

Kerala PERSONNEL

National Institute of Personnel Management - Kerala Chapter
Vol. XXIII, No.03 | Oct- Dec. 2015



Message from
CHAIRMAN
NIPM Kerala Chapter



My fellow NIPMIans,
Seasons Greetings!!!

A New Year usually implies a fresh start. It is also the time to cherish the accomplishments made, renew our commitments and adopt new resolutions for future. While wishing you and your families **a very happy and prosperous 2016**, I also take this opportunity to extend my heartfelt appreciation to all for the achievements made. I also look forward to the zeal and enthusiasm of all NIPMIans for the coming years.

Year 2015, especially the last quarter, was a remarkable period for our Chapter. Just to recapitulate: the revisited Young Manager's Contest for NIPM-Geojit BNP Paribas Rolling Trophy with maximum number of participating teams, the commencement of 3 months Labour Law Certification Course with an overwhelming response, collaboration with Rajagiri Centre for Business Studies for an interactive session with Googler Gopi Kallayil, HR interaction and inauguration of HR club for the student members of NIPM at Jawahar Business School along with other regular programmes.

The International Labour Organization (ILO) has predicted that by 2020, India will have 116 million workers in the work starting age bracket of 20 to 24 years as compared to China's 94 million. India's so-called 'demographic dividend' of a younger population compared to developed countries is as much an opportunity as it is a challenge. With a view to focus Gen Y and to bridge their talent gap and to position them in supporting HR function's role by using relevant technology input for making business, our Chapter will be organizing a one-day workshop on 'Emerging HR strategies for engaging Gen Y and a roadmap for the tech-journey ahead for HCM professionals' on 3rd February at Kochi. I take this opportunity to urge all members to nominate maximum delegates for the success of this unique programme.

I am sure that with our collaborative and competitive attitude, responsiveness and indomitable spirit to capitalize on the new opportunities, we can take our Chapter to further revered heights.

Once again I offer my best wishes to all our members and their families for **success, good health, happiness and prosperity in 2016.**

M.Thomas Kadavan
Chairman

PUBLISHING CREDITS

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Payment of Bonus Act- Amendment,2015

K. Vittala Rao

Management Consultant | Bangalore.

Amendment:

Amended vide Gazette Notification dated 1st January, 2016 by Government of India providing for higher amount of Bonus and enlarging the coverage of employees.

The highlights:

- Coverage limit has been enhanced to Rs.21,000 salary from the previously prescribed limit of Rs.10,000 salary. Here, the salary means that Basic Salary and the Dearness Allowance.
- The salary limit for calculation of Bonus payable to an employee has been enhanced from Rs.3500 to Rs.7000 or the minimum wage for the scheduled employment as fixed by appropriate Government, whichever is higher.
- The amendment has been deemed to have come into force from 1st April, 2014.

Commentaries:

- In addition, the amount of Bonus payable based on calculation of Rs.3500 has been doubled, namely, Rs.7000 or the applicable minimum wages falling under the respective scheduled industry under the Minimum Wages Act, whichever is higher. It means the amount is doubled.
- There may be huge financial liability arising out of the amendment since, the financial year, 2014-15 has already been closed, the Companies might not have been made any provision in the books of accounts to meet this contingency and also since the payment of bonus has already been made before November, 2015.
- Be that as it may, now the arrears arising out of the amendment will have to be paid immediately for those who have already received the bonus for the year 2014-15 and actual bonus will have to be paid to the newly covered employees who are in the range of Rs10,001 & Rs.21,000 salary per month.

Concerns to be borne in mind:

- The impact of revision of Minimum Wages every year by all the State Governments. In case the Minimum wages goes up beyond Rs.7000 every year to any level, the pay-out will substantially increase since the calculation of bonus has been linked with the same.
- Hence, it is likely the bonus pay-out may vary from year to year even though the percentage of bonus declared remains same.
- Now, as we can see, the Minimum Wages in all the States are varying and there is no uniformity. Hence, the payment of Bonus will vary from State to State.
- The Companies who have Multi-State locations will have no uniformity in the matter of payment of bonus to their employees.
- Arising out of this amendment, since the payment of Bonus has been made quite attractive with large number of employees being covered, obviously, the employees look for higher quantum of Bonus and the Trade Unions will come forward with demands for higher quantum of bonus. We can look back to the series of litigations prior to seventies.
- Hereafter, the payment of bonus itself will be a matter of discussions, demands, and ultimately may end up in adjudications

What needs to be done - immediately and now on ?

1. Calculation of Bonus payable, as per Schedule II and III for the previous five accounting years.
2. Prepare table of Set-On & Set-Off, accordingly for the previous five accounting years.
3. The reason for preparing the above for 5 years, is that either the Set-On or Set-Off can be carried forward up to & inclusive of fourth accounting year.
4. The quantum of Bonus payable legally has to be determined only if all the above mentioned calculations are done.
5. Next, year on year, similar calculations be done and update in the Set-On & Set-Off table on a continual basis.
6. While it is obligatory on each employer to maintain FORM A and FORM B, it is also absolutely required to convince the Trade Unions and the Courts, if need be.



An Evening Lecture Meeting was held at NIPM House, Kochi on 28th October 2015 on the Topic "Success & Happiness through Law of Attraction". The Resource Person was Mr. M. N. Rajeev, former HOD (Learning and Development), Hyundai Motor India Ltd.



An Evening Lecture Meeting was held at NIPM House, Kochi on 26th November 2015 on the Topic "Cybre Crime and Gender Crime Prevention in a Social Media and Digital World". The Resource Person was Mr. Yathish Chandra IPS, District Police Chief, Ernakulam Rural, Aluva.



An evening Lecture Session was held at NIPM House, Kochi on 30th December 2015 in which Sri Joyce John, Co-Founder and Managing Director, RUBY Software addressed NIPM Members on the topic "What's Trending in Performance Management".



GEOJIT
BNP PARIBAS



RCBS

NIPM YOUNG MANAGERS' CONTEST - 2015



NIPM | INNOVATIVE
GEOJIT BNP PARIBAS | HR
Rolling Trophy | PRACTICES

NIPM Kerala Chapter in association with GeoJIT BNP Paribas Financial Services Ltd. and Rajagiri Centre for Business Studies has organized NIPM Young Managers' Contest 2015 for "NIPM GEOJIT BNP PARIBAS ROLLING TROPHY" at KRL Auditorium, Rajagiri Centre for Business Studies. The Contest is intended to highlight importance of Innovative Employee Engagement Initiatives in Corporate Bodies and to present through case studies, benefits of projects launched by various organizations. It also seeks to bring to the attention of the profession the pioneering work done by enterprising establishments in HR areas. Out of 10 teams and case studies received from various organizations, 6 teams were short listed and these 6 teams have made their case study presented in front of the jury panel members and invited audience.

First Prize – Team From Carborundum Universal Ltd comprising of Mr.Nibu John, Sankara Nayanar and Mr. T. Sasikumar and the prize consists of "NIPM GEOJIT BNP PARIBAS ROLLING TROPHY" and Cash Prize of Rs.50,000/- + individual Mementos and Certificate of Merits. Ist Runner-up - Team from Synthite Industries Ltd. consisting of Ms. Athira Raj, Mr. P. Vineeth P. Mathew Mr. Abdul Salam T.A. The Prize consists Cash award of Rs.25,000/- plus individual Mementos and Certificate of Merits. 2nd Runner-up – Team from Popular Vehicles and Services Ltd. consisting of Mr. Abhilash P, Mr. Anto Mathew and Mr. Jomin John. The prize consists of Individual Mementos and Certificate of Merits.

In the inaugural session Mr. K. Suresh, Hon. Secretary, Kerala Chapter welcomed the Guests / Team Members / Audience and Presidential address was delivered by Mr. M. Thomas Kadavan, Chairman. The program was inaugurated by Sri Joseph I Injody, Executive Director, Rajagiri Centre for Business Studies.

The valedictory Session was held immediately after the presentation by all six teams at 4.00 pm. Sri K. Babu, Minister for Excise, Ports and Fisheries, Government of Kerala was the Chief Guest and presented the Rolling Trophy and Cash awards to the winners.



Short Term **CERTIFICATE COURSE IN LABOUR LAWS**



NIPM Kerala Chapter has introduced a Short Term Labour Law Certificate Course at Kochi covering Laws related to Industrial Relations, Social Security Legislations, Law of Wages & Principles of Wage Fixation and other related Labour Laws for practicing HR/IR, Legal Professions, Academicians and B-School Students. The course will have 10 Sessions on Saturdays only and on successful completion, a Course Completion Certificate will be awarded to the participants by NIPM Kerala Chapter. The batch size for this Course is 30 but as a special case we have admitted total 31 Participants for the first batch.

The kick start of the First Batch was held on 12th Dec. 2015 in which Prof. K.V. Thomas, Member of Parliament and former Union Minister inaugurated the Course. Sri P.J. Joy, Regional Joint Labour Commissioner has delivered Key Note Address and Sri M. Thomas Kadavan, Chairman, Kerala Chapter has delivered the Presidential Address. Sri K. Suresh Hon. Secretary, Kerala Chapter has welcomed the guests and participants and Sri Johnson Mathew, Vice Chairman, Kerala Chapter proposed Vote of Thanks.

The First Session covering Industrial Disputes Act 1947 & The Kerala Shops & Commercial Establishment Act 1960 was held from 9.30 am to 5.30 pm on 12-12-2015. The Resource Person for the day was Mr. K.V. Mohandas, Addl. Labour Commissioner/IR (Retd.), Government of Kerala.

The Second Session covering Industrial Employment (Standing orders) Act 1946, The Contract Labour (Regulation & Abolition) Act 1970 & Payment of Subsistence Allowance Act 1981 was held on 19th Dec. 2015 and the Resource Person was Mr. R. K. Vijayakrishnan, Life Member, former General Manager (HR/IR), Mathrubhumi Printing & Publishing Co. Ltd. and a leading HR/IR Consultant for various organizations. Further sessions will commence from 2nd Jan. 2016 on all Saturdays and will complete the Sessions on 20th February 2016.

Innovative Employee Engagement Practices

“Excerpts from the Award Winning Case Study in NIPM Young Managers' Contest 2015 for NIPM Geojit BNP Paribas Rolling Trophy”- Carborundum Universal Ltd.

Organizational Profile

Carborundum Universal Limited (CUMI) is one amongst the 28 Businesses owned and managed by Murugappa group - one of the largest family promoted, professionally managed business group based in South India. Started in 1964, CUMI- Electro Minerals Division (EMD) is the manufacturer of synthetic minerals using electricity, hence the name Electro Minerals. The core products of CUMI EMD are Brown Fused Alumina (BFA), White Fused Alumina (WFA) & Silicon Carbide (SiC).

Organizational context of Innovative Employee Engagement Initiatives. The change in the business strategies, Market Scenario and changing expectations & dynamics of workforce necessitated major remoulding of the HR strategies in tune in with the renewed business approach. The recent years have witnessed significant increase in hiring owing to retirements and business expansion. The company has reasserted the importance of Employee Engagement as the key factor in driving employee productivity and retention. The Employee Engagement initiatives were developed in alignment with the business strategies which are driving CUMI Electro Minerals through its growth path.

The engagement levels of human capital are differentiating the modern day organizations. CUMI has targeted for rapid growth as part of its vision 2020 to be the most admired abrasive and technical ceramic company in the world. In the coming three years organization has decided to have major investments in EMD through new projects and processes to cater to market requirements. In line with the above scenario, we focused on the following points to support the business in achieving its mission.

Knowledge up gradation through learning opportunities.

Align all employees to business goal.

Retain employees through engagement initiatives.

Moreover, the employees in the present day organization are no longer driven by hygiene factors. This calls for identifying motivational factors and then planning employee engagement initiatives that are focussed on to address those. CUMI has hence fine-tuned its engagement initiatives in recent years through systematic process that are on-going.

Engagement Model Of The Organization

Engagement is the state of emotional and intellectual commitment to an organization or group. Simply it is the extent to which an organisation 'wins' the 'hearts and minds' of employees.



Conducting Employee Engagement Survey as per Engagement model

CUMI has conducted a companywide employee engagement survey based on the above given employee engagement model. The company has decided to conduct a survey once in two years. The latest survey was conducted in April 2014. The survey was administered by Aon Hewitt to ensure confidentiality and robustness. Survey was administered both online and off line in English and vernacular languages as per employee preference. All the questions were broadly focussed on three engagement pillars, i.e. Say, Stay and Strive. Based on the engagement score card of organization, focus group discussions and action plan meeting, following three were identified as engagement focus area in the year ahead and each focus area was translated into action plans.

Recognition

Shop Floor Employee Experience

Learning and Development

Innovative Employee Engagement initiatives

In order to improve the engagement of the employees, the following innovative employee engagement initiatives were implemented in CUMI Electro minerals Division as an outcome of the above described steps. These initiatives were developed with an objective of significant improvement in employee engagement levels around the three engagement focus areas derived from the Engagement survey.

Best Practices Meet

The objective of EMD Best Practices meet is to provide a platform for significant performers to present their contributions and achievements before the leaders and peers in the organization and reviewed by SBU leadership. This initiative in turn developed a culture of cross learning and collaboration across the organization where manufacturing teams across EMD share their innovation, achievements and continuous improvements for collaborative problem solving.

Quarterly Awards

Quarterly Awards is the platform where employees who have contributed to the business excellence are formally rewarded by the SBU head. The quarterly rewards are conducted in connection with the quarterly communication meeting. The significant contributions are assessed as part of the quarterly business review meeting conducted at leadership level.

Spot Recognition

Organization has realised the need for immediate recognition rather than waiting till the next formal reward cycle to appreciate any contributions of individual or team. This requires managers to understand contributions or suggestions towards any day to day operations in the respective function or plant and recommend them for immediate recognition on the spot. The general guideline is to reward any proactive behaviours having business impact.

Communication Framework

Effective Communication is a key driver of engagement. CUMI has come up with a communication framework that provides guidelines of the schedule, responsibility, content and audience of each of the communication modes required for the organization to both internal and external stakeholders. It helps the organization to ensure proper and responsible two way communication between organization and its various stakeholders thereby helping in employee engagement.

Outbound Training for Team Members

We have rolled out two day out bound training for Team Members, category of employees who are skilled and autonomous to operate transformational product lines. The training was conducted in two batches with an objective of improving the employee experience through enhancing interpersonal skills, team work, leadership, time management, ownership and innovation. The outbound training was planned with defined training modules covering the common development areas applicable to team members. It includes class room session with outdoor activities with fun and learning.

Knowledge Sharing and Repository

The knowledge base of the organization is often hit by separation of key employees. To address this HR came up with a solution to build a Knowledge repository for the division. In management and middle management levels, any outgoing employee has to prepare a detailed presentation on his previous assignments, contributions, challenges and learning in one or two full day session to peer group and superiors. The presentation is followed by detailed discussion and entire meeting is captured using video/ voice recorder. The presentation documents and recorded data are stored as a repository for future training material/ reference for successors and peers. All the documents he had in soft and hard copies are also collected and stored for the above purpose. Thus the knowledge acquired by the employee is stored for the future reference.

Skill enhancement using CCSD facility

To address the felt need of the society for lack of employment opportunity CUMI has set up a training Centre -"CUMI Centre for Skill Development" at South Kalamassery, Ernakulam, Kerala under Apprentice Training Scheme (ATS) as part of our CSR initiatives. CCSD will offer NCVT approved courses equivalent to ITI to selected students from nearby localities. CUMI has recruited experts who can train students on Technical and non-technical topics as per curriculum. As an initiative, we have started using the CCSD infrastructure and experts to conduct skill enhancement programme for employees including new joinees. These programmes will address both technical and non-technical development needs of the employees without affecting the regular functioning of CCSD facility. The sessions will be conducted after regular working hours for interested employees on selected modules identified by the organization.

Workplace Learning Centre

It is all about innovating the learning. Workplace learning is delivered as discussion at work place itself, not as class room training. It paves way to instil in the worker a holistic view regarding the product he is making, the end customer and what value addition he is making through his work through internal resource persons. It ensures the opportunity to discuss and analyse the problems like customer complaints and coming up with trouble shooting to resolve the issues identified. Learning having direct impact to day to day work improvement have been identified and rolled out through workplace leaning centre. Workplace learning centre gives an opportunity to shop floor employees to interact with customers, marketing or respective functions. For EMD, Workplace learning centre is also the step towards the learning oriented workplace.

Outcome of the Initiatives

The responses to these innovative engagement initiatives have been overwhelming. The active participation of employees in these activities has shown the impact of these initiatives in the engagement level. The feedback from the employees reinforced the effectiveness of the engagement programmes. The employee participation levels in companywide programmes have increased. The surging number of employee suggestions towards process and operational improvements can also be cited as an outcome of these innovative engagement initiatives.



B School
Interactions



Half Day HR Seminar and Interactive Session was conducted at Jawaharlal Business School, Palakkad in which Ms. Jayasudha has handled session on "Personality Development" and Mr. Anish Aravind has handled the session on "Industry expectations from Management Graduates". Mr. Vijayakumar A.V has given a presentation and briefing about NIPM and its activities. Also received 34 Student Membership on the same day from Jawaharlal Business School.



A Session "Fratres 2K15" was held at Marathoma College of Management & Technology, Perumbavoor on and the same was inaugurated by Mr. M. Thomas Kadavan, Chairman. The key note address was delivered by Mr. Prasad M George, Past Chairman, Kerala Chapter.

In the Focuss

Congrats !!!

Synthite Industries Ltd. having been awarded "Commendation for Strong Commitment to HR Excellence" by CII.



Mr. Nissamudheenn Firoz A
Corporate Member NIPM and Manager(HR), AM Motors, Kozhikode has been promoted as Asst. General Manager HR (Operations).

New Members

LIFE MEMBERS



Mr. Bijoy Joseph



Prof. Sahi George



Mr. Jojy Joseph



Mr. K.K. Ramachandran

CORPORATE MEMBERS



Mr. P. C. Pillai



Mr. Sujith A.S.

INSTITUTIONAL MEMBERS
Berchmans Institute of Management
Changanassery (Kottayam)

STUDENT MEMBERS
34 Students from Jawaharlal Business School
Lakkidi, (Palakkad)

Interaction with Googler Gopi Kallayil



NIPM, Kerala Chapter & Rajagiri Centre for Business Studies (RCBS) jointly organized an Interactive Session with Mr. Gopi Kallayil, Chief Evangelist at Google at Rajagiri Auditorium, Kakkanad. Mr. Gopi is the Chief Evangelist for Brand Marketing at Google helping grow customer brands through digital marketing. In his prior roles he worked as Chief Evangelist for Google + and lead marketing teams for the company's advertising products AdWords and AdSense. Prior to this Mr. Gopi was on the Management team for two Silicon Valley venture-funded startups, while a consultant with McKinsey & Co. he worked on engagement helping large corporations improve performance and maximize revenue. He has also led information-technology projects for global corporations in India, China and the US.

Book Release



NIPM Kerala Chapter Released a Book titled "Straight from the Heart - Thoughts and Experiences of an HR Professional" written by Mr. M.N. Rajeev, former HOD (Learning and Development, Hyundai Motor India Ltd. The Book was released by Mr. M. Thomas Kadavan, Chairman, NIPM Kerala Chapter by handing over copy of the same to Dr. N. Vijayan Pillai, Fellow & Immediate Past Chairman, Kerala Chapter.

Employability Enhanced Certification Program



As part of our 17 Days Employability Enhanced Certification program various sessions were organized on 3RD, 17TH & 31ST October 2015, 7th, 21st and 28th November 2015 & 5th December 2015 for Final Year M.Com Students at De Paul Institute of Science & Technology



UP COMING EVENTS

“ONE DAY WORKSHOP”

3rd February 2016 - One Day Workshop at Hotel Presidency, Paramara Road, Kochi, from 9.30 am onwards:-

Session I (Forenoon) – “Emerging HR Strategies for Engaging Gen Y : Resource Person - **Ms. Aparna Sharma**, Felicitated with the “HR Super Achiever Award by Star News at the 20th World HrD Congress 2012.

Session II (Afternoon) – A Roadmap for the Tech-Journey ahead for HCM Professionals : Resource Person - **Mr. Anish Aravind**, former Associate Director(Organization Effectiveness) and Co-Founder and Principal Consultant, SS Consulting, Kochi

For details and registration contact NIPM Office on Phone Nos. 0484 – 2393489 / 4050310 / 9846807946 or e-Mail kc@nipmkerala.org

NIPM FOUNDATION DAY CELEBRATION

15th MARCH 2016

“LEGAL UPDATE 2016”

2nd / 3rd Week May 2016 – NIPM Kerala Chapter's Annual Flagship Program “LEGAL UPDATE 2016” to Refresh your knowledge pertaining to Labour Laws, Court Decisions in Labour Matters, Latest Amendments to Labour Legislation etc. The Sessions will be handled by Eminent Faculties in the relevant fields, followed by Interactive / Panel Discussion Session