



## **SCHOOL OF HUMAN RESOURCE MANAGEMENT**

### **XAVIER UNIVERSITY, BHUBANESWAR**

#### **HR SYMPOSIUM ON “ INNOVATIONS IN HR ”**

**13<sup>th</sup> July 2019**



#### **Opening Speech By Respected Father Augustine**

The future of the workforce and people matters is undergoing tremendous change. While change is omnipresent, the pace of change has accelerated over the years due to improved sources of communication, diffusion of information and enhanced technology. The symposium aims to facilitate the discussions aimed at this changes.

The changes have been classified into two main categories:

- Technological changes
- Social and legislative changes

#### **Prof. Andrew Dutta**

AI and SMAC impact shall largely be on societal assumptions, the assumptions that have been shaping our society all this while whereas impact on HR shall be secondary. He mentioned how the increasing involvement of number of women in workforce has changed the societal assumptions a lot over the years. Fifty years back no one thought of having a lot of creches in offices but now they do. He quoted the statements made by Gen. Sam Manekshaw who talked about women being a part of combat forces years ago.

#### **Panel 1**

**Theme:** Impact Of AI And SMAC On HR Practices

**Speaker 1:** Mr. Antaryami Patra

**Speaker 2:** Mr. Harish Sharma

**Speaker 3:** Mr. Magesh Sambasivan

**Moderator:** Prof. Jose-Maria Aulotte



### **Prof. Jose-Maria Aulotte**

The innovations using AI and SMAC are game changing. We are in exciting times as these provide us unique opportunities. We are in the heart of something major coming on to HR. The technologies are very important in terms of how they are going to change HR. Today we will look forward to know how these technologies will impact HR as a function; we need to see how it will impact the HR practitioners in terms of skills, mind-set and attitude.

### **Mr. Antaryami Patra**

The innovations are more of an enabler for the HR practices. It helps the HRs to do the operational jobs and give HRs the bandwidth to do job which are more strategic in nature, closer to business and which directly transforms to revenue. It's not only about linking people but to enable people to realise business objective.

Cloud technology and SMAC are being extensively used in HR automations; some of the processes like Payroll have been completely moved to cloud. To enable our company's engagement with the employees, we are going mobile.

Talent acquisition is one of the important aspects where we can see the advance use of automation. The bots are used to scan the profile of a candidate and match it with the job description. The shortlisting becomes easier. Due to the advent of technologies, we can take online assessments and interview of candidates from any geographic locations. In last one year, this has helped us in increasing the number of joiners per recruiter.

He suggested that we need to identify the area of problems and use our creativity and logic to resolve the issue. Unless we interpret and structure data correctly the analysis isn't fruitful.

### **Mr. Magesh Sambasivan**

Today most of the hiring takes place using linked and other social media tools. The traditional way of going through the recruiters is going away. The best way to find out what people think about your company is through social media. The boundaries between the organization and the external world is fading because everything is in social media. As HR professionals, we need to be really transparent with the employees.

Mobile is very interesting device now. People travel a lot for commuting to work, so to leverage that time, put all learning into mobile. Not just websites, put processes, learning, everything on mobile. Mobile as a delivery medium for HR is very important.

HR has access to a large amount of data and right now we are not using it much. We are just using analytics to find out how effective our recruitment is or identifying an area where an employee could leave the organization. But these are not learning models, most of these are static models. We can use data to find out what makes a person successful and put the learning into action.

Cloud has really revolutionized the world of work. In the past, you need to come to office to work but today most of the thing being on cloud, you can access anything, anywhere. Especially in terms of providing gender diversity and providing flexibility to employees. We have seen when a person goes for maternity leave and when she comes back, it takes time to integrate with the organization but now people can start working from home and it eases them to come back. These are very few things in which cloud helps us.

Lot of countries are coming up with their data privacy rules. We need to be extra careful about how we put things on cloud and not what we put on cloud. It is because we don't have any option and have to put everything on cloud. It is the way the future is growing. It's about what sort of security and algorithms you are using to prevent the data being hacked.

### **Mr.Harish Sharma**

The ways you do business have changed, one has to understand changes, evolve and adapt. We need digital assistance. Most of the operational things that are carried out at professional and personal level needs assistance, so that the mundane things can be completed and help us spend more time to do creative work. SMAC uses the omnipresent technology of mobile phones; it has change the way we interact, communicate and collaborate.

As an HR professional you should look at three different levels. First is organization level. Take care of your people. Policies and processes should help your employees to work together and collaborate. So, the digital workplace is used as a platform so that they can work the way they want. Second is business. As an HR professional you need to align to the business and then built strategy towards people so that you can enable people to do business. Third is to look at the aspect that how you are going to make things happen. How you are going to use these technologies to get away from the operational tasks and focus towards your core area of looking at your people and looking at your people.

### **Questions asked by audience**

***Q1) What are the real time difficulties encountered while changing qualitative data into quantitative data?***

First of all the definition should be understood in the right way and more so unanimously by everyone. Now not everything is qualitative for example attrition rate. Another example, psychometric test these days have become

parameters to judge qualitative data. What we need is to understand the qualitative data, come up with appropriate variable to translate it into behavioural quantitative data which can gauge the progress of a company. The way we expect the interaction of HR and employee needs to change to understand what kind of change in culture is required and focus on that technology that can help us make it better.

***Q2) Which organisation is pioneering in using SMAC to increase business productivity and how HR students should understand and comprehend it according to their need?***

Mr Harish Sharma: Each organization is looking at its business going through tech destruction example Toyota because they understand that if they don't change and evolve they will become obsolete. HR's job is to change the mindset of the their employees and make them welcome change. Depending upon the structure of the organization change can be enforced top down or bottom up.

Mr Magesh: One needs to broaden one's horizon to understand what will disrupt and the requisite change. The most fundamental question would then be "how will the role evolve in this age of disruption?"

***Q3) Why is there a speculation that AI and SMAC will take over HR practices?***

Mr. Antaryami Patra: If you are quick to respond it will help an HR personal. Humans are the centre of innovation and creativity, the need is for transition from traditional to modern technology. One needs to become more creative and proactive in order to leverage it to yourself and to organization benefit.

Mr Maghesh: It will certainly change the way your do your job. The major focus would be on analysis of trends and patterns to predict the important steps that has to be taken in the future. AI is a great tool but you always need human intelligence to use it.

Mr Harish: Technology has already taken its place what the HR managers need to do is change the way they approach work and adapt.

***Q4) How does HR motivate the people, who are inclined towards more conventional work methods, to reduce the redundancy of work?***

Mr. Patra: Automation is now a necessity as it helps make work more cost-efficient by automating redundant jobs. HR has an important responsibility of up-skilling people by training to ensure that there is continuous learning on the job.

Mr. Harish: An employee in his 50s may not have the attitude and the aptitude to understand the new technology. Thus, HR needs to understand where training is necessary and what kind of roles can be assigned to these people.

Mr. Magesh: People are more than eager to learn new technology and apply it. This makes it difficult for any HR manager to make the culture and business processes more tech-savvy.

***Q5) How to address the difficulties faced while implementing the changes in the company culture?***

Many companies now use Chatbot for communication which use sentiment analysis to predict the employee satisfaction based on their feedbacks. Companies which have a HR to employee ratio of about one for hundred realise that it is physically not possible for the HR managers to personally meet each employee, who might be dispersed around various geographic locations, for any interaction. When we expect a change in the organization culture, we need to accept the change in the interaction between HR and employees.

It is important to first decide what type of change is suitable for the existing culture of the organization and focus on that, the technology to enable that change comes later.

***Q6) How chatbots and Machine Learning are learning not to leave out the right candidate? How can we overcome?***

Mr Antaryami: Successful implementation of chatbots and machine learning depends on how productive the processes are. One should look for internal data base first after which the alignment of the JD and CV should be done following which the behaviour of the candidate should be gauged. This process will improvise overtime.

Mr Maghesh: The final decision is always taken by the humans. These kind of technologies gradually learn what kind of preferences humans have. If we need to have diversity in our organization, which we aim to, we need to keep altering the algorithm to improvise the hiring pattern because these technologies don't take decisions, they only make recommendations.

**Panel 2**



**Theme:** Redefining social contract between employer and employees

**Speaker 1:** Prof. N C Sarangi

**Speaker 2:** Mr. Kirtyanand

**Speaker 3:** Dr. Shanatanu Rath

**Moderator:** Prof. Girish Balasubramaniam

## **Introduction by Prof. Girish Balasubramanian**

### **Points of discussion:**

1. Labour laws
2. Contemporary practices in organization
3. Rapid social exchanges concept
4. Implicit laws and expectations

“Till the time you live, live happily, even if you are not able to afford but do ensure to drink ghee at least by borrowing it”. The internal meaning of the statement was to focus on the word “afford” which points to the importance of employment and employee satisfaction levels. Employer has some typical expectations, some ideas and challenges they pose. But the main dilemma is the gap that gets created in between both the parties, the confusion whether whose work is it and what is the contract actually? Social contract is actually a word borrowed from political science. It is actually a base on which the relation between the employee and employer is based.

### **Questions asked by audience**

***Q1. What is their assessment on social contract (focus on organization)?***

### **Prof. Narayan Chandra Sarangi**

The constitution is a document that established the relation between employer, employee, society, government and other existing organizations. Dignity and freedom are the two main keywords that constitution defines. Every relation in this country is based upon this and no one deviates from the constitution. The entire structure of our country runs on the basis of the Labour Laws defined under constitution. Labour Laws were also framed and enacted under certain situations. Basic need was to ensure industrial peace. This is the gamut of social contract.

### **Dr. Santanu Rath**

Odisha Mining Corporations is a major sponsor of sports. It is the largest player in mining with a turnover of 2000 crore and aims to have it up to 10,000 crores within a time period of 4 years. Being a public sector, they need to align with the Government objectives and socio-economic conditions. OMC is the highest profit making organization, but still it thinks and acts beyond profit making. Mining is a sector which touches the lives of the people because of which it is also considered as a sector that damages the environment. The social and environmental issues have to be addressed. The steps are being taken that ensures OMC as a socially responsible company. OMC is presently going through a big transition from being a Government to a fast growing corporate sector. They are looking for a change in the HR practices. They are also accountable for contract labour. Now the social contracts definition is changing on that basis. There are certain changes. More performance oriented culture is being promoted. Variable pay has become a major component of the compensation structure. HR practices and policies have to be realigned. It has to embrace sustainability in its business culture. Sustainability Development Framework has been kept in mind to set the recent standards by OMC. Contract labour is not heavily unionized and fall trap to illegal practices for income. ILO conventions need to be respected as per social accountability standards. Self-accountability also comes into play. No citing of violations and threatening to be initiated.

**Mr. Kirtyanand**

In FMCG sector the main question always lies on how fast can you execute? The products move from factory to warehouses to dippers to distributors. The company's responsibility does not stop there. They also have to keep in mind and eyes the upcoming events in the coming days. Organized trade sectors are very minimal. Distributor sells it to a retailer. Unorganized sector people who are employed under distributors do the work. Social contract extends beyond employees who are indirectly your employees. Automation is there to assist people. From a LL perspective a sales manager is not a primary employee but still gets covered under social contract. That is how the concept of social contract gets widely extended. Today there is an era of "equal relation", no more that of employee employer relations.

- Transcending normal contracts, with the set of agreements mentioning do's and don'ts.
- Expectation is not only between employee and employer, there are certain other things playing role in it.
- Equal relations

***Q2. If the relation is that of equals, what role these bodies like ILO etc. have?***

**Mr. Kirtyanand**

We have to ensure that from the perspective of compliance, Labour Laws is necessary. Otherwise there would be no regulations for the unorganized sectors. Legislations and guiding principles need to be there.

***Q3. OMC is a big organization. What are the specific measures you have implemented as part of social contract which has made the employees happy?***

**Dr. Santanu Rath**

We connect with our employees by ensuring proper working conditions. Also they talk to their vendors and contractors as a primary responsibility. They have a social performance team of management and workers. They can go to cites and report back with corrective measures. Issues can be reviewed by management in periodic management meetings. Also employment practices are subject to auditors, they can make surprise visits.

***Q4. With the changing social contract, how can the millennial attrition be controlled?***

**Mr. Kirtyanand**

Individuals' expectations are changing. They will have the pulse in their team, with their boss, their department and their organization. To maintain and control the attrition of millennials the expectations have to be understood. There are 3Cs:

- Capability – build the capability of your employees
- Career – successful career framework (all those who went up should be successful 6 months down the lane)
- Connect – it is not only the HR which is responsible for connect, it is the responsibility of the leader

***Q5. In today's generation, technological interventions are high, employees invest a lot of money in up skilling, then why are employees switching to better companies? Do we need a better contract?***

Prof. Girish Balasubramanian

There is a fourth C that affects social contract and that is cost. Modifying the question as how cost plays a role in social contract.

**Dr. Santanu Rath**

There is a fifth C that is culture. It depends on the company. If the culture is such that encourages and appreciates ideas and innovations then the person is bound to stay there. Learning culture compels a person to stay there.

**Prof. Narayan Chandra Sarangi**

Also believing the employees and reskilling them helps. Even if the employee leaves the organization the knowledge doesn't go anywhere and remains in the context.

***Q6. Relevance of Labour Laws in social contract?***

**Prof. Narayan Chandra Sarangi**

Labour Laws is responsible for social contract. Each one of us have got a stated responsibility. Laws work to satisfaction of all. That's why we have got a standard and benchmark for all sectors – laws are not useless. Basic themes are not going anywhere. Social security is going to undergo a lot of changes, it depends on the economic state. Courts will get consolidated there will be lesser number of laws but the volumes will increase.

**Dr. Santanu Rath**

Unions are opposing the hire and fire policy. Post-independence, Labour Laws were enacted for protecting labour. Every organization has to make its exit policies flexible. National minimum wages is a section with lots of disparities. Bharatiya Majdur Sangh accepted this but not in terms of industrial aspect. Industrial Dispute Act, Section 9 which talks about the notice of change is sometimes misused by union leaders to oppose change. Social security law will become more universal.

**Mr. Kirtyanand**

The questions that arise in one's mind are:

1. While changes are made – who is legible for Labour Laws? Who is protected? Which segment are we addressing to?
2. When was Labour Law enacted? How much time has passed since the enactment? What role are you playing in the ecosystem and what you do to co-exist with that ecosystem?

***Q7. Code of wages is removing flexibility. Would it affect the ease of compliance?***

**Prof. Narayan Chandra Sarangi**

The employees (private sector) most of them are above board. You need an instrument to ensure the social peace, expecting people to comply.

***Q8. With the provision for contract labor being getting higher, how to handle conflicts between two sections of workflow?***

**Mr. Kirtyanand**



CLRA is interpreted in many ways. Business size varies. Law implementations depends. It's a reality, it is an area of concern.

**Dr. Santanu Rath**

Section 10 of CLRA talks about safeguarding the interest of labor. You don't see unions coming to the rescue of labor.

**Mr. Kirtyanand**

Loop goes on. Prohibition is there but no absorption. Law says that if you cannot do it, stop it. Employers at any cost have to absorb the employees.



**Vote of Thanks**

**By the Dean of School of Human Resource Management,  
Prof. Andrew Dutta**

Prof. Andrew Dutta started by describing the day a very enriching one not only for the students but also for the faculty members.

He further put forth a question for everyone to ponder upon. The question was, "Have human beings changed all over the years? Has the urge to gain instant gratification changed? Can we as HR improve the way we do things? Or do we need to change at all?". This question would help us to deeply understand the concept of AI and SMAC and how HR managers can leverage on them.

He enlightened the concept of social contract by giving a remarkable example of the erstwhile CEO of South-West Airlines, Herbert David Kelleher who strictly embarked on the policy of blacklisting passengers who misbehaved his employees.

Apart from giving global examples, he went domestic by mentioning the case of Hastings Jute mills at Kolkata which got into a strong social contract with its workers by supplying water to the nearby slums, which the workers were residents of.