



Make In India – Skills. Security. Jobs Event Report

Indian Staffing Federation
National Conclave
21st January 2015, Mumbai

Table of Contents

Executive Summary	3
Inaugural Session	4
ISF: The Way Forward	5
Session I – Building and sustaining competencies for future labour market needs	7
Question & answer session	12
Session II – Employment Security makes Sustainable Employment Growth	14
Question & Answer Session:	18
Vote Of Thanks	18
Our Sponsors	19



A Thirunavukkarasu,
President-Corporate
Development
Vedanta Resources Plc.



Ajaybir Bakshi,
Director Human Resource,
Vodafone Shared Services



Emrana Sheikh,
Head Human Resource -
Automotive Division &
International Ops (AFS),
Mahindra & Mahindra



Mona Cheriyan
COO and Head HR, **Thomas
Cook India**



Rachna Saksena,
Vice President - Public
Affairs & CSR,
Randstad India



Ashutosh Labroo,
Director Human Capital, **ISS
A/S, India**



Paresh Pandharkame,
VP Human Resources,
Man Industries



Mayur Taday,
Deputy COO,
Innovsource Pvt. Ltd.



Praveen Rane ,
CFO,
Allegis Group



Muralidhar Rao,
Founding (Ex-CEO),
Future Human Development

Executive Summary

Indian Staffing Federation (ISF), an apex body of staffing companies in India, organised its National Conclave 2015 Make in India: Skills. Security. Jobs, on 21st January 2015 in Mumbai at the Boundary Hall, Mumbai Cricket Association.

The conclave consisted of 2 sessions that succinctly talked about building and sustaining competencies for future labor market needs and employment Security that would spur Sustainable Employment Growth. In order to weave the theme of Make in India through the sessions the following sub themes were also identified: assessment of proper enforcement of the laws, assessment of the situation of different categories of employers and coverage of the social protection system.

The conference was addressed by stalwarts from across industries

- **A Thirunavukkarasu**, President – Corporate Development, Vedanta Resources Plc.,
- **Emrana Sheikh**, Head HR – Auto Div & International Ops (AFS), Mahindra & Mahindra
- **Ashutosh Labroo**, Director Human Capital, ISS A/S
- **Muralidhar Rao**, Founding (Ex-CEO), Future Human Development
- **Mona Cheriyan**, COO & Head HR, Thomas Cook India
- **Ajaybir Bakshi**, Director Human Resource, Vodafone Shared Services
- **Pareesh Pandharkame**, VP Human Resources, Man Industries
- **Pravin Rane**, CFO, Allegis Group
- **Mayur Taday**, Deputy COO, Innovsource P L
- **Rachna Saxena**, Vice President - Public Affairs & CSR, Randstad

The objective of this conclave was to bring together thinkers, commissioners and practitioners of India Inc in an interactive forum to discuss, deliberate and share advancements in the Staffing Industry with regards to Make in India. Participants from across the Staffing Industry, Head Human Resources of eminent companies, skill development experts, educationists & researchers were present at this event.

A distillation of voices emerging from the conclave and important breakthroughs, as well as distinct paths for moving forward, were prepared and shared by various speakers & participants of the Conclave.

Inaugural Session

Welcome Address

Suchita Dutta, Executive Director, ISF

The National Conclave was opened with welcome note and greetings from Suchita Dutta, Executive Director, ISF. The participants were given a brief glimpse into the day's program with brief notes on the sessions of the conclave which focused on gaping issues that are creating obstacles & directly impacting employment scenario.



The inaugural program was initiated with the auspicious lighting of the lamp conducted by the present eminent corporate speakers along with ISF President.



A Thirunavukkarasu, President – Corporate Development, Vedanta Resources Plc.

Emrana Sheikh, Head HR – Auto Div & Intl Ops (AFS), Mahindra & Mahindra,

Ashutosh Labroo, Director Human Capital, ISS A/S,

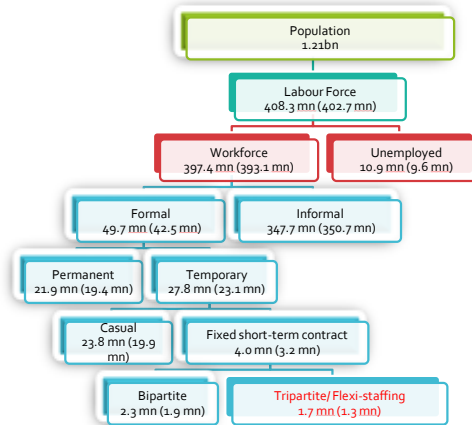
Mona Cheriyan, COO & Head HR, Thomas Cook India

Muralidhar Rao, Founding (Ex – CEO), Future Human Development,

Rituparna Chakraborty, President, ISF

(L- R: Mona Cheriyan, Muralidhar Rao, Emrana Sheikh, Ashutosh Labroo, A Thirunavukkarasu)

The ceremony was followed into an introduction to Indian Staffing Federation through a presentation. Besides sharing the concept behind ISF, there were details shared with demographics to Staffing Industry & some key observations on the Tripartite relations.



Opening Address: The Way Forward for the Staffing Industry

Rituparna Chakraborty, President, ISF

Conferences held by Indian Staffing Federation has always opined on the various ways the Staffing Industry is shaping up in India. Today, Ms Rituparna Chakraborty, President, ISF, started by underlining the issues faced by the staffing industry in the light of the theme of conclave & state of affairs.

She highlighted that rather than getting into generic discussion might as well put some light on points that need prompt actions & actions that need to be undertaken immediately.



Ms. Chakraborty sharply pointed out, that there is a massive difference between the gross & net wages for the whole wage employees.

"The first issue is, the staffing industry is battling with is the *haathwali* salary vs. the *chitthiwali* salary".

Rituparna Chakraborty, President, Indian Staffing Federation

She mentioned that only 5% mandatory reduction of someone whose salary is 55000 as against 44% of someone whose salary is 5500 pm is just not done. Mandatory benefits cant be higher than the savings today. She put forth a research stating that any employee whose wages are 5500 per month do not have any savings.

She pointed out a few obstacles that need to be pondered upon:

- Lower wage workers cannot live on half wage salaries & consequently individual behavior have led to 100% job creation in the Indian formal sector.
- ESIC has India's worst claim ratio among health insurance programs.
- Only 48% of contributions are paid out as benefits versus 90%, which paid out, by most of the IRDA regulated insurance companies.
- 45% of the accounts are not live but have total balances of more than 30k Crores including unclaimed amount.
- 4.4% contribution paid as fees by employers versus a 0.25% charged by most government security mutual funds.
- Competition: EPFO & ESIC don't have clients. They have competitors.
- Economic Boost: Making EPFO voluntary is potentially a 12% non-fiscal net salary increase for 50 million people. Massive increase in voluntary hibernation in salary has been blocked by the divergence between real & nominal wages.

To combat these hurdles, a few points that would ease the situation

- Let employees decide how they like to be paid
- Let it be a voluntary decision by both if they want to make 12% employer/employee provident fund contribution that means amendment of section 2 & section 6 of the EPF act.
- Let it be a voluntary decision of the employee if he wants to make 6.5 % contribution to the ESIC Corporation or any other IRDA regulated insurance company which means amendment of section 238, 239 & 556 of ESIC Act.

She addressed **the second issue** of non-existence of labour market & stressed the need to have state labour markets & state regularized rules for job creation.

Ms. Chakraborty mentioned that *as per section 254 (1) if there is any difference between the law made by the state & central law then the Central shall prevail & 254 (2) elucidates that the state shall prevail.*

On this Ms Chakraborty stated that these two need to be regularized. She shared statistics regarding the number of laws prevailing in the system & suggested that the Central Labour law should move away from enactment & enforcement & create a framework for model laws with each state setting the rules to abide by. Ms. Chakraborty also stressed on the need to amend Factories Act to allow manufacturing companies to comply with the shops & establishments act. Devolve the area in which you can set minimum wages act. Amend Section 2m of the factories act to include except in states that have amended their shops & establishment act to include factories. Amend sec 2b of min wages so that the appropriate government for setting minimum wages for all employment in state boundary will be on state government.

The third issue that she mentioned was clustering of central labour laws. The 2nd national Labour Commission has suggested that 45 central labour laws be clustered in 5 labour courts & she reiterated the fact that this recommendation has also been made by the ISF & to rationalize many definitions of a single term into one.

With regards to fixed term employment, the last NDA government has amended the Industrial Employment Standing order & Central amending rule in 2003 to introduce fixed term contract & separate class of employees. She said that this is important to avoid any kind of litigations & will lead to more formal direct employment over contract employment in the unorganized sector. She said that as per amendments, all benefits & conditions to fixed term employees should be equal to normal employees. Also by virtue of section 25G & 25 H of Industrial Dispute Act create disparity between senior employees & youth, which should be scrapped. She concluded by saying that there are other issues like whether redundancy is allowed, section 2 (o) (o), chapter 5 of Industrial Disputes Act, working hours, night restrictions, probation period etc. which need to be attended & tackled at some stage & can be deferred to future.

“India today needs a new recipe & not just a list of ingredients, I think we all know what needs to be done, bringing about these changes shall have far flung impact on women’s participation in our workforce & eventually enable shift of workforce in the formal sector & at the end of the day formal job change is life in ways that subsidy or informal job does not.” **Rituparna Chakraborty, President Indian Staffing Federation**

Session I – Building and sustaining competencies for future labour market needs

The first session brought the audience attention to the subject of building & sustaining competencies for future labor market needs. Worldwide as the rate of populations is changing rapidly. Some countries face ageing societies, while others have burgeoning youth populations. The supply-side challenges gape due to demographic change, educational attainment, commitments to inclusive growth and the demand-oriented complexities of globalization of markets and technological innovation. The panel will discuss the strategies on containing and overcoming the challenges of job generation for “Make in India”.

Panelists:

A Thirunavukkarasu, President-Corporate Development, Vedanta Resources Plc.

Emrana Sheikh, Head HR- Automotive Division & International Ops (AFS), Mahindra & Mahindra

Ashutosh Labroo, Director Human Capital, ISS A/S, India

Muralidhar Rao, Founding (ex-CEO), Future Human Development

Mayur Taday, Deputy COO, Innovsource Pvt. Ltd.



(L-R: Muralidhar Rao, Ashutosh Labroo, Mayur Taday, A Thirunavukkarasu, Emrana Sheikh)



Mayur Taday, Deputy COO, Innovsource PL, kick started the discussion by referring to the subject as the most important agenda in today's 'Make in India' concept. He followed the opening speech with introductions for all the panelists. He briefly touched upon an interesting context brought out by his panelists during the pre-panel discussion where he compared current Indian economy with Singapore economy in 1960.

The panel discussion was then open for all to contribute and cite their views.

Ashutosh Labroo, Director Human Capital, ISS A/S, India took initiative to address the subject of the panel discussion first. Ashutosh shared, on one hand it is very ambitious, positively aspiring for greater things & on the other hand it has infinite perennial blocks, which perhaps may stop the growth of 'Make in India' initiative.



He cited a very strong example about Singapore of 1960 - Singapore was a part of the Malaysian empire with 685 sq. kms & lacking infrastructure & natural resources. He continued that it was then that looking at the state of affairs did they decide to create a vision to convert into an economic superpower where the entire world would come, set base for business & make a tourist destination. He said that he had read about Lee Kwan Yew, father of modern Singapore & realized that a lot of things were common in what was happening in 1960s Singapore & what is happening in current India.

He also shared, that Singapore's key strategies were to adopt a pro business, pro foreign investment, export oriented economic policy framework combined with state directed investments in every single sector. He quoted, what he read in a book, "Without the presence of any natural resources, Singapore has now long relied mostly on its Human resources as well as its infrastructure." He went on to say that Singapore's economic strategies can be summarized into 3 basic categories:

- The government's strategic role
- Mobilization of human capital of Singapore
- Continuous development of Infrastructure.



A Thirunavukkarasu, President - Corporate Development, Vedanta Resources Plc.

Mr Thirunavukkarasu shared his opinion on the challenges faced, as India gets ready to capitalize on Make in India initiative. He started his discussion with the headlines from morning daily that read "India to outperform China's growth by another one year.

"Where all other countries are growing at less than 5%, India is experiencing a growth rate of 6.5% & this opportunity is coming by default to India. There is no better time than this for the youth & young federation like ISF to make a great impact that is nation building rather than just economic perspective".

A Thirunavukkarasu, President- Corporate Development, Vedanta Resources Plc.

The major contributors adding to the difficulty are lack of technical skills and the other manageable contributors are lack of available applications, experience more pay etc. While talking about Vedanta he added, they do not have underground mining yet as these skills are not available in India but are available in South Africa, Australia & Canada; these skilled laborers can be sourced from these countries even if it means paying salary on par with CEOs of the company. He said, "instead of complaining about non availability of skills we should focus on ways and means of acquiring them & all policy & procedural policies that can be deferred should be dealt with later addressing the core".

India has 61% difficulty in filling up jobs whereas globally the figure is 35%.

A Thirunavukkarasu, President- Corporate Development, Vedanta Resources Plc

Emrana Sheikh, Head HR- Automotive Division & International Ops (AFS), Mahindra & Mahindra

Ms Sheikh shed some light on real time issues that she has identified during her participation in Make in India initiative. Ms Sheikh started by stating some issues that organizations are grappling with & some of the efforts taken & what lies ahead.



The first issue is of fresh recruitments from campus which is not ready to face the challenges of the industry so there is a lot of investment in terms of effort and money which goes into training this fresh recruitment to make them employable.

She gave an example of Mahindra & Mahindra where they have adopted 100 ITIs it is which is just a drop in the ocean as there are around 11500 ITI it is in the country. They try and partner with educational institutes to build a curriculum in such a way, which is suitable as per the industry which creates the right kind of talent. She said that there is a lot which needs to be done in this space, as there is not so much focus on skill upgradation. She also said, "there is no application module in our education system like other developed nations".

The second challenge according to her was the challenge of hot skills like designing, service capabilities etc. and these hot skills would remain in the industry because the entry of competitors into the market is phenomenal and the amount of talent will certainly multiply.

“You either buy talent or build talent. Buying of talent, would be as short-term phenomena and certain skills require it but more time is needed to build and nurture talent. Organizations need to come up with talent farming model to nurture shortage of talent internally & in the process improve the quality of talent that’s available within the market place”.

Emrana Sheikh, Head HR- Automotive Division & International Ops (AFS), M&M



Muralidhar Rao, Founding (ex-CEO), Future Human Development

Mr Rao started his address by saying that he shall build upon the points mentioned by his co panelists in the discussion. From the skill development & education industry, he observed that there are two things that are relevant to this forum. First being that earlier people could only think upto diploma in vocation, but now even a PHD can be attained.

He pointed that it’s a concurrent subject that the state & center need to work on. He stressed on the importance that after 4 years of vocational education if someone wants to apply for bachelors, he can, so vocational education not only gives a path it also gives transferability at any point in time. Mr Rao also cited about the Apprentices Act and asserted that this will have a major impact on the employment scenario in the country. He compared that earlier very few traits were classified as apprentices as compare to now where 168 traits have been notified & this a landmark legislation. He reemphasized that there are legislation frameworks but their implementation in organization & federations to be able to use & exploit the opportunity.

He concluded by saying “staffing as well as skill development companies need to provide a one-stop solution & be able to provide holistic offerings”.

On another round of discussion with all the panelists, Mr Taday, further set the pace of the discussion with a question to Mr Labroo, *“For make in India to be successful, when multinationals come to India they will require tools, infrastructure & services support in India, so how do you see this initiative & what steps are you taking to make it successful”*

Mr Labroo addressed by saying that according to him ‘Make in India is one of the most powerful vision statements that he has heard’.



He dwelled on the history of India & said that there were 2 cornerstones in building this country. First one being, *purna swaraj* & other being *Jai Jawan Jai kissan*. He marked that both statements had a profound impact on the thinking Indians in the country & the acting Indians. He reemphasized that Make in India initiative had the power of the above two elements. He built on it further by saying that the basic premises of this initiative is inviting the global business community to set base, to produce & to serve here. He comprehended there is a duality that surrounds India, one India is the birthplace of Ayurveda, yoga & spiritual sciences, academic brilliance but the other India is the poor India, India where there is a huge divide between privileged & underprivileged, India where there is huge spreads of poor & bad infrastructure. He pointed out that these are real challenges & out of his experience he stated that foreigners will come to India as tourists & not to set base here.

He suggested three solutions to these challenges & they are;



He quoted, "India for a large period of time has developed an ability to be driven by SOPs, common sense is seldom practiced. The global community really values common sense & giving solutions at the time it is needed". In conclusion he said that, "there is no emphasis on educating on live skills in India, world class service standards can never be taught in classroom".

Mr Taday asked Ms Sheikh to throw some light on role of technology that can play & help in building competencies.

Ms Sheikh concurred with the observation, 'given the spread & stretch of the country there is a huge opportunity in leveraging technology in many phases'. She added, "India will be able to reap the benefits of demographic dividend well if we leverage technology well". She also added, "The teacher-student ratio in India is poor as compared to any of the developed nations, maybe it will be a challenge to improvise it overnight but if we blend it with availability of technology, we will be able to find answers & be able to ensure that the education that reaches to tomorrow's workforce is of higher quality."

On being asked by Mr Taday to summarize on solutions in mind & steps to be taken to be ready for this initiative, Mr Thirunavukkarasu holistically said, "leaders should have the right mindset & attitude & then will he be able to handle this international quality of manpower".

Mr Taday raised an important point that a lot gets talked in such conclaves but very few tangible measures are taken to put this into action. Mr Taday directed the questions towards Mr Rao & told him to throw some light on some projects that he would like to take up post this initiative.

Mr Rao took over the discussion by saying that there are 2-3 projects that he has in mind. The proposed to have a round table with people that are interested & come up with some propositions for the industry.

Mr Labroo summarized the discussion with observations from his organization, which is predominantly labour oriented. He shared that they have thought of 3 projects of how to grow. They counted a vision for themselves & if Make in India has to happen then 3 things are vital

- Proposal to national skill development corporation
- Tie up with ministry of HRD & labour ministry on certain standards to be revised in terms of national minimum wages & structure.
- Tie up with NGOs in helping ISS recruit underprivileged sections of society.

Ms Sheikh added 'Mahindra & Mahindra has a project called as Mahindra Namaste where the goal is to create trained youth in 2013-26 & provide 1 million of these youth employment in reputed organizations'. She also added, 'about gender diversity or parity, out of the total human talent that's available & only 5% of its includes women'. She stressed the need to change this and shared that there is no women depository available. She affirmed that a federation like ISF could play a big role in trying to create such a depository of talent & help women who leave the corporate to come back into employment in the corporate world.

Question & Answer session

Q.1. Singapore did many things but the three things that it did outstanding were education, discipline & corruption. It is the only where there is 100% educated. Discipline is so strict in Singapore that even if they want to throw waste instead of throwing out they rather keep in pocket. In India people don't turn up to office in time. Singapore is absolutely corruption free whereas a country like India has many scandals So the question here is how do we make our country educated, corruption free & disciplined like Singapore?

- **RP Yadav, Board Member, ISF**



Mr Labroo answered this question with absolute agreement, 'the question is a lifetime of expectation & by this he is not trying to fade away from the answer. In India the religion & language divide itself is a big issue. If India has to think like Singapore, firstly there has to be language unity. We have 70 odd languages & they cannot be considered as our strength because we read-write in many languages & there is no alignment in the thought process. If we have to reach the level of Singapore, we will have to go to deep-rooted level of transformation & it has to start from everyone. The other fact is that governance is loose in India. He concurred that Constitution in India is phenomenal document but is weak in practice & spirit. He pointed out that when Narendra Modi made this statement, he was also expecting people of India to change in line with theme as had happened during *Jai Jawan Jai Kisaan*. The transformation has to be drilled down

through communication in every platform. Every business has to have a plan on how they will contribute to Make in India'.

Mr Rao added to the discussion by saying that 'wherever it is possible do what you can do & leave the rest'.

Q.2. How do we see the skill revolution to incentivize the actual employment comes from unorganized sector to organized staffing sector. Are we ready to make skills? So are we ready to pay for skills is the problems?

- Archit Tandon, Manpower India



Mr Labroo answered that it's only a question but a pursuit. He explained this with the help of a context of security services. He said that other nations that have these professional services have a structured mechanism to measure, assess & pay whereas in India the lines are blurred. He further said that various laws, amendments & enactments prevail in India, which create confusion & conflict among each other. So if you have to operate in India, one must carefully analyze benefits to its people & what will impact the service standards. He quoted an example of ISS where they follow 3 things structurally

- Focus on assessment & development center.
- Strong believe that security is the future of India
- Pay

Mr Rao added a point to the discussion that what's important is the vision. He affirmed that today as a country we have vision. He debated that paying for skills is like a chicken-egg problem & through innovation the cost of skill can be brought down. Being competitive is important part & wherever labour or salary component comes we need to be like Japanese to remove inefficiencies & waste to bring down. He optimistically said that the definitions are being redefined & it's a journey.

Post the panel discussion Ms Dutta thanked the panelists for sharing their view & invited Farhan Azmi on stage to present mementos to the panelists.

Session II – Employment Security makes Sustainable Employment Growth

India's economic growth will depend even more heavily than today, on the productivity of the workforce, assisted by rising labour force participation rates. Employment Security is an important component for workers and it is an imminent part of company's compliance. This session focused on addressing the needs and challenges faced by the Industry. The session also calibrated on the key challenges to be addressed for a sustainable employment growth and maximum benefits for India Inc.

Panelists

Ajay Bakshi, Director Human Resource, Vodafone Shared Services

Mona Cheriyan, COO and Head HR, Thomas Cook

Paresh Pandharkame, VP - Human Resources, Man Industries

Pravin Rane, CFO, Allegis Group, India

Rachna Saksena, VP Public Affairs, Randstad India



(L-R: Paresh Pandharkame, Pravin Rane, Rachna Saksena, Mona Cheriyan, Ajay Bakshi)



Rachna Saksena, Vice President - Public Affairs & CSR, Randstad

Ms Saksena introducing the topic for the session opined that 'today employment security is confused with permanency, but it is more about secure employment'.

She stressed on the need to focus attention on employment security of total workforce, both in terms of decent jobs and dignified earnings in order to ensure that make in India is successful.

What is needed is flexibility in deployment of workforce to keep it productive and competitive. Ms Saksena focused on an important part quoting PM Narendra Modi and his 'Economic Good Governance model' shared at the Global Business Summit, with every element segueing into the other. She pulled out a few elements of how development is employment generating and employment is enabled by skills, which are in sync with production and that in turn is benchmarked to quality.

'Make in India is just the beginning and we need to design develop and promote leading to something like create in India'.

Rachna Saksena, Vice President - Public Affairs & CSR, Randstad

Ajay Bakshi, Director Human Resource, Vodafone Shared Services

Mr Bakshi opened the discussion by asking that do we have the right people at the right jobs and can we sustain this to make business successful? He went on to explain the development path of an individual in an organization with longer & stable employment share.

He compared new sectors of the economy viz. IT/ITES & Insurance by saying that talent in this sector came from the traditional sector like manufacturing & services. He further added that industry had to invest a lot in developing talent & subsequently grooming them. Subsequently a change was seen in the concept of employability, making challenges for companies even more critical. Lastly he summarized that if you look at sustainable employability it's focused on development and occasionally and these are the key drivers for the future.



He opined that skills now should be about moving up the value arbitrage benefit both in terms of development & engagement. He also mentioned that once an investment to be done not only in developing & engaging them but also in retaining them because money can't be thrown at all times to solve a problem. People need to change their thinking about employment, skills & giving people an opportunity to work in areas that they are passionate about & this will keep driving them. He concurred

that if jobs align with the aspirations of individuals & leverage on their strengths, this will give good turnaround in terms of development & moving up the value chain.

Mr Bakshi added, 'India has a large talent pool and we produce one of the largest number of engineers and chartered accountants in the world. Clearly there is a gap in consistency in each sphere like education, practice and assessment'. He said that it is so very important to be consistent to be able to compete with Global standards. He confirmed that if we don't get our talents, resources and organisations to start thinking about quality and international benchmarking, then it's not going to work.



**Paresh Pandharkame, VP - Human Resources,
Man Industries**

Mr Pandharkame was invited into the discussion at this juncture who presented another perspective; that as per the standard ILO definition employment security should be viewed at three levels

- All India
- Industry wise
- Individual level

And then there can be three indicators for the above levels, one of them being Governance indicator. Other dimension of employability or economic growth is entrepreneurship. Today more and more

organisations are looking at Entrepreneurship as a skill and giving them a free hand by letting them take over a process or department and flourish.

Mr Pandharkame further added that in the manufacturing unit also a full time employee can be terminated by giving a certain notice period. Labour legislation also specifies that an employee can be terminated by just giving a notice, as per the Rajasthan legislation organizations which have less than 1000 employees can remove employees without the government consent. He also reiterated the point that the scenario is changing be it manufacturing or services. He added that in a space of a few years all the industrial units would be pushed out of the city belt and this vacuum would be filled with service units like Banking, Mobile, KPO, Insurance etc.

Mr Pandharkame finally concluded that by month end when the budget is ready everyone in the country hopes that things would change and the entire thing is at a threshold where good things are not far off.

Mona Cheriyan, COO and Head HR, Thomas Cook

Ms Cheriyan shared that we have to look at the various angles prevalent in today's age. Employment should not be looked at just a job but a situation of managing change and managing innovation. She marked human resource professionals need to think out of the box & ponder over whether can people be retained over money, role or can people be retained on innovation, change & excitement. Another thing that organizations need to do is provide security through innovation, change, excitement & growth. Ms Cheriyan added the world today is moving from generic to specialization. She further added that if any company has a specialist role then it is more than likely that it will contract it out. She shared that the way the world is moving & changing, the labels that are attached to contract versus fixed are actually not there & there are not actually any differences between the two.



Ms Cheriyan in the end added it is important to brand ourselves differently as an organization, as a country and as a people. It is true of a lot of industries in India and we need to look at our services and product and ensure that they meet the Global quality standards.



Pravin Rane, CFO, Allegis Group, India

Mr Rane touched on the points mentioned by Mr Labroo in session one of the conclave by saying that the one area that the staffing industry has impacted is the migration of a lot of candidates who come from Tier II & III cities who do not get access to Tier I city organisations. He confirmed that staffing organisations have helped these candidates access to Tier I organisations. This is a huge change from the previous trends and is going to be one of the greatest benefits to the society.

All the global partners that have come to India have changed the scenario of Indian Staffing industry. For many companies like Oracle, SAP, Microsoft, contract staffing is a part of their business strategy that for certain areas of development or maintenance or any core activity done within the company. He compared contract employment 20 years back with current scenario & emphasized that today the definition of contract employee has changed & today a contract employee has more freedom. He felt that job arbitrage has come down & the value delivered from India has gone up in terms of core jobs also being transferred to India now.

Mr Rane stated that concept of employability has changed as attrition rates have increased and people change jobs in a span of 3-6 months and this has become similar to contract employment.

'Fixed employee also reaps the same benefit as contract employee & contract labour is now becoming an acceptable form of employment'.

Pravin Rane, CFO, Allegis Group, India

Question & Answer Session

Q.1. Is job security directly proportional to success & job insecurity is directly proportionate to failure?
- RP Yadav, CEO, Genius Consultants

Mr Rane addressed that the success or failure of any employee is highly dependent on the manager & the amount of time spent by the manager in his personal success. If a manager takes employees personal aspirations/goals then he will ensure that the employee succeeds anyhow. He spoke about bell curve & said that only 10% of the crowd falls on the extreme right of the bell curve & 70% on the centre & 10% on extreme left. The key is to transform extreme left of bell curve to extreme right of bell curve & passed on to the other panelist.

Ms Cheriyan added 'failure is a subjective matter & specific to a point in time & employment environment. If you fail in a role it doesn't affect the security of the job & can try out various roles in the organization but if still the person fails in the various roles then security comes into picture'.

Mr Bakshi elaborated that 'not everybody looks at culture fitment which is an important part & the second is timely feedback is not shared with the individual & third factor is the right type of development not given at the right time, fourth factor being sometime when we promote individuals are we promoting them to a level of incompetency & fifth part is clearly individuals personal aspirations, are they aligned with the job & company progress'.

Ms Dutta thanked all the panelists & Ms Saksena for moderating the session.

Mr Narayan Bhargava was invited to present mementos to the panelists along with recently released book.

Post memento giving session she invited Raja Sekhar Reddy, Vice President to share vote of thanks.

Vote Of Thanks

Raja Shekhar Reddy, Vice President ISF,

Towards the end of the conference Mr. Reddy delivered the vote of thanks thanking all the delegates, panelists and speakers for having shared their valuable views.

Mr. Reddy also thanked all the sponsors including Silver sponsor CalibeHR, Badges and lanyard sponsor Genius Consultants, Memento sponsor Futurz HR, Logo sponsors -Focus Infotech and Artech Infosystems

He said it was very humbling to see all competitors come together for the cause of the industry. Before closing he informed everybody about the World Employment Conference which will be held in India & hosted by ISF in New Delhi, May 2016 .



Our Sponsors

Silver Sponsor



Memento Sponsor



Badges and Lanyard Sponsor



Logo Sponsors

