



NEWSLETTER

HR SYMPOSIUM'21

25 September 2021

**Post Pandemic Hybrid Workforce Model
Opportunities, Challenges and Way Forward**



**SCHOOL OF HUMAN RESOURCE MANAGEMENT
XIM UNIVERSITY**

MEET OUR MODERATORS



Dr. Lalatendu Kesari Jena

Dr. Lalatendu Kesari Jena is currently working as Assistant Professor at School of Human Resource Management, XIM University, Bhubaneswar, India in the area of Human Resource Management. He has more than 18 years of experience in both academics and corporate HR (with Hindustan Aeronautics Limited, Indian Defence PSU) including seven years as Faculty Member in HR at ICFAI University, Hyderabad, India and Central University of Orissa, India. He has completed PhD from IIT Kharagpur, India on the topic "Workplace Spirituality and Human Resource Effectiveness" and is currently pursuing Post Doc. on "Employee Retention and Leadership Challenges" at Loyola Leadership School, Universidad Loyola, Seville, Spain. During his PhD, he has bagged best research paper award at International Business Research Conference at IMI, New Delhi and International Conference on Organisation and Management at Abu Dhabi, UAE. He has 98 peer reviewed international publications in reputed journals like International Journal of Change Management, Journal of Enterprise Information Management, Asia-Pacific Journal of Business Administration to name a few. He predominantly follows the case teaching methodology in addition to other pedagogical techniques in the class room.



Dr. Subhra Pattnaik

Dr. Subhra Pattnaik works as a Assistant Professor (Human Resources) in the School of Human Resource Management, XIM University Bhubaneswar, India. She has around 13 years of work experience, spanning across consulting and academia. She specializes in the areas of performance management, compensation management, and talent assessment. Her research interests lie in areas such as organization justice, employee performance, sustainability, diversity and inclusion and she has published papers on them in tiered journals. A passionate trainer, Subhra has several corporate training sessions and leadership workshops for multiple organizations across diverse industries.

FEATURED SPEAKERS

Panel Discussion 1

Towards a performance driven hybrid workplace: Revisiting the HR practices in the post-pandemic era



Ms. Reena Tyagi

Ms. Reena Tyagi is currently working as Chief Human Resources Officer with ManipalCigna Health Insurance Company Limited. Miss Tyagi is a human resource professional with over 25 years of experience and has been in HR leadership roles for more than one and a half decade.

Prior to joining ManipalCigna, she worked with organizations like Bharti Airtel and ABN AMRO. She is passionate about people's agenda that is aligned to strategic objectives of the organization and nurturing a culture that enables people to perform at their best. She has rich experience in driving best-in-class employee experience, managing organizational transformations and leading talent strategies to create future leaders. Ms. Reena is a Bachelors in Physics Honours from Delhi University and Masters in Business Administration from University of Indore. She is an ACC Certified Coach from the International Coaching Federation.



Mrs. Mitali Chaudhuri

Mrs. Chaudhuri is the Senior Director and Head-Talent Management at Capgemini India. She is a charismatic leader, visionary, and a source of inspiration with over 16 years of experience at various reputed organizations which include the likes of HCL Technologies, Adobe and Stryker. She is here with us today to share her insights and experience.

She is a symbol of equality in this day and age. She has specialized in Organizational Development initiatives to maximize business productivity and create unique employee experience. Her specialties include Organization Design, Change Management, Leadership Development and Diversity & Inclusion. She dabbles with attracting, developing, and engaging highly motivated diverse workforces and HR teams, on a global level, to steer them towards progression and build a dynamic organization.

She has partnered with Businesses and multiple stakeholders across geographies like Americas, EMEA and APAC to identify & implement strategic Talent Development Tools and Interventions.

From designing, conceptualizing and delivering Leadership Development initiatives for CSC India to leading Talent Development & various culture change initiatives she has done it all and now holds the esteemed position of Senior Director at Capgemini.

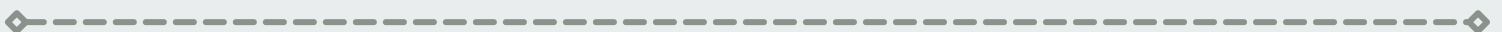


Mr. Sarajit Poddar

Mr. Poddar currently serves as the Director, People Analytics at Ericsson Global People Analytics and Digital Solutions. He is a global leader of People Analytics at Ericsson, a world leader in the information and communications technology industry.

Mr. Sarajit joined Ericsson in Singapore in 2013, where he works with the global leadership teams to implement processes and practices in people analytics. In a previous role in the organization, he led the strategic and tactical workforce planning and analytics portfolio for the South East Asia and Oceania region. Currently, he is leading a global project on implementing a leading analytics platform to extend access to people insights to all business leaders and line managers.

Prior to working at Ericsson, Mr. Sarajit was a Management Consultant with Deloitte and several other consulting firms. Over 19 years, he helped to lead organizations in APAC, implementing solutions to improve their HR strategy, HR delivery model, and HR processes and systems. He brings a wealth of knowledge around end-to-end HR practices.



FEATURED SPEAKERS

Panel Discussion 2

Leveraging Technology to engage and motivate the hybrid workforce



Mr. Rituraj Sar

Mr. Sar is currently working as the Vice President of Learning & Development at Lupin Limited. For over 30 years, Rituraj Sar has delivered cutting-edge talent management and learning solutions across world spanning geographies and industries.

Mr. Rituraj joined Lupin from IBM, and contributed to its growth by 10 times in the following 10 years. Business Cases have been written by premier B School - IIM Ahmedabad on work done in Managing Talent at Lupin.

He has done extensive work contributing to business growth through areas of Performance Development, Leadership Development and Organization Development across various sectors with large MNCs and Indian organizations.

Recognized as a domain expert using his business insights clubbed with HR exposure, Mr. Rituraj has been frequently awarded for sterling contribution to People Development by various global forums. He is also invited to be on the Board of Studies of different Universities. He is regularly invited as Speaker on various forums of Business and HR.



Mr. Sanjay Srivastava

Mr. Sanjay Srivastava is currently working at the position of HR Director at Boehringer Ingelheim. He is a Human Resources leader with diverse and global experience across industries and geographies (India & US) in world class organizations. He has a track record of working in StartUps, Integrations and growth oriented organizations across diverse industries like software, technology and pharmaceuticals.

He excels at people strategy, leadership Development, organization and cultural transformation, capability building, Talent Management, Compensation & benefits & Strategic Business Partnering.

Mr. Sanjay holds accreditation in Hogan, MBTI & FIRO - B and is associated with "Sumedhas Academy of Human Context". He has completed a Coaching Workshop by ICF-Global Leadership Development Program by Duke University, USA.



Mr. Mino Thomas

Mr. Thomas is the Director of Head of Talent Acquisition & Staffing at Adobe. Mino Thomas is a seasoned global HR leader. In his current role, he serves the India Talent organization at Adobe. He has helped large organizations scale talent across India, APAC, North Americas, and Europe. He is a servant's leader, an avid reader, and a blogger.

He is a mentor to multiple startups and entrepreneurs. He is passionate about connecting talent and organizations, keeping culture at the throne, and keeping experience in the sanctum sanctorum.

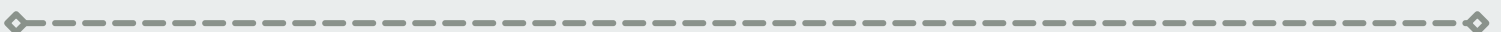


Ms. Geeta Naresh

Ms. Geeta Naresh is the Head of Talent Acquisition at PepsiCo, Hyderabad. With over 19 years of work experience in organizations like Deloitte and Wipro, she has successfully built shared service organizations and recruitment processes globally for nations like India, China, Japan and Brazil, thereby Leading digitization, automation of HR functions and Process optimization.

Her core competency lies in leading digitization, automating TA processes, championing diversity, inclusion and equity. She is passionate about developing people and nurturing young leaders through mentorship.

She specialises in trans Continental Hiring, Innovating to create channels for Recruitment, Developing super achievers, People development, nurturing talent and setting up best practices for Recruitment Process.



PROCEEDINGS OF THE DAY

School of Human Resource Management and XIMAHR-The HR Association of XIM University successfully organized the annual flagship event - HR Symposium'21, with maximum splendor in the virtual mode. Keeping in mind the current scenario, the theme for HR Symposium'21 was "Post Pandemic Hybrid Workforce Model: Opportunities, Challenges and Way Forward". The event was graced by the presence of seven HR industry leaders addressing and sharing their views and thoughts with budding HR professionals.

The event kicked off with the lighting of the lamp to seek the blessings of the almighty. Post which, Dr. Mousumi Padhi, Associate Professor School of Human Resource Management, proceeded with the introduction of the theme of the event. Reaffirming her belief in what Mark Zuckerberg said about enhanced productivity in the WFH scenario, she highlighted the need to redesign the workforce model. With changing damper times and a paradigm shift in an employee mindset, she pointed out that HR professionals need to adopt holistic metrics and ensure:

- Equality and inclusion
- Flexibility in workforce model
- Productivity over attendance

With her closing remarks, she extended her warm welcome to the eminent leaders and featured guest speakers of HR Symposium '21.

Next, we had the Registrar Prof. Fr. E.A. Augustine S.J delivering the Inaugural Speech. He began by lauding the college for the success achieved in organizing the event despite the constraints. He thanked the esteemed industry leaders for sharing their valuable knowledge and insights with the students. Father highlighted the fact that how our modern workplaces have been designed to enhance productivity, but due to COVID 19, safety took precedence over productivity overnight.

Emphasizing that today's problems cannot be addressed by falling back on the old solutions, he pointed out the need to yield forward and better. This calls for organizations to reimagine workplace strategy focusing on employee experience, productivity, and safety. He spoke about how tasks like work from home, seemed impossible in the pre-pandemic world, but the pandemic has convinced organisations of its feasibility. He also emphasized how moving towards a hybrid workforce model brings benefits to the organisation by saving costs.

Fr. Augustine ended his address with a story leaving a message for the students.

His anecdote enlightened how one should differentiate themselves from their competition.

The event proceeded with the relevant discussion being carried out in the form of 2-panel discussions to enrich students around the theme of the event.

PANEL DISCUSSION 1

Towards a performance-driven hybrid workforce: Revisiting the HR practices in the post-pandemic era.

The discussion agenda for panel 1 was “Towards a performance-driven hybrid workforce: Revisiting the HR practices in the post-pandemic era.”



Dr. Subhra Pattnaik



Ms. Reena Tyagi



Mrs. Mitali Chaudhuri



Mr. Sarajit Poddar

Ms. Reena started by telling how the industry and the environment decide whether a particular company can adopt a hybrid workforce model or not. She gave an example of the insurance sector, where customers are more comfortable buying from agents they trust and know personally, so the hybrid workforce model may not suit this particular sector.

She then shared what all steps her organization took to enable this smooth transition. Her organization already had this employee value proposition of “WE CARE,” which they had introduced four years back. This stressed on the professional and personal development of the employees. They offered peace of mind to their employees so that they could perform at their best. Another key that helped them in the smooth transition was the Digital competencies among their leaders. According to her, it is not that one should be comfortable with computers, data, or analytics; it is more about being curious, agile, and adapting to the change. However, the key lever of their strategy was employee well-being, translating their punchline: “Health Hai Toh Life Hai” into their tool to achieving success.

Next, they focused on “RECOVERING” because the business had to be back on track. Even during the recovery phase, they concentrated on the employee’s social and physical well-being, since today when people go searching for a job, they do look into all types of health benefits, family well-being plans, working conditions, and flexibility, especially in this covid era, that an organization provides.

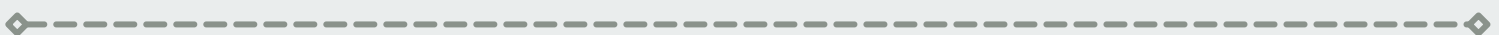
According to her, the one thing the HR Managers have to be very cognizant of in this pandemic is to decide whether to be very myopic and define just the short-term goals or to stick to the core beliefs to keep the employees motivated and align them to the business goals. Coming from an industry that didn't encourage work-from-home policy, Ms. Reena talked of how they overcame this challenge, and so today, they are on a complete hybrid-workforce model. They chalked out a policy and redefined their roles into three categories-

1. Roles that could be worked from home completely
2. Roles that could be worked out in a hybrid model, where employees could function partially from home and partially from the office.
3. Roles which required employees to be always present at the office.

The criteria for deciding on those roles were whether the roles are measurable and whether it is a customer-facing role. They ensured that this was an iterative process and not done only by keeping in mind the pandemic. Here, she talked about Change Management and how HR Managers play a vital role of change managers. The HR Managers had to see it from the front that how can they manage this change and ensure that it should not be looked upon as thrust by the employees. So once this is done, they need to implement it, starting from creating a workplace that is more amiable to a hybrid working model to revamping their employee benefit schemes, considering the cost constraint.

Then she told about various initiatives that their organization took to ensure that their employees were physically and mentally well. They rolled out various wellness programs where employees are trained on well-being. They facilitated counseling services where employees were taught about resilience, anxiety management, and stress management. They were also encouraged to rise above the stigma, come forward, and talk openly about their mental issues. Lastly, she spoke of engaging employees in a virtual model. The most important thing which the HR Managers need to ensure is that their employees are emotionally involved in their work because it becomes difficult for people to get along with each other and know the company's mission and vision while working in a virtual setup. So they need to devise such policies which resolve this issue.

On a concluding note, Ms. Reena said that the goals have to be defined very well as it's a dynamic environment, and things are changing every day. So the roles also have to be very dynamic. HR Managers need to be more agile and active in their work. They need to have frequent check-ins with their employees, have telephonic discussions with them, coach and mentor them and give real-time feedback. Such collective efforts would help make the hybrid workforce model a successful one.



Mr. Sarajit Poddar, Global People Analytics leader, Group People Analytics and Digital Solutions, Ericsson, began by emphasizing the importance of the topic considering the current scenario. He carried forward the discussion by sharing his insight on the basis of his experience of the organization during Covid 19 times.

According to him, the first reaction after the pandemic that brought the world to a halt was employee well-being. When employees were subjected to the pandemic, the organizations wanted to ensure that their employees were safe and sound. All the employees were sent to work from home, and organizations came up with policies to ensure their wellness.

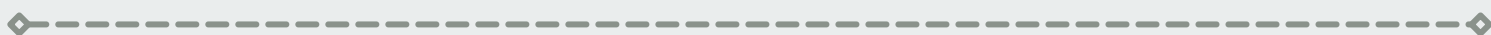
He added that Ericsson, being a tech company, was working on a hybrid workforce model even before the pandemic. They already had policies in place, where employees were permitted to take two days of work from home after due approvals from their managers. The dynamic nature of Ericsson called for the need for such a model during the pre-pandemic era. But, the pandemic accelerated the whole process and increased the workload on the IT and security departments of the organization.

He brought to notice that Ericsson is moving towards being an agile organization. Newer technologies bring in the need for more unique skills which calls for teams that are adaptable to change where each employee will have to think about how to reach the organization's goal.

Mr. Poddar highlighted the importance of workforce analytics. It enables an organization to project how many people are required in different locations and allows to gather and analyze external data regarding Covid 19 situation.

On a concluding note, he stated that this situation allows an opportunity to the organizations to keep people engaged by having the necessary infrastructure without jeopardizing information security.

Ms. Mitali Chaudhuri, Senior Director, Talent Management, Capgemini India shared her experience in Talent Management and Performance management during Covid at Capgemini India. She briefed us about the 5 immediate steps taken by Capgemini to mitigate the crisis and how Capgemini released policies that promoted employee inclusivity and engagement.



1) Reflect- She emphasized the importance of planning by reflecting on what has to be created, anticipating what is it that will come up next and how quickly the organization could transition to adapt, and lastly what should be the key measures of success.

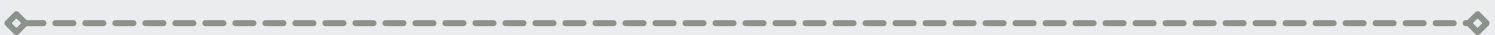
2) Recommitting- She cited the importance of recommitting to employee wellbeing by focusing on physical and mental health. Capgemini focused on providing a flexible work schedule, releasing employee-friendly policies, and extending any sort of help to the employees who were in need.

3) Re-engage- Re-engage was all about manpower planning during Covid, Infrastructure planning to support the bulk-hiring that was being done in Capgemini, and how to engage the employees in the virtual mode especially the onboarding process and the transition that followed.

4) Rethink- Here the speaker enlightened us about the key areas that Capgemini focused on, like, what is going to be the talent hiring strategy, what should be the skills that the hires should possess to match with the culture change that was taking place in Capgemini. She also spoke about the cybersecurity training that the organization gave to the employees to keep them abreast of the latest threat intelligence and attack methods that will help mitigate the anxiety caused by cybersecurity uncertainty.

5) Reboot HR- Here she spoke about the steps taken by Capgemini to empower the employees with new learning modules, the online consultation services provided by Capgemini for employee wellbeing, and the steps taken by Capgemini to revamp the Learning and Development during Covid.

The speaker concluded by driving the point that HR should think beyond their role and focus on building trust and mindfulness among employees even during times of crisis.



PANEL DISCUSSION 2

Leveraging Technology to engage and motivate the hybrid workforce

The tone for the panel discussion was set by the Moderator, Dr. Lalatendu Kesari Jena, Assistant Professor, School of Human Resource Management, XIM University.



Dr. Lalatendu Kesari Jena



Mr. Rituraj Sar



Mr. Sanjay Srivastava



Mr. Mino Thomas



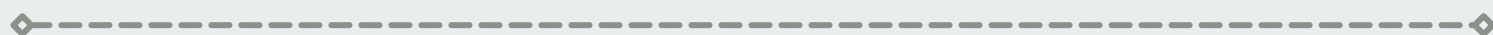
Ms. Geeta Naresh

Ms. Geeta Naresh, Head Talent Acquisition, Pepsico Global Business Services, set the ball rolling for the second panel with an activity wherein she asked the audience members to close their eyes for 30 seconds and then share their experience. She started by defining the Hybrid model of working and highlighting the variety of challenges faced by the organization and its employees with a particular emphasis on Digital Fatigue. Another major problem faced by the corporates due to the Hybrid work model highlighted by her was that of Data privacy and security. She stressed on the importance of the culture of every organization and how necessary it is to convey it to the consumers. She also highlighted the need and importance of innovation in a consumer-driven industry. The fact that most of it has to be done on the ground only makes it more challenging during a pandemic. She also mentioned how technology could prove to be one of the greatest assets of a company in these times by citing some examples like using application tracking systems and online learning tools to reskill employees as a part of Human capital Management. She also talked about the significance of the 4C model, namely Create, Collaborate, Connect and Celebrate in a consumer-driven industry and the expansion of the People and Profit model to include a third P which stood for Planet. While concluding her talk, she stated that this was the best time for companies to reset their policies and way of functioning and supported this by quoting a study that proved around 72% of the employees surveyed were willing to give up an increment in their salary to continue working in the Hybrid model.

Mr. Mino Thomas, Director, Head of TA & Staffing, Adobe, also started his talk with an exciting activity wherein he asked the audience members to touch any nearby object. He then pointed out how most of us used our hands as that's considered normal and then went on to relate it to the new normal that we are experiencing due to the pandemic where what was regarded as normal before isn't the norm anymore. Carrying forward this subject of new normal, he then talked about the necessary changes that organizations and people had to undergo irrespective of their demography and directly linked it to the success of companies during the pandemic. He talked about the two vector approach in which he gave the most importance to empathy. He believed it was of utmost importance for managers to gauge what an employee is going through and act in a considerate and comforting manner. He also emphasized the importance of the culture at the workplace and the need to hire culturally fit employees. For this, he suggested using technology to create mini workstations. He talked about the importance of making newly recruited employees feel included in the workspace. He shared details of the 'The Adobe Campaign,' which sent around 250 different messages to the employees to understand what they resonated the most with and how much time was spent on each note. This data was then analyzed and used to send these employees customized messages according to their preferences. This is mainly used to make new employees aware of the company's mission, vision, and values in a way that suits them best.

He then talked about the System of Autonomy program, which gave employees the freedom to do things they like in their way.

Mr. Rituraj Sar, VP & Head - Learning and Development, Lupin Ltd., shared his views on post-pandemic employee trends, effective utilization of technology fired by imagination, and engaging the employees in a hybrid workforce setup. Some of the technological innovations introduced at Lupin in light of the pandemic were a 'self-help check' for daily monitoring of employees' health, 'Gyanodhaya' an in-house search engine, and automation of the buddy system. Through these employee engagement initiatives, employees feel that they are cared for and loved by the organization. Gyanodhaya is a platform that has instilled curiosity among the employees as all of them loved to see their names in the contribution list of the knowledge repository. Microsoft Yammer was transformed into a learning club where people posted their queries, and it would be answered by their peers. He stated that employee referrals are one way to know if the employees are feeling safe in their work environment, and data analytics can be used to draw insights from these kinds of activities for measuring the effectiveness of employee engagement at an organization.

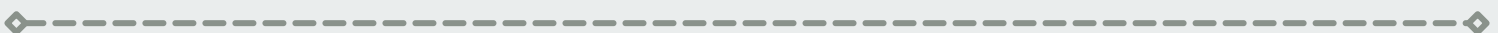


Mr. Sanjav Srivastava, who is the HR director of Boehringer Ingelheim stated that due to the advent of covid, everything went for a toss and things that were expected to take place in decades now took place in weeks. He also stated that the future of work depended on three factors:

1. Work
2. Workforce
3. Workplace

He emphasized the workforce by stating that their building capabilities need to be nourished and that their mindset also needs to be adept with the varying changes around them. Employee engagement through chatbots was suggested so that organizations know how people feel. He also told companies to customize employee experience and aid in the personal growth of employees. He further stated that employee engagement needs to move from employee-employer to membership and stated psychological safety as one of the crucial parameters for an organization.

It was further followed by a Q/A session that turned out to be even more enriching as it was filled with inquisitive questions from first and second-year students of School of Human Resource Management. The discussion ended with leaders emphasizing that in the changes, it is essential to know how the employees are, know their pain points and the impact it is having, and then solve it.



XIMAHR CORE TEAM 2021



Tanvi Sharma



Ritisikta Mishra



Isha Uttam



Ayush Sahoo



Ankit Sahu



Ritika Mittal



Jhelum Sarkar



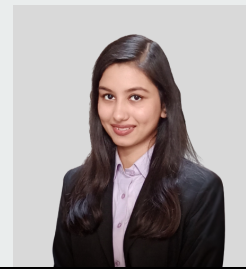
Ritirikta Mishra



Mohit Jain



Tanvi Mahajan



Aparna Dixit

SPECIAL THANKS

**Prof. Dr. Andrew Dutta
Prof. Dr. Mousumi Padhi
Prof. Dr. Subhra Pattnaik
Prof. Dr. Kalpana Sahoo
Prof. Dr. LK Jena
All XIMAHR Core and Shadows**

DESIGN

**Akshita Singh
Saini Naik
Siddhant Pandey**

CONTENT

**Kiran Bedi
Bhargwi Bahri
Aarushi Gupta
Nivea Philip
Siddhant Pandey
Piyush Das**