

THE INSIGHT

HR VIDYALAYA CORPORATE SERVICES LLP

We Take This Opportunity to Thank,

- 🏠 Participants of HR Excellent Awards
- 🏠 Lifetime Achievement Award Nominees –
 - Honourable Nominee Thiru.P.Arunachalam and
 - Honourable Nominee Ms.Viji Hari
- 🏠 Jury Members
- 🏠 Guests who attended the Award Program
- 🏠 Our Sponsors & Hotel Grand Padappai Residency
- 🏠 Team members of HR HIVE & HR Vidyalaya



For their support to make the **HR EXCELLENCE AWARD** program, successfully happen on 22nd April 2023.

It was a First Milestone and a Baby-step for our Organization to arrange and conduct such mega event. We created an Opportunity for HR Professionals, Management Professionals, Internal Committee Members of POSH Act and Human Resources Students to showcase their capabilities, to the Industry.

It was Learning for all those attended....

- 🏠 What is the current best practices..
- 🏠 What is the future to be..
- 🏠 What would be the trend..
- 🏠 What Millennials are expecting..
- 🏠 Preparedness for the Industry..



Undoubtedly a Learning for us too..... to bring more such talents and thoughts before this Industry. Looking forward to more such Programs, in future..

WHAT'S IS INSIDE....

1. Rewarding System in an Organization
2. LEAN TOOLS (a layman tutorial)
 - a. Gemba Walk
 - b. Heijunka
 - c. ABC Inventory
3. Misconduct
4. Case Citations for Misconduct

DISCLAIMER

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Miles to go, before I sleep.....

Do you have such Rewarding System? Time to Review it.....



Can a Transport company, have a rewarding system for punctuality of time schedule?

There are **two** scenarios.... A big accident on the road which led to traffic jam....

1. Both driver and conductor decided, not to accommodate passengers, by not stopping in the bus stop, which may consume more time (getting-in / alighting) so that they can reach the destination in scheduled time. So, they decide to skip – major crowded bus stops – and adjusted the wasted time in traffic due to accident.
2. Irrespective of traffic jam due to the accident, both driver and conductor were empathetic to accommodate all waiting passengers, from every bus stop. This ensures the passengers feel delighted that they could travel and reach their destination. Where the passengers are served (customer delight) the bus also made a good collection / revenue. But they missed the time-line.

Do you reward the workers of first scenario?

1. In an assembly chain 10 items will be produced every day, with expected quality. Due to Power shutdown / Machine stoppage, operator could not be able to run the machine for certain period. But the operator decided to produce the day's quota in the balance time of the day, but with poor quality/QC not done.
2. Another operator, in the same scenario could be able to deliver only 5 quality produce/QC done.

Will you reward the operator in the First scenario?

1. A Service provider uses a tool to complete the job of his client. One day due to a challenge in the tool the team could manage to complete the job but could not be able to do a "Check" (by the Checker in the Maker-Checker process) before delivering. The Job was delivered without checking, to meet the agreed timeline.
2. In a similar scenario, another team, delivered late but after ensuring correctness of the deliverable.

Will you reward the Team in the First scenario?

- } Reward System is to, Get More From the Employees.
- } It may be a Motivating factor for Employees to change their regular Work Habits and Behaviours, which can benefit the Business.... But if such change is not going to bring any Benefit to the Process, Clients, Organization, etc. then it cannot be rewarded.
- } A reward should Emphasize Excellence / Greater Achievement, which is not a mere skill of a person.

GEMBA WALK

(A collaborative LEAN tool)



When to have.....

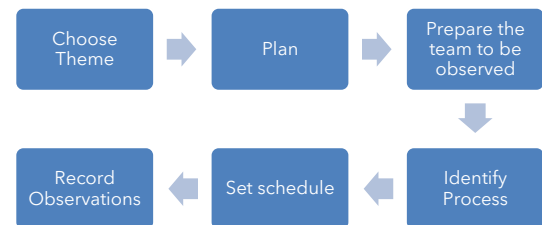
- 🏢 A Problem?
- 🏢 An Issue?
- 🏢 A Challenge?
- 🏢 A routine walk to get self-appraisal

Purpose of having a Gemba Walk.....

- 🏢 Grasp the actual situation during challenges or
- 🏢 Create an opportunity and look for improvisation

Who has to do....

- 🏢 Line Managers
- 🏢 Person who has higher responsibility
- 🏢 Any other person who is having an authority



Steps in Gemba Walk

What to do.....

- 🏢 Observe, how the actual work is being done
- 🏢 Get to know yourself, whether the Organization Goal or Customer expectation, is met

What not to do.....

- 🏢 Showing your might
- 🏢 Doing harm to the process
- 🏢 Going alone
(meaning.... Let be accompanied with the respective team leader / supervisor/in-charge)

Observe

Communicate



Recognize

Solve the issue

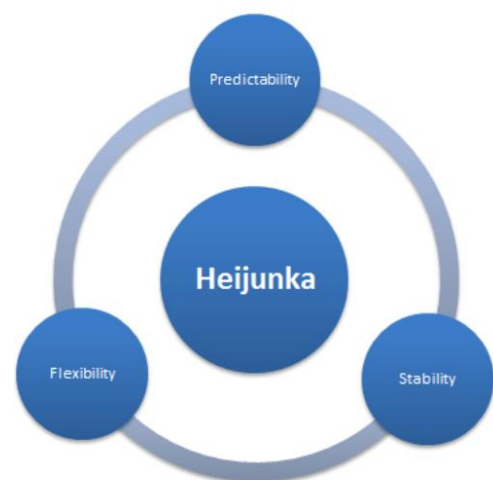
HEIJUNKA

(A LEAN tool)

- * Heijunka is a form of Production Scheduling
- * Encourages a
 - Steady,
 - Predictable flow of small-batch manufacturing

It helps.....

- } Focus on Production
- } Improve efficiency at all levels of Manufacturing process
- } Ensures that the item produced doesn't become Obsolete
- } To reduce delays in the production cycle
- } Excess inventory is restricted
- } No requirement of extra space for the Company to store excess production
- } Ease of producing where there is a demand



* Heijunka is a STEADY PRODUCTION

- * It differs depending upon the
 - Consumer Demand
 - Job demand

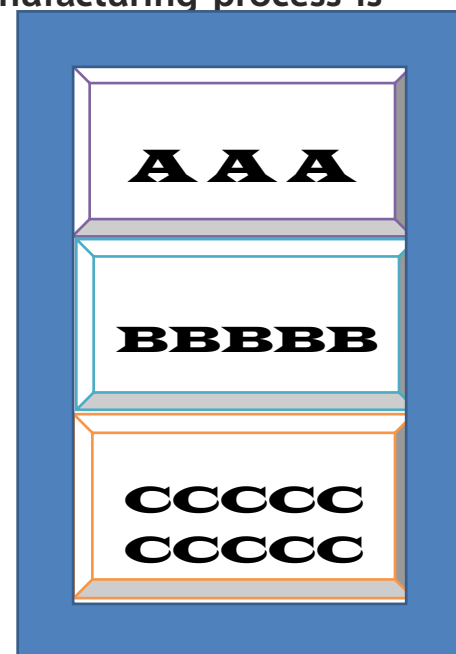
ABC Inventory

(A LEAN tool)

- * It helps an Organization to understand
 - The Relative importance of various items throughout a production process
 - Prioritize items
 - Tract inventory costs
- * ABC inventory ranks any item into 3 categories;
 - "A" items are the most important items for an Organization
 - Requires more time and economic investment to ensure maximum efficiency
 - "B" items are less important
 - Requires less investment only
 - Where an Organization distinguishes A and B, it can allocate resources and reach strategic decisions
 - Hope you would have, by now, now concluded that "C" items are least important.... Yes it is.
 - Those items which are least important in any manufacturing process is called "C" items

- * What an Organization get, by having ABC Inventory:

- Resources required
- Investment required
- Cost-Benefit Analysis
- A DECISION can be taken by the Organization,
 - To Prioritize INVENTORY more EFFICIENTLY



Misconduct @ workplace

(collection if rightful information from – courtesy google)

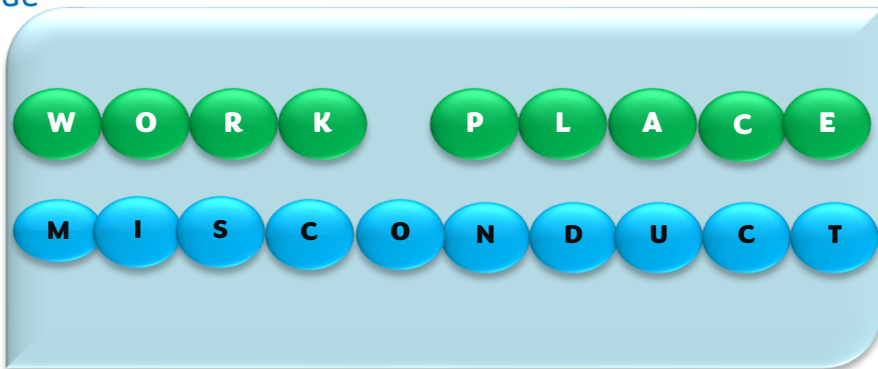
A General Reference everyone cite for definition of Misconduct is from *Queen's Bench Decision in Pearce v. Foster*:

"If a servant conducts himself in a way inconsistent with faithful discharge of his duty in the service, it is misconduct which justifies immediate dismissal.

That misconduct, according to my view, need not be misconduct in carrying of the service or the business.

It is sufficient if it is conduct which is prejudicial or is likely to be prejudicial to the interests or to the reputation of the master and the master will be justified, not only if he discovered at the time, but also if he discovers it afterwards, in dismissing that servant".

- 🏠 The Grounds for misconduct can be inconsequential such as neglect of work or more serious like insubordination or riotous behavior during the working hours.
- 🏠 In any workplace a misconduct is generally divided in two. One is minor & another is serious which may lead to dismissal.
- 🏠 Schedule 1, Clause 14(3) of Industrial Employment (Standing Orders) Central rules 1946, framed under Industrial Employment (Standing Orders) Act 1946 provides for certain acts and omissions as misconduct.
- 🏠 These acts or omissions include
 - willful insubordination,
 - disobedience,
 - fraud
 - theft,
 - dishonesty,
 - habitual negligence &
 - sexual harassment



Case Citations on Workplace Misconduct

The *Hon'ble Supreme Court in M S Dhantwal v. Hindustan Motors* held that the grounds mentioned in the Standing Orders are not exhaustive but merely illustrative. Employers are free to frame their own standing orders considering the peculiarities and requirements of their own establishment.

The Hon'ble Court was prepared to give a wide meaning to the term 'misconduct' saying that an act can be considered to be an instance of misconduct even if it is not mentioned in the model standing orders or certified standing orders of the company provided that the act strikes on the purposeful functioning of the establishment and cannot be condoned.

Besides the list of misconduct as mentioned in the Model standing order of the Industrial Employment (Standing Order) Act, 1946, a list of reasons was also mentioned by the *Hon'ble Bombay High Court in Sharda Prasad Onkarprasad Tiwari v. Central Rly.* The list is only exhaustive. An employer may dismiss an employee based on the following after thoroughly examining the facts and circumstances of each case through a **domestic enquiry**.

- △ Where an act or conduct of the servant is prejudicial or likely to be prejudicial to the interests of the master or to the reputation of the master;
- △ Where the act or conduct of the servant is inconsistent or incompatible with the due or peaceful discharge of his duty to his master;
- △ Where the act or conduct of a servant makes it unsafe for the employer to retain him in service;
- △ Where the act or conduct of the servant is so grossly immoral that all reasonable men will say that the employee cannot be trusted;
- △ Where the act or conduct of the employee is such that the master cannot rely on the faithfulness of his employee;
- △ Where the act or conduct of the employee is such as to open before him temptations for not discharging his duties properly;
- △ Where the servant is abusive, or he disturbs the peace at the place of his employment;
- △ Where the servant is insulting and insubordination to such a degree as to be incompatible with the continuance of the relation of master and servant;
- △ Where the servant is habitually neglect in respect of the duties for which he is engaged; and
- △ Where the neglect of the servant though isolated, tends to cause serious consequences