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## Principal's Message



**Rev. Dr. Augustine George**

**"The greatest leader is not necessarily the one who does the greatest things. He is the one that gets the people to do the greatest things." - Ronald Reagan**

As the world is transforming, businesses are undergoing a plethora of transformations which include dynamic change in the way companies manage people. Human Resource Management is no more taking an ancillary position in strategic management but holds a core position with immense significance as it enables the organization to achieve its strategic goals.

Technology has become an indispensable part of contemporary world and human resource has experienced unprecedented levels of change. There is a pressing need for organizations to adopt technology in their HR functions to improve administrative efficiency and responsiveness.

The School focuses on providing equal opportunity to all students to gain from various initiatives for their holistic development. HR Zenith, the HR newsletter of the School aims at imparting knowledge about various trends, challenges and issues related to HR. The newsletter fosters critical thinking in the students and encourages to contribute their inputs in the form of articles for the edition.

I sincerely appreciate the immense efforts of the editorial team, faculty members of the School and the students for their tireless efforts and contribution to this issue of the newsletter.



# Technology in HR

## Reinventing HR Through AI

**“There’s no one thing that defines AI. It’s more like a tapestry of modern intelligent technologies knit together in a strategic fashion that can then uplift and create a knowledge base that is automated – where you can extrapolate findings from there.” – John Fremont**

Artificial Intelligence (AI) is winning more hearts and minds in the workplace and is at the forefront. A hybrid workforce, virtual recruitment, and an intensified concentration on diversity and inclusion have led to the introduction of new dynamics and escalated existing ones, thereby fostering the necessity for brand new platforms and cutting-edge technologies to make headway. AI has immense potency and empowers organizations to appreciate the complete potential of talent management by designing an environment that caters to employee needs and improves retention. It has the aptitude to personalize career development, optimize succession planning, close skills gap, and steer compensation strategy which offers managers and leaders in developing and deploying talent that leads to creating strategic advantages for the business. AI provides value addition through a deflection from the conventional one-size-fits-all approach, which can bolster employees in feeling the distinction in an experience that accounts for their personal goals, needs, and well-being. Furthermore, organizations will uncover that investing in employee growth and satisfaction is simpler, more effective and practical.

Integration of AI platforms into everyday organizational practices will enlighten individuals on the real-life tangible benefits for automating transactional tasks, enhancing employee productivity, and gaining valuable insights on candidates and employees. In today’s competitive and dynamic environment, hiring and retaining the finest talent requires laborious and strenuous efforts as well as considerable elbow grease from the HR teams. HR has the responsibility to deliver the best employee and candidate experiences across diverse functions including recruitment, training and operations, with speed, accuracy and personalization. If implemented and executed appropriately, AI can be of significant help and assistance to the HR department.

AI makes 24x7 availability possible through Chatbots which has the potential to simulate person-to-person conversation. This is achieved through its friendly customer-facing feature executed by powerful algorithms that run behind the scene. Chatbots offer immediate responses regarding hiring questions, benefits, concerns, training issues, and so on, to its users; any time on any device. AI acts as an intelligent partner to HR professionals. In the scenario where most teams are attempting to do more with less, AI platforms have the ability and power to support the workforce by automating transactional, tedious and mundane work which successively frees up their time to specialize in other more human attention-required tasks that add greater value to the function.





# Technology in HR

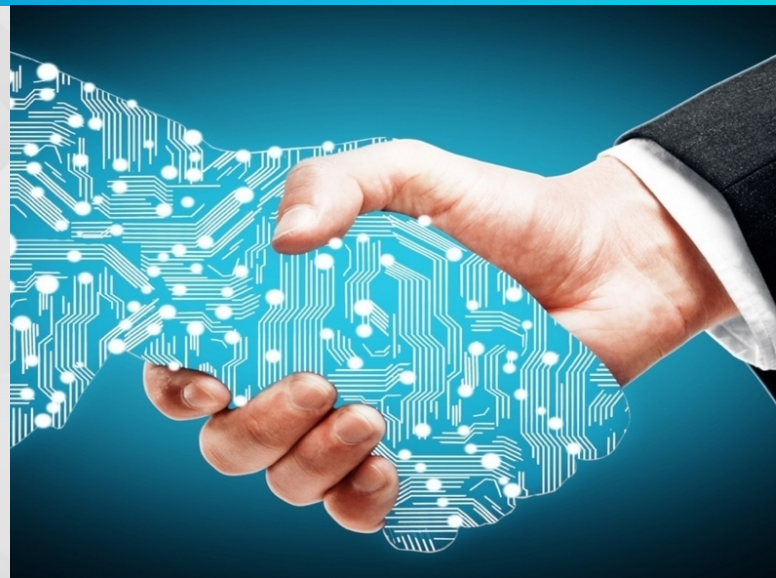
Business user expectations are sky-scraping due to the personalized experience that one is used to in his/her day-to-day life. Candidates and employees alike expect real-time access to HR resources, up-to-date alerts and enhanced communications, for instance, personalized information based on their location and preferences. Problems may be addressed before it escalates and opportunities can be capitalized upon swiftly if significant numbers of candidates or employees are expressing similar concerns.

With the right solutions and technology partnerships, AI brings about positive changes across HR functions, by strengthening recruitment, employer branding, hiring and development. AI enables individuals to target and tailor his/her prospect outreach better and faster, making it more relevant and high-yielding for candidates and therefore the HR team. Also, deeper insights into an individual's audiences can help promote the company's culture and values in authentic and engaging avenues.

AI's capabilities are immense and unlimited in today's world. It can deliver time savings in initial resume screening, increase efficiency and can assess an applicant's suitability based on potential instead of past performance; which holds true in the case of employee development and career pathing as well. An employee's prior work experience and performance can be evaluated and optimal development opportunities and potential development paths can be suggested with the help of analytics powered by AI. Disruption is inevitable as in the case of any new technology and it is crucial for companies and HR teams to best prepare themselves for the impending change. A multi-pronged approach that addresses the changes impacting one's technology, people and processes is the best plan to tackle the situation and gain an upper hand.

## **Will AI Replace Workforce? - The Million Dollar Question**

Understandably, there sprouts a fear among many employees that technology may make their roles redundant, and it is imperative to help them understand that AI is intended to support and not to replace them. Human Resources will always require a personal touch; that is a universal fact. Automation of routine tasks through AI can help employees free up their time to dedicate towards one-on-one interactions that are pivotal.



Analysis of workflows, tasks and processes that are to be automated by AI will help employees prepare for the changes to their roles and everyday work. It is vital to remember that the foremost valuable workspace skills such as emotional intelligence, creativity and sophisticated problem solving are highly sought after by organizations.

AI platforms can help build a more successful, efficient workplace that combines the best and most effective of human and digital capabilities. AI is a powerful and revolutionary technology, which can help HR improve their recruitment, hiring, measurement, compensation and development of people. Despite the technological advancement, sourcing and hiring still pose the need for human skills, from building relationships to supporting and managing employees.

## **A Word of advice to HR personnel**

HR leaders must equip themselves with the necessary insights to build growth strategies in alignment with company goals by getting the right talent with the right skills in the right roles. This also includes being hospitable to new ways of thinking and working every day, and welcoming helpful technologies. Integration of the best of people and technology will upskill and accustom HR leaders to encounter profound and lasting changes, as well as dynamic and unprecedented transitions.

To encapsulate, here is something that warrants serious consideration;

"Ultimately, AIs will dematerialize, demonetize and democratize all of these services, dramatically improving the quality of life for 8 billion people, pushing us closer towards a world of abundance." – Peter Diamandis

**Ms Sharon Francis Joseph**



## Challenges

### Disinvestment and its impact on Employees

The Government of India's strategic divestment policy is the sale of a substantial portion of the government's stake in the identified Core PSEs up to 50% or more, along with the transfer of management control. The disinvestment is feared, resented, and resisted by the human segment of PSUs, may that be workers, trade unions, managers, and their association.

Disinvestment decisions impact the rights of workers and trade unions, including job/union security, income security, and social security. Fears and apprehensions of the employees are a matter of course because they have been brought up and lived in the "PSU culture" (protected, controlled, and regulated) for decades. The long-term contribution to the existing management of the organization and the built-up loyalty towards the organization is in great question at the time of disinvestment. It is the discretion of the new owner, after the complete change of management, to decide if the employees continue to work or not. However, the government's disinvestment policy enables a maximum of 1 year protection to the employees.

Employees are also mainly concerned about the pay scale, allowances, perquisites, etc. which is the means of their livelihood. Work environment and policy transmission between the old and new regimes present challenges. Uncertain decisions and mismanagement by the new management affect the morale and productivity of the employees. Therefore, the government needs to work on a mechanism where employees become partners throughout the process before making decisions like strategic sales, etc.

**Ms Anto Alice Amrutha A**



### The pain points of HR Managers in 2021

#### Engaging the workforce

Employee engagement is critical to the overall health and future viability of any organization. As enterprises become more people-centric and place their workforce towards the center of nearly all strategies and decisions, employee engagement will continue to grow in importance in 2021 and beyond. Management must be astute in the policies and procedures they adopt to help authentic, enduring engagement bloom.

#### Attracting talent to the enterprise

Today, the labour market is tight and will make talent acquisition a challenging endeavor for organizations in 2021. Therefore, employers must ideally center their efforts around a strong recruiting brand and must be efficient with their recruiting strategies.

#### Managing relationships

Job satisfaction and productivity depend on an equitable workplace with open lines of communication and strong relationships between management and a workforce. Nothing corrodes an enterprise's culture as quickly and thoroughly as deteriorating relationships but, with an effective feedback protocol, employers can identify problems before they become systemic.

#### Embrace inevitable change

Change is a broader term that encompasses multifold facets of operations. Organizations must continuously embrace change as part of operating in the digital age. Failure to do so will make it difficult for organizations to effectively compete in a crowded environment.

Source: [www.betterworks.com](http://www.betterworks.com)



# Challenges

## Resistances to HR

An HR department's job is to increase employee productivity while also protecting the organization from any obstacles that may develop in the workplace. Compensation and benefits, recruitment, dismissal, and staying up to date on any regulations that may affect the organization and its employees are all part of HR's responsibilities. The HR department must comprehend employee engagement. Employees are critical to every organization's success. Adopting tactics for employee development, generating a degree of passion, dedication to work, and instilling in them a sense that their efforts matter is crucial for every company. Attracting talent aids in the retention of current personnel and their advancement to higher positions. Maintaining a positive working relationship with employees can assist HR professionals in preventing and resolving issues, as well as enforcing policies that are fair and equitable for all employees. Employee development and training are crucial to the company's long-term success. Employees must be productive, efficient, and adaptive, as well as possess enhanced skills in communication, critical thinking, problem-solving, and a variety of other areas.

A diverse workplace is a significant asset that refers to accepting and including individuals from all walks of life in order to benefit from each individual's unique qualities and possibilities. The world is changing at a breakneck pace, and the way we do business is changing right along with it. In order to attain long-term business success, it is vital to be able to adapt to those changes, no matter how foreign or frightening they may be. Above all, the most difficult task that HR professionals must face is identifying and comprehending the future business landscape. Human Resources will strengthen an organization's most important requirement - its people. As industries and technologies advance, new generations enter the workforce, globalization raises competitiveness, and the nature of work responds and adapts to environmental influences.

**Ms Ancy Joy**



## Challenges to Work from Home



The COVID-19 pandemic occurred as a nightmare in our lives, which changed the way human beings used to live their lives. Due to the pandemic, almost everything changed from education to work culture.

Within a brief span employees were forced to manage their work-life with household chores, personal relationships, family demands, etc. Very unexpectedly couches became office chairs, bedrooms became shared workspace, and dining tables became office desks. Employees often find it difficult to work remotely due to distractions at home like doorbells, children, and other interruptions. Due to the shift to work from home culture, many companies extended the working hours with no increment in their remuneration which made many employees resign from their respective jobs. The change in the work culture became a disadvantage because of the decrease in efficiency and demotivation among employees.

Employees feel more anxious, stressed, and alone when they do not have their colleagues and the traditional office environment. Researches have also clarified that the back-to-back virtual meeting can trigger fatigue and leave participants feeling disconnected from their social life. Remote work does not allow physical supervision of work which might lead to data security issues due to employee laxity and weakened control systems. The recent incidents of hacking iPhones and Pegasus reveal the vulnerabilities to data privacy in the work from home culture.

In order to maintain a better balance between the personal and work life of employees and to increase their efficiency, many organizations are coming up with a hybrid work model, which will give employees the flexibility to work from the office and home as well. As every situation has dual aspects, and it is our turn to use the opportunities of the work-from-culture wisely and overcome its disadvantages as well.

**Mr Abhishek Biyani**



# Trends

## HR evolves constantly



HR Industry has seen a lot of drastic changes in the past few years. Numerous tasks are done with the help of automation and work from home is the new normal. This has led to the rise of many HR trends in 2021. Work-from-home (WFH) is the epitome of trends and is the most used term of the year. The online mode of working has rapidly increased from the year 2020 and currently, several companies consider that there is no need to go back to a physical workspace. Employers around the globe have already embraced the Work-from-home style, with some proposing a 'hybrid' working model.

According to the survey conducted by Udemy, the demand for upskilling has grown immensely by 38%, and there is a huge potential for this trend. Companies can hire experts to train employees, but retaining the existing workforce is cost-effective.

The World of 4.0 revolves around the Internet of things (IoT), data analytics, automation, and cloud computing. The role of data here is to help HR make better decisions, and AI and Automation can help with the screening and recruitment processes too. We all know physical health care is important so is mental health care. Study shows that the mental health of the employees has declined drastically over the pandemic period. Thus, employers need to look for mandatory mental health support. Evidently, the COVID-19 pandemic hit us all differently, support from the organization is the only element that will motivate and help the employees to have a reason to wake up from their bed.

The HR trends continue to redesign and redefine the business models in the future.

**Ms Jisha Jogi Mammen**

# The Path Ahead

## Remote Work Model

With the onset of COVID-19, work-from-home has become the 'new normal'. The most valuable benefit to employers is the access to a broader talent pool.

## Employee Experience

COVID-19 has forced HR teams to redesign employees' journeys while measuring the virtual employee experience.

## Online Training and Upskilling

Employers are taking initiatives to connect with employees and provide virtual learning experience, with a focus on creating a culture of continuous learning and growth.

## Employee Well-being and Mental Health

Organizations are rethinking holistic ways to recreate employee wellness programs and benefits. The trend to maximize employee safety will continue in 2021 with employers investing in employees' well-being initiatives.

## Cloud-based HR Systems

Companies have focused on cloud-based HR systems that can be easily accessed anytime, from anywhere, with complete privacy of data.

## People Analytics

Data-driven insights will be used for better hiring decisions, effective performance management and reducing employee attrition.

## Virtual Onboarding

Employers focus more on remote recruiting and virtual onboarding with access to a wider range of talent pool. Rise of virtual hiring will give a complete digital experience to candidates.

## Artificial Intelligence in HR

AI offers a platform to engage employees as co-creators of a strong, smart and advanced workplace culture.

**Ms Sharon Francis Joseph**





# Diversity & Inclusion

## PROACTIVE

### Proactive approach of Diversity & Inclusion – the way forward

In today's modern era, diversity and inclusion is not just an HR program but the most important business strategy. In the past few years, diversity and inclusion have been the most discussed topic in the corporate world. Everything that makes an individual who they are as a person and differentiates them from others including race, gender, age, religion, sexual orientation, physical and mental ability, experiences, education, socioeconomic class, thoughts, and more is diversity. Engaging diverse individuals, points of view, thoughts, skills, and talents to foster a welcoming environment where each employee feels valued and empowered to participate and contribute to their full potential and with a true sense of belonging is inclusion.

The purpose of D&I is to acknowledge and celebrate the differences that make everyone unique. Everyone is given equal opportunity and an equitable stake and everyone feels valued, respected, accepted, and empowered to reach their full potential. D&I is important in the workplace as it brings in higher revenue growth for the organization, readiness to innovate increases, the ability to recruit diverse employees increases, and employee retention is higher compared to organizations that do not have D&I strategies. D&I can be implemented in organizations by measuring the potential with forward-looking analysis by creating rewards structure based on what individuals can learn in the future, and by measuring the potential for future skills and growth mindset will help bring about D&I.

Leveraging AI tools that are human-centered but free of bias to enable a diversity of talent throughout the pipeline, and strategic skills analysis by creating success profiles, benchmark and fine-tune capability models would be the best ways to inculcate D&I in organizations.

**Ms Venkata Sravya Korupolu**

## Companies with the best diversity and inclusion practices

Managing company diversity and inclusion moments in the global workplace is an unmapped territory. The following top global companies have some of the best diversity and inclusion practices.

### **BASF**

Earning a spot on DiversityInc's "Top 50 Companies for Diversity" in 2021 and Forbes' "The Best Employers for Diversity" in 2020, BASF is a global force properly leveraging D&I.

### **AIG**

AIG earned honors from DiversityInc as one of both the "Top Companies for Diversity" and "Top Companies for Employee Resource Groups" in 2021; additionally, the Human Rights Campaign named AIG one of the "Best Places to Work for LGBTQ Equality."

### **L'Oréal**

In 2021, L'Oréal became the very first company to receive the new EDGEplus Certification for intersectional gender equity. It also earned a place in the top 10 of the 2020 Refinitiv Diversity & Inclusion Index.

### **Johnson & Johnson**

The global healthcare company was listed on DiversityInc's Top 50 14 times, and is a DiversityInc "Hall of Fame" member (inducted in 2018). Johnson & Johnson is also on the Forbes 2020 list of "The Best Employers for Diversity," and a 2019 "Leading Inclusion Index" member and 2020 "Top 10 Inclusion Index Member" from "Diversity Best Practices."

**Source: [www.aperianglobal.com](http://www.aperianglobal.com)**





# MILLENNIALS

## Empowering Millennials or Gen-Y at the Workplace

In certain circles, the most recent generation of recruits has gotten a terrible rap. Much has been made about millennials, often known as Generation Y, and their proclivity for seeming entitled, aimless, or fickle.

Millennials, contrary to popular belief, can be useful, committed, and high-performing team members and leaders. The differences they bring to the table, like those of any other generation, can be a challenge or an opportunity, depending on how the organization's leadership responds. Managers must understand what motivates Millennials to excite them and help them advance into leadership positions.

As Millennials go from entry-level to management positions, corporate executives must see them as the company's future leaders, and be able to discover and train strong people to replace positions that will be left vacant as older generations retire. As newer generations enter the profession, the office is shaped more by Generation Y standards and expectations.

In fact, according to a 2013 survey, Gen Y employees will account for 36% of the workforce this year, rising to 75% by 2025. Companies are listening to what matters most to Millennials and implementing programmes and initiatives to improve employee engagement in order to keep them happy and engaged.

Companies are providing generation-specific groups with the involvement of a senior team leader who can guide them through and understand their needs and provide them with the needful to achieve the organizational goals.

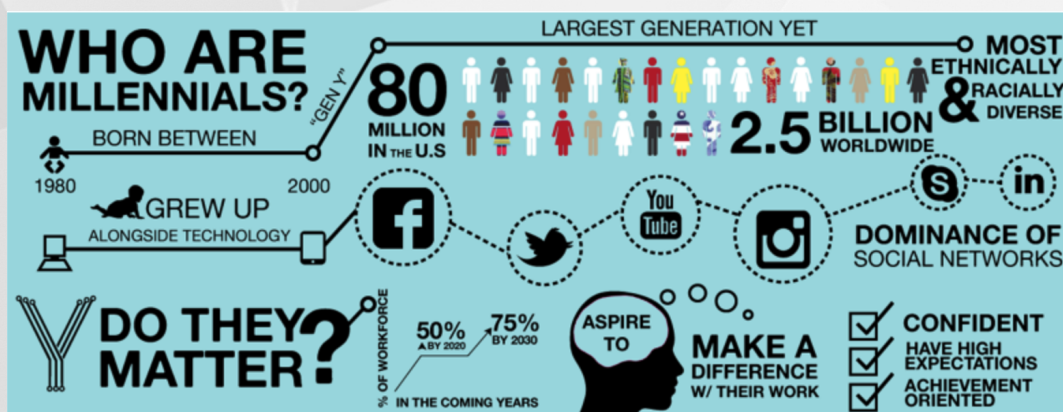
Millennials integrate their personal and professional life far more than previous generations, and they frequently become friends with coworkers. As a result, businesses are broadening their definition of employee assistance to include not only work-related but also personal interests.

Companies are developing volunteer programmes, service days, and pro bono initiatives to encourage younger employees to give back to their communities, both locally and globally. According to a Bentley University survey, 84 percent of Millennials value social responsibility above career reward.

In conclusion, Gen-y likes to collaborate, create teams, often many of them at fifty thousand feet, they will recite superb theories and concepts and the senior people have to bring them down to earth.

So use their brainpower, help them, work them through, ask the questions and try to make them successful. Once they are successful and trained perfectly, you have some very insightful and important human beings or human capital going forward.

Mr Aditya Pillai





## Gen Y Corner



### Workplace wishlist of millennials in 2021

Over 300,000 millennial employees in the U.S. have weighed in to determine the 2021 Fortune Best Workplaces for Millennials™. More than any other generation, millennials are seeking equity, transparency, flexibility and purpose, and they are not afraid to quit if an employer doesn't meet their needs and expectations.

#### Fair pay and personal meaning

Apart from the other generation, millennials are experiencing a gap in pay and meaning. The best workplaces recognize the unique dynamics affecting millennials, a generation grappling with the financial strain of starting families while still paying off student loans.

#### #MeToo: Gender equity at all levels

Best workplaces, such as real estate marketplace Zillow, are actively working to elevate women and bring transparent pay across their organizations. Zillow runs twice annual checks on pay, and for the past 12 months has maintained pay parity between genders doing the same work.



#### Inclusive benefits that go beyond parenthood

'Pawternity' leave is on the list of benefits at many of this year's list winners. These employers are cleverly acknowledging the growing role pets play in employees' lives by giving them time off specifically to care for their furry friends.

#### Flexibility post-pandemic

After more than a year of working from home, millennials are reluctant to return to the in-office 9-to-5 regime. Millennials request to continue flexible work arrangements, with the option to connect with colleagues through team outings when they can return safely.

#### Safe spaces where they can be involved

Millennials value a welcoming atmosphere, where they can ask questions and be heard, and have a sense of shared ownership with the business. Millennials also want workplaces that are willing to address issues of diversity, equity, inclusion and belonging (DEIB), particularly in the wake of George Floyd's murder and the subsequent Black Lives Matter protests. The best workplaces are those that are willing to hold those safe spaces and put power in employees' hands.

Source: [www.greatplacetowork.com](http://www.greatplacetowork.com)





# Innovation

## Novelties in recruitment

### Employer review sites

Job seekers spend a lot of time researching the companies they might apply to online. So, a recruiter could go onto these employer review sites and find out where the company's pain points lie. Of course, if a flaw is found, now is the time to straighten things out.

### Managing the aging workforce

There are more skilled, experienced people leaving than there are young people to make up for these departures. So, even if one has the best recruitment strategy in the world, there physically does not exist enough young candidates. Including experienced workers in the recruitment plans would help to a great extent.

Creation of some kind of mentoring program is of immense significance. Older workers have a wealth of experience and knowledge that they can transfer to younger employees. In return, younger workers may have an innovative way of looking at certain processes that they can share with their more experienced peers. A two-way mentoring/teaching program is likely to boost engagement too; win-win.

### Programmatic advertising

Recruiting on niche sites where the target candidates hang out, however, can be pretty innovative. The key takeaway is to know the candidates. Once the candidates are known, programmatic advertising can be used – or another recruitment method – to make sure that the candidates see the job advert.



### Inclusive job adverts

The words used and the way one phrase things can put off entire groups of the candidate population (women, ethnic minorities, older people). To avoid such a thing – and to keep the candidate pool as large as possible – use an AI-driven writing tool may be used. This kind of tool scans heaps of documents and – based on this data – predicts exactly what job advert will succeed where others fail based on this data.

### Video interviewing

Using video technology can be a great option when the candidates live abroad; it saves both parties heaps of time and money, and can still benefit from a much larger candidate pool.

Things can be taken up a notch video-wise by using pre-employment assessments that incorporate video technology. This kind of technology collects data on things like verbal response, eye movements and non-verbal communication and uses this information to predict a candidate's likelihood of success in their future job.

### Benefit from the gig economy

Hiring a freelancer from one of the many freelance platforms available is a quick and easy solution when in a dilemma. It will save a lot of time and money since one will not have to go through the usual recruitment process. Besides, working with freelancers gives the chance to see how good they are and how well they work with the rest of the team.

### Virtual reality

VR can give (remote) candidates a realistic, virtual tour or the office for instance, or show applicants the company culture. Compared to a video, VR headsets provide a higher level of realism and detail.

Source: [www.haver.com](http://www.haver.com)





# Movie Review



Vince Vaughn

Owen Wilson

## The Internship

Hiring them was a brilliant mistake.

June 7

### CAST

VINCE VAUGHN AS WILLIAM "BILLY" MCMAHON

OWEN WILSON AS NICHOLAS "NICK" CAMPBELL

ROSE BYRNE AS DANA SIMMS

MAX MINGHELLA AS GRAHAM HAWTREY

DYLAN O'BRIEN AS STUART TWOMBLY

JOSH BRENER AS LYLE SPAULDING

TIYA SIRCAR AS NEHA PATEL

TOBIT RAPHAEL AS YO-YO SANTOS

AASIF MANDVI AS ROGER CHETTY

JOSH GAD AS ANDREW "HEADPHONES" ANDERSON

### PLOT:

The internship movie revolves around two characters Billy McMahon and Nick Campbell who lose their jobs in mid-thirties. Billy & Nicky gets selected for an internship at Google because of their unorthodox nature and intuitive answers given by them during the interview.

During the internship, they are made to compete with experienced, skilled and technically sound interns who make fun of Billy & Nick. Billy slowly develops an interest in technical aspects but the team loses to their competitors. Dejected Billy leaves Google and pursues a sales job.

Billy convinces the client to engage Google to interact with potential customers and thereby expand his business. Their team wins the contest and Billy and Nick get the job in Google.

### LEARNING OUTCOME:

The movie portrays the significance of community building and how connections open doors to a variety of learning and life experiences. It also shows us the importance of being positive and open, especially when in the workplace. The movie teaches the viewers how to be a benevolent disruptor and innovator while honouring the chain of command. It also emphasizes that the most radical move is to be yourself when confronted by challenges. It highlights the value of possessing problem-solving capabilities and learning agility. Also, having a mashup of passion and drive that helps one to think and act crucially will be an individual's saviour during trying times.

The movie conveys to its audience the importance of acknowledging one's mistakes, apologizing for the same and learning from it. The trick is to learn how to acknowledge one's mistakes gracefully, reflect on what went wrong and implement strategies to reduce the occurrence of the same in the future.

Combining soft skills with technical skills is the most important quality that an individual must possess to be successful in his or her workplace. Deriving the utmost out of the learning opportunities will help one gather immense knowledge for the future. Throughout the entire movie, the characters are seen to be upbeat, positive, happy and friendly even in the midst of difficult situations. One can also learn how to be a positive team player from the various instances in the movie.

To sum up, there is no age limit to start a career if there is proper dedication and interest. The Company hires the right candidate irrespective of their background, experience or job history. Employees need to accept and embrace people with diverse characteristics.

Mr Manish P



# Geek Speak

## Purple Squirrel

Recruitment slang term referring to a recruit or job candidate that has just the right amount of skills, education, experience, and qualifications needed for a particular job. An agency or recruiter looking for this kind of candidate is often called a "purple squirrel hunter."

## Micromanagement

Micromanagement is a negative term that refers to a management style characterized by extremely close supervision and control of the minor details of an individual's workload and output. Micromanagers generally avoid delegating decision-making power to employees and may be overly obsessed with information-gathering by forcing employees to produce regular, detailed reports that are often superfluous.

## Wage Drift

Wage drift refers to a difference between the salary negotiated by a company and the one that is actually paid to an employee by the end of the work period, be it monthly or weekly. Wage drift usually occurs when a company has the unpredictable demand and needs its workers to put in extra work hours.

## Gamification

In an employment or HR context, gamification refers to a process of making systems, processes or other employment related activities more enjoyable and motivating through game design elements. Gamification has been applied to recruiting, learning and development, employee surveys and many more areas of talent management.

## Prima facie case

It refers to the initial burden of the complainant to show actions taken by the employer are more likely than not to be discriminatory, if such actions remain unexplained.

## Perennials

Perennials are "a group of people of all ages, stripes, and types who go beyond stereotypes and make connections with each other and the world around them." To understand our workforce and develop our talent strategies, we should look beyond group differences and gather insights on individual employees' interests, values, and aspirations. This also enables us to personalize how we manage people as HR professionals.



## Editorial Board

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