

*E-Newsletter of HR Trends Group*

# HR TRENDS



HR Trends

Dear Friends,

Welcome to the inaugural issue of HR Trends e-newsletter - a publication for members of HR Trends group by members of HR Trends group! I am happy to share that the HR Trends whatsApp group has grown in a short span of time to 300+ HRs from some of the top organisations from various parts of India.

The HR Trends e-newsletter intends to help the fraternity know the latest trends in the HR world, to help us get to know each other and learn from each other's knowledge and experience.

We are delighted to present articles written by HRs working in various sectors of Indian industry. To kick off this first edition of HR Trends, we have below eight articles:

- 1) **HR Analytics**— Avinash Bhambra, AGM HR- JMC Projects Ltd: A Kalpataru Group.
- 2) **Canteen Contract Labour-No right to claim regularization** — Rudra Misra Head, HRM - ER, Tata Steel Ltd. and Sushovit Mishra, Deputy Manager HR at ACC Ltd.
- 3) **If you want to build the business, build the people** — Raju Khotwad, Head- HR, Ramada Caravela Beach Resort, Goa .
- 4) **Rubik's Cube of Organizations** —Waman Pednekar, Head HR - Colorcon South Asia.
- 5) **Good Morning, Sir...** —Viraj Govekar, Sr. Manager HR, Club Mahindra Varca Beach Resort, Goa.
- 6) **Why do Rewards Programs fail to motivate your employees???** —Waman Pednekar, Head HR - Colorcon South Asia.
- 7) **HR technology and strategic role of HR** —Achintya, Business Analyst Human Capital Management, Big Four.
- 8) **Report on first En-clave session** —Linfa Carvalho- HR Executive—Putzmeister Concrete Machines Pvt. Ltd.

We hope you will enjoy reading the newsletter and look forward to receive feedback from you. Please direct your feedback to [ameyhegde@gmail.com](mailto:ameyhegde@gmail.com).

Wish you happy reading,

Amey Hegde,

Founder of HR Trends Group,

Corporate Trainer and Motivational Speaker, Goa.

# HR ANALYTICS



**Avinash Bhambra**

AGM HR- JMC Projects  
Ltd: A Kalpataru Group

HR Analytics draws a parallel between business data and employee data, which helps in more effective decision making. The foremost attribute of HR Analytics is to decisively show the influence the HR department has on the organization. HR Analytics helps in ascertaining a cause-and-effect association between HR action and business outcomes. This helps in determining strategies, plans and policies based on that HR Analytics intelligence.

In brief, HR Analytics offers to provide insight into each organizational process by collating data. It then uses this data for effectual and pertinent decision making, leading to improved organizational processes.

**Major Challenges:** The challenges of HR Analytics are:

1. To detect and ascertain what data should be captured.
2. How to use the data to predict and envisage skills, capabilities, competencies and know-how.

The objective of HR Analytics is to provide an organization with acumens for effectively managing employees so that organizational goals can be reached efficiently and timely. It also helps the organization in determining the ROHI (Return on Human Investment) and aligning the talent investment with business results.

The sweet news is that HR Analytics is creating an impact in organizations. Various organizations are exploring and evaluating the HR Analytics data to find the key to diverse vital questions. For example, Why does one employee perform better than the other? What is the impact of learning programs on the organization results? How much time does a new joiner take to produce results? Why does a particular leader succeed?

In order for HR to create an impact on business and to really be a Business Partner, it is very essential to synergize data.

To summarize, the HR Analytics data should be *Appropriate; Valid and Vetted; Persuasive and Transformative.*

## Canteen Contract Labour–No right to claim regularization



**Rudra Misra-**

Head, HRM - ER (K&E and a PCs)

Tata Steel Ltd



**Sushovit Mishra-**

Deputy Manager HR at ACC

In an epoch-making decision in *Balwant Rai Saluja v. Air India Ltd.*, Civil Appeal Nos. 10264-10266 of 2013, decided on 25.08.2014 the Supreme Court has in definitive terms decided adversely on the claim of the canteen workers for regularization in service of the Principal Employer.

The three-judge bench comprising of Sriyuts H.L. Dattu, R.K. Agrawal and Arun Mishra, JJ deliberated upon the question whether the workmen engaged in statutory canteens, through a contractor, could be treated as employees of the principal establishment which came up from a reference made by a two-judge bench of Supreme Court as contrasting opinions were made by said bench on the question.

Elucidating the issue, the Hon'ble Supreme Court held that the workers engaged by a contractor to work in the statutory canteen of a factory would be the workers of the said factory, but only for the purposes of the Factories Act, 1948 and not for other purposes; and further for the said workers, to be called the employees of the factory for all purposes, they would need to satisfy the test of employer- employee relationship and it must be shown that the employer exercises

absolute and effective control over the said workers. In the case, workers of the Hotel Corporations of India Ltd (HCI) a subsidiary of Air India and contractor for canteen of Air India, contended that they should be treated to be the deemed employees of the respondents - Air India Ltd. as they work in the canteen established in the Air India premises and that too for the benefit of the employees of the respondent.

The two-judge bench differed in their opinion on the said matter on the aspects of supervision and control exercised by the respondents over the appellants i.e. the issues surrounding the economic dependence of the subsidiary (HCI) on Air India, role of Air India in management and maintenance of the canteen premises, representation of workers, modes of appointment and termination as well as resolving disciplinary issues among workmen.

The Court, taking into account the facts of the case and various judgments of the Court, held that the appellants would be workmen of the Air India, but only for the purposes of the Factories Act and solely by virtue of this deemed status under the Factories Act, the said workers would not be able to claim regularization in their employment from the Air India.

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## Canteen Contract Labour–No right to claim regularization

The Hon'ble Court during the course of judgment has relied on the earlier decisions of the Court in the following cases.

- a. Indian Petro Chemicals Corporation Ltd., and another vs. Shramik Sena and others 1999 LLR 961 wherein it has been held that the Factories Act does not govern the rights of the employees with reference to recruit, seniority, promotion, retirement benefits etc. These are governed by the other statutes, rules, contracts or policies. Therefore, the workmen's contention that an employee of the statutory canteen ipso facto becomes the employees of the establishment for all purposes cannot be accepted. The workmen of a statutory canteen would be the workmen of the establishment for the purpose of the Factories Act only and not for all other purpose.
- b. Harishankar Sharma and others vs. Artificial Limbs Manufacturing Corporation and others AIR 2002 SC 226. The employees of the contractor cannot set up the plea of their being the employees of the principal employer. The facts and agreement between the contractor and the establishment showed that the control over the appointment, confirmation or dismissal from service of workmen was exercised by the contractor and not the establishment. Workmen of the statutory canteen are the employees of the contractor and cannot claim to be regular workmen of the establishment.
- c. Workmen of the Canteen of Coats India Ltd. vs Coats of India Ltd., and others 2004 SCC (L and S) 504 wherein it has been held that the workmen of statutory canteen run by the canteen managing committee through canteen contractor cannot become employees of the company despite the canteen is required to be maintained under section 46 of the Factories Act.
- d. Haldia Refinery Canteen Employees Union and another vs Indian Oil Corporation Ltd., and others 2005 II LLJ 684 the Supreme Court after going through the condition of the contract observed the control that the respondent employer exercise over the contractor was only to enter that canteen was run in an efficient manner. It did not mean the canteen employees by virtue of such control became the employees of the management. The workmen in a statutory canteen became the workers of the establishment for the purpose of Factories Act 1948 only and not for any other purpose.

## IF YOU WANT TO BUILD THE BUSINESS, BUILD THE PEOPLE...



**Raju Khotwad-**

Head - Human Resources  
Ramada Caravela Beach  
Resort, Goa

“People increasingly rely on each other to get things done and that means understanding each other’s motives and emotions is a lot more important than it used to be,” says Yongmei Liu, an associate professor at Illinois State University’s College of Business.

Manufacturing industries focus on output and unaccompanied determined work environment; while collaboration and working in teams are more gaining importance in today’s challenging market. HR in the present day has long evolved and is not as identical as how it portrayed to be a decade ago, more dynamic and at the same time more strategic. Talent.preneurship, Agile work environment and Engaged work culture are more gaining magnitude in the current field. Similarly HR needs to deal with a diverse workforce in respect of Baby Boomers to Millennial and multi Culture. The technology and work place changes around us are dramatic and rapidly occurring. We need to reengineer the work place, rethink the way we attract, retain and manage employees. At the same HR function needs to re-skill from administrative HR to Agile HR.



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## IF YOU WANT TO BUILD THE BUSINESS, BUILD THE PEOPLE...

Teampedia – GET YOUR ACT TOGETHER!!!!

Teampedia - an activity commenced in Ramada Caravela Beach Resort, Goa, aims to rupture the negativity amongst the groups. A task with a clear objective and direction.

A new culture induced to inspire and foster a stress less environment, wherein every week, activities of team building are organized by the HR team revolutionizing the behavioural patterns of the employees, breaking the trance amongst the employees and the barriers of negativity and the thought processes wherein the employees feel that they are all one - We are together.



This activity takes action during the tea break. No prior notice of the activity is specified. Organizing this activity is similar to the concept of a flash mob, a concept more familiar if you are a part of the dance industry. The employees are automatically driven to take part in the teambuilding activity themselves. We, the HR team ensure that we place the activity in such a manner that on one corner we encompass the Manager and on the other a down the line employee.

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## IF YOU WANT TO BUILD THE BUSINESS, BUILD THE PEOPLE...

Whether it's building a tower of plastic cups together, or holding the strings end to end ensuring the ball is dropped into the basket, fostering teamwork is creating a work culture that values collaboration. In a teamwork environment, people understand and believe that thinking, planning, decisions and actions are better when done collaboratively. People recognize, and even assimilate, the belief that "none of us is as good as all of us." There is no "I" in teamwork.

"It helps not to call people "human resources. They're people. And, as it turns out, people like to be treated like people" says Dharmesh Shah, Founder HubSpot

Open following links

<https://www.youtube.com/watch?v=mbHtbPapYPg>

<https://www.youtube.com/watch?v=Pe3JGJJBbw>

T – TOGETHER

E – EVERYONE

A – ACHIEVES

M – MORE

## Rubik's Cube of Organizations



**Waman Pednekar -**

Head HR - Colorcon South Asia

Almost everyone has tried to solve a **Rubik's cube**. Imagine how would you feel if you solved all the sides of the cube in the first attempt? It sounds like melody isn't it? Like a dream that you saw has just come true!!! **Our organizations are very much like the Rubik cube.**

Some organizations you can clearly see emanate power and at this moment you must have thought of some names too. And some organizations appear powerless. Some organizations are revered as employee friendly and some we dare to even think we may want to join ever. Some of them are evident success stories and some of them a major failures. And all this boils down to one thing, organization structure; Solving this Rubik Cube!

Today in this world economy of globalization, the organization structures are becoming more and more complex. Just like the permutations on a Rubik's cube, the number of possible permutations in organizations seem daunting. The colors will never line up, no matter how many times you spin it. Managers love to reorganize (lay-off, termination, reduce cost etc.) things as it's the most convenient way possible to present decisiveness. However, what precisely is required though is discipline! And discipline often comes from the cadence of accountability. The cadence of accountability is a rhythm of regular and frequent meetings of any team that owns a goal. And who owns this responsibility? Undoubtedly the Leader. Leaders many a times cling on to 'a certain way' of doing things. Sort of a superstition. As a result they often fail to align the organization to the strategic goal. Each single cube inside the Rubik's cube is an organization in itself; but they are interconnected. In an organizational context, these boxes have human beings with strengths, weaknesses and personalities that often don't fit with the mindset of the organizational design. Instead of directly dealing with them, most managers make alterations to the design of the organization.

What needs to be done instead? Work on behavior. Unfortunately though leaders are often caught pointing bad behaviors and you see one putting an effort to change one. **Let's not try to put what's not inside, rather aim to pull out what's with in.** Finally the Rubik's cube only has 6 sides and six colors. Moderate behaviors, and have a strategically aligned Rubik's cube of your organization...

### Accountability

There were four people and an important job to be done.



Nobody knew that Everybody was not going to do it.  
Everybody was sure that Somebody would do it.  
Anybody could have done it.  
In the end, Nobody did it.



## Good Morning, Sir...



**Viraj Govekar-**  
Sr. Manager Human  
Resources  
Club Mahindra Varca  
Beach Resort, Goa .

Good Morning Sir, is what my Security Guard said to me when I entered the main gate of my resort, “Good Morning” I greeted him back and he went his way.

I was not sure if he heard me. This got me thinking...

Greeting a person is as normal to human nature as breathing, this need not be a verbal communication at all time, this may also comprise of non-verbal communication in form of a smile or nod of a head or wave of a hand.

In service industry, a lot of stress is given on the fact that a verbal greeting is conveyed to the guest to improve guest satisfaction. A lot of training is done to ensure the consistency of greeting and the manner of delivery.

Greeting is not only limited to the guests, but also extends to the colleagues working with us. However, the structure of greeting follows a hierarchal pattern. Its starts at the bottom of the pyramid and then moves upwards. You will rarely find a supervisor wishing a staff (or as a matter of fact a boss wishing his employee, except maybe when he is starting a meeting or a conference, but never while walking the corridors). Invariable always the first greet comes from someone who is working in a position lower to the person who has been greeted.

I walked around the resort for some time and noticed that everywhere I went the staff greeted me as I walked by. Probably the discipline, thanks to the trainings done by us or the fear of a Manager walking by. I consciously tried to greet them before they did so, however, failed miserably. Nine out of ten times they managed to wish me in-spite of me trying to beat them at it.

I also realized that the greeting was a robotic, monotonous greet which was more of a formality then genuine statement. More observation of the above topic got me to the realization of the fact that the greeting is not only hierarchal but also many a time one way. A junior may wish his supervisor but may or may not get a response and this happens at all levels. Probably the bosses are busy with an important thought and may only be disturbed through divine intervention.

But the initiation is mostly at the junior level.

Over next few days I accepted the challenge and practiced the art to greet an employee, (who is junior to me) before he greeted me. Initially, it was difficult, however, with practice I improved my hits and got better. The response was many times that of a surprise with a bright smile or loud and clear greet back.

Further, I consciously made sure that every time an employee beat me at greeting, I would ensure that I greet back. But then I realized that many a times my loud and clear greet hit the deaf spot<sup>#</sup> of the employees and the same didn't register. Now I had to do something different.

Good Morning, Sir is what my Security Guard said to me when I entered the main gate of my resort “Morning Good” I greeted him back, he stopped, looked at me and gave a bright smile and then walked away.

That was awesome...

# If an eye could have a Blind Spot, I believe an ear could have a Deaf Spot.

## Why do Rewards Programs fail to motivate your employees???



**Waman Pednekar -**  
Head HR - Colarcon South  
Asia

Have you come across an employee, who inspite of being a winner of a reward still feels de-motivated? Or do you hear conversations that the reward an employee got was no good? Or, do you see the employee upset rather than being upbeat about the rewards s/he recently won? Why? **Why do Rewards Programs fail to motivate your employees???**

Some employees seem to be adding on tremendous power after winning a reward and some appear as if all their power was lost after winning a reward. For some it's like one of the world's biggest achievement, and for some a cause for a dip in their career. For some the same reward is a talking point. They feel it's because of a reward that they won, their loyalty to the organization increased. And for some that very reward became the cause of their decision to exit? All this boils down to consciousness!

Consciousness is like the **Rainbow**. Just as how a rainbow has 7 different colors, so are the colors of human consciousness in existence. And each one of us has all of them. The only difference we have preference of one over the other.

A person at a consciousness level where survival matters, a rewards program with a cash reward will work. An appreciation letter won't mean anything. For team players, rewards for the entire team matter. They will never be happy receiving a reward alone unless the team is honored and recognized. A person with need for recognition will never be happy unless they are recognized publicly and are actually respected for their work or contribution. Here rewards in kind don't matter as much as kind words of appreciation do. For some hierarchy matters. So for them, an organized hierarchy in the reward system will matter the most. For some competition is like reward. If there is competition, they would love to participate and win. They would be happy if they are recognized for their efforts and success in their area of work. Some of employees would consider contribution to society, to the underprivileged as reward. If they get an opportunity to create equality amongst people, they would cherish that moment. There will be some employees who would consider personal freedom as reward. When they are provided with a sense of self-directed learning, they will thrive. For them learning and understanding motivates.

Most of our employee rewards program are based on four main areas – compensation, benefits, recognition and appreciation. But it misses this one main ingredient, 'Consciousness'.

Not all get motivated by the same reward. So what do we do? How is such a design possible? A reward program is not merely a document. It's an alive eco-system and must be dealt with on a person to person basis. Only the immediate supervisor knows his people so closely.

## HR technology and strategic role of HR



**Achintya—**

Business Analyst- Human Capital Management, Big Four, Gurgaon.

HRIS (Human Resource Information System) is the buzz word in today's changing dynamics in technical world. Gone are those days when people were just sitting on the chair and doing the manual jobs for administrative and operational purposes. There was a time when managers used to speculate the target based on their experience. There can be various reasons for that. One of the reasons is that the managers didn't have access to real time quality data on their people such as attrition rate, global salary overview, etc. Other reason can be that the talent management processes lack sufficient automation thus rendering the processes inefficient and somewhat ineffective as inputs for comprehensive management decision making. Earlier the decisions were based on more subjectivity and that is where the decisions were not that "sharp".

Although with the advancement of technologies, forward-thinking organizations are taking advantage by streamlining and maximizing HR functions through the effective use of interrelated HR tools and techniques, they are not ready to compromise on quality and want their decision making to be more objective. HR department is always there as custodian of employee data. Be it first name, last name or address or marital status – each and every information is there with HR department. Thus it is very important for organization to have 100% efficiency in data management of their employees. A thin line of difference between a high performing organizations with their peers is how they use the technique and technology to deliver HR process.

It is well known to everyone that the HR technology marketplace is the most dynamic area of business. Companies are rapidly moving from their legacy system such as SAP and Oracle to cloud based HR systems. In a discussion with one of the technical professionals from success factors background, I asked what do you think has made integration tools like Boomi and HCI such a hot topic? He replied – because these tools help in talking to different systems of record. It was just a very crisp and awesome reply I would have ever got. These technology companies are no more just payroll or recruiting platforms, they also have shifted their focus on incorporating analytics platforms, mobile interfaces, and better talent management systems. These mobile interfaces and analytics platforms have eased the use and impact of business. As a result of this, these HR software/platforms are no more just a system of record but have more become a system to manage the talent.

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## HR technology and strategic role of HR

Thus being an HR professional one must be technically savvy and be able to speak the language of business. With the newly developed platforms expectation from HR is to play a crucial role of strategic partner.

But – How?

Now HR professionals have more accurate data, they just need to transform this data into relevant “insights”. These insights will help the decision makers to make decisions better. Now HR must be aware of their business and major drivers relating to workforce productivity. Not only this, it’s more important for HR department to evaluate their own effectiveness and it depends on them how they are going to leverage these changing trends in technologies to drive better results for the business. Down the line in ten years, “management of people, process and technology” will be the key reasons for the difference between a mediocre HR and a true HR Business Partner.

## Report on first EN-CLAVE Session



**Linfa Carvalho-**

HR Executive

Putzmeister Concrete

Machines Pvt. Ltd.

It's simply amazing how something can turn an ordinary day into an amazing day of your life...

09<sup>th</sup> Oct 2015, Friday as I was glued to my PC working on a few important things, I heard my phone ping. My attention was distracted for a while till I realized that I was added to a new group on WhatsApp.

Mr Raju Khotwad, Mr Viraj Govekar and Mr Amey Hegde stated the objective of this new group. Soon it was baptized as "En-Clave" by HR Susan Pinto, who is presently working for Ramada Caravelha Resort.

When asked Susan what made her come up with the name En-Clave, she laughs and states, "after a lot of head scratching I came up with the word Conclave...then I was trying to figure out something to add to the word Conclave...the word En-clave sprang in my mind...I figured that engagement and conclave can be clubbed as Enclave". She is so right!!!

As the discussion started in the WhatsApp group, I was trying to come out of my nutshell to understand the big picture that's hidden behind the term "Employee Engagement". For me Employee engagement was just a limited edition which states a relationship between an organization and its employees and how an engaged employee is fully absorbed by and enthusiastic about their work working towards the organization's reputation and interests. For vast majority HR practitioners state that employee engagement is one of the primary objectives of a talent strategy. Engaged employees deliver greater productivity, better customer service, superior quality products and services, and more innovative solutions. My level of excitement increased as I wanted to know about Employee Engagement and Millennial... well they are the demographic cohort following Generation X. There are no precise dates when the generation starts and ends; most researchers and commentators use birth years ranging from the early 1980s to the early 2000s, as mentioned in Wikipedia. Somewhere I was giggling, as I was feeling proud to be a part of the Millennial generation and to know different views expressed by another generation on employee engagement, its purpose, Human Mental Programming and the Millennial generation.



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## Report on first EN-CLAVE Session

On 17<sup>th</sup> Oct 2015, Saturday at 17.30 hours Mr. Dhanesh Singh extended a warm welcome to all the HRs present at Blue Cross Labs for the First En-clave session. Thanks to Mr Dhanesh Singh HR at Blue Cross Labs for hosting this program. Fourteen HRs from different organization made their presence. We started with an amazing ice breaker, what caught my attention was most of them stated that learning has no age, which reminded me of Albert Einstein's quote, "once you stop learning, you start dying".

As the session started with the question, "why we are here for the session?", a short brain storming was done by Mr Raju. The session took us back to antiquity of Employee Engagement, wherein the focus was on employee satisfaction and was more about the employees than the organization or employee relationship with it. The scenario now has changed as compared to what it was in 70s and 80s. Mr Raju tried to make it clear that every generation has its own values, attitudes and even quirks.



Different opinions were raised and put forth, the models of Employee engagement, challenges and concerns before millennial employees at workplace and the concept of Human Mental Programming was elucidated by Susan Pinto.

The Aon Hewitt Employee Engagement Model highlights on Engagement Drivers, Engagement Outcomes and Business Outcomes whereas Gallup Engagement Model is more on Hierarchy .

Jeff Martin once said, "Young people need to be asked what matters, not be told what matters".

These young people -The millennial generation, born between 1980 and 2000 now entering employment in vast numbers are creating a change in how work gets done, as they work more in teams and use more technology.

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## Report on first EN-CLAVE Session

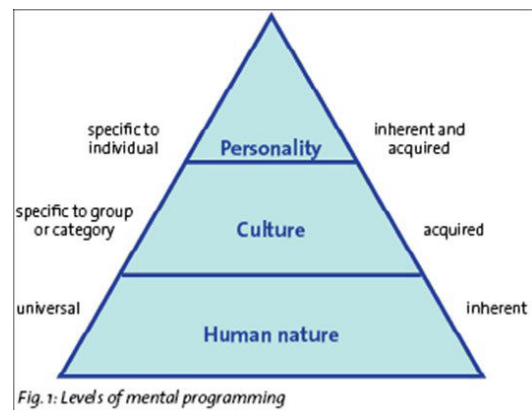
Millennial have a drastically different outlook on what they expect from their employment experience. They have high expectations for themselves, and prefer to work in teams, rather than as individuals. Their need for social interaction, immediate results in their work, and desire for speedy advancement may be seen as weaknesses by older colleagues.

It's really amazing to know about the concept of Human Mental Programming. Mr Raju expressed how mental models can help shape behaviour and set an approach to solving. He also mentioned the levels of mental programming and how it affects our day to day life.

He mentioned that the Millennial generation is the largest age group to emerge and will be now ruling the workforce; employers will need to make major adjustments in their engagement models.

Mr Raju shared few inspiring and motivating videos and so did Mr Viraj, the video "Inch by Inch", pictured by Viraj and his team just refreshed the atmosphere making it more appealing.

They say there is a fountain of youth: it is your mind, your talents, the creativity you bring to your life and the lives of people you love. The first Session of En-clave was simply amazing as it turned my ordinary day into an amazing day of life with lots of knowledge sharing.



### List of HRs who attended En-lave session:

Names	Organization	Names	Organization
Susan Pinto	Ramada Caravelha Resort	Haresh Mangaonkar	Berger Paints
Pamela Lobo	Ramada Caravelha Resort	Amey Naik	Belladonna Plasters
Akshata Alornekar	SJ Innovation	Dhanesh Singh	Blue Cross Labs
Linfa Carvalho	Putzmeister Concrete Machines Pvt. Ltd.	Amit Khanvilkar	Ramada Caravelha Resort
Raju Khotwad	Ramada Caravelha Resort	Siddesh Kamat	Online Productivity solutions
Viraj Govekar	Club Mahindra	Kishan Pednekar	MRF Tyres
Amey Hegde	Corporate Trainer	Vinit Madkaikar	Inox

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## Event of Interest to HRs:

The Goa Chapter of NIPM in association with the Goa Institute of Management (GIM) is hosting the prestigious Western Region HR Conclave on 19th and 20th February 2016 at Panjim, Goa. For more details contact [nipmgoa@gmail.com](mailto:nipmgoa@gmail.com).

## Editorial Team for HR TRENDS

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*"We all need people who will give us Feedback.*

*That's how we improve". Bill Gates*

Please direct your feedback to [ameyhegde@gmail.com](mailto:ameyhegde@gmail.com).