / Senior Manager who has acquired expertise.

Broadly speaking, the aim of all three activities is the same. Trainers, coaches, managers, and mentors are all trying to help others improve, develop, and learn.

The desired outcome may be the same, but the three different approaches are significantly different.

Each requires different skills. Each requires a different mind-set. Each has a purpose, and the strongest leaders are able to recognize or identify as separate and distinct which will best meet the needs of each team member.

Before we conclude, let us examine the differences between Coaching and Mentoring.

Coaching	Mentoring
Coaching is often shorter-term and may be as short as a quick 10- or 15-minute conversation. That said, some coaching relationships can be longer-term too.	Mentoring is often longer-term with some mentoring relationships lasting 6+ months and in several cases mentoring can last years or even decades. In fact, some famous mentors and mentees cite lifelong mentoring relationships.
Coaching is non-directive which means that it is about posing the right questions, providing the space, trust and confidence for the individual being coached to consider how they can achieve more, reach their objectives and find capabilities within themselves.	No qualifications are required for mentoring, which means that it is easy for organisations to start mentoring programmes quickly. It is only an expertise technically and equipped with what we call, emotional intelligence due to which he commands respect and dignity.
Typically, coaching is structured by line-managers or sponsors, so organisations will often sponsor an individual to be coached or a line-manager will send an employee to be coached for certain skills.	As mentioned, mentoring is a lot more directive. It is about the mentor sharing their knowledge, experience and skills, telling the mentee and guiding them through direction.
Coaching is performance driven and encourages the individual or individuals being coached to perform in their day-to-day roles.	Typically, mentoring is less structured than coaching and whilst having a mentoring meeting agenda and goals is recommended, it will be up to the mentee to put this together, compared with coaching which typically follows a more rigorous structure. Finally, mentoring is mainly development driven and looks to the mentee to decide what they wish to achieve and which goals they have for their mentoring relationships.

Move towards developing Coaching Culture

Choose coaching & mentoring when :

1. Individuals are planning their own development and setting goals for improvement.
2. Individuals experience real or perceived obstacles to their growth or success.
3. Hoping to boost competence, confidence, and autonomy in employees.
4. Employees are open to the idea of making behaviour changes that will help them achieve their goals.
5. Skills taught in training need reinforcement and individual action planning for adoption.

How do we develop, sustain and continues culture?

1. A common mind-set amongst all is required in this direction.
2. An active participation, commitment, passion for learning and developing oneself, dedication and more importantly ownership.

3. Leadership skills and invariably, Emotional Intelligence and beyond, the Spiritual Intelligence.
4. No ego but humbleness amongst all employees from top to bottom.
5. Coaching & monitoring develops emotional relationship amongst all and importantly, with the work
6. Recognitions & Rewards based on PMS.
7. Anticipate or forecast conflicts and resolve immediately based on ethical values, legal, fairness and equity.

Here, the main dictum and aim must be everyone must be a coacher or a mentor, both vertically and horizontally. A subordinate may be a mentee in the vertical structure and that person may be a mentor to a colleague in the horizontal structure. In case these are carried out, everyone will have the capability of mentee as well as mentor, at a Macro-level.

Obviously, there establishes an excellent system and over a period of time, moving towards “Coaching Culture”.

Thus, the BANI framework = a free, unrestricted gate to the future.

“

Competence is a great creator of Confidence

MARY JO PUTNEY

Competency based HRM for Total wellbeing of the organisation



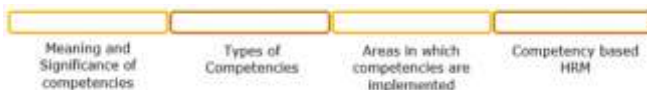
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Abstract

The main objective of this white papers is to acquire an efficient understanding of competency based HRM for Total wellbeing of the organisation. it is essential for the human resources to augment their competencies. Apart from attending training and development programs, there are number of areas through which competencies can be enhanced. The augmentation of competencies has proven to be beneficial to the individuals in number of ways. Competencies not only help the individuals to carry out their job duties, but they are also able to depict appropriate behavioural traits. The main areas that have been considered in this white paper include,



Competencies represent the language of performance. They can articulate both the expected outcomes from an individual's efforts and the way these activities are carried out. Competencies are referred to the abilities, proficiencies and expertise that are necessary for the members of the organization at all levels. Competency based HRM is about using the notion of competency and the results of competency analysis to inform and bring about improvements in the processes, When the employees can successfully depict their competencies in the implementation of tasks and activities, it is apparent that they need to be awarded. Rewarding of employees is an important factor that motivates them to enhance their competencies.

The concept of competency is essential in terms of performance. Competency is an underlying characteristic of the person. Through the enhancement of competencies, the individuals can carry out their job duties satisfactorily. Competency is an underlying characteristic of the person that leads to enhanced performance of job duties. In enhancement of competencies, the individuals are required to enhance their skills and behavioural traits. Competency based HR is

primarily based on the concepts of behavioural and technical competencies. It means that the members of the organization at all levels are required to implement appropriate behavioural traits as well as generate information in terms of methods and approaches that are needed to obtain the desired outcomes.

Meaning and Significance of Competencies - Competencies have been defined in number of ways. The competencies are referred to those underlying characteristics of the employees, i.e., motives, traits, skills, factors of one's social image, social role and the body of knowledge, which can result in an enhanced performance in terms of their job duties. These have been stated as follows:

Social Role - Social role relates in terms of how the individuals project themselves in their roles. For instance, the social roles of HR are emphasised upon people, process and tools and they also need to work efficiently towards helping them to acquire efficient understanding of the concepts and enable the organisation.

Self-Image - Self-image relates to the attitudes and values that the individuals. The individuals take into consideration the factors, which are important to them. For instance, the personal appearance of the individuals is determined on their own. If the person has an attitude or value that the job duties must be in accordance with the needs and requirements of the customers, then they would carry out their job duties in accordance with the needs and requirements of the customers.

Traits - Traits are the characteristics or consistent responses of the individual. To progress in personal as well as professional life, it is essential for the individuals to inculcate various traits among themselves. The important traits include morality, ethics, diligence, resourcefulness, and conscientiousness. When the individual work towards augmentation of these traits, they can carry out their job duties effectively.

Competency based HRM for Total wellbeing of the organisation

Motives – Motives are the things that the individuals consistently think about or aspires to achieve. Due to this, they are required to put the practice into actions. For example, a person may be achievement-oriented, and this may stimulate their performance on the job. On the other hand, the person may be motivated by affiliation or friendship. Within the organization, the rewards, incentives and increase in pay are the major factors that motivate the individuals towards bringing about improvements in their performance. Therefore, it can be stated that competency is any knowledge, skill, trait, motive, attitude, value, or other personal characteristic that is essential to carry out the job responsibilities.

Competency Framework

A competency framework is the model that comprehensively describes performance excellence within an organization. Within the framework, number of competencies are included that are applied to multiple occupational roles. Each competency must be defined in generic terms, and excellence in working behaviour. This factor leads to recruitment of the personnel, provided they possess the essential skills and abilities. A competency framework is regarded as the means, by which the organizations communicate which behaviours are required, valued, recognized, and rewarded with respect to various occupational roles. It ensures that staff in general have a common understanding of the organization's values and expected excellent performance behaviours.

Core Values – Core values are the principles that influence people's actions and the choices they make. They are the ethical standards that are based on the standards of conduct for the international and civil service and are to be sustained by the staff members.

Core Competencies – Core competencies provide the foundation for the framework. They provide description of the behaviours to be displayed by all staff members. They are defined by occupational roles for a given job. The employees are required to form appropriate behavioural traits and competencies in accordance with their job duties.

Functional Competencies – Functional competencies are defined by the duties and responsibilities that are assumed by the staff members for a given job. Based on the complexities involved in the job duties and level of responsibility and the seniority of the occupational role, functional competencies are implemented.

Normally, three to five functional competencies are assigned to a given job.

The Individual Contributor – The individual contributor is the staff member, who is responsible for his or her performance within the organization and contribution towards the outputs and results of the group. The individual contributors are aware of their job duties and render a significant contribution towards implementation of tasks and functions.

The Manager – The manager is the individual, who is vested with the job responsibility of supervising the tasks and activities of the organization. He or she must ensure that the workforce carries out their tasks and functions in a well-organized manner.

The Senior Manager – The senior manager is the individual, who is responsible for making provision of infrastructure, materials, tools and equipment and formation of pleasant and amiable environmental conditions. When the environmental conditions are suitable, the individuals can carry out their tasks and activities appropriately.

Types of Competencies

The three types of competencies are “Behavioural competencies”, “Technical competencies” and “NVQs and SNVQs”. These have been stated as follows: (Competency-based HRM, n.d.).

Behavioural Competencies

Behavioural competencies define the behavioural expectations of the employees. This is the type of behaviour required to deliver the results under the headings, such as team working, communication, leadership and decision making. These are in some cases known as “soft skills” Behavioural competencies are set out in the competency framework. The behavioural competency approach was first advocated by McClelland (1973). He recommended the use of criterion-referenced assessment. Criterion referencing or validation is the process of analysing the key aspects of behaviour that differentiate efficient performance and the performance, which is less efficient. The clusters of competencies that are defined by him are, goal and action management, directing subordinates, human resource management and leadership. The distinction is made between threshold competencies, which are the basic competencies required to carry out the job duties. Whereas performance competencies differentiate between high and low performance.

Technical Competencies

Technical competencies are the competencies that facilitate the enhancement of technical skills among individuals. It is vital for the individuals to generate information in terms of usage of modern and technical methods. It is vital to make use of various kinds of technologies, such as, computers, laptops, I pad, smart phones, scanners, printers, photocopiers, and gadgets in the implementation of tasks and activities. When training is provided to the members of the organization, lesson plans are conducted regarding usage of technologies. Thorough and regular practice is regarded to be essential in augmenting knowledge in terms of technical competencies. The term 'technical competencies' has been adopted fairly to avoid confusion between competence and competency. Competences in some cases are also known as hard skills. There is a close relationship between competencies and competences. Although the latter has a more particular and limited meaning, when applied to NVQs and SNVQs.

NVQ / SNVQ Competencies

The concept of competence was conceived in the UK as the fundamental part of the process of the developing standards for NVQs and SNVQs. These specify the minimum standards for the achievement of set tasks and activities expressed in the ways that can be observed and assessed with the view to certification. An element of competence in NVQ language is the description of something that people in given work areas should be able to do. They are assessed on being competent or not yet competent and there is not any attempt made to assess the degree of competence.

Areas in which competencies are implemented.

There are number of areas in terms of which the human resources are required to up-grade their competencies throughout the performance of their job duties. They may work towards honing these competencies on their own or with obtaining help and support from others. The major areas within the organization in which competencies are implemented have been stated as follows:

Implementation of Job Duties – Implementation of job duties is regarded as one of the comprehensive aspects, which require competencies on the part of human resources. In organizations, there are various types of job duties performed by the individuals. These include, technical, clerical, accountancy, managerial, administrative, production and so forth. To carry out their job duties

in a well-organized manner. Another important aspect of enriching the competencies is establishing effective communication terms with others. This proves to be effectual, particularly when employees experience problems within the course of performance of job duties. Therefore, it can be stated that individuals need to work towards augmenting their competencies throughout their careers.

Team Orientation – Teamwork is regarded as an important aspect in the case of implementation of job duties. In the promotion of teamwork, it is vital for the members to learn to deal with other individuals. The members of the organization are different from each other in terms of various aspects, such as, caste, creed, race, religion, ethnicity, gender, age, educational qualifications, and socio-economic background. Therefore, it is necessary for them to accept each other, provide equal rights and opportunities and not discriminate based on any of the above stated factors. When the individuals are working in the team, they can provide solutions to all their problems and challenges and work effectively with support and assistance available from others to achieve the desired outcomes.

Communication – Communication is regarded as a significant aspect in the implementation of job duties and in the achievement of organizational goals. Communication takes place upward from subordinates to superiors and downward from superiors and subordinates.

People Management – The directors and heads, in other words, the individuals, who are in leadership positions and are vested with the power and authority to control and supervise the tasks and activities of the organization. They need to ensure they carry out the function of people management in an operative manner. In this area, there are number of factors that need to be taken into consideration. These include organization of training and development programs to enhance their competencies and skills, providing materials, tools, and equipment needed to implement job duties in a well-organized manner, promoting teamwork, providing solutions to their problems and difficulties and creation of pleasant and amiable working environmental conditions. In order to carry out the task of people management appropriately, it is essential to generate awareness in terms of methods and procedures that are needed to retain and motivate the human resources. Human resources are indispensable in the implementation of various tasks and activities, it is vital for them to feel satisfied with their jobs.

Competency based HRM for Total wellbeing of the organisation

Leadership – The directors, heads and supervisors are required to augment leadership skills. It is the job of the leaders to ensure that the individuals within the organization feel satisfied with their jobs and put in their best abilities towards their job performance. The leaders need to ensure that within the organization, the working environment should include all the infrastructure, materials, equipment, tools, and facilities that are needed to achieve the desired results. Furthermore, the leaders need to possess an approachable nature and an amiable attitude that is needed to motivate the workforce. Therefore, it is the primary job of the leaders to provide solutions to their problems. The leaders formulate measures and laws that are necessary to promote well-being of the organization as well as the employees.

Problem Solving – Problem solving is an important area that requires the individuals to make use of skills and abilities. In problem solving, it is vital for the individuals to conduct an analysis of the areas that give rise to problems. In some cases, when individuals are unable to provide solutions to the problems, they need to work in collaboration and integration with others. Furthermore, they need to establish rational and logical thinking. In some cases, more than one alternative may be available for providing solutions to the problems. The individuals need to implement that solution, which would be most beneficial and worthwhile. Therefore, it can be stated that in order to provide solutions to the problems, the individuals are required to enhance their knowledge and generate awareness in terms of various aspects.

Decision Making – Decision making is an integral part of the organization. Decisions are made in terms of number of aspects, such as, bringing about changes, initiating new methods and procedures, organization of training and development programs, organization of conferences and seminars, introducing new technologies, bringing in new materials and equipment, implementation of job duties, customer demands, initiation of modern and innovative methods and so forth. To make effective decisions, it is vital for the members to acquire an efficient understanding of the situations and augment their knowledge and competencies.

Management and Organization – Management and organization are regarded as important areas in

terms of which, the members of the organization are required to enhance their knowledge. In carrying out the management function in an appropriate manner, the individuals need to consider various aspects. These include management of resources, infrastructure, technologies, and maintenance of working environmental conditions. On the other hand, organization is concerned with directing, systematizing, and structuring of various factors. Implementation of technical and innovative methods and carrying out tasks in a methodical manner are crucial to obtain the desired outcomes.

Self-Development – Self-development takes place throughout the lives of the individuals. It is not just a concept that needs to be focused upon at a particular point of time. But when the individuals get employed within the organization, they need to focus on self-development throughout their jobs. Self-development is an important area that members at all levels are required to focus upon. It is a comprehensive concept, which considers number of factors. These include, generating information in terms of various factors that would lead to efficient performance of job duties, honing communication, decision making, time management and conflict resolution skills, enhancing one's personality traits, augmenting knowledge in terms of pioneering methods and inculcating the traits of morality and ethics. When the individuals focus upon these factors, they can promote self-development. The members of the organization at all levels need to focus upon this concept. They either carry out this task on their own or may obtain assistance and support from others, mostly supervisors and employers. Training and development programs render a significant contribution in leading to self-development.

Creativity and Resourcefulness – Creativity and resourcefulness are important areas in enhancing productivity. The members of the organization need to augment their competencies in terms of these areas. When they are working on an assignment or project or producing an item or initiating services to the clients, they need to inculcate the traits of creativity and resourcefulness. Creativity helps the individuals to implement artistic and imaginative ideas in the production process. Whereas the trait of resourcefulness enables the individuals to implement inventiveness and originality.

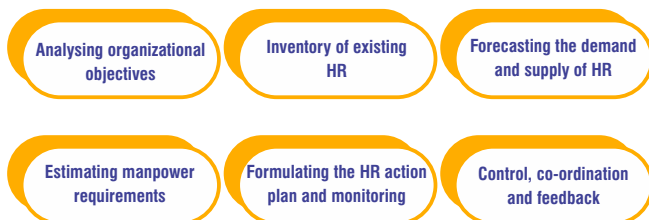
Competency based HRM for Total wellbeing of the organisation

Factors highlighting Competency-based Human Resource Management

Competency based HRM consists of adopting the notion of competency and the results of its analysis as the key dimension in the process of instructing and improving the HRM policies, practices, and processes. The competency has a central role to play in all the HR activities. In practice, the competency based HRM is a series of activities, tools and procedures that contribute to the fulfilment of objectives of the customs administration and maximise the performance of the staff members. Competency based HRM, therefore, underlies all HRM processes that promote the development of customs administrations and their staff in their interactions with the ever-changing external environment. The use of competency based HRM is beneficial in several respects. Moreover, opting for a competency based HRM approach is an interesting way of putting HR processes in a strategic perspective. The competency based HRM approach makes it possible to make provision of a strong and flawless indication of the expectations of the different functions and staff members within the organization (Guide to Implementing Competency-based Human Resource Management, n.d.).

HR Planning Processes

HR planning processes are vital areas that require the enhancement of competencies. It is considered important because, it develops the strategies and approaches for matching the size and skills of the organizational needs of the workforce. HR planning involves various steps. These include, gathering of information, making decisions, and formulating goals and objectives. Another vital aspect is the human resources need to carry out the tasks and activities in such a manner that would be assisting and beneficial in the achievement of desired goals and objectives. The Planning is the managerial function that bridges the gap from where organization is in the present and where it wants to be in future. To progress, it is vital to lead to up-gradation of human resources. In the HR planning processes, there are six major steps that need to be taken into consideration. These include...



To carry out the HR planning processes in an appropriate manner, it is vital for the members to augment competencies and abilities.

Recruitment Processes

Recruitment refers to the overall process of attracting, shortlisting, selecting, and appointing suitable candidates for jobs within the organization. Recruitment also refers to the processes involved in making selection of the candidates in job positions. In the implementation of recruitment processes, there are number of aspects that need to be taken into consideration. First and foremost, step is, analysis needs to be conducted in terms of job duties. This analysis enables the members of the organization to identify the educational qualifications, competencies, abilities, and aptitude that the individuals would need to carry out their job duties satisfactorily. When the hiring authorities understand the job requirements, they implement the methods and procedures needed to recruit the workforce. The candidates should possess the essential educational qualifications, competencies, aptitude, and personality traits. Advertisements are displayed on the websites and newspapers with the qualifications required. The individuals, who possess the required educational qualifications and competencies apply for the jobs. Furthermore, there are various methods that need to be implemented to recruit the candidates. These include, interviews, group discussions, written tests and so forth. In some cases, the candidates are required to go through various rounds of interviews before they are finally selected.

Training and Development Processes

Training and development are one of the primary functions of human resource management. Training refers to the systematic setup, where the employees are instructed in terms of technical, scientific, and pioneering methods that are related to their jobs. It puts emphasis upon teaching employees in terms of how to make use of apparatus, tools, equipment, and technologies to carry out job duties satisfactorily. Whereas development is referred to overall holistic and educational growth and maturity of individuals in managerial positions. The process of development is in relation to insights, attitudes, adaptability, leadership, and human relations. The designing of the training and development programs are in accordance with the goals and objectives of the organization.

The type and skills of the employees are generally classified into two types, i.e., on-the-job programs and off-the-job programs. The training methods that are implemented are of various types, i.e., lectures, case studies, field-visits, group discussions, role playing, conferences, workshops, and seminars. The various types of training

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programs are, technical training, quality training, skills training, soft skills, professional training, and team training. The workforce can augment their skills and abilities upon attending training and development programs (Training and Development, n.d.).

HR Development

HR development is the integrated use of training, organization, and career development efforts to bring about improvements in the individual, group and organizational effectiveness. The primary objective of HR development is to focus upon the main competencies that facilitate in the performance of job duties. The development of human resources within the organization is primarily focused upon the development of competencies. To carry out their job duties satisfactorily, the human resources need to be competent in terms of the implementation of managerial functions of planning, organizing, directing, leading, co-ordinating, controlling and leading. Furthermore, they need to be aware in terms of ways that are needed to cope with problems and challenges. In other words, HR development is referred to as the framework for helping the employees develop their personal and organizational skills, knowledge, and abilities. HR development is regarded as one of the most significant opportunities that employees seek, when they get recruited within the organization. The reason being, they aspire to work to their best abilities to achieve organizational goals. The ability and encouragement are the factors that help the workforce to develop their competencies that are helpful in retaining and motivating the employees (Heathfield, 2019).

Reward Management

Reward management is the term that is used to motivate the employees towards the performance of job duties. When the employees work diligently, when they are achievement-oriented, and when they make use of creative skills to augment productivity, then the employers usually form the viewpoint that they need to be rewarded. Rewards are given in various forms. These are, certificates, trophies, pay, vacations and so forth. It is essential to lead to an increase in employee motivation, using rewards. These include, involving all the employees in the development, implementation, and revision of rewards of the employees. It is vital to ensure that employees view rewards as meaningful, the employers need to ensure that employees understand how to earn rewards and setting of reasonable and transparent performance standards for rewards. To develop effective reward systems, the line managers and the HR managers are required to put into operation tasks and activities in tandem. It means that the development of the reward systems must not be regarded as the job responsibility of the HR department and line managers, but it should be considered as the main responsibility of the individuals, who are in leadership positions. Therefore, it can be stated that reward management is regarded as indispensable in motivating and retaining the workforce.

Conclusion

Competency-based HRM is primarily concerned with the development of competencies that are required in the implementation of job duties effectively. When the workforce is to get engaged in the performance of job duties, they need to ensure that they possess the essential competencies. Acquisition of education is regarded as one of the essential factors in augmenting competencies. Apart from acquisition of education, the individuals also get enrolled into training centres to enhance competencies. Within organizations, when the employees are recruited, they are required to go through training and development programs. In these programs, they are provided with information in terms of the organization as well as performance of job duties. With the advent of modernization and globalization, there have been introduction of modern and innovative methods in the implementation of tasks and activities.

It is one of the objectives of the organization to augment competency based HRM. The meaning and significance of competencies can be enhanced in terms of social role, self-image, traits, and motives. The competency framework includes various aspects such as, core values, core competencies, functional competencies, individual contributor, manager, and senior manager. The three types of competencies are behavioural competencies, technical competencies and NVQs and SNVQs. The areas within the organization in which competencies are put into operation are, implementation of job duties, team orientation, communication, people management, leadership, problem solving, decision making, management and organization, self-development and creativity and resourcefulness. Factors highlighting competency-based Human Resource Management are, HR planning processes, recruitment processes, training and development processes, HR development and reward management. Finally, it can be stated that individuals need to work towards enhancing their competencies on a continuous basis throughout their jobs. Furthermore, they need to establish effective terms and relationships with others and communicate well.

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Application of Competency framework at workplace

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Widely travelled to major continents and different countries in America, Europe and Asian continents more than 22 countries and got intense experience in dealing with global, matrix organizational dynamics and multi discipline both HR and operations.

Dear Fellow Colleagues,

I am asked to share my experience and understanding on the Competency assessment and Development in business organization context, I share all I have learnt and understood subject to expert's critic and interpretations.

What is competency?

Let me start with fundamental, in clarifying what the competency means? the word competency comes from Latin word *competentia* " meaning "sufficiency to satisfy the wants of life," in common man language it also can mean **"all one need to possess to travel from point A to Point B"**. We can slice them into several pieces as, Knowledge, skills, Experience, ability, capacity, proficiency and goes on. The best I have understood when we talk about a competency, possessing a skill, knowledge, information and set of behaviors required to generate the desired outcome in a given circumstances and being able contextualize. Competencies can be broadly classified into two categories i.e Skill/Knowledge and behavioral competencies.

Why Competency in any organization?

Every organization is a part of the big Warfield called marketplace, no product and service are free from competition, when there is a competition, there is changing needs, it demands agile workforce who constantly adapt to the changing needs, yet retain their identify as an individual, teams and organization to deliver the desired outcomes to win in changing circumstances.

No organization can be successively successful without having clear competency framework or model, the quality of people and assigning right people on right job at right cost at right time, largely depends on the competency requirement. It is essential for every organization to have their own competency framework, aligned with their Vision, Mission, Values or Key Behaviors, keeping the end deliverable of the organization in mind. Without which it is like group of blind people trying to define the elephant and every one can express based on which part of the elephant they can touch and feel. In essence having defined competency framework

in an organization decides **The success is by Choice or by Chance**

How to define Competencies?

Every organization comes with its own set of roles which are unique to its business and delivery model. Irrespective of the title and the nomenclature each role is addressed, some commonality can be established in grouping all the roles in an organization into four broad classifications. That makes the job of defining a competency bit easier.

Every organization must and will have Individual contributors, First Level Managers, Manager's Manager and the executives or leadership roles. Individual contributor roles can range anywhere from a fresh engineer/professional to as high as super specialist or a scientist.

While several consulting companies have defined as high as 35-40 general behavioral competencies which can be borrowed and adopted to our own organizational requirement, but one need to be careful in adopting them in alignment with your vision, mission, values and end deliverables of an organization. E.g if the organization is operating in matured market and stable quality and consistencies are the differentiators, discipline and being predictable may become important competency, on the contrary if you are operating in an environment which demands constant innovation and agile delivery, you may need very different competencies e.g challenging status quo, courage to disagree becomes very important.

However, it is very difficult to borrow technical/functional skill from anywhere else, that is your core business and internal inventory is the only way out. The easiest way is to carry out process mapping of your value chain and create a repository of the required skills to produce your product/service and assign them to specific roles depending on the expected outcome from each role.

For easy understanding let me produce some sample template which may help in consolidating all the required behavioral competencies and skills to deliver the end outcome of an organization and make it as Competency Framework.

Application of Competency framework at workplace

Behavioral Competencies

Expert				
Independent				
Intermediate				
Apprentice / Trainee				
	Individual Contributor	First Level Leader	Manager's Manager	Executive / Leadership

Skill mapping

Sl No	Core Skill	Support Skill	Role 1	Role 2	Role 3	Role 4	Current Level Skill Index	Gap Skill Index	Action
1	Core Skill 1		☑	✗	☑	✗	☺	☺	
2	Core Skill 2		✗	✗	☑	✗	☺	☺	
3	Core Skill 3		☑	✗	✗	☑	☺	☺	
4	Core Skill 4		☑	☑	☑	✗	☺	☺	
5	Core Skill 5		✗	☑	☑	✗	☺	☺	
6	Core Skill 6		☑	☑	☑	☑	☺	☺	
7	Core Skill 7		✗	☑	☑	☑	☺	☺	
8	Core Skill 8		✗	☑	☑	✗	☺	☺	
9	Core Skill 9		☑	✗	☑	☑	☺	☺	
10	Core Skill 10		☑	✗	✗	✗	☺	☺	
11		Support Skill 1	✗	☑	✗	✗	☺	☺	
12		Support Skill 2	☑	✗	✗	✗	☺	☺	
13		Support Skill 3	✗	✗	☑	☑	☺	☺	
14		Support Skill 4	☑	☑	☑	✗	☺	☺	

Competency framework & Talent Management:

Once the competency framework is created, it is essential to align with entire talent Management framework from Hiring, performance assessment, potential assessment, talent development, total reward, and retention.

It is needless to mention at every stage of assessment, different tools and techniques can be used to assess the competencies before hiring like, group interview, personality assessment, STAR Questions etc., after deploying to work through periodic performance assessments and so on.....

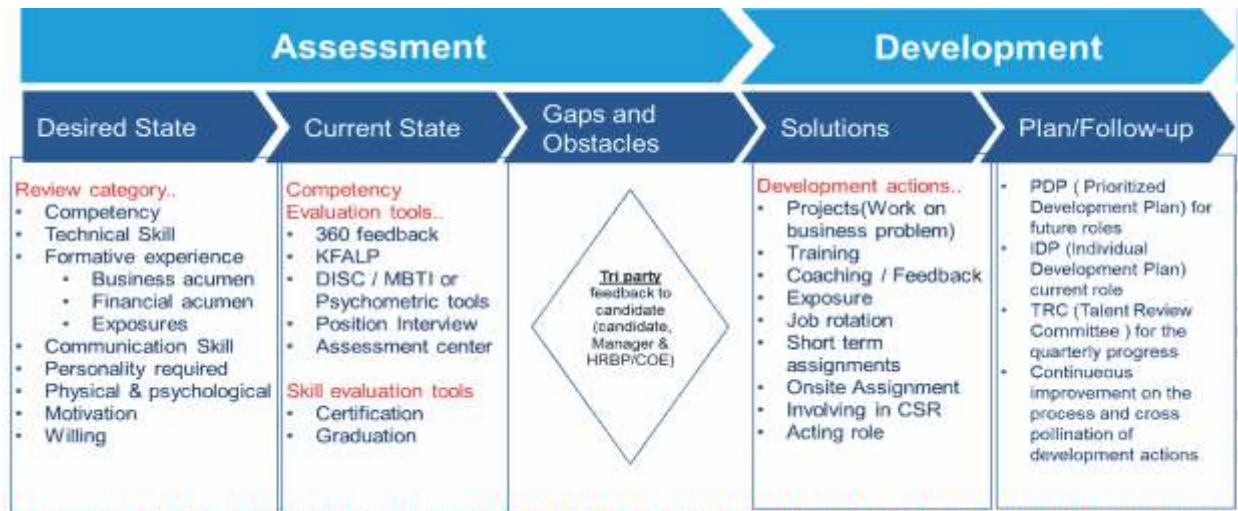
When it comes to developing action plan for fulfilling the gaps, we need to be mindful of following 10/20/70 model of learning.

It means to say all our efforts around training and education program can do 10% of the desired learning outcome, balance 20% remains with the mentor/supervisors/environment to support the transfer of learning, most part of the learning remains with oneself and need to practice and experiment to perfect the acquired Information/knowledge in converting into desired skill or behavior.

What is (ADC) Assessment and Development Center is all about?

It is a comprehensive process which helps assessing the current level of skill and behavioral competencies of every role performer, keeping the current role or future role and develop various intervention for fulfilling the gap and make an individual future ready and enhance the performance in the current role with changing needs.

Application of Competency framework at workplace



In every organization there will be some form or the other to identify the different level of performers, and High potentials with an intent to make them even better performers on the same role or prepare them for

bigger or different roles, to deal with changing business circumstances. One of the most used formats is 9 blocker or 15 blockers as given below.

		What and How				
		Significantly Below Expectations	Below Expectations	Meets Expectations	Above Expectations	Significantly Above Expectations
Readiness <small>To take the role with greater scope and / or complexity</small>	Ready Now					
	On Growth					
	Well Placed					

This is highly recommended to use for development purpose and not necessarily for the rewards and recognition as it comes with its own downside to it, depending on the organization ethos and culture.

supervisor, it can be validated by second level Manager to get the distance feedback about the candidate together with HR Business partner to get some neutral input on the potential of a candidate subject to good amount of interaction during the year.

The first level of assessment can be done through on-job observation assessment by employee's

		Performance What & How				
		Significantly below expectancies	Below expectancies	Meets expectancies	Above expectation	Significantly above expectation
Readiness <small>(to take role with greater scope and / or complexity)</small>	Ready now	Investigate and Take Action	Develop in Place	Ready Now (for a broader and more complex job than the current one)		
	On Growth	(needs corrective action to be successful in current role)	(needs development to be fully effective in the current role)	On-Growth (for a broader and more complex job than the current one. Ready in 2-4 years)		
	Well-Placed			Well-Placed (core performer well placed in a role with complexity and scope to their current one)		

Application of Competency framework at workplace

Upon completion of this exercise all the surfaced employees to be grouped into various category as defined in template and you can run an assessment center for assessing the behavioral competencies and the functional and role-based skill level of the potential candidates.

It is not to be generalized that all organizations must deal with people in left 6 boxes in any given way. it does not work one fit all approach in dealing low performers. It is subject to organization culture, performance philosophy and stated and unstated expectations of all stake holders.

Assessment center generally consists of 3 phases, Pre assessment, Assessment, and Post assessment.

Pre assessment is to capture as much data about the candidate in all possible forms through various feedback tools, be it past performance ratings, key projects performed, 360 feedback on behaviors and style of functioning, psychometric data to know the personality types, leadership potential assessment data if candidate is targeted for leadership position, willingness of an employee to grow etc..... at the same time skill assessment also need to be carried out, considering the future role to which this candidate is targeted to develop by the manager.

During assessment various case studies, role plays, role-based interviews can be administered and observable data's to be captured by a group of reviewers. Generally, it is better not to include the immediate Manager for this assessment to remove the bias on the candidate one way or the other.

Post assessment, summary feedback of all data summation to be shared with clear expectations of an Individual with strengths and opportunities for improvement keeping the future role in mind. It is essential that immediate manager is sufficiently equipped to deal with fall out questions, if any, by

the employee to ensure there is no misunderstanding and all feedbacks are acted upon in right spirit of development.

Development process: Post assessment every employee who is part of the talent development plan to be assigned with Prioritized Development Plan based on the gaps identified in assessment center. Development plan to be made keeping the 10/20/70 learning principle which can range from training and education, e learning, self-learning, reading, coaching mentoring, assigning new and more challenging projects, job rotations, job enlargement, certification of specific skills and sponsoring to higher education etc.....

Close loop Review: What is not measured can't be improved, similarly good development plan should have periodic review, quarterly review could be reasonable, if need be it can be more frequent. These reviews are recommended to be done tri-partite consisting of employee, Manager and HR BP or COE or both to ensure there is clear accountability for developing an Individual from all stake holders. However, it is highly recommended to have frequent 1 on 1 meetings between employee and Manager to take stock of ongoing situations/challenges and seek and provide required feedback and support.

Talent Score Card: It is also advisable to have structured review of the entire Talent Development initiative at an organization level through reviewing talent score card to know the progress Year or Year and assess the overall organization risks and changing needs to make suitable adjustment to the expectations from an individuals on continuous basis.

What does good Competency Framework & management do to all stake holders?

Sl #	Employee /Individual	Organization	HR function	Management/Leadership
1	Clarity of growth plan	De risking	Focused Value addition	Visibility of risks and opps
2	Increased engagement	Retention	Helps in Intervention	Optimal cost Management
3	Higher attraction	Higher EVP	Higher credibility	Better pipeline inside/outside
4	Right people on right job	Transparency	Easy decision Making	Agile Management

Application of Competency framework at workplace

Overall, it is highly desirable for every organization to have clearly stated set of behaviors and functional/technical skill set with clear measurement criteria's. This helps integrating the business deliverables to organization Vision, Mission, Values or Key Behaviors. It also offers a sustainable process and helps framing effective HR policies and developing HR systems in dealing with entire employee life cycle. It enhances the value proposition of Human Resource function to all stake holder's inturn keeping the Employee Value Proposition and employee Net Promotions Score higher and being employer of choice.

In summary, competency Identification, assessment and development are ongoing processes, stay relevant in contributing to the overall growth and success of individuals and organizations. It is essential to have periodic reviews to check the effectiveness of the competency framework and its application tools, seek feedback from all stakeholders and make suitable adjustments to ensure, that the competency assessment and development initiatives remain effective and aligned with the evolving needs of the business.

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To be considered a 'core' competence, a skill must meet three tests. – Customer Value, Competitor differentiation, and Extendibility.

HAMEL & PRAHLAD





The Need for Upskilling and Employee Development and its Impact on Achieving Organizational Competitiveness : An Analytical Study

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ABSTRACT

In today's competitive and global business scenario, organizations are striving to keep up with the changing needs and demands of their customers. At the same time, in view of the ample employment opportunities, organizations are facing the challenges of attracting and retaining talent. Further, with the rapid advancement in technology and the revolution in the digitalization of the workplace, it becomes necessary for organizations to focus on sharpening and advancing the knowledge and skills of employees, firstly to meet the changing requirements of customers and, subsequently, to equip the employees with the changing times and work culture, as well as to fulfill the growing aspirations and motivate the employees. Hence, reskilling and upskilling are becoming significantly more important at the workplace, which facilitates employee development and improves organizational effectiveness as well. Thus, the aim of this research is to examine how reskilling and upskilling benefit the employee and how this will have a bearing on achieving organizational competitiveness. This research also gives an insight into the importance of learning and development in the digitalization era, followed by the significance of employee development, and concludes with the implications for organizations and the management of HR in particular.

Key words: Upskilling; Reskilling; Employee Development; Organizational Development; Learning and Development; Digitalization; Efficiency; Effectiveness; Competitiveness;

JEL Classification: J24

I. INTRODUCTION

The survival and success of an organization are directly proportional to the knowledge, skills, ability, and motivation level of the employees. In

today's globalized business environment, organizations continuously strive to engage employees with desired skills to meet the unprecedented needs and demands of their customers. In the changing business scenario and competitive business environment, employees' aspirations are also changing as they anticipate organizational needs and tend to fully equip themselves with the business requirements. Employers have also realized that the employees are the driving force of an organization, and when they are able to meet the expectations of the customers with the desired skill levels, they can turn the organization around and achieve a competitive advantage. Thus, continuous development of employees in terms of skills and ability has gained momentum both from an employer and employee perspective as well. As the demand for employees with knowledge and skills is continuously growing, corporate training centres are mushrooming to equip young aspirants to meet the needs and requirements of organizations. In a similar way, organizations are giving more thrust to employee learning and development through various methods for reskilling and upskilling. The aim of this research is to identify the growing needs for upskilling and employee development and to analyse how they influence achieving organizational competitiveness.

II. RATIONALE FOR THE STUDY

The globalization of businesses has necessitated that entrepreneurs recognize the employees engaged by them as human capital and realize that when they are valued, nurtured, and retained by consistently enabling them to advance their knowledge and skills, they turn out to be the most valuable assets and truly become the backbone of an organization. Further, with the changing times, organizations need to equip their

employees through reskilling and upskilling to cope with technological developments and face fierce competition. The latest technological trends and digitalization have transformed business processes and workplace practices as well. Hence, this study finds relevance in identifying the means and modes of upskilling and employee development and examining how they will benefit the organization in achieving competitiveness. Though various research studies are available on training methods and employee development, the study of this nature is limited.

III. OBJECTIVES

- To get an overview of the means and modes of employee development in an organization,
- To find out how reskilling and upskilling benefit the employee as well as an organization
- To examine how upskilling and employee development impact achieving organizational competitiveness.
- To comprehend the implications for organizations and HRM in particular.

IV. RESEARCH METHODOLOGY

This research is a descriptive study based on secondary data available from various research papers, journals, blogs, and online sources. During this review process, the factors that augment employee development and facilitate organizational competitiveness have been considered for the study.

V. CONCEPT OF EMPLOYEE DEVELOPMENT - AN OVERVIEW

Development is an important word that literally means 'Growth'. Applicable and a matter of concern to all entities, be it an organization or employees as human resources. Growth is a way of life for all individuals. It is important for business as organization's culture and involve himself among groups. The employee expects from the organization continuous motivation, timely rewards, and upward growth through the advancement of knowledge, skills, and abilities. At the same time, an organization facilitates an employee by orienting him or her with products, processes, and people through appropriate training methods. The organization expects the employee to

hone or sharpen his or her skills with total dedication and commitment and contribute significantly to the company's growth. In other words, it refers to 'person-fit' and 'organization-fit'. Thus, ensuring employee development programs have dual benefits. One is that an employee can hone or upgrade his or her present skills for the current job and can develop the ability to take on higher responsibilities by acquiring additional knowledge and skills to the next level. Secondly, organizations can benefit from motivating and retaining employees and making them feel reliable with a sense of attachment, which eventually benefits the organization.

Historically, employee development was given a boost and much focus in the later part of the second half of the 20th century by some of the prestigious industries like L&T, MICO-BOSCH in the private sector, and HAL, BEL, BHEL, BEML, HMT, and so on in the public sector. Employees were given an excellent opportunity to hone their skills and develop as master craftsmen through apprentice training, trade apprenticeships, working on machines on the shop floor, on-the-job training, and the like. Various training institutes were also simultaneously developed, like the Foreman Training Institute, NITTE, etc., to train people in specific skills.

Notwithstanding the need and efforts for skill development from the organizational perspective, the Ministry of Skills Development and Entrepreneurship reiterates in its program that to reap the benefits of the demographic dividend, India needs to equip its workforce with employable skills and knowledge so that they can contribute substantively to the economic growth of the country (National Policy for Skill Development and Entrepreneurship, 2015).

Thus, it is the need for organizations to make consistent endeavours and efforts to equip and train their employees in skills development to meet the changes in growing business needs and challenges of global competition, which in turn facilitates business growth and the economic development of the country at large.

VI. NEED FOR EMPLOYEE DEVELOPMENT IN THE 21ST CENTURY

The rapid advancement and innovation in technology have changed the landscape of business, particularly in the last decade of the twenty-first century. Indeed, the economic growth of a country is driven by an increase in GDP, which is the combined value of goods and services produced, including an improvement in labour productivity within a country in a fiscal year. From a business perspective, the increasing needs and demands of customers and the digitalization of business processes have further enforced businesses to be more agile and responsive than ever before. While attracting and retaining talents with the right skills and ability, which encompass adaptability to the organization, is a challenge for every entrepreneur, exhibiting employability and possessing the required knowledge and skills to meet the needs of an organization at the right time with the right approach is a challenge for the employees. In other words, whereas economic development is the focus at the national level, enhancing labor productivity is the thrust at the organization level, and improving employability is the prerequisite at the employee level.

From the above perspective, organizations need to focus on employee development, as well as employees to continuously develop in terms of reskilling and upskilling knowledge, skills, and abilities to surpass and succeed in the globalization and digitalization eras and with the increasing trends of innovation and technological advancements. Some of the skills that facilitate and contribute to organizational transformation by enhancing employability and improving productivity to become more competitive are cognitive skills, which refer to the ability to understand complex ideas and reason them out, adapt effectively to the environment, and also encompass creativity, critical thinking, and problem-solving skills. Socio-emotional skills, which describe the ability to maintain interpersonal and social situations effectively, include leadership, teamwork, self-control, and perseverance. Technical skills are the proficiency needed to interact and perform a specific task, including the mastery of required knowledge,

skills, and abilities. Digital skills are the ability to access and use digital devices and platforms to understand, communicate, collaborate, integrate, evaluate, and create information safely and appropriately (Victoria Levin et al., 2021).

VII. INSIGHT INTO THE LEARNING AND DEVELOPMENT IN THE DIGITALIZATION ERA

While businesses have witnessed and transcended their business processes through dramatic changes with the increasing trend of digitalization at the end of the second decade of the twenty-first century, the COVID-19 global pandemic has taught the entire humanity a new way of living and organizations a new way of doing business. The work culture has undergone major transformation with flexibility, remote working, and hybrid models of working, and classroom training is considered a thing of the past. To keep up with the latest in technology and customer requirements, organizations are making efforts to equip their employees by continuously reinforcing upskilling and reskilling through e-learning, virtual platforms, and a great emphasis on social learning methods. Hence, learning and development through digital platforms are considered to be more strategic and operation-focused. As today's workforce is more induced and habituated to smart phones and seeks continuous upgradation of their knowledge and skills, the digital transformation of learning and development (L&D) makes a tangible difference as compared with traditional training methods. Organizations encouraging and implementing the digitalization of L&D as a strategy facilitate employees with a blend of new technologies, such as virtual, augmented, and mixed reality, and enable tools for interactive, hands-on training experiences. L&D also provides the employees with a flexible learning experience, offers highly personalized and individual learning, and allows them to feel empowered and motivated to develop new skills. This enables employees to quickly train in their assigned roles by developing the necessary skills to improve customer experiences.

VIII. SIGNIFICANCE OF EMPLOYEE DEVELOPMENT

In today's competitive business world and knowledge economy, the expectations of the younger workforce are different from those of their predecessors. Their aspirations are much higher, and they want to quickly advance their knowledge and skills to keep pace with the latest trends. Hence, employee development is of primary importance in the modern workplace, which in turn is the practice of learning new skills and honing existing ones, which is the focal point in most organizations. Indeed, employees are the building blocks of an organization. When they are nurtured, cared for, and trained for specific needs, they become the frontrunners to lead the organization in terms of competitiveness. In general, employee development is the cornerstone of an organization; when they are trained and developed, they take care of the organization. Studies indicate that companies that invest in the training and development of their employees have reaped considerable benefits, such as cost savings through lower employee turnover, improvements in employee morale and retention, increased employee engagement, a strong organizational culture leading to an enhanced brand image of the company, and greater competitive advantage.

IX. THE IMPACT OF EMPLOYEE DEVELOPMENT ON ORGANIZATIONAL COMPETITIVENESS

Indeed, workplace practices have undergone dramatic changes with the changing times. Nevertheless, improving efficiency and effectiveness is the core activity of a business enterprise. While organizations are striving to attract and retain talents, employees of today prefer to find meaning in their work and to become more employable as job security is declining. Further, with the rapid technological trends and digitalization, organizations are becoming more decentralized and diverse in their structure, which has made learning and development important not only to the employees but also to taking the organization forward. It is true that to stay competitive and thrive in the digital age, employees must possess a range of key skills that are in high

demand. But it is perceived from the research studies on employee engagement that organizations should further ensure and give thrust to improving career development opportunities for the employees, which is a significant part of the employee experience.

In today's business context, it is not just profitability alone that is critical for organizational growth; employee development is equally recognized as a major contributor to coping with the increasing competition and gaining a competitive advantage. Organizations have realized that when employees acquire and gain knowledge, it can be processed as skills, and when they are experienced, it results in improvements in performance and productivity. It is prevalent based on the research studies that there is a correlation between employee development and organizational competitiveness, in addition to individual job satisfaction and other hygiene factors of employee motivation. When the employees are enabled with development opportunities to update and upgrade their knowledge and skills, they perform better, and more importantly, they are able to meet the unprecedented needs and demands of the customers. Further, to improve employee efficiency and organizational effectiveness, the developmental programs should be focused on individual as well as team performance and aligned to job outcomes in line with the mission and organizational objectives to gain more benefits.

By investing in employee development programs, it benefits employees and organizations in two ways: firstly, to improve employee capabilities and organizational competencies as well. While employee training facilitates the acquisition of knowledge or job skills in their current role, employee development accelerates personal and professional growth.

Thus, employee development is a continuous process of an organization facilitating their career development, which also benefits them by allowing them to harness the knowledge and skills in their job outcomes to enhance organizational performance.

X. DISCUSSIONS AND FINDINGS

As the landscape of businesses has undergone metamorphosis with the changing needs and demands of customers, the aspirations of today's workforce have also changed remarkably. In the present competitive and global business environment, employees are looking forward to advancing their careers to continuously update and upgrade their knowledge and skills with meaningful work content when they are employed in an organization. It is a fact that the survival and sustainability of an organization are solely dependent on the competence and competitiveness of the individual and the organization in general. In such an environment, the ability of the people employed with appropriate knowledge and skills plays a vital role in taking the organization forward. Hence, it is the need of an organization to consistently focus on employee development to enable them to cope with business needs, which also benefits the employee by advancing their knowledge and skills for personal and professional growth. This study has made an attempt to accentuate the significance of employee development and examined its impact on the effectiveness of an organization as a whole.

The following are some of the findings of the study:

1. While economic development is the focus at the national level, enhancing labour productivity is the thrust at the organization level, and improving employability is the prerequisite at the employee level.
2. As the work culture has undergone major transformation with flexibility, remote working, and hybrid models of working, classroom training is considered a thing of the past. Hence, to keep up with the latest in technology and customer requirements, organizations need to focus on reskilling and upskilling the knowledge, skills, and abilities of their employees by continuously reinforcing through e-learning, virtual platforms, and a greater emphasis on social learning methods to sustain and gain a competitive advantage in the globalization and digitalization era.
3. As today's workforce is more induced and habituated to smart phones and seeks continuous upgradation of their knowledge and skills, the digital transformation of learning and development (L&D) makes a tangible difference as compared with traditional training methods.
4. Organizations adopting L&D as a strategy facilitate employees with a blend of new technologies, such as virtual, augmented, and mixed reality, and enable tools for interactive, hands-on training experiences.
5. L&D provides the employees with a flexible learning experience, offers highly personalized and individual learning, and allows them to feel empowered and motivated to develop new skills that enable them to quickly get accustomed to their assigned roles by developing the necessary skills to improve customer experiences.
6. As the employees are the building blocks of an organization, when they are nurtured, cared for, and trained for specific needs, they become the frontrunners to lead the organization for competitiveness.
7. It is observed from the studies that organizations investing in the training and development of their employees as a strategy have reaped considerable benefits, such as cost savings through lower employee turnover, improvements in employee morale and retention, increased employee engagement, a strong organizational culture leading to an enhanced brand image of the company, and greater competitive advantage.
8. With the increasing trend of competition, organizations have realized that profitability alone is not critical for growth and sustainability; when employees acquire and gain knowledge consistently, it results in improvements in their performance and productivity, which is a major contributing factor and impacts the effectiveness of the organization as well.

9. As employees seek advancement of their knowledge and skills and meaningful work content, organizations instil employee development as a continuous process to enhance their careers, which results in job outcomes and leads to improved organizational performance.

XI. IMPLICATIONS

Indeed, the employees are the cornerstone of an organization, and the HR department plays a crucial role in not only motivating and inspiring them through good HR practices but also in facilitating and enabling them to consistently equip themselves with adequate knowledge and skills to improve performance, productivity, and job outcomes through appropriate learning and development methods. The following are a few of the implications of the study:

1. Inspire and inculcate learning and development as a strategy among good HR practices to attract, motivate, and retain talents, which enhances the brand image of the organization.
2. Design and consult with managers to attract talents who are keen and look forward to challenging and meaningful job content in their assigned roles.
3. Collaborate and coordinate with functional heads to plan and institute appropriate skill development programs that facilitate employee engagement.
4. Find ways and means to advance the knowledge and skills of employees in line with organizational requirements by creating an atmosphere for learning and development.
5. Encourage and motivate employees by fostering rewards to improve efficiency and effectiveness in the assigned job roles for quick learners.
6. Facilitate employee career development and enable them to advance their knowledge and skills, which in turn benefits the organization by improving productivity.

XII. SCOPE FOR FURTHER RESEARCH

As learning and development is a vast area, this research is the tip of the iceberg, aimed at the need for upskilling and employee development and its significance in improving organizational competitiveness. The discussions and findings of this study could be a source for practitioners and researchers to strengthen existing research. Some of the broader areas of research in this arena include the impact of training on employee job satisfaction, the role of training in improving employee performance, the effectiveness of virtual training programs in improving employee knowledge and skills, the effectiveness of e-learning in corporate training programs, analysing the relationship between training and innovation in the workplace, etc. (Mary Ann Confar, 2023)

XIII. LIMITATIONS OF THE STUDY

This research paper is not an exception to limitations, as the author puts forth and emphasizes based on experiences and secondary data sourced online. The sourced data through online research papers was limited to peer-reviewed management journals to get an insight into employee development and its impact on achieving organizational effectiveness.

XIV. CONCLUSION

It is true that employee development and organization development are the two sides of the same coin that go together. It is pertinent from the study that employees are the backbone of an organization, and only when they are fully engaged with motivation and enthusiasm, and by optimum utilization of their skills and abilities, organizations can visualize and achieve efficiency and effectiveness. In this perspective, it is necessary for organizations to give more thrust to the upskilling and reskilling of employees to hone their abilities, which facilitates improving organizational performance and productivity. The role of HR is crucial to consistently instil and ensure the development of employees as a strategy to improve and advance their skills and abilities from recruitment to retention and from motivation to engage them fully to achieve organizational competitiveness.

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Nurturing Workplace Wellness Initiatives at Ola Electric Bengaluru : A Mechanism to Enhance Employee Performance

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ABSTRACT

This study examines the impact of workplace wellness initiatives on employee performance at Ola Electric Bengaluru. The research reveals that while Ola Electric provides various functional, technical, and soft skills, they have wellness needs analysis and content customization. The study aims to determine the current wellness measures, their impact on worker performance, and whether there is a correlation between performance and wellness initiatives. It also assesses the effect of individual wellness initiatives on performance and how current initiatives differ from Ola Electric's evolving requirements.

The results show that 90% of employees agree that wellness has enhanced their skills and productivity, and almost 100% are aware of wellness program opportunities. Prioritizing work-life balance ensures that employees can manage professional responsibilities without compromising their personal lives, fostering a healthier work environment. Workplace safety and well-being initiatives contribute to creating a secure atmosphere, emphasizing physical health and reducing stressors associated with potential hazards.

Ola Electric's success relies on employee performance, and the firm has implemented various wellness initiatives, such as employee support programs, healthy food alternatives in the cafeteria, and on-site exercise centers. However, little is known about the efficacy of these programs and their impact on worker performance.

1. INTRODUCTION

Ola Electric Vehicles is a leading Indian electric car (EV) firm that was founded in 2017 by ANI Technologies, which also owns Ola Cabs. The company initially focused on providing electric cars for short-distance commuting through the Ola Electric app and electric rickshaws. In 2017, ANI Technologies formed Ola Electric as a wholly-owned subsidiary to transition from fuel-dependent and emission-producing taxis to mass electric mobility.

Founder Bhavish Aggarwal set out Ola Electric as a separate company after purchasing a 92.5% share in the company from ANI Technologies between December 2018 and January 2019. Ola Electric allowed ANI Technologies to maintain a 7.5% interest in exchange for the right to utilize the "Ola" brand name.

Scooters were reserved for 500,000 units in the first month of their release, and in December 2021, Ola Electric began shipping 100 scooters each to Bengaluru and Chennai in the S1 and S1 Pro variants. At a \$3 billion valuation, Ola Electric secured more than \$200 million in September 2021 through Falcon Edge, SoftBank Group, and other investors. In December 2022, Ola Electric secured \$200 million from different investors, with a valuation of \$5 billion.

Is there a plan in place for accomplishing this pace of change and constructing quantities, or is electrification a higher priority? Is it conceivable to attain such a high rate of development in the

absence of a regulation mandate & a more comprehensive ecosystem approach? Either a modest aim of 30@30 or the larger ambition of 70% set by NITI Aayog necessitates clarity on the intermediate milestones that must be implemented all along the route for the processes & systems to push the change.

In the modern landscape of workplace wellness programs have grown in popularity in recent years as businesses see the important relationship between employee wellness and overall performance. This research explores the influence of workplace wellness programs adopted by Ola Electric, a major electric car startup based in Bengaluru, India, on employee performance. Ola Electric, an Ola company, is in the front of the electric car revolution, providing innovative and sustainable transportation solutions. Human resources & employee well-being play a critical role in the competitiveness tech or electric car industries. Ola Electric Company has taken proactive steps to safeguard the well-being of the company's staff, which encompasses a varied range of employee demographics including engineers & researchers for staff members in administration.

This section provides Ola Electric with practical suggestions for improving and growing its workplace wellness initiatives in light of the study findings, making sure that these initiatives complement the company's objectives and the requirements of its workforce.

Initiatives for workplace wellness are plans and activities that companies provide to staff members in an effort to enhance their health and wellbeing. These initiatives can take many different forms, such as health insurance policies, employee assistance programs, on-site workout centers, and cafeteria selections with nutritious cuisine.

2. Workplace Wellness Initiatives at Ola Electric:

An extensive summary of Ola Electric's workplace wellness programs is given in this section. It's crucial to take the workplace culture into account. Employee participation in workplace health efforts may be lowered if there is a strong sense of

competition among coworkers, since they may perceive these activities as time-consuming. These initiatives include the following:

Mental Health Support : Providing counseling services, stress management programs, and creating a stigma-free atmosphere for addressing mental health issues.

Physical Fitness Programs : programs include things like yoga classes, gyms, and encouraging staff members to move more in order to improve their general health.

Nutrition and Eating Healthy: Creating a culture of eating well by providing nutritious food options in cafeterias, holding nutrition seminars, and running awareness campaigns.

Work-Life Balance : Establishing remote work choices, flexible work schedules, and encouraging a positive work-life balance.

Skill Development : Providing training courses, workshops, and resource access as means of fostering the expansion and development of skills.
Community Engagement: To develop a feeling of purpose, encouraging staff members to take part in social impact and community service projects.

3. Theoretical Background of the study:

An investigation of workplace wellness programs and how they affect the performance of employees in Ola Electric in Bengaluru would normally include as its theoretical foundation a number of pertinent ideas and concepts from the domains of organizational psychology, human resources, and management. Employees may preserve resources by participating in workplace wellness activities, which lessen their demands on their energy, time, and mental ability. For instance, employees' commute time from their homes to the fitness center might be decreased with on-site exercise centers. Offering healthy food alternatives at the cafeteria can help staff members spend less time putting together and packing their lunches. Employees who participate in stress management programs may better handle their workload and feel less stressed.

4. Meaning Workplace Wellness Initiatives :

Workplace wellness initiatives are a variety of programs, laws and regulations, and activities that organizations use to encourage their employees' mental, emotional, and physical health. Fitness programs, stress management, health checks, and other efforts may fall under this category.

The research can draw on ideas such as Maslow's Hierarchy of requirements, which emphasizes the significance of addressing physiological and psychological requirements, or the Workplace Demand-Resource Model, which investigates how workplace conditions might impact employee well-being.

Meaning Employee Performance :

An employee's productivity, level of job satisfaction, level of engagement, and general efficacy in doing their duties are all included in their performance as an employee. Theories like Expectancy Theory which holds that workers are driven by the hope that their efforts will result in favorable outcome and Social Exchange Theory which examines the mutual interaction between workers and employers can be cited in the research.

The Link Between Workplace Wellness and Employee Performance :

The study might investigate a number of theoretical models to comprehend the connection between employee performance and workplace wellness programs. These might include the Resources-Based View, which contends the employee well-being can be viewed as a valuable resource that improves organizational performance, and the Model for Health Promotion, which highlights the importance of individual health behaviors in overall well-being.

5. Benefits of Workplace Wellness Initiatives :

Improved Employee Health : Wellness activities including exercise programs, health tests, and stress management training may help employees improve their physical and emotional health. Employees who are in better health are not as inclined to take sick absence & are more productive.

Enhanced Job Satisfaction and Morale : Offering wellness programs suggests that the organization cares about its employees' well-being. This can lead to higher job satisfaction & morale, which can improve employee performance..

Absenteeism is reduced : Employees who engage with wellness initiatives are more likely to miss fewer days due to illness. This implies they are more present and productive, which contributes to overall performance improvement.

Increased Productivity : Employees that are healthy and happy are more productive in general. Wellness programs that focus on physical fitness, nutrition, & mental health can result in a more energized and focused staff, which can ultimately increase performance.

Attraction and Retention Talent : Offering comprehensive health programs can be an effective way to recruit and retain top people. Employees are more inclined to stay with a firm that cares about their well-being, resulting in a more stable and talented staff.

Healthcare Cost Reduction : Organizations that promote preventative healthcare and well-being may experience a reduction in healthcare expenses associated with employee sickness. This may free up funds for additional investments and upgrades.

Researchers may provide a strong basis for recognizing how workplace wellness activities at Ola Electric Company in Bengaluru could impact employee performance by rooting the study within these theoretical frameworks. The theoretical foundation of workplace wellness efforts and their influence on employees is complicated and comes from a range of disciplines. However, both the resource conservation framework & the social cognitive theory are the two most significant theoretical frameworks for analyzing these endeavors.

Workplace wellness programs can assist employees in conserving resources, reducing stress, and promoting social learning. Employee morale, work satisfaction, health, & well-being may all benefit from these activities. All of these elements can contribute to better employee performance.

6. Workplace Culture :

A positive working environment is one in which management and employees work together to continuously enhance each employee's health, safety, and well-being in order to maintain the business's viability and productivity. It involves developing infrastructure and policies in the workplace that support healthy lives. Similar to preventing injuries, changing someone's conduct by education alone won't always happen. The physical and social surroundings of employees must promote and assist them in making decisions that preserve and/or improve their health and well-being.

Senior management commitment to the well-being of employees, as demonstrated by words and deeds, is critical. Likewise, supervisors and managers with direct linkages between workers and senior management should be involved in marketing programs to guarantee maximum participation and effective outcomes. Management commitment may be exhibited by allocating sufficient resources to improving workers' health and well-being results and ensuring that any improvements to the workplace atmosphere are implemented at all levels of the company. Employee consultation is an essential component of any risk management approach. Workers'

perspectives and experiences are significant sources of information for discovering how their work environment affects health and wellbeing, as well as the kind of measures that may be helpful. Effective consultation fosters workers' sense of ownership over the process, which may lead to increased involvement and engagement.

Communication about the program and promotion of activities are critical to the effectiveness and participation of workplace wellness programs. People must understand why you do it, why you're doing what you're doing, the value or advantages of participating, and, most crucially, the effectiveness of the activities. Information effectively flows both ways, allowing workers to share feedback and make ideas, and is required to monitor and review program effectiveness.

Successful programs are designed to fulfill the requirements of people and organizations, and they are appropriate for a varied workforce. To guarantee that all employees have equal opportunity, flexibility and ingenuity may be required. Individual interventions linked to professional experience, such as a smoking cessation program complemented by ongoing education, place of employment smoking policies, and air quality control, have a greater chance to be effective at getting employees quitting smoking than simply offering a "one-time" quit smoking program.

Employees are a key organizational resource (asset). Employee performance determines whether the organization succeeds or fails. As a result, organizations are spending a lot of money on staff development.

7. Review of Literature :

JAKE MILLER (2019) A Harvard Medical School study found that workplace wellness programs can improve health behaviors but do not yield significant health benefits. Employees at sites offering the programs had higher rates of regular exercise and weight management compared to those without the program. However, the program

had no significant effects on other outcomes, including self-reported health and behavioral measures, clinical markers of health, spending, and employment outcomes. The study aimed to inform policy and ensure rigorous science-based decisions and investments.

SUNEET WALIA (2019) This study looks at the variables influencing bank workers' job happiness and how those variables affect their output. The influence of work satisfaction elements on employee performance is evaluated using a combination of quantitative description and empirical investigation. The study looks at both extrinsic and intrinsic aspects of job happiness and comes to the conclusion that both have a big influence on workers' productivity. Organizations may accomplish their goals and efficiently manage employee performance by being aware of these aspects.

8. Statement of the Problem :

One of the top producers of electric vehicles in India, Ola Electric, according to the company, "Ola Electric, Bengaluru, and other organizations are working on implementing wellness initiatives as part of the ever-evolving modern workplace." The purpose of this study is to ascertain if Ola Electric's existing wellness programs are beneficial in improving staff performance. The researcher specifically aims to determine which wellness measures in place, look into how they affect worker performance, determine whether there is a correlation between performance and wellness initiatives, assess the effect of individual wellness initiatives on performance, and assess how current wellness initiatives differ from Ola Electric's evolving requirements. Through the pursuit of these goals, this study seeks to illuminate the vital relationship between workplace well-being and worker productivity in the setting of Ola Electric, therefore offering valuable knowledge to guide and improve the company's wellness programs and, in turn, worker productivity."

9. Scope of the study :

To conduct a comprehensive investigation and analysis of the different wellness programs and strategies that Ola Electric, Bengaluru, has implemented. The study will specifically focus on the implications of these initiatives for employee performance. In-depth analysis of the particular wellness programs Ola Electric has implemented, including exercise regimens, stress management classes, dietary advice, and mental health services, will be included in the research. It will examine how these efforts are planned, carried out, embraced by the staff, and incorporated into the regular workday.

The study will also examine the quantifiable effects of these wellness initiatives, both qualitative and quantitative, on worker performance indicators such as output, job satisfaction, absence rates, and general well-being. Through a thorough investigation of these areas, that want to maximize workplace wellness initiatives in order to improve worker productivity and overall business success.

10. Tools for Data Collection :

The questionnaire was distributed and collected with the aid of the researcher. The researcher first had a face-to-face discussion with the Human Managers to outline the paper's purpose and obtained their consent to disseminate the questioner inside the branch. The majority of the time, staff members were too busy to answer the questions, so the researcher scheduled a second visit to pick them up with help from the researcher.

The two techniques for gathering data are listed below:

1. **Primary Data :** Interviews and Questionnaires
2. **Secondary Data :** Web, internal, and external sources

Information was collected from both primary and secondary sources. Primary data was gathered through questioning and interviews. Secondary data sources include literature, the publisher of a book, performance reports, consultant documents, or any other relevant documents. Close-ended inquiries and organized questions, for example, are key data questionnaires.

11. Data Analysis and Interpretation :

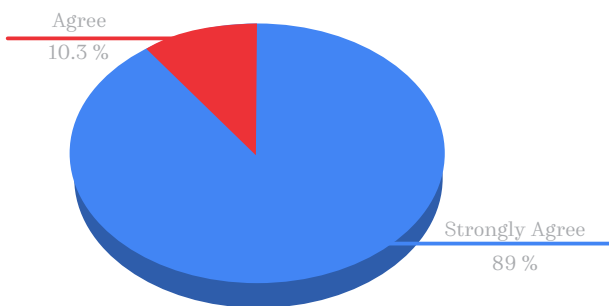
Table 1 : Are you aware of any wellness initiatives offered by Ola ?

Variable	Range	Frequency	% of Respondant
Are you aware of any wellness initiatives offered by Ola?	Strongly Agree	69	89 %
	Agree	10	10.3 %
	Neither Agree or Disagree	0	0
	Disagree	0	0
	Strongly Disagree	0	0

Analysis :

According to the above data, 89.9% of workers were Strongly Agree towards economic advantages, 10.3% of employees were agree, 0 percent of employees were Neither agree and disagree and 0% of employees were Disagree, & zero percent were Strongly disagree.

Graph 1.1 Are you aware of any wellness initiatives offered by Ola?



Interpretation :

The data shown in the table indicates that all of them of Ola employees know of the company's wellness programs. This shows Ola is doing a fantastic job of informing its staff about its wellness programs. There is still space for growth, however, since 0% of staff are unaware of the health efforts.

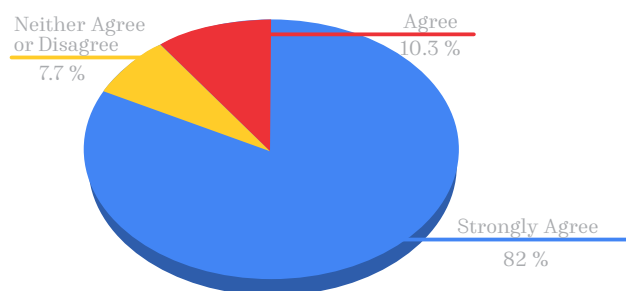
89.8% of employees that are aware of wellness initiatives strongly believe they are economically beneficial. This shows that Ola's wellness programs are valued by many of its employees. However, some employees may not believe that the wellness programs are economically beneficial. Ola will benefit from understanding why these employees disagree so that it may enhance its programs.

Overall, the research indicates that Ola's wellness programs have been highly appreciated by its staff. But there is still potential for improvement in terms of conveying the programs to employees as well as ensuring that the programs are financially beneficial to all employees.

Table 2: Please rate your satisfaction with the current wellness programs at Ola?

Variable	Range	Frequency	% of Respondant
Please rate your satisfaction with the current wellness programs at Ola?	Strongly Agree	64	82 %
	Agree	8	10.3 %
	Neither Agree or Disagree	4	7.7
	Disagree	0	0
	Strongly Disagree	0	0

Graph 2.1: Please rate your satisfaction with the current wellness programs at Ola?



Interpretation :

This is a great outcome for Ola since it indicates that the firm offers wellness programs that its employees value. There is, nevertheless, an opportunity for enhancement, as a sizable percentage of employees are dissatisfied with the present programs. Ola should continue to evaluate employee input and make improvements to its wellness programs as appropriate.

12. Conclusion :

The influence of Ola Electric's wellness programs on staff performance in Bengaluru, India, was explored in this study. The data indicate that these activities have a direct and indirect favorable influence on employee performance.

Wellness interventions may directly enhance employee performance by lowering absenteeism, boosting productivity, and enhancing employee morale. Wellness programs can enhance worker performance indirectly by fostering a happier, more encouraging workplace, which raises motivation and engagement levels.

Additionally, the study pinpointed some wellness programs that are very successful at raising worker productivity. These are some examples :

- Fitness regimens
- Classes on stress management
- Dietary recommendations
- Services for mental health

Web sites

<https://www.olaelectric.com/>

<https://www.olaelectric.com/about>

<https://www.qmihconference.org.au/wp-content/uploads/qmihsc-2012-writtenpaper-abbott.pdf>

<https://www.researchgate.net/publication/>

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TRANSFERS

In absence of relationship between principal employer and the workers of the contractor, the transfer, dismissal and suspension of 100 workers by the contractor, the Industrial Tribunal and the High Court upheld the submission of principal employer that it was not a necessary party to the Industrial Dispute and the writ petition.

Wonderla Karmika Sangha Vs The Management , M/S Wonderla Holidays Ltd-
2023 LLR 886 [Kar.HC].

Employee is bound to carry on the order of transfer, duty bound to join at the transferred place of posting and remaining absent without leave is a grave and serious misconduct and such person should suffer the punishment.

Smt.Shashi Bala Vs Punjab National Bank – 2023 LLR 863 [Raj.HC].

Since the transfer of an employee of an employee was incident of his services, only on account of family problems like the study of his children, employment of his wife in Delhi and grave illness of his father, are no ground to avoid transfer order.

J.Balaji Vs The Hindu New Delhi, 2023 LLR 1216 [Del.HC]

SEXUAL HARASSMENT

The harasser is not entitled to be reinstated when found guilty of sexual harassment by the IC even if the complainant withdrew the complaint against the harasser by deposing that she did not want to prejudice her matrimonial prospects and her family members advised her to withdraw the complaint. The harasser cannot be allowed to exploit the situation.

D.Kannan Vs AE & E Chennai Workers . 2023 II CLR 329 [Mad.HC]

Criminal complaint of sexual harassment under Sec.354-A of IPC is liable to be quashed when enquiry findings of the IC in to the complaint of the sexual harassment by the aggrieved woman concluded that charges were not established and relationship of alleged harasser and the aggrieved woman was strained due to multiple reasons. FIR does not disclose enquiry report of the committee.

M.K.Sudarshan [Dr] Vs Shilpa [Dr] 2023 II CLR 853 [Kar.HC]

Charges of sexual harassment against senior officer to be investigated by the IC constituted under POSH Act.

NHPCLtd Vs Anjali Kumari 2023 FLR 747 [Cal.HC]

Departmental proceedings can be initiated on the basis of even, anonymous complaint.

Deepak Kumar Vs State of Gujarat. 2023 FLR 878 [Guj.HC]

TRAINEES

Termination of Trainee after completion of traineeship as per terms of contract would not be illegal as contract does not give any guarantee of employment after successful completion of trainee.

S.S. Mukunda & Ors Vs Volvo Construction Equipment India Pvt Ltd 2023 LLR 986[Kar.HC]

WORKMEN

Piece meal workers are workmen entitled to raise claim under the Industrial Disputes Act.

Vishwakarma Gun Works Vs Industrial Tribunal & Ors. 2023 LLR 1184 [J & K HC].

Sales Promotion employee is not a workman.

Abbott India Ltd Vs Dipak S/O Arunrao Deshmukh. 2023 LLR1122 [Bom.HC]

Medical representative being not a workman under ID Act, dispute of termination cannot be adjudicated by labour court.

Vimal Vs Abbot Health Care Pvt Ltd & Ors 2023 LLR 869 [M.PHC]

Person [Trainer] who imparts training could not be said to be workman under ID Act

Vikrant Kumar Vs Presiding Officer 2023 FLR 148 [Orissa HC]



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CONTRACT WORKMEN

Abolition of contract labour to be decided by Government, not adjudicator.

The Managing Director, Karnataka Milk Federation Vs KMF Employee Federation. 2016 LLR 246 [Kar.HC]

Relationship of employer-employee established with workers of contractor and the principal employer when the latter was paying wages.

General Manager, IDCO Vs Presiding Officer, Labour Court 2016 LLR 112 [Or.HC]

Contract workers even having registered union, have no right to vote the union election.

N.C Jeeva Oppantha, Neyveli Vs Neyveli Lignite Corporation 2017 LLR 459 [Mad.HC]

A contractor holding licence under CL [R&A] Act, cannot escape the liability for payment of Gratuity.

Madras Fertiliser Ltd Vs Controlling Authority under Payment of Gratuity Act 2003 LLR 244 [Mad.HC]

Contract workers are not entitled to claim bonus from the principal employer as they are not , in fact, employees of the principal employer. As per the definition of “employee” under Sec.2 [13] of the Payment of Bonus Act, 1965, the contract workers are not employees of the principal employer as there is no privity between the principal employer and the contract workers.

Hindustan Liver Ltd Vs State of Karnataka, Department of Labour. 2013 LLR 595 [Kar.HC]

DOMESTIC ENQUIRY

An enquiry is liable to be set aside if a copy of enquiry report is not submitted to the delinquent with show cause. Non-supply of enquiry proceedings on day to day proceedings is violation of principles of natural justice making the enquiry not fair and proper.

Anjali Pandey Vs State of UP. 2023 LLR 1230 [All.HC]

Enquiry will be improper if [1] the authorities have disabled themselves from the reaching a fair conclusion by some considerations to the evidence and merits of the case; [2] the authorities have allowed themselves to be influenced by irrelevant or extraneous considerations; [3] the conclusion , on the very face of it, is so wholly arbitrary and capricious that no reasonable person could ever have arrived at such conclusion; [4] the disciplinary authority had erroneously failed admit the admissible and material evidence; [5] the disciplinary authority had erroneously admitted inadmissible evidence which influenced the findings; [6] the findings of fact is based on no evidence.

Punjab National Bank Vs Sneha Aggarwal. 2023 LLR 1108. [Del.HC]

Appointment of an advocate as enquiry officer in violation of standing orders will be illegal.

Tata Steel Processing and Distribution Ltd Vs Kripa Shankar Tiwari 2022 LLR 56 [Jark.HC]

Enquiry viz-a-viz Criminal Trail: enquiry in disciplinary proceedings are conducted on the principles of “preponderance of probabilities” and criminal case is based on establishment of the case by the prosecution “beyond reasonable doubt”.

Management of Kathara Washery of M/S C.C.Ltd Vs. Sri Laxman Gope. 2023 LLR 1191 [Jar.HC]

Strict compliance of Evidence Act not required in disciplinary proceedings

Palan Chandra Vs Bank of Maharashtra 2021 LLR 474 [Cal.HC]

UNAUTHORISED ABSENCE & TERMINATIONS.

Even if the workmen had abandoned his services employer is required to conduct domestic enquiry before termination.

Tech Mahindra Ltd Vs P.O. Labour Court 2023 [178]FLR 214 [All.HC].

Regularisation is not a matter of right and the court cannot direct the Bank to regularize the services of the petitioner.

Karanvir Singh Vs State Bank of India 2023 LLR 1222 [Del.HC].



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UNAUTHORISED ABSENCE & TERMINATIONS.

Retrenchment of workmen without complying provisions of Sec. 25F of the Industrial Disputes Act, 1947 is illegal.
Workmen through the Staff Association Vs Food Corporation of India & Anr. 2023 LLR 945 [SC]

The employer is under legal obligation to inform change in the structure of its company including change in directors to all concerned departments/ authorities as per applicable laws.
Anil Puri Vs State of Harayana 2023 LLR 1069 [P&H HC]

Certified standing orders have a statutory force. The standing orders implies a contract between the employer and the workmen. The Employer and Workmen cannot enter into a contract overriding the statutory contract embodied in the certified standing orders.
Bharatiya Kamgar Karmachari Mahasangh Vs. Jet Airways Ltd. 2023 LLR 1063 [SC].

UNAUTHORISED ABSENCE & TERMINATIONS.

A TRAINEE, OTHER THAN APPRENTICE, WILL ALSO BE AN EMPLOYEE under Payment of Gratuity Act.
Orissa Mining Corporation Vs The Controlling Authority . 1994 LLR 789 [Ori.HC].

Termination of services of a probationer or an employee appointed for fixed term, on the ground of performance not found suitable for the duties assigned, will not be stigmatic.
Ramesh Kumar Vs Uttar Pradesh Samaj Society & Anr. 2023 LLR 1127 [Del.HC].

Payment of Bonus [Amendment], Act.2015 is constitutionally valid. Enhancement of eligibility of bonus to Rs.21, 000 per month is retrospective.
Magadh Sugar & Company Ltd Vs Unionn of India & others 2023 LLR 1202 [Patna HC].

Advocates cannot represent parties before Labour Courts / Tribunals as a matter of right.
ThyseenKrupp Industries Vs Suresh Maruti Chaougkle & Ors. 2023 LLR 1181, [SC].

A shop for repairing and selling electronics goods will be "Factory" to be covered under ESIC, Using electrical energy for the sale & repairing electrical goods using "power" as per sec.2[15][C] and also under Sec. 2 [g] of the Factories Act.
J.P Lights India Vs ESIC Bangalore 2023 LLR 949 [SC].

A woman employee engaged even on contractual basis will be entitled to maternity leave for a period of 26 weeks and the leave granted without pay for 173 days is not legal and she is entitled for full pay for this period.
Shemy K.H Vs Chief Executive Officer, Arogyakeraliam & Ors. 2023 LLR 853 [Ker.HC].

Late coming for solitary occasions may not be a serious misconduct, but in case the employee is in the habit of late coming then the employer can dispense with his services by way of dismissal.
Rathan Chand Harjas Rai Moulding Ltd Vs State of Haryana. 1992 LLR 366 [P & H HC]
Air India Ltd Vs N.P. Wadikar 2001 LLR 619 [Bom.HC].

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Speaker 2:
Mr. Nevin Ram Mohan
Regional Head, Arogya World

Wednesday
The 8th November 2023

Capitol Hotel, Raj Dhasar Road,
Vasanth Nagar, Bengaluru

6:30PM to 8:30PM - High Tea | 8:30PM to 8:00PM - Session



Lecture Session on topic - "Building a Culture of Wellness at Workplace The Arogya World Approach". Held on 8th November, 2023.

About 50 MBA students from Nitte Meenakshi Institute of Technology student chapter attended STUNA 2023 at Mysore on 15th December 2023



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Solicits your gracious presence for the inauguration of
NIPM STUDENT CHAPTER - SIT
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Venue: Seminar Hall, Dept. of MBA, SIT, Tumakuru.

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Mr. Sanjay H Vice Chairman, NIPM KC and Chairman, Academic & Students Services Committee, NIPM KC	Mr. Bannasa Murthy IC Member, NIPM KC Member, Committee NIPM KC
Dr. Shivakumarish CEO, SIT Tumakuru	Dr. S.K. Dinesh Principal, SIT Tumakuru

Presided by
Dr. M.N. Channarayana
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Dr. S. Prasadachandran
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Panelists	John Robert D Sr. GM - HR and Country Head (HR), Bosch India	P. L. Mathan HR General / Consultant (HR/IR) & Retired Sr. GM - HR and Country Head (HR), Bosch India
	Dr. Anagathu Anandh Human Resources Leader Eyedryl India	Sankaranarayanan S S General Manager - HR Karnataka State Pet. Ltd.
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Wellness enhances physical, mental and social well-being, and in one word, the "HEALTH".
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Speaker
Dr. Nikhila B Hiremath
Associate Professor & Head, Training
BIC (Bangalore International Chamber of Commerce), MA (Social), M.A., & M.Ed. (Social & Teacher)

Guest of Honor
Dr. Anandh Anagathu, Director, HR, Eyedryl India

Guests of Honor
Dr. Anandh Anagathu, Director, HR, Eyedryl India



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