

# Kerala PERSONNEL

National Institute of Personnel Management - Kerala Chapter

Vol. XXVIII, No.01 | JULY-DECEMBER 2021





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## PUBLISHING CREDITS

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## ART

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Message from  
**CHAIRMAN**



## Message

Dear Members,

**Greetings from NIPM Kerala Chapter!!!**

The new Team of Office Bearers & Committee Members of our Chapter for the term 2021-2023 have taken charge w.e.f. July 2021. On behalf of the team, I take this opportunity to express our sincere thanks to all members for the confidence reposed in us to take forward the activities of our Chapter to greater heights.

We are going through the tough times of the COVID pandemic. In spite of various restrictions we are regularly exploring opportunities to organise programs that would be beneficial to our members. The Groups under our Chapter have also been very actively involved in organizing various programs. We have already had sessions by personalities like Sri Shiv Khera, Dr. T.V. Rao, Sri Sreejith Krishnan etc. and also a 24-hour Certification program on HR Analytics & Metrics jointly organized by the Marthoma College of Management & Technology & NIPM Kerala Chapter. We have also approached the Government of Kerala to nominate our HR Professionals in various advisory bodies and also sought opportunities in imparting training, recruitment etc. through agencies under the GoK.

We plan to organize various activities like evening Knowledge Sharing Sessions, MDP, Labour Law Certification Courses etc. in an offline mode also in future, once the pandemic subsides.

The new National Council team has also taken charge at the National office in September 2021. They have decided to strengthen the membership drive and a special tariff for Life Membership was announced. The scheme has already been intimated to all and I request all members to introduce new members into our fold.

On behalf of the Chapter Executive Committee, I once again express our sincere thanks and assure you of our efforts to increase the activities of our Chapter, as we now seem to be seeing an end to the pandemic.

Wishing you all the very best in the year ahead,

**Joe Varkey**  
Chairman

Message from  
EDITOR'S DESK



## Message

Dear Members,

### Greetings from NIPM Kerala Chapter!!!

There is so much happening in today's world that it has become difficult to catch up with everything. Fortunately, Kerala Personnel provides us with the opportunity to do just that. Here is a glimpse of all things that happened in the recent past in NIPM's Kerala Chapter. We have been in the thick of things with activities getting kick-started with the launch of our activity calendar by Shri. P. Rajeeve, Hon. Minister for Industries and Commerce, Government of Kerala. Programs by students chapters included topics as varied as "NIPM as a Career Enabler" to "Contemporary Issues in People Management". The Thrissur group organized a program on "The Future of Work" and the Kerala Chapter dealt with the topic of "Learning and Development in the Digital Age".

All programs were received well by the members and initiated some appetizing discussions. The article on Social Security for the Unorganized sector included in this issue brings out the nuances of different legislation and its applicability to the unorganized sector, pointing out that a lot needs to be done to improve the social security systems for that sector.

Another article in this issue discusses the importance of employee recognition as an important part of the overall performance management efforts of the organization. People matters are no longer those that have to be managed or administered. There has to be a consistent strategic vision, persevered follow up and empathetic implementation for it to gain more respect as a profession that adds value to the organization.

Kerala Personnel tries to embody these principles in its journey to provide its readers with content and information that is professionally relevant.

Dr. Manoj Menon  
Editor

# EXECUTIVE COMMITTEE 2021-2023

Chairman



**Joe Varkey**

Vice Chairman



**G. Anilkumar**

Vice Chairman



**Suresh Varghese**

Hon.Secretary



**N. V. Ravidev**

Hon.Addl. Secretary



**Kshama Sandeep**

Hon.Treasurer



**K. Srijith**

Ex-Officio Member



**K. Lal John**

Ex-Officio Member



**Anish Aravind**

## MEMBERS



**Dr. K Anilkumar**



**N.K. Ajeshkumar**



**Vinod S**



**Remya Ravi**



**Anuradha Subramanian**



# EXECUTIVE COMMITTEE 2021-2023

## Co-opted Members



Saji V Mathew



Anilkumar G



Dr. Ranjana Mary  
Varghese



Rajasree R

## Special Invitees



Johnson Mathew



P. T. George



Hemant H Bahura



Dr. Manoj Mathew



Adv. Bejoy K. Thomas



Jayarajan V



Dr. Manoj Menon



Martin Jacob



Ajith Kumar K K



Dr. A. J. Augustine



K. Suresh

### Alappuzha Group



K. Hareendran



Sudeesh Dinakaran

### Kottayam Group



Manoj Mathew



Korah Joseph

### Infopark Group



Arunanand T A



Prasita Prasad

### Trissur Group



Edwin V James



Sunilkumar P. S.

### Kozhikode Group



Nissamudheen Firoz



Jithin Chakkalakkal

# EXECUTIVE COMMITTEE 2021-2023

## Advisory Board



K.P. Philip, Fellow



P. John Sam, Fellow



V.N. Sreedharan Nair



P.K. Sivadasa Menon



N. Sreekumar, Fellow



A.S. Girish, Fellow



P. Premchand, Fellow



Dr. George Sreeba, Fellow



Prasad M George



P. J. Joy



Dr. N. Vijayan Pillai,  
Fellow



M. Thomas Kadavan



K. K. Vijayakumar



K. Lal John

## Executive Committee Meetings held between July – December 2021

July	01	2021
July	07	2021
July	23	2021
August	25	2021
September	23	2021
October	28	2021
November	30	2021
December	21	2021

## Annual General Body Meeting 2021

Due to the Pandemic situation, the Annual General Body Meeting of NIPM Kerala Chapter was held on 26th June 2021 through Zoom Platform. The following decision were taken during AGM 2021:

- 1) Minutes of the AGM 2020 was adopted unanimously
- 2) Annual Activity Report for the year 2020-2021 was presented by the Hon. Secretary and was unanimously adopted
- 3) Audited Accounts and Balance Sheet for the Financial Year 2020-2021 was presented by the Hon. Treasurer and was adopted unanimously
- 4) Appointed M/s. Joseph and Co., Kochi was appointed as Auditors for the year 2021-2022
- 5) Declared Biennial Election Results for the Election to the Chapter Executive Committee for the Term 2021-2023 by Dr. N. Vijayan Pillai, Chief Returning Officer. Following are the new team of Executive Committee installed during the AGM 2021:

Chairman	: Mr. Joe Varkey
Vice Chairmen	: Mr. G. Anilkumar
	: Mr. Suresh Varghese
Hon. Secretary	: Mr. N.V. Ravidev
Hon. Addl. Secretary	: Ms. Kshama Sandeep
Hon. Treasurer	: Mr. K. Srijith
Members	: Dr. K. Anilkumar
	: Mr. N.K. Ajeshkumar
	: Mr. Vinod S
	: Ms. Remya Ravi
	: Ms. Anuradha Subramanian
Ex-Officio Members	: Mr. K. Lal John
	: Mr. Anish Aravind

During the first Executive Committee Meeting the following Members were co-opted to the Executive Committee:

Co-opted Members	: Mr. Saji V Mathew
	: Mr. Anilkumar G
	: Dr. Ranjana Mary Varghese
	: Ms. Rajasree R





### Special Invitees

- : Mr. Johnson Mathew
- : Mr. P.T. George
- : Mr. Hemant H Bahura
- : Dr. Manoj Mathew
- : Adv. Bejoy K Thomas
- : Mr. V. Jayarajan
- : Dr. Manoj Menon
- : Mr. Martin Jacob
- : Mr. Ajith Kumar K.K.
- : Dr. A.J. Augustine
- : Mr. K. Suresh

### Group Representatives

#### Alappuzha Group

- : Mr. K. Hareendran
- : Mr. Sudeesh Dinakaran

#### Kottayam Group

- : Mr. Manoj Mathew
- : Mr. Korah Joseph

#### Trissur Group

- : Mr. Edwin V James
- : Mr. Sunilkumar P.S.

#### Kozhikode Group

- : Mr. Nissamudheen Firoz
- : Mr. Jithin Chakkalakkal

#### Infopark Group

- : Mr Arunanand T A
- Ms. Prasita Prasad

NIPM Kerala Chapter's Annual Activity Calendar for the term 2021-2023 was released online by Hon'ble Minister for Industries Sri P. Rajeeve. He also addressed NIPM Members during the occasion

You are cordially invited for:

### Release of NIPM Kerala Chapter's Activity Calendar for 2021-2023

Chief Guest



**Mr. P. Rajeeve**

Hon. Minister for Industries & Commerce  
Government of Kerala

Date : **4th August 2021** (Wednesday)  
Time : **7.30 PM** (India)  
Platform : **Zoom** Virtual



#### Program Schedule

Welcome &  
Introduction of Chief Guest : **Mr. Joe Varkey**  
Chairman, NIPM Kerala Chapter

About the Activity Calendar : **Mr. G. Anilkumar**  
Vice Chairman, NIPM Kerala Chapter

Address by Chief Guest &  
Release of Activity  
Calendar 2021-2023 : **Mr. P. Rajeeve**  
Hon'ble Minister for Industries & Commerce  
Government of Kerala

Vote of Thanks : **Mr. N. V. Ravidev**  
Hon. Secretary, NIPM Kerala Chapter

14-08-2021 – With the initiative of NIPM Kerala Chapter, Calicut Group, NIPM Student Chapter was formed at NIT Calicut. During the inaugural session, Mr. Jithin Chakkalakkal, Group Secretary, Calicut Group addressed the student members on the theme NIPM As a Career Enabler.



NIPM Student chapter council  
of SOMS, NITC Presents

SESSION ON

## NIPM AS A CAREER ENABLER



Jithin Chakkalakkal  
Hon. Secretary  
NIPM Calicut Group  
Kerala Chapter

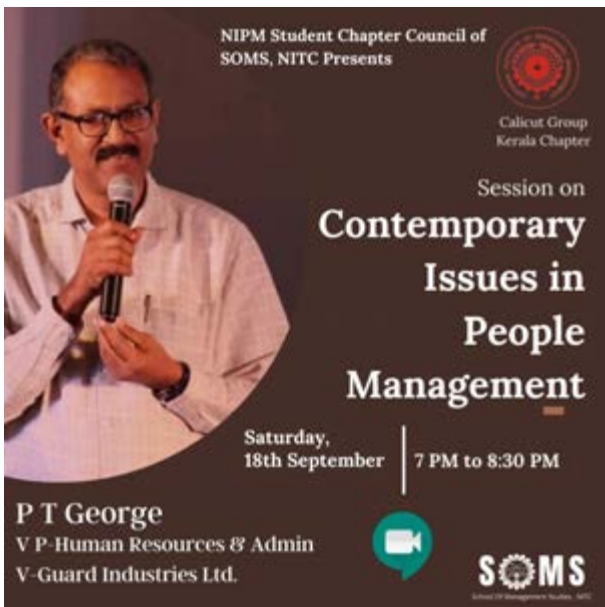
Saturday,  
14th August

7 PM - 8 PM





18-09-2021 – NIPM Kerala Chapter Trissur Group organized a Knowledge Sharing Session on the topic Future of Work. The Guest Speaker was Mr. Sajit T.C.



18-09-2021 – Student Interaction-cum-Knowledge Sharing Session was organized by Calicut Group on the topic “Contemporary Issues in People Management” at NIT Calicut and the Guest Speaker was Mr. P.T. George, Special Invitee to Executive Committee, Kerala Chapter and Vice President - HR & Admin., V Guard Industries Ltd.

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**National Institute of Personnel Management**  
(Kerala Chapter)

**Knowledge Sharing Session**  
(Zoom Platform)

**Topic**  
**L&D Challenges in the Digital Age and the Re-orientation Needs**

**Our Guest Speaker**  
**Mr. Sreejith Krishnan**  
Head (Learning and Development)  
Sony India Software Centre  
Bangalore

**23rd September 2021**  
(Thursday)  
**06.30pm to 07.30pm**

**About the Guest Speaker**

Mr. Sreejith Krishnan is a life coach and a seasoned facilitator. He has educated, inspired and transformed thousands of people from different walks of life through his life changing personal growth workshops and seminars. Mr. Sreejith has more than 18 years of industry experience in core HR functions. He has held senior positions in leading corporations like HGS, Infosys, and Canon and has managed different people development initiatives. Currently he is the head of learning and development at Sony India Software Centre, Bangalore. Mr. Sreejith did his post graduation in management and Applied Psychology. He is a certified happiness coach from Berkley Institute of Wellbeing.

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Joe Varkey Chairman NIPM Kerala Chapter	N.V. Ravidev Hon. Secretary NIPM Kerala Chapter	Anilkumar G Coordinator Learning, Development & MDP Committee
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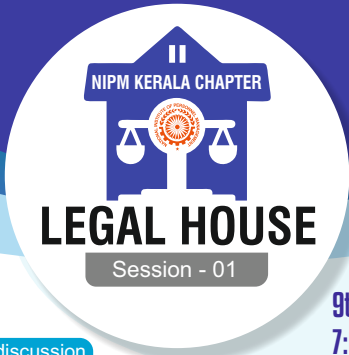
23-09-2021 – NIPM Kerala Chapter organized a Knowledge Sharing Session on the topic “Learning & Development I Digital Age and the Re-orientation Needs” by Sri Sreejith, Head-L&D, Sony India Software Centre.



**NIPM**  
KERALA CHAPTER  
www.nipmkerala.org

# National Institute of Personnel Management Kerala Chapter

Launching an expert talk series titled **Legal House**



**9th October 2021**  
7:00pm- 8:00pm

Topics for discussion

## Industrial Disputes Act 1947

Concept of industry, Workman and Industrial dispute.  
Various protections for a worker under the ID act 1947.  
Powers of Labour Court, Tribunal and National tribunals. Session will end with Q & A

Guest Speaker



**Sri Varkiachan Pettah**  
Former Head (HR & IR)  
English India Clays Ltd

To join the session  
(Zoom)

[CLICK HERE](#)

Other Legal Experts will also join in the Q&A session

Joe Varkey  
Chairman  
NIPM Kerala Chapter

N.V. Ravidev  
Hon. Secretary  
NIPM Kerala Chapter

Johnson Mathew  
Programme Coordinator

09-10-2021- NIPM Kerala Chapter launched its LEGAL HOUSE to share information/legal tips etc. among the members at regular intervals. The first session and QA session of Legal House was held on 9th Oct. 2021 for which the Resource Person was Mr. Varkiachan Pettah, Former General Manager (HR & IR), English India Clays Ltd.

13-10-2021 – A Proposal for imparting Training Needs for Job seekers has been submitted for a State Government project under Kudumbasree Mission.

20-10-2021 - NIPM Kerala Chapter, Kozhikode Group organized a two-hour Evening Knowledge Session online on Occupational Safety, Health and Working Conditions Code 2020 and the Resource Person was Mr. Varkiachan Pettah, Former GM (HR & IR), English India Clays Ltd.

**NIPM**  
Thrissur Group | Kerala Chapter

PRESENTS VIRTUAL LEARNING ON  
**TURN SETBACKS INTO COMEBACKS**  
HEAR STRAIGHT FROM THE LEGEND  
**SHIV KHERA**  
AUTHOR, SPEAKER, BUSINESS CONSULTANT

**LEARNING OBJECTIVE**

- Cope with current crisis
- Prepare for success and win
- Motivate yourself and your team

**ABOUT THE SPEAKER**

Mr. Shiv Khera is an Author, Educator, Business Consultant and a much sought after speaker. He has taken his dynamic personal messages to opposite sides of the globe, from the U.S. to Singapore. Over 8 million copies of his books have been sold including international bestseller "You Can Win". Over 100,000 people have benefited from his workshops and millions have heard him globally. His trade mark is:

"Winners don't do different things, they do things differently!"  
- Shiv Khera

**7PM - 8.30 PM IST**  
**27TH OCTOBER 2021**

[CLICK TO REGISTER](#)

**REGISTRATION DETAILS**  
Ø Registration Fee: Rs.650 (inclusive of Tax)

EDWIN JAMES | CHAIRMAN    SUNIL KUMAR P S | SECRETARY    VIMAL CHANDRAN | PROGRAM COORD.

## We Thank our Sponsors

### Our Title Sponsors



### Our Co-Sponsors



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27-10-2021 – NIPM Kerala Chapter, Trissur Group organized a Mega Online Session by Mr. Shiv Khera on the topic "Turn Setbacks into Comebacks". More than 750 participants attended the session






National Institute of Personnel Management

# Invitation

Knowledge Sharing Session  
(Zoom Platform)

## About our Guest Speaker

Prof. (Dr.) T. V. Rao is currently Chairman, of TV Rao Learning Systems, Ahmedabad. He was Professor at the Indian Institute of Management, Ahmedabad for over 20 years beginning 1973. He left in 1994 to serve as Honorary Director of the Academy of Human Resources Development. He set up TVRLS in 1996, two years after he left IIMA.

He was a Visiting Professor since then and Adjunct Professor at IIMA since 2006 and until 2014. He worked with David McClelland of Harvard University. He was a Visiting Faculty at the Indian Business School, Hyderabad and was HRD Advisor to the Reserve Bank of India. Dr. Rao assisted the Administrative Reforms Commission in reviewing the personnel management practices for civil services, and also served as member of the HRM Review Committee of Nationalized Banks set up by the Ministry of Finance in 2009–2010.

Dr. Rao's consulting experience includes agencies like the USAID, UNESCO, UNIDO, UNICEF, FAO, Commonwealth Secretariat, London; World Bank, Action Aid, Swiss Agency for Development Cooperation, ICOMP etc. and various corporations like Alexandria Carbon Black, Gulfar, CHR Oman, Commercial Bank, Kewalram Chanrai Group, Indorama Synthetics, Thai Carbon Black, etc. and covers countries including the US, Mexico, UK, Netherlands, Egypt, Nigeria, Sri Lanka, Bangladesh, Singapore, Malaysia, Indonesia, Thailand, Philippines, Gulf countries, South Africa etc. Dr. Rao has authored or co-authored or edited over 60 books dealing with HRD, Education Management, Health and Population Management, Entrepreneurship Development among others.

Our Guest Speaker  
**Prof. (Dr.) T. V. Rao**  
Professor, Management Consultant  
Author, Speaker

## Topic **Self Renewal of HR Function & Professionals**

Date  
**28th October 2021**  
**(Thursday)**  
Time: 6.30 PM (India)

People have come to the focus more than ever before. HR function has become more critical. If HR professionals don't self evaluate or audit and renew themselves, the function will lose its prominence and get relegated to the background. The talk will focus on such HR audit strategies and way forward.

For National Institute of Personnel Management, Kerala Chapter

**Joe Varkey**  
Chairman

**N.V. Ravidev**  
Hon. Secretary

**Anilkumar G**  
Coordinator  
Learning, Development & MDP Committee

28-10-2021 – Knowledge Sharing Session organized by NIPM Kerala Chapter on the topic “Self-Renewal of HR Function & Professionals”. The Guest Speaker was Prof. (Dr.) T.V. Rao

03-11-2021 - Kerala Knowledge Economy Mission (KKEM)- Initial Expression of Interest submitted to the department as per the tender notification for imparting training needs to the job seekers to upskill their knowledge.





08-11-2021 – NIPM Student Chapter Inauguration at Rajagiri Centre for Business Studies & Rajagiri Business School. The Student Chapter was inaugurated by Mr. Joe Varkey, Chairman, NIPM Kerala Chapter. Ms. Kshama Sandeep, Hon. Addl. Secretary & Mr. P. T. George, E C Member were also addressed the gathering.



15-11-2021 – Inaugural Session of 24 Hour Online joint Certification Program on HR Analytics and Metrics organized by Marthoma College of Management and Technology & NIPM Kerala Chapter. Inauguration was done by Mr. Joe Varkey, Chairman, NIPM Kerala Chapter. Representing NIPM Mr. P.T. George, EC Member also spoke on the occasion. Technical sessions were held continuously online from 6 to 8 pm daily, except Sundays, from 16th Nov. onwards and concluded on 29th Nov. 2021 with a Panel Discussion Session.



**NIPM Kerala Chapter**  
Kottayam Group

**NIPM Kottayam Group**  
invites you for a knowledge sharing session on

**Competency based HRM**



**Ragesh K C**  
Principal Consultant  
Hale Human Capital ,Chennai

Meeting ID: 844 4567 0919  
Passcode: 101121

LIVE ON



Date: 10 November 2021  
Time: 7 PM IST

MANOJ MATHEW  
CHAIRMAN

KORAH JOSEPH  
SECRETARY

10-11-2021 – NIPM KC - Kottayam Group Evening Knowledge Sharing Session on Competency Based HRM. The Resource Person was Mr. Rajesh K.C., Principal Consultant, Hale Human Capital, Chennai



Let's discuss on

**The Great Resignation/  
The Big Quit**



Room : HR in Kerala

When: Thursday  
**11 November 2021**  
06:30pm - 07:00pm IST

Where:   
**Clubhouse**

11-11-2021 – NIPM Club House Session on “The Great Resignation/The Big Quit” from 6.30 pm. More than 100 Club Members attended the session.

NIPM Calicut Group arranged a Monthly Session at NIT Student Chapter Council, Calicut. Talk Session on Design Thinking in HR by Guest Speaker Ms. Rajasree R, EC Member NIPM and Head-HR, TCS, Kochi

## Technical Sessions as Part of 24-Hour Certification Program:

- a) 15.11.2021 - Monday Inauguration Session (6.00 pm – 7.00 pm), followed by the introductory Session Dr. V. Priyadarshini
- b) 16.11.2021- Tuesday HR Analytics – An Overview LAMP framework PowerPoint Presentations, Case studies, Activity Dr. Devi Soumyaja
- c) 17.11.2021 - Wednesday Fundamental analytical concepts from Statistics Research Design PowerPoint Presentations Dr. Devi Soumyaja
- d) 18.11.2021 - Thursday Descriptive, Predictive and Prescriptive Analysis PowerPoint Presentations/ Case studies Dr. Devi Soumyaja
- e) 19.11.2021-Friday Using HR Metrics and Workforce Analytics PowerPoint Presentations/ Case studies Dr. V. Priyadarshini
- f) 20.11.2021- Saturday Cost and Investments - Employee Separation PowerPoint Presentations/ Excel Dr. V. Priyadarshini
- g) 22.11.2021 - Monday Cost and Investments - Employee Absenteeism PowerPoint Presentations/ Excel Dr. V. Priyadarshini
- h) 23.11.2021- Tuesday ROI on Employee Health, Wellness and Welfare PowerPoint Presentations/ Excel Dr. V. Priyadarshini
- i) 24.11.2021- Wednesday Connecting Employee Attitudes and with financial outcomes- Remixing Rewards PowerPoint Presentations/ Excel Dr. V. Priyadarshini
- j) 25.11.2021- Thursday Communicating with Data and Visuals Exercises on Excel and SPSS Dr. V. Priyadarshini
- k) 26.11.2021 - Friday Communicating with Data and Visuals Exercises on Excel and SPSS Dr. V. Priyadarshini
- l) 27.11.2021- Saturday Story telling with Data Online tools - Mr. Gowtham Kumar.

25-11-2021 – NIPM Kerala Chapter organized its Clubhouse session from 6.30 pm onwards on the topic “Hybrid Workplace – HR in Kerala – NIPM”



**NATIONAL INSTITUTE OF PERSONNEL MANAGEMENT**  
KERALA CHAPTER

A certification program jointly organised by



**NIPM**  
KERALA CHAPTER  
[www.nipmkerala.org](http://www.nipmkerala.org)



Owned and managed by  
MTEA, Thrissur

# HR Analytics & Metrics

Join in for a  
**PANEL DISCUSSION**  
29TH NOVEMBER 2021  
6 PM TO 8 PM

Moderator



**Anilkumar G**  
Managing Director,  
ACTIONRICH Business Solutions (I) Pvt Ltd.



Meeting ID : 821 0614 1147  
Passcode : 29Nov21

**PANELISTS**



**Aravind Warriar**  
Head HR  
Bartleby Solutions  
(Barnes & Nobles)



**Arunanand T A**  
Head HR (India),  
FullContact. Inc



**Prasita Prasad**  
Sr Manager Talent  
Management,  
IBS Kochi



**Dharshana R**  
General Manager-D&I  
Vodafone Idea Ltd

**Joe Varkey**  
Chairman

**N.V. Ravidev**  
Hon. Secretary

**P T George**  
Programme Coordinator



**NIPM**  
KERALA CHAPTER  
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NIPM House, B-Block, 2nd Floor,  
Mather Square, Opp. Town Railway Station, Kochi-682018  
[www.nipmkerala.org](http://www.nipmkerala.org) | [ko@nipmkerala.org](mailto:ko@nipmkerala.org)



**NIPM THRISSUR GROUP**  
(Kerala Chapter)  
Presents

Live webinar

## PROCESS AUDITING TECHNIQUES BENEFITTING HR

Effective applications of Audit  
processes & relevance in HR  
Excellence and Compliances

26 November, 2021

19:00 - 20:00



Mr.Varghese Cheeran,FCA

Cheeran Varghese & Co  
Chartered Accountants

Join us for the free  
webinar:

26-11-2021 – NIPM Kerala Chapter, Trissur Group organized an evening Knowledge Sharing Session on the topic “Process Auditing Techniques Benefitting HR” by Mr. Varghese Cheeran, FCA, Cheeran Varghese & Co., Chartered Accountants.

29-11-2021 – Panel Discussion on HR Analytics & Metrics - As part of the 24-Hour Certification Program on HR Analytics & Metrics jointly organized by Marthoma College of Management and Technology and NIPM Kerala Chapter, and on the concluding day of the Program a Panel Discussion Session was organized. The Panelists were Mr. Aravind Warriar, Head HR Bartteby Solutions, Mr. Arunanand T.A (Head-HR India, FullContact Inc., Ms. Prasita Prasad (Sr. Manager-Talent Management, IBS Kochi), Ms. Dharshana R (GM-D&I, Vodafone Idea Ltd), and Mr. Anilkumar G (MD, ACTIONRICH Business Solutions (I) Pvt. Ltd) was the Moderator for the Session.

17



National Institute of Personnel Management (Kerala Chapter)

Online Certification Program on POSH Act 2013

Sexual Harassment of Women at Work Place (Prevention, Prohibition & Redressal) Act 2013

National Institute of Personnel Management (NIPM) Kerala Chapter is proudly announcing an Online Certification Program on POSH Act 2013 "Sexual Harassment of Women at Work Place (Prevention, Prohibition and Redressal) Act 2013" as per schedule below:

Date: 16th December 2021 (Friday)

Time: 2.30 pm to 5.30 pm

Schedule:

Technical session 2.30 pm to 5.00 pm

Panel Discussion/QA Session 5.00 pm to 5.30 pm

Resource Person



Sri Varkiachan Pettah Former Head (HR & IR) English India Clays Ltd

A post Graduate in Social work with specialization in Personnel Management from Rajagiri College of Social Science Kalamassery, passed out in 1981 with First Rank. 35 years of HR & IR experience in various Organizations like Hindustan Construction (HCC), Bhagheeratha and Retired as General Manager (HR & IR), English India Clays Ltd Trivandrum.

Topics Covered

- What is Sexual Harassment
• The time frame for filing the complaint
• Time frame to complete enquiry and to take action
• Appeal provisions under the Act, various punishments suggested in the Act, Lodging complaint with Police
• What is Same Sex Harassment as recently held by Calcutta High Court
• Duties of employer under the Act
• What constitute sexual harassment in the Work From Home (WFH) situation?

Who Can Attend

- Internal Committee Members
• CEOs, CHROs, HR Heads, HR Managers, Legal Officers
• Managers and executives from any functional areas concerned with the people management

Last Date for Nomination 14th November 2021

Fee for Participation

Rs.950/- (Rupees Nine Hundred Fifty only) including GST, per participant

Rs.850/- (Rupees Eight Hundred Fifty only) including GST, per participant or 3 or more Delegates from same organization

CLICK HERE TO REGISTER

The Login Credentials of the Online Session will be shared to Participants through e-mail at the given IDs. E-Certificate will also be issued by NIPM Kerala Chapter.

For more details please contact: 0484-2393489 / 9846807946 / kc@nipmkerala.org

Joe Varkey Chairman NIPM Kerala Chapter

N.V. Ravidev Hon. Secretary NIPM Kerala Chapter

Anilkumar G Coordinator Learning, Development & MDP Committee

16-12-2021 – Online Session on POSH Act, 2013 – The Sexual Harassment of Women At Work Place (Prevention, Prohibition & Redressal Act, 2013) by the eminent Labour Law Expert Mr. Varkiachan Pettah, Former Head-HR & IR, English India Clays Ltd.

09-12-2021 – NIPM Kerala Chapter's Clubhouse session on "The great attraction – Elevated role of HR" – HR in Kerala – NIPM program.

NATIONAL INSTITUTE OF PERSONNEL MANAGEMENT

KERALA CHAPTER

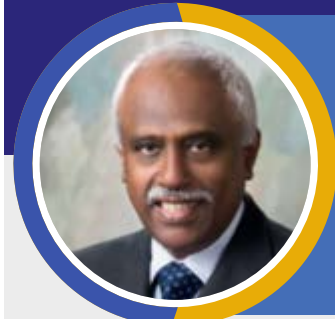
Join us in this

Knowledge Sharing Session (Zoom Platform)

Topic

37 Years Journey : 7 Reflections

20th December 2021 (Monday) 06.30pm to 07.30pm



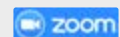
Our Guest Speaker

Prof. P Vijayan GPHR (HRCI) SHRM

Dean- HR Academics, CHRO & Head- Career Management Centre, Mumbai at WE School, Mumbai, India

About the Guest Speaker

Mr. Vijayan Pankajakshan is the Dean-HR Academics, CHRO & Head- Career Management Centre @ WeSchool, Mumbai. He is also currently President, NHRDN- Mumbai Chapter, and Member- Core Committee with EFLA Gold medalist from TISS, Mumbai, his areas of interest include PMS, Organization Culture, Positive Employee Relations, Organization Development and building organizations. He has held responsible roles in a range of industries, both in India and abroad. His last corporate role was Director- Human Resources with CHEP India Pvt Ltd ( a Brambles Company). He consults across industries and organizations in the space of Assessment / Development Centres, Workshop Design and Facilitation, Developing and Aligning HR strategy and Executive Coaching. He has designed and hosted Business, People & HR Centric Quiz Shows for students, NHRDN & Corporates.



For National Institute of Personnel Management, Kerala Chapter

Joe Varkey Chairman

N.V. Ravidev Hon. Secretary

Anilkumar G Coordinator Learning, Development & MDP Committee

Meeting ID: 850 2141 4682 Passcode : 201221 Request all to join by 6.20 pm

NIPM KERALA CHAPTER NIPM House, B-Block, 2nd Floor, Malabar Square, Opp. Town Railway Station, Kochi-682018 www.nipmkerala.org | kc@nipmkerala.org



20-12-2021 - Knowledge Sharing Session on the topic 37 Years Journey: 7 Reflections by Prof. P. Vijayan GPHR (HRCI) SHRM, Dean-HR Academics, CHRO & Head-Career Management Centre, @ WESchool, Mumbai.



**NATIONAL INSTITUTE OF PERSONNEL MANAGEMENT - KERALA CHAPTER**  
TRISSUR GROUP

**Inviting all to its virtual learning series**  
**Topic : Holistic Wellness at Workplace**  
**A PANEL DISCUSSION**  
**Date : 29th December, Time 07:00p.m to 08:00p.m.**



Mr. Ajith Kumar KK, CHRO, Federal Bank  
Ms. Nisha Soman, State Director Women's Wing & Psychologist  
Dr. Prabhakar Varma, Occupational health physician (Apollo Tyres & Air Products (Kochi Refinery))  
Mr. Jaljith Narayanan, Head -Talent Management, Renault Nissan Automotive

Employees are grappling with several crises from the pandemic and financial stress to concerns about job security and more. As a result, these mounting concerns can leave them feeling isolated and burned out at work. Unfortunately, many companies aren't prepared to handle this challenge.

Fortunately, there are steps you can take to boost employee wellness through a holistic approach as we welcome 2022. Let us hear from our Panel Experts on How to overcome such challenges at our Work place.

Edwin James, Chairman  
Sunil Kumar, Hon.Secretary  
Vimal Chandran, Program Coordinator



NIPM Kerala Chapter  
NIPM House, 10 Block, 2nd Floor, Marlin Square  
Opp. Swan Railway Station, Kochi-682 018  
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29-12-2021 – A Panel Discussion Session was organized by NIPM Kerala Chapter, Trissur Group on the topic Holistic Wellness at Workplace and the Panelists were Mr. Ajith Kumar K.K., CHRO, Federal Bank, Ms. Nisha Soman, State Director, Women's Wing & Psychologists, Dr. Prabhakar Varma, Occupational Health Physician, Apollo Tyres Ltd. & BPCL-Kochi Refinery, Mr. Jaljith Narayanan, Head-Talent Management, Renault Nissan Automotive Air Product.

## Kerala Government's Nomination of NIPM Members to HR Committee

Government of Kerala has nominated following NIPM Members to HR Committee for the revival of the erstwhile Hindustan Newsprint Ltd (HNL) and now known as Kerala Paper Products Ltd (KPPL).

- a) Mr. G. Anilkumar, Vice Chairman, Kerala Chapter (Head-HR & Admin., Apollo Tyres Ltd., Kerala Plants)
- b) Mr. Suresh Varghese, Vice Chairman, Kerala Chapter (Asst. Vice President-HR, Carborundum Universal Ltd.)
- c) Mr. Jayarajan V, Special Invitee to EC, Kerala Chapter (Head-HR, Cochin International Airport Ltd).



# Social Security – Emphasis Informal Sector: The Road to Dignity for the Unorganized Workforce

Dr. Rajen Mehrotra

## Introduction

Social Insurance is a much-needed safety net for anyone in any country, whether he /she is self-employed or he/she belongs to the unorganised sector or even if he/she is part of the organised workforce. Social insurance is meant to assist persons to tide over the loss of income arising out of any illness, disability or untimely death.

Every country has its own distinct policy with regard to Welfare Schemes instituted for the benefit of the citizens and employees. The nature of the Schemes depends a great deal on the political ideology (capitalist or socialist or mixed), the size of the population and the Per Capita GDP of the country. The funding for the social security schemes comes from the employer, the employees, the co-employees, the cess and the government. The share of the various contributors in the funding depends again on the economic model of the country and the demography of the population. No wonder we find wide variations with regard to the coverage and the quantum of benefits in the social security schemes which are in operation in different countries.

Safety nets are desirable, nay, even essential for the sustenance of families, especially if the bread winner were to be stricken by illness, or by disability or, worse, by untimely death. Retirement age for persons working in the formal sector differs from country to country. Individuals, whether self-employed, or employed in the organized sector or the unorganized sector, require, on superannuation, the security of an income so as to be able to spend their retired life comfortably and peacefully.

Most countries have statutory schemes for the formal sector where both the employer and the employee contribute to a retirement benefit plan or a retirement benefit pension scheme to cater to the needs of the

employee on retirement. However, employees will have to accumulate additional savings for their retired life, as the benefits accruing from the statutory schemes are unlikely to be adequate to meet their expenses. What makes the situation worse is the spiralling inflation in the economy and, paradoxically, the significant improvement in the longevity of life.

### International Labour Organization - Standards on Social Security

The International Labour Organization (ILO), a tripartite United Nations Organization, is known for its contribution towards the cause of labour welfare by hosting labour related conventions. These conventions, when ratified by a country, become applicable to that country, resulting in the enactment of required legislations.

The ILO Convention 102 (C102) - Social Security (Minimum Standards) Convention of 1952 - is a comprehensive convention. Its coverage includes the following areas:

- a) Medical Care – Providing for preventive care, general practitioners fees including for home visits, specialised care, purchase of essential pharmaceutical products as prescribed, expenses towards prenatal and postnatal care by medical practitioners or qualified midwives and towards hospitalization where necessary. There is a C130 which specifies same benefits plus dental care and medical rehabilitation.
- b) Sickness Benefit – Stipulates that medical care is to be provided “in respect of a condition requiring medical care of a preventive or curative nature”. Provides also for the funeral expenses in case of death of the beneficiary.
- c) Unemployment Benefit – The primary objective is to provide for continued income on loss of job or during a no-job situation. Towards this purpose, there can be an unemployment insurance or an employment guarantee programme. Besides, C168 provides for return to employment through employment promotion programmes, skill development initiatives and entrepreneurship support programmes.
- d) Old - age Benefit -- The objective is to provide for retirement benefits. C128 and Recommendation 131 (R 131) and R 202 spell out an international reference framework setting forth the range and the levels of social security benefits, which are necessary for ensuring a steady income and access to health care in old age.
- e) Employment Injury Benefit – This covers all situations which affect the health of the employee adversely, such as accidents while at work or any occupational disease, resulting in disability, whether temporary or permanent, total or partial, preventing the employee from engaging in work and earning living. C121 and the Recommendations contained therein set forth higher standards, mainly in terms of coverage of people and the level of benefits to be provided. Also, C121 aims at facilitating the reintegration of persons with disabilities into the labour market and the society.
- f) Family Benefit -- Sets forth the minimum standards for the grant of family (or child) benefits, in the form of either periodic cash benefits and/or benefits in kind (like food, clothing, housing) made available for the welfare of the children.
- g) Maternity Benefit -- Sets forth standards for providing maternity benefits, mainly to ensure cash payments

during maternity period and to address the cessation of income during the maternity leave. C183 specifies medical care, including hospitalization if necessary, during prenatal (parental), childbirth and postnatal periods as well, and cash payments to ensure that the woman can take care of herself and her child in a suitable manner, befitting her status in the society.

- h) **Invalidity Benefit** – Deals with cases of disability, unrelated to employment injury but result in a person's inability to engage in any gainful activity. The disability can at times be even permanent. In these situations, protection is to be provided through periodic cash payments, subject to certain conditions. C128 deals with the same subject matter but sets forth higher standards for disability benefit schemes.
- l) **Survivors' Benefit** – This benefit relates to the support of a worker's dependants in case of death as a consequence of employment injury or occupational disease. ILO has 187 countries as member states. However, only 60 of them have ratified C102, possibly because the stipulated coverage of benefits is wide-ranging and not all countries are prepared to extend all such benefits.

Apart from C102, ILO also has held the following conventions:

C118 of 1962 on Equality of Treatment (Social Security) ratified by 38 countries

C 121 of 1964 on Employment Injury Benefits ratified by 24 countries

C128 of 1967 on Invalidity, Old Age & Survivors' Benefits ratified by 17 countries

C 130 of 1969 on Medical Care and Sickness Benefits ratified by 13 countries

C157 of 1982 on Maintenance of Social Security Rights ratified by 4 countries

C168 of 1988 on Employment Protection and Protection

Against Unemployment ratified by 8 countries

C183 of 2000 on Maternity Protection ratified by 40 countries.

Details of ratifications of these eight ILO social security conventions by the seven South Asian Countries (i.e., Afghanistan, Bangladesh, India, Maldives, Nepal, Pakistan and Sri Lanka) who are members of ILO, are given below.

ILO Social Security Conventions	Afghanistan.	Bangladesh	India	Maldiv-es	Nepal	Pakistan	Sri Lanka
C No. 102	No	No	No	No	No	No	No
C No.118	No	No	Yes	No	No	No	No
C No. 121	No	No	No	No	No	No	No
C No. 128	No	No	No	No	No	No	No
C No. 130	No	No	No	No	No	No	No
C No. 157	No	No	No	No	No	No	No
C No. 168	No	No	No	No	No	No	No
C No. 183	No	No	No	Yes	No	No	No

The data in the table clearly show that the eight ILO social security conventions have not been ratified by the seven South Asian countries, with the exception of India which has ratified C118 and Maldives which has ratified C183. Yet every country in South Asia has some form of social protection for the workforce, largely in the formal sector where the labour laws are enforced and to a little extent in the informal sector, where the Government has legislated on it.

Though India has not ratified seven out of the eight ILO Conventions on Social Security, the country has for years extended social security benefits to the employees in the organized sector and in a small way to the workers in the unorganized sector as well. This will be discussed in the following section dealing with “The Code on Social Security 2020”.

In South Asia, the Family Support System is the greatest social security support for most persons, whether they are in the informal sector or in the formal sector. The Code on Social Security 2020 In India, The Code on Social Security 2020, received the assent of the President of India on 28 Sept 2020, but it has not been notified to be made operational. Also, the Central Rules applicable to the Code have still not still been released by the Central Government.

The preamble of the Code reads: “It is an Act to amend and consolidate the laws relating to social security with the goal to extend social security to all employees and workers either in the organised or unorganised or any other sectors and for matters connected therewith or incidental thereto”. The Code when operational will integrate the following nine social security Acts of the country:

- a) The Employee's Compensation Act, 1923;
- b) The Employees' State Insurance Act, 1948;9
- c) The Employees' Provident Funds and Miscellaneous Provisions Act, 1952;
- d) The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959;
- e) The Maternity Benefit Act, 1961;
- f) The Payment of Gratuity Act, 1972;
- g) The Cine-Workers Welfare Fund Act, 1981;
- h) The Building and Other Construction Workers' Welfare Cess Act, 1996;
- i) The Unorganised Workers Social Security Act, 2008.

The Code is just a reiteration of the benefits specified in the nine consolidated laws except for a few additions with regard to persons working in the informal sector which now includes the gig workers and the platform workers. The ten social security schemes, covered under The Unorganised Workers Social Security Act, 2008, have been assimilated into the Code on Social Security, 2020. However, they benefit only a limited number of persons, out of the vast majority in the informal sector. The ten schemes are briefly explained below, as details of any one of them are not there in the Code:

- a) **Indira Gandhi National Old Age Pension Scheme** - People falling in the category of 'Below Poverty Line (BPL)' and are 60 years and above in age are eligible to get a pension of Rs.300/- per month. Persons above 80 years of age are eligible to get a pension of Rs.500/- per month. The Scheme is funded by the Central Government.



- b) **National Family Benefit Scheme** – A sum of Rs 10,000/- is payable to the bereaved families in the event of death of the primary breadwinner, irrespective of the cause of death. The Scheme is applicable to people in the age bracket of 18-64 years.
- c) **Janani Suraksha Yojana**-Payments to Pregnant Women: In the Low Performing States, pregnant women seeking medical care in a public hospital are eligible to receive Rs. 1,400/- in rural areas and Rs 1,000/- in urban areas. The Accredited Social Health Activist (ASHA) worker receives Rs 600/- in rural areas and Rs 200/- in urban areas. In the High Performing States, pregnant women receiving medical care in a public hospital are entitled to a payment of Rs 700/- in rural areas and of Rs 600/- in urban areas.
- d) **Handloom Weavers' Comprehensive Welfare Scheme** – This Scheme is aimed at providing Insurance cover to handloom weavers, for Life, for Accidents, and for Disability. The benefits are specified clearly. The premium is borne jointly by the individual, the central government and the Life Insurance Corporation (LIC).
- e) **Handicraft Artisans' Comprehensive Welfare Scheme** – The Scheme provides health and life insurance cover to the artisan and to any three other members of his family from among his dependents, such as parents, spouse and children. The applicable benefits are specified. The premium is borne by the individual and the central government.
- f) **Pension to Master craft persons** – Under this Scheme, a pension of Rs 2,000/- per month is payable to master crafts persons aged 60 years or above, provided they are recipients of national awards or merit certificates or state awards in handicrafts, and their private income is less than Rs. 30,000/- per month.
- g) **National Scheme for Welfare of Fishermen and Training and Extension** – The Scheme is aimed at developing model Fishermen Villages. The benefits include Group Accident Insurance and Savings-cum-Relief for active fishermen. The funding is done by both the Central Government and the State Government.
- h) **Janshree Bima Yojana** – Individuals marginally above or below the poverty line, who are aged between 18 to 59 years and are members of any of the nodal agency approved occupation or vocational group, are eligible to join the Scheme. The members under this yojana are required to pay a premium of Rs 200/- per head. However, 50% of the premium will be paid by the members or the State Government/Nodal Agency, while submitting the proposal. Nodal Agencies, by the way, comprise of Self-Help Groups (SHGs), NGOs, Panchayat, and such other institutions. The balance 50% of the premium will be paid by way of contribution from the Social Security Fund. The Scheme is administered by LIC.
- i) **Aam Admi Bima Yojana** – Persons who are aged between 18 and 59 years and are below the poverty line can join the scheme. The premium to be paid initially is Rs.200/- per annum per member for a cover of Rs.30,000/-. However, 50% of the premium will be subsidized from the Social Security Fund. The Scheme provides for monetary support and protects the beneficiaries from economic distress in case of death or of disability, whether permanent or partial.
- j) **Rashtriya Swasthya Bima Yojana** – The Scheme provides health insurance coverage for the BPL families. The objective of the Scheme is to protect the BPL households from financial burdens especially in times of serious health issues, requiring hospitalization. We can observe that these schemes apply only to workers in the informal sector who fall into the category of BPL. But there are also numerous workers in the informal sector belonging to the above BPL category needing social security.

Hopefully the Government will take note of the hardships of these persons as well. The Code on Social Security-2020 - Chapter XI - proposes framing schemes for the unorganised workers, the gigworkers and the platform workers. The details covered in clause 199 are stated below:

The Central Government shall formulate and notify, from time to time, suitable welfare schemes for the unorganised workers on matters relating to:

- a) life and disability cover;
- b) health and maternity benefits;
- c) old age protection;
- d) education; and
- e) any other benefit as may be determined by the Central Government.

The State Government shall formulate and notify, from time to time, suitable welfare schemes for the unorganised workers, including schemes relating to:

- a) provident fund;
- b) employment injury benefit;
- c) housing;
- d) educational schemes for children;
- e) skill upgradation of workers;
- f) funeral assistance; and
- g) old age homes.

These items are identical to what are contained in section 3 of The Unorganised Workers Social Security Act, 2008, except for the addition of "education", which has been included in the Policy statement of the Central Government. The coverage of the schemes detailed in the Code continues to be the same as enunciated in The Unorganised Workers Social Security Act, 2008, wherein the beneficiaries have been restricted to persons of the BPL category. In the past, the problem about these welfare schemes has been low awareness of the schemes by the beneficiaries concerned. Hope things will improve and there will be greater awareness and knowledge about the Wage Code 2020, among the unorganised workers, the gig workers and the platform workers.

As of now, there are seven other Social Security Schemes for the Unorganised Workers, which have not been included in the Social Security Code 2020. Unless amended, they will continue to exist in their present form. The details of the Schemes are given below:

#### **a) Pradhan Mantri Shram Yogi Maan-dhan**

Year of Launch	: 2019
Beneficiaries	: Unorganized
Workers	: Home-based Workers, Domestic Workers, Street Vendors, etc.
Eligibility Criteria	: Age bracket of 18-40 years. Monthly Income is below Rs 15000/-
Premium Amount	: There is a table based on age of entry with the Central Government giving equal matching contribution in the pension account.
Pension, Benefits	: Rs 3000/- per month on attaining age of 60 years



#### b) National Pension Scheme for Traders and Self employed Persons

Year of Launch	: 2019
Beneficiaries	: Retail Traders, Shop-keepers and selfemployed persons
Eligibility Criteria	: Persons in the age group of 18 to 40 years and whose annual turnover is less than Rs. 1.5 crore
Premium Amount	: Monthly contribution to be paid till the age of 60 years is specified based on age of entry. The contribution is matched by an equivalent grant from the Government.
Pension, Benefits	: Old Age Social Security

#### c) Atal Pension Yojna

Year of Launch	: 2015
Beneficiaries	: Open to all.
Eligibility Criteria	: Age group of 18 to 40 years
Premium Amount	: Contributions vary depending on the pension amount opted for
Pension, Benefits	: Rs. 1000/-, or Rs. 2000/- or Rs. 3000/- or Rs. 4000/- or Rs. 5000/-, on reaching 60 years of age. The monthly pension is payable to the subscriber, and, on his demise, to his spouse. On the death of the subscriber and his spouse, the pension corpus, as accumulated at age 60 of the subscriber, would be payable to the nominee of the subscriber.

#### d) Pradhan Mantri Jeevan Jyoti Bima Yojana

Year of Launch	: 2015
Beneficiaries	: Unorganized workers
Eligibility Criteria	: Age group of 18 to 50 years
Premium Amount	: Rs.330/- per annum
Pension, Benefits	: Insurance cover of Rs 2 lakhs

#### e) Pradhan Mantri Suraksha Bima Yojana

Year of Launch	: 2015
Beneficiaries	: Unorganized workers
Eligibility Criteria	: Age group of 18 to 70 years
Premium Amount	: Rs.12/- per annum
Pension, Benefits	: Insurance cover of Rs. 2 lakhs in the cases of accidental death or full disability, and Rs. 1 lakh in the cases of partial disability.

#### f) Pradhan Mantri Kisan Man Dhan Yojana

Year of Launch	: 2019
Beneficiaries	: Small and marginal farmers on attaining age of 60 years.
Eligibility Criteria	: All Small and Marginal Farmers having cultivable landholding up to 2 hectares falling in the age group of 18 to 40 years, whose names appear in the land records of States/UTs as on 01.08.2019 are eligible to get benefit under the Scheme
Premium Amount	: Rs 55/- to Rs. 200/- per month depending on the age of entry.
Pension, Benefits	: Pension of Rs. 3000/- per month

### g) Pradhan Mantri Kisan Samman Nidhi

Year of Launch	: 2019
Beneficiaries	: Small and marginal farmers. Aimed at improving their economic security.
Eligibility Criteria	: All farmers eligible
Premium Amount	: Small and marginal farmers. Farmer families that hold cultivable land can apply for the benefits of this plan.
Pension, Benefits	: Payments of Rs.6000/- per annum per family payable in three equal installments of Rs.2000/- each, every four months.

### Conclusion

Due to lack of social protection, people of both the informal sector and the formal sector, have endured unimaginable hardships. No wonder, Mr. Guy Rider, Director General of ILO, has this to say: "The lack of social protection leaves people vulnerable to ill health, poverty, inequality and social exclusion throughout their lifecycle. Denying this human right to 4 billion people worldwide is a significant obstacle to economic and social development. While many countries have come a long way in strengthening their social protection systems, major efforts are still necessary to ensure that the right to social protection becomes a reality".

Large enterprises in India do certainly comply with all the social protection legislations. In fact, in quite many cases, the benefits accruing to the employees in large organizations are far higher than what is statutorily stipulated. Large enterprises also engage vast numbers of contract labour and are heavily dependent on outsourcing. These large enterprises, as part of "Responsible Business Conduct (RBC)", need to have a buyer code and ensure that their suppliers and distributors in the supply chain strictly adhere to the Social Security laws of the country.

Here is a list of the members of the National and Regional Chambers of Commerce and Employer Organizations:

- All India Manufacturers' Organisation (AIMO),
- All India Organisation of Employers' (AIOE),
- Associated Chamber of Commerce & Industry (ASSOCHAM), Confederation of Indian Industry (CII),
- Employers' Federation of India (EFI),
- Employers' Federation of Southern India (EFSI),
- Federation of Associations of Small Industries of India (FASSI),
- Gujarat Employers' Organization (GEO),
- Karnataka Employers' Association (KEA),
- Laghu Udyog Bharati (LUB),
- Standing Conference of Public Enterprises (SCOPE),
- The Employers' Association of Rajasthan (EAR),
- The Federation of Indian Chamber of Commerce & Industry (FICCI)

If these agencies can persuade their members to have a buyer code and ensure that their suppliers and distributors in the supply chain comply with all the Social Security laws of the country, there is hope for the workers in the unorganized sector to be able to lead a secure and dignified life in the twilight years of their lives. The National and Regional Chambers of Commerce and Employer Organizations can also institute Organizational Excellence Awards to grant recognition to the member organizations who promote the cause of the unorganized workforce.



*Appreciating in a time-bound manner:*  
**Employee Recognition as a  
Lead indicator of performance**

*Dr. Sreejith S S*  
*Assistant Professor*  
*School of Management Studies*  
*NIT Calicut*

Shiela is a self-motivated person, who radiates energy and enthusiasm to her coworkers. She takes ownership for her job, shows initiative and completes a job with perfection and in a time bound manner, every time. Her manager was so impressed with her, that she was recognized publicly and offered her souvenirs, gift vouchers and certificates as tokens of appreciation, several times. However during the annual performance evaluation, Shiela was rated 3 on a scale of 1 to 5; 5 being the rating for best performer. She was naturally dejected and demotivated and put in her resignation a week later.

If an employee who receives recognition from the manager repeatedly, is given a lesser rating during the appraisal process, then there is something wrong with the system, not the person. Vijay was a star performer, so says his manager. Vijay was nominated for an organizational award, which was scrutinized by an award committee and sure enough, Vijay was one of the awardees, but was kept confidential. After a few months, when the award was being distributed by the CEO in a formal ceremony, Vijay was no longer on the rolls of the organization. He had moved out a few weeks back.

When a person has to wait for a long time for his/her contribution to be recognized and acknowledged, it shows a flaw in the process, not with the person.

The author's personal experience while conducting exit interviews is that, a good proportion of employees complain that they have never received any appreciation from their manager. On the other hand the managers almost always highlight the wrongdoings, albeit unintentional of the person. This apathy has forced them to look for other jobs. Such a simple thing as a quick appreciation and acknowledgment of the good performance could have increased the commitment and strengthened the psychological attachment. Absence of it creates a butterfly effect and leads to attrition. Recognizing the right employee for the right reason at the right time is a soft skill, which the managers (especially frontline managers) need to develop.



### Employee Recognition as a Lag Indicator

Often employee recognition is a byproduct of the ubiquitous performance appraisal process. Based on the performance appraisal score and nominations received from the managers and peers, an independent committee will scrutinize and decide the deserving employees for an award. The employee awards are highly linked with employee performance rating based on the previous appraisal cycle making it a lag indicator. Further, as the employee performance evaluation happens in longer frequency (say annual), the employee awards are also offered in similar frequency. When an employee receives an award for some job he/she has done a relatively long time back, the effect of such appreciation is lost.

So as to be effective, recognition for a good performance should be given immediately after the performance. This clearly sends out a signal to the employee and the peers about the best practices and motivates them to repeat such performance and raises the standards. For this, a continuous method of performance evaluation needs to be in place.

### Continuous Evaluation of Employee Performance

Researchers have argued that performance evaluation of employees should be a continuous process, rather than a discrete one. The evaluation should be integrated with the performance on a real-time manner and such continuous evaluations should be a necessary task for the frontline supervisor. The criteria for such evaluation need to be fixed at the beginning and clearly communicated to the employees. By informing the employees what constitutes a good performance and that they are being evaluated continuously increases their focus. This is a recipe to ensure maximum performance by the employees, which if not monitored well might regress to a typical performance. The frequency of such evaluations should be at smaller frequencies – say weekly or fortnightly.

A continuous evaluation process should also produce continuous output, and one such output could be recognizing well performing employee(s). Such recognitions based on continuous performance evaluation also act as a feedback method, where the employees realize their strengths and weaknesses. This self-realization is more timely and effective than having the manager point out the employee's flaws at a closed door appraisal meeting.

### Employee Recognition as a Lead Indicator

Employee recognition should be an ongoing process and should be carried out within a small time-interval as possible. For instance, the best performing employee(s) could be determined every week by way of an evaluation by frontline managers. This could be during a quick stand-up meeting near the water-cooler. The reward for the best performing employee(s) could be as small as a round of applause or a pat on the back or something more tangible such as a gift-voucher or a memento. Every instance of such recognitions should be monitored and recorded in a database. Based on the magnitude of contributing performance, the employees could be given varying points as well.

Similar to a frequent-flyer program, certain points should be accumulated for each of such recognition per individual employee. The employee recognition score is clearly an indicator of the employee's performance over the period. Such score could also be moderated by employees' potential. For instance a novice employee should

be recognized over an experienced employee, both producing similar outputs. For a relative scoring a moderating process is essential which sorts out the truly deserving employee worthy of being recognized. Instead of employee recognition by way of giving away awards being a lag indicator, employee recognition should be a lead indicator.

### Input towards Performance Appraisal

Performance appraisal is a mammoth task which most managers hate and employees dread. The process is considered to be a necessary evil, for streamlining and calibrating the individual performance in particular and the organizational performance in general. Various other decisions are linked to performance evaluation score- such as compensation revision, promotion, transfers, training and development, employee awards, performance improvement programs.

The database with the employee recognition details would have objective scores for each recognition cycle. When done over an appraisal period, it becomes a trustworthy and objective input during the periodic appraisal process. This also helps to eliminate the most common criticisms faced by performance appraisal process such as

- subjectivity: by having more objective quantitative score per employee;
- bias: by having the scores recorded over longer period;
- recency error : by recording a historical score distribution from the beginning of the appraisal period.

Maintaining such a real-time employee recognition score has various advantages such as:

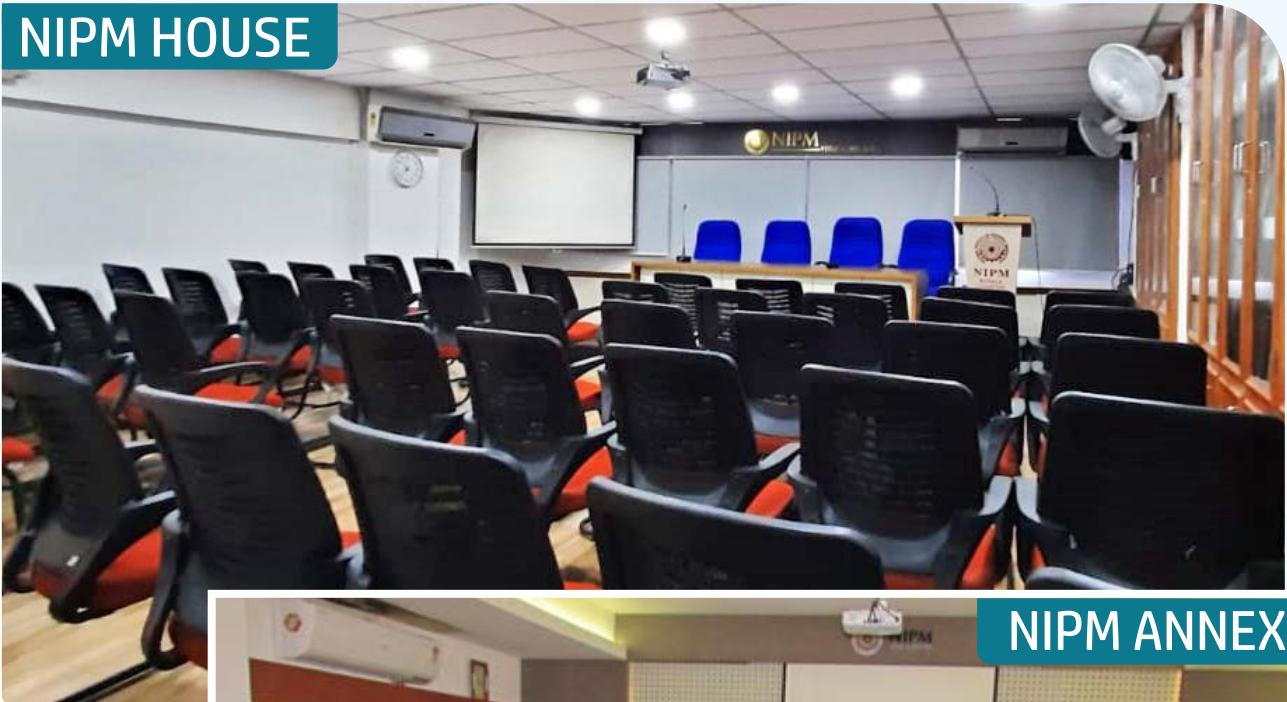
- Detect the poor performers at an early stage and design training methods for productivity improvement (a stitch in time saves nine);
- Identify employees whose skill and knowledge would be useful in a different function or department or location;
- Spot critical employees whose services are very much required for the organization and to design retention programs;
- Recommend the employees who score high for an early promotion;
- Evaluate the performance of employees in the middle of an appraisal cycle for multiple reasons (such as transfer, lay-offs).

The onus of such continuous evaluation and appreciation lies with the frontline managers. These frontline managers are the best judges of their team members' performance which could be weighed against their potential. Thus the performance of employees moderated by their individual potential should be the basis for offering recognition.

The idea of recognizing employees is to offer a positive reinforcement, which motivates the employees to repeat desirable performance and reduce undesirable ones. Such recognitions should be offered on an ongoing and continuous manner, at repeated intervals. This should not be a do-it-forget-it activity, but should be recorded and a cumulative score for every employee should be maintained. This score could act as one of the inputs during the organization's performance appraisal process. This objective input act as lead indicator of employee performance.



## NIPM HOUSE



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