



**Indian Staffing Federation**

**National Conclave, Chennai**

**22 August 2013**

**FREEDOM BY EMPLOYMENT**

**EVENT REPORT**

**Session 1: Employment – The root of Freedom**

**Session 2: Freedom from informality: governance of informal practises.**

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## Executive summary:

The Indian Staffing Federation (ISF), an apex body of leading staffing companies in India organised a National Conclave on Freedom by Employment at Sheraton park Hotel and Towers on the 22<sup>nd</sup> of August, 2013 in Chennai. The event saw major participation from the Staffing Companies, IT and ITeS sector and other corporate.

The event kick started with the South India chairperson, Indian staffing federation **Mr.Kamal Karanth** taking through the day's proceedings. He gave a brief on ISF and about self-followed by an insight into formal employment. Mr. Kamal declared that 6 million people in India are currently formally employed and of which 50% were only through staffing companies. He also emphasized on the challenges such as the archaic outdated laws which calls for recognition of a legal staffing industry and the streamlining of legal system for the industry. He also mentioned about the ratification and adaptation of ILO C18.



**This was followed by lighting of the lamp by the ISF CEO Rituparna Chakraborty and few other delegates and sponsors.**

Mr.Kamal then invited Mr.Pandiarajan to take the dias to invite the delegates formally.

**Mr.Pandiarajan**, pioneer in the staffing industry started his session with a rather lighter note on the dwindling Indian economy and rupee rate and quickly shifted to serious statistics of the current workforce in India followed by an insight into each major industry. He emphasised that Agricultural industry in the rural areas is the highly underemployed segment which is now being replaced by service industry. He then elaborated on the various government policies that made a change in the labour system of the country. Having said this, he re-instated on the so called “diamond of the Indian staffing federation”, the 4 Gems of the federation – Dignity, Security, Productivity and flexibility. He said the major challenge lies in the right proportion of the four Gems. Being a parliamentarian himself, he spoke on sensitising the policymakers on what to do to generate employment.



On this note, he also stated that funded projects generate more “decent” employment and the main challenge here he stated is that a country with 1.6 crore workforce fails to generate decent employment. Concluding, he added he looked forward to the panelists thought processes on the Freedom to employment and Freedom from Informal employment.

With this the event moved to the panel discussions. The first set of panelists discussed on Employment: the root to freedom. Mr. Raja Krishnamoorthy, moderator invited the panelists to discuss on freedom and the need for it. He concluded the event by sharing the importance of Hand holding fresher’s, need for fair practisess at work and taking staffing to a level of employment by choice and not just an option.

The second panel was moderated by Mr.Rajeev Krishnan for a discussion on Freedom from informality: governance of informal practisess. He concluded the discussion on stressing on the need for governance, extra stretch by the staffing companies and to rise to hiring mid to high level positions through staffing.

## Session 1: Employment: The root of Freedom

Mr. Kamal Karanth invited Mr. Raja Krishnamoorthy, a veteran in the industry and now a freelancer with various skill sets to take over as moderator for the Session 1 panel to discuss on employment: The root to freedom. He also invited the panelists to take on the stage.

Panelists:

1. Sabita Joseph , AVP-HR at Steria Ltd.
2. Senthil Joseph – Expert in strategic HR and change movement.
3. Viswadeep Kuila- Director Brand Vectors



Raja Introduced Sabita as a talent who has the curiosity, willingness and brightness to challenge the traditional ways of thinking related to HR function. He also listed the various awards she's received and various organisations she represents and heads currently. Raja then introduced Senthil as a keen and passionate learner who's grown to being a manager and currently venturing on his own. He's also been associated with various reputed organisations who brings with him richness in terms of HR and has been actively participating in many HR forums across the country said Raja. Finally Raja introduced the third panelist Viswadeep, an engineer who brings with him 20 years of experience in Advertising and communications and FMCG Marketing.

Raja Kick starts the panel discussion with a few questions from his end.

1. **Can we understand freedom from a conceptual point?**
2. **Can we understand freedom from a potential employees point?**
3. **Can we understand freedom from the staffing industry's point?**

He also goes on to put forth his answer that freedom as a concept is the freedom to recognize in a social system that you grant others whatever you grant yourself. That to him he says is Recognition. He also stated that freedom is willingness and accountability to manage the so called common man's "no-man land".

He set right the discussion with two set of questions:

1. **Concept of freedom from an youngster's perception that's plagued with Haste, Greed and Arrogance and how best to deal with this humongous task.**
2. **'Concept of freedom from the industry's perception – employability of the young workforce**

Raja invited the panelists one by one to share their thoughts on the various subjects.

**Sabita Joseph** discussed on the fresher's entering the workforce. She mainly spoke on two things – First, what the individual looks forward too from a career and employer and Second, how the industry can support them to grow further in their career. She shared the fact that Indians are shining across the globe and yet there seems to be a huge gap which needs to be addressed. She addressed the fact that a new talent looks forward to a lot of dignity at work, trust and some hand holding.



She mentioned the fact orientation programmes do not continue beyond that day and as a result, about 80% of new talents do not understand what's expected of them, she says.

“HR can be best referred as Enablers than by anyother name”

She also emphasized on the right to learning by the individual which can be achieved by emphasizing to them on the organizational goals, department goals, individual targets and monitoring the individual's progress periodically. Here, she quoted an example of her company having a seven step employee accreditation programme that has seven touch points to help connect with the employee and evaluate them which has drastically brought down the attrition to a larger extent. She particularly said this helped reduce “infant Mortality”, as in attrition soon after the employee joins the company.

She concluded her talk by strongly saying that the last point is ensuring freedom of learning and this she said is knowing what's expected of an individual and working accordingly. This can only be achieved with help from the HR in the company and she says the term Enabler is a more suitable way to refer a HR. She finally added that HR needs to hire an individual not for skill set but for the Attitude of the individual and culture of the organisation and as an example spoke about the Buddy system that's fast catching up in companies.

Having spoken about bringing in a new talent and hand holding them, she said ensuring their sustainability is the industry's biggest challenge.

The next panelist **Senthil Kumar** started his discussion with the headlines from the morning daily that had an article on “Landscape is going to change - Artificial intelligence is going to rule”. The article mentioned that facts that BPOs would soon be taken over by artificial intelligence and human workforce would go below bare minimal. The 3 groups that would largely be affected by this move is



1. Individuals who seek employment for a living,
2. Staffing industry that streamlines human work force and
3. The customers or the companies, SME's etc.

“Jack of all Trades is the need of the hour to sustain the current changing trends in a work environment

He compared this to the tremendous growth of the Internet. Also, another threat he said was the fact that sectors today are technically savvy and his experience with a couple of SMEs just proved this. He called this entire breakthrough as a destructive technology taking over the world though in India, this change might take a little longer. He added, this can be put in check with transformational and proactive approaches from the Indian staffing Federation. He called upon the HR industry to spend their R&D on how to proactively engage a countering technology that saves the situation for those thousands of employees in the ITeS sector.

He then mentioned the e-commerce industry that's fast dominating and called upon the industry to be prepared for such future challenges. He quoted the fact that current scenarios calls for multiple talents and skill sets that help survive the constant changes that happen in workplace as in "jack of all trades" is the need of the hour.

His second focus was on, fair practises for the flexi staffs. Fair play by all means to the flexi staff on par with the regular staff is absolutely necessary to create the freedom of employment at workplace. He stated an incident in one of his previous company where Diwali cards that were usually distributed as a practise wasn't given to the flexi staffing and as a result it created a havoc among employees and the following year they practised fair play by treating all equally and distributing to every employee. This he says gave them the trust and realization to freedom. He further stated that fair play meant that people are treated with dignity. He called upon manufacturing sectors to wake up to this practise and illustrate this.

He further asked if the federation had any definition for fair practise.

He concluded by asking the gathering to focus on the two main points –

1. Capturing the transformational trends forecasted in sectors and how can the industry be prepared for the future in terms of skilling the people and being able to still provide capable people who can manage such changes.
2. Definition of fair practise needs to be laid down for employers and employees to bring about a milestone of change.

Concluding he said he hoped for a meaningful output from this conclave following the panelists discussions

The final panelist **Viswadeep** began his discussion by saying, though he's the odd man out and no way in the staffing industry he represents one of the largest sectors- FMCG that employs fairly huge volume of flexi staffs. He mentioned his discussion would be based on the following points:

- Definition for freedom
- Put right the expectations of an individual who's seeking employment through staffing industry
- Put right the expectation of the company that plans to employ through staffing industry

Freedom to him means the ability to make a choice.



“Freedom is the ability to make a choice”

When an individual makes a choice to go through staffing industry rather than direct employment by the company he says is the freedom by employment. Further he adds, when mid-level and higher level is employed through staffing, that's choice and freedom of employment.

Coming to his next point, the current scenario is mostly that of companies hiring through staffing companies for quantity and not quality. When companies start engaging staffing industry only for the skill sets their employees bring, then that creates freedom of employment.

He further added that freedom comes from enabling the employee who needs to arrive at the positive gap between employability and employment. This scenario can be achieved only by two levels – top down and bottom up. He also calls upon the federation and educational arena to look into including curriculum that helps reach that positive gap. On the other hand, he also requests the staffing organizations to come forward to create the positive gap which would make staffing a choice and not an alternative to not finding direct employment. He concludes saying the above can put forth a path for fair practisess; legislations etc. and create a demand thereby increasing the supply. He finally concluded saying he looks up to only ISF to balance such scenarios.

Raja summarized the discussion of the 3 eminent panelists as follows:

**Sabita** – Need to handhold the new employee, give him more info than under info on the company’s expectations and objectives and finally lead him through his learning phase so he sustains.

**Senthil** – Sectorial and specific skill set and on the need to have fair play practises.

**Viswadeep** – Are we going to hire only low level employees through staffing or take it a step higher to middle level and high level? Are employees looking at staffing as a choice or an alternative?

This said Raja put forth his thoughts as well by stating a few facts related to orienting the young individuals. Eligibility he says doesn’t equal to entitlement for a permanent job, growth or recognition, but makes a job available. Employees should look at being a performance entity and thereby increasing your entitlement. He says employers have to be looked at as customers and responsibilities need to be taken seriously. “Serve before you deserve” he says is what he puts forth in his every other orientation programme to the young crowd in colleges.

Following this, there was a general discussion against Viswadeep’s thoughts on why people don’t approach staffing as a choice. Staffing compensations and benefits were compared to the western countries and Raja concluded by saying in the west, staffing companies practise the “Bench system” that talks about freedom of a different level.

**Question to Viswadeep and general audience:**

Currently BPO industry cannot talk about compensation as the quotes are modeled on the net output and not on the net individual.

**Ans:** Mr.Pandiarajan answered this by saying this has to be dealt with the client who plans such models and companies that accept such billing, the staffing federation cannot do much in this scenario. The legal infrastructure in certain countries takes care of such scenarios but unfortunately in India we are yet to have such updated laws. However Mr.Pandiarajan also stated, in his opinion these are again concepts that could fade away when better models come into play.

Mr.Kamal called upon panelists to be awarded by delegates and sponsors. Mr. Sudhakar from Adecco did the honours for Raja Krishnamoorthy and Mr.Yadav did the honours for the other three panelists.

## Session 2: Freedom from Informality: Governance of informal practises

1. Mr. **Rajeev Krishnan**, Partner and India leader, People and organisation, Advisory services, Ernst & young LLP took over as moderator for the session 2 on discuss on Freedom from Informality: governance of informal practises. He started off by introducing the panelists.
2. Mr. **Rajesh Subramaniam**, Head - HR Governance, Risk & Compliance at Cognizant Technology Solutions. Over 20 years of experience in various HR key functions and currently managing HR delivery across 38 geographies. His passion being student development and has so far done 230 such programmes.
3. **Rakesh Gupta**, Chief Human Resource Officer (Head HR) - Royal Sundaram Alliance Insurance Company Ltd. Accolades of academics in various principles, he's done engineering, is a management consultant, cost accountant and a HR professional.
4. **S. Rajesh Balaji** , VP- Human Resources, Barclays Shared Services Pvt. Ltd. Over 18 yrs. of experience in people practises in large MNCs and his current role is to integrate various legal entities within Barclays India and to create global shared services as an organisation.

Rajeev started the session by throwing some lights on how staffing evolved and how MaFoi as a pioneer shaped it. He added an example of how a contract labour became a multi-billion dollar company owner through learning and practise and calls for such governance. He also quoted that in India large companies did have practises close to today's staffing and have seen success too but it was Ma Foi took over the initiative and streamlined flexi staffing.

He also quoted one of the **session 1 panelists Mr.Senthil** as one of the far sighted HR

manager for having adopted flexi staffing those days when companies were not so sure of the practise. Besides he also stated that in early days the HR heads weren't attracted to this practise and staffing companies had to make discussions with the functional heads. On the other hand, he said there was a company which invited even the staffing company team to sit with them on their strategic meet to help them plan better on the HR front. He spoke of times when companies took temps seriously to the extent when one low end employee hadn't received salary, the company head intervned with the staffing company directly to



see his pay released immediately. With the above mixed discussion he invited his panelists to lead the forum.

The first panelist **Rakesh Gupta** focused on governance and the need for governance

adding that unless one knows what is governance it is difficult to choose between formal or informal. He quoted Farhan Akhtar's quote - "Success is about freedom of choice". Why we need Governance? This he answered with an example of Mark Hurd, CEO of HP left his job as a result of expense claim issue amounting to US\$10K. He in his letter to the company admitted that he did not live up to the trust, respect and integrity.

This is a case of clear governance on the HP part where zero tolerance was equal to all levels of employment



Quoted Farhan akhtar's song line "Success is about freedom of choice"

within the company. The departure of the CEO of the company costed US\$ 10m in the stock market on the very day and the top most information of the company went with Mark to the next company he joined within weeks yet HP stayed firm on the stand taken because the company practised strong governance.

He also mentioned a personal experience of his with a West Side store sales man where he questioned him on the company and he was surprised to hear the guy reply him with the Vision, Mission and Objective of the group. Freedom of choice he says comes when employers train the staff and give them clear communication on the processes and policies so the employee has full idea of what the company stands for.

He says leadership need to "walk the talk" and governance can go hand in hand with strict disciplines. He proved this again with an example of his own employee asking him for an advance for a party and the company policy not allowing it, exceptions had to be made. As against the normal scenario where a few more would join after him for similar advance, not one turned up he says. This he states, reflects exactly the culture of the company and the culture imbibed in the individuals right from the start. He says this is how best we can define informal and formal practises and how best to maintain governance.

The second panelist, **Rajesh Subramaniam**, coming from the outsourcing industry spoke on the contract work culture between India and US and how the US prefers contract labour. He also stated the fact that over the last 20 years the contract labour industry has seen a huge move in terms of Branding, stability and cut throat competition and now it's time to move ahead with right



competency, framework and billing rate. He added that the contract billing can move to hourly basis within next 5 years. On the Governance perspective, the challenge is the statutory compliance. Near future is going to see online portals for all statutory needs and concerns which is a welcoming process he said. ESI for example needs some improvement on the government's side and lot of understanding on the employee to justify the compensation. Besides, forums like ISF should initiate talks with the government and private sectors for the state insurance and make it more accessible and worthy he said.

“The last 20 years the contract labour industry has seen a huge move in terms of Branding, stability and cut throat competition

Rajesh called for the need to create a standard of clause for the industry that is acceptable by both the employers and the industry. This he says would create more awareness and lessen the confusion and thereby withhold governance. He mentioned about a successful employee being helped to keep job safe even after being warned for showing a fake work experience in his resume due to his background and other good credentials in place. This level of extra stretch by the staffing representative gave the employee a big morale boost and today he holds a reputed position in the firm.

He finally concluded on ISF levelling with the government for more maximised labour laws, streamlined compliance processes and defined contractual drive which could help the industry grow.

The final panelist, **Rajesh Balaji**, spoke on the emotional quotient related to temp staffing. He admitted to seeing as temp staffing as something he decided on an emotional level – 60% from the heart and 40% from the mind and this he isn't sure if its right or wrong but says it works well with him. He as a matter of fact said if this form were to happen in the western world, the discussion wouldn't be the same because what the forums discussed then were just bare minimum and the western world is completely at a differently evolved model which he believes India will adapt over a period of time. He talks about just two quotients that he strongly believes in – culture, value (as in the assessment of how much it is worth) and what is it that the HR fraternity needs to do?



On cultural side, he said temp staffing starts at home front in the disguise of home servant or maids etc. This is the exact mentality that's carried forward in even larger companies where in there's a divide between permanent and temp staffs. This culture gets carried even to the behaviour of the permanent employee whose body language slightly varies than that of temp staffing. He also spoke about different treatment meted out to the staffing employees compared to the permanent ones and raised a question as to how many people in the audience faced such complaints from their temp staffing placed in large organisations.

On value side, he stated that people are so used to valuing the temp products as a low worth item and the same goes to temp staffs as well and added that not many companies employ temp staffing for mid or high level jobs. Eg. Banks employ flexi staffing for low end job in India while high end jobs such as technical architects or designers are under temp staffing in the western world. He emphasised on the fact that temp staffing is only used to fill the low end positions in any industry.

To break the above myths he suggested two ways. He said the top level management in both the staffing industry and the company need to maintain a certain level of relationship to add respect, value and create culture. He concluded by saying an approach of top down and bottom up would give that extra trust to even the low end worker to gain the kind of respect he deserves.

**“Staffing in India cannot be compared to the western world as their models are much more evolved and India would take few years to be on those levels”**

After the 2 panelists spoke their points, Rajeev concluded by stating that dignity begins at small levels and certain words by the HR needs to stop. Terms such as FOS are certainly derogatory and he requested the entire forum to think twice before using such terms. He also stated that an extra stretch to temp staff could go a long way.

**Question to Rajesh subramaniam:**

Q: Have you come across any statutory complaints, if so how did you manage?

Ans: I've heard and seen such cases and the only way is for the ISF to create an entry exit level standards. Also, companies have started adopting Risk mitigation which helps in the long run. He also stressed on periodic evaluations or certifications.

Question to Rajeev: Following rajeev's talk on extra stretch, an audience raised a comment. He said their staffing company hugely receives any new entrant with bouquets and such but some of them faced bitter experiences with their employer. They weren't given laptops or chairs to sit etc.

Following this there was a general discussion on the above and Rajesh Subramaniam also stated that ISF should give a fixed slab rate covering compliance etc for various categories.

Rajeev summarized on zero tolerance, need for compliance and standard processes, HR fraternity's need to take insight on treating its employees, take closer look into the client's perception on the temp staffs and about westerners perception on staffing and how different it is to Indian staffing.

The panelists were awarded by the sponsors and delegates. Mehul did the honours for Rajeev and Chandrakanth did honours for the other three panelists.

**Mr.P.S Srikumar** did the vote of thanks and wrapped the event.



## Sponsors for the event:

**Collabera** is an American Multinational Corporation established by an American of Indian origin Hiten Patel in Morristown, New Jersey, United States. The Company is assessed at CMMI Level-5 quality metrics and provides value driven turnkey information technology services and solutions to Fortune 500 organisations from BFSI, Retail, Telecommunications, Media, Energy, Technology and Manufacturing Industry Verticals. The Company employs over 8000 professionals across more than 25 offices and 4 worldclass

delivery centres in Us, UK, India, Singapore and Philippines. It delivers a full portfolio of services that include Consulting, Application Development and Management, Independent Testing Services, Enterprise Software solutions, Product Engineering Services, Business Intelligence & Data Warehousing, Mobile & Wireless, Infrastructure Management as well as professional services.

**Adecco India**, headquartered in Bangalore, is a leading end-to-end HR solutions company with a focus on Executive Search, Recruitment, Learning and Temporary Staffing services to client organisations. With a national presence in over 85 branches across India, Adecco is the fastest growing HR company in India.

**FuturZ staffing Solutions** has been in the business of People Consulting and Services since 2005. FuturZ is actively engaged in consulting top-notch companies and providing them with Staffing Solutions and HR Services. Headquartered in Mumbai, India, their branches operate in Delhi, Pune, Nagpur, Ahmedabad, Bangalore and Kolkata. They also have their foreign branches operating in Philippines and UK. With well-qualified and experienced personnel working on your requirements, one can be assured of personalized and professional services.

**Genius Consultants Ltd** was established on 27th July 1993. It began as a Recruitment Consulting Organization and in a span of 19 years, Genius diversified into Temporary Staffing, Recruitment & RPO, Payroll Processing, Background Checking & Verification, PF Trust Management and Compliance Management.

**Randstad** is a € 16.2 billion global provider of HR services and the second largest staffing organization in the world. From temporary staffing to permanent placement to search & selection, HR Solutions and Inhouse, Randstad holds top positions around the world and has approximately 28,700 corporate employees working from over 4,700 branches and inhouse locations in 40 countries. Founded in 1960 and headquartered in Diemen, the Netherlands, Randstad Holding nv is listed on the NYSE Euronext Amsterdam (RAND.AS).

**Taurus contractors** offer a broad range of Recruitment and Staffing Services which includes Expat and Local Personnel on Contract and Permanent category. Their Focus Industry is the Oil, Gas, Energy and Infrastructure Sector Worldwide. They provide Project Management and Staffing Support on a variety of Global Project Sites thereby releasing their Clients from the Logistical Hassle of managing a Multi-National, Multi-site Project Work Force.

### Program Structure

## National Conclave: Freedom by Employment

Thursday, August 22, 2013

9:30am – 1:30pm, Mowbrays Hall, Sheraton Park Hotel and Towers, Chennai

- 0930 hrs **Registration**
- 1000 hrs **Welcome and Keynote Address –**  
**K Pandia Rajan**, President, Indian Staffing Federation
- 1015 hrs **ISF – The agenda and way forward**  
**Kamal Karanth**, Southern Chairperson, Indian Staffing Federation
- 1030 hrs **Session 1: Panel Discussion: Employment – The root of Freedom**  
**Panelists:**
- **Raja Krishnamoorthy (Moderator)**, Inspirational speaker, OD consultant and Director , Talentmaximus India Pvt. Ltd
  - **Sabita Joseph**, AVP - HR at Steria Ltd
  - **P. Senthil Kumar**, Expert in strategic HR and Change Management
  - **Vishwadeep Kuila**, Director - Brand Vectors Founder Director at Brand Vectors
- 1130 hrs *Coffee Break*
- 1200 hrs **Session 2: Panel Discussion: Freedom from Informality: Governance of Informal Practisess**  
**Panelists:**
- **Rajiv Krishnan (Moderator)**, Partner & India Leader, People & Organization, Advisory Services, Ernst & Young LLP
  - **Rajesh Subramaniam**, Head - HR Governance, Risk & Compliance at Cognizant Technology Solutions
  - **Rakesh Gupta**, Chief Human Resource Officer (Head HR) - Royal Sundaram Alliance Insurance Company Ltd.
  - **S. Rajesh Balaji**, Human Resources, Barclays Shared Services Pvt. Ltd.
- 1300 hrs **Vote of Thanks**  
**P.S. Srikumar**, Southern Committee, Indian Staffing Federation
- 1310 hrs **Lunch**

## Press coverage

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# Press Release

## 'Need to Promote Flexi-staffing'

**Chennai:** Stressing the need to promote organised flexi-staffing or temporary staffing to bring a large number of workers under social security coverage, the Indian Staffing Federation (ISF) has announced that it was working to provide the same to nearly two crore employees, who are not included under the existing labour laws. ENS

**The Indian Standard**

# Archaic labour laws spur stir

DC CORRESPONDENT  
CHENNAI, AUG. 22

Growing industrial violence in manufacturing sectors, as Maruti's Manesar unrest and mob violence at Yanam Regent Ceramics, is a direct result of archaic labour laws that neglects the welfare of contract labourers, says Indian Staffing Federation (ISF), the apex body of flexi-staffing representing over four lakh temporary staff in the country.

"There are over two crore contract labourers in India and over 90 per cent of them are devoid of any social security benefits such as PF or ESI benefits," said ISF president K. Pandia Rajan speaking at their national conclave.

"Like the Tsunami triggered by tectonic movements, years of unaddressed labour reforms is now growing into industrial violence outbreak," he added. Seeking to amend the exist-

## 'No social security'



ing Contract Labour (Regulation and Abolition) Act, Mr Rajan said, "It is imperative for manufacturing industries to adopt flexi-staffing than contract labour as it ensures some kind of security for the workers." This ensures them a fair employment, decent wage, social security cover and a means to enhance skills.

● There are over two crore contract labourers in India and over 90 per cent of them are devoid of any social security benefits such as PF or ESI benefits, says Indian Staffing Federation.

**Business Standard**

## Flexi-staffing seen gaining traction

BS REPORTER

Chennai, 26 August

By 2025, about 10 per cent of the overall workforce in India could be working in a flexible capacity through staffing companies, according to Indian Staffing Federation (ISF), an apex body of flexi-staffing industry in India represent around 400,000 flexi staff.

The percentage share is expected to increase further to 20 per cent by 2020 and the growth is led by the IT&ITeS industry.

K Pandia Rajan, president, ISF, said, "despite tough times due to the economic slowdown, there has been buoyancy in flexi-hiring among IT companies in India, in order to beat the margin pressures, maintain lean benches and facilitate just-in-time hiring in a highly-volatile market." At the national conclave, held recently in Chennai, the federation stated India's current employable workforce is around 484 million, of which 273 million are in rural areas primarily in agri sector.

**Deccan Chronicle**

# Photo Gallery





## Participant Profile

Category	Number
Members	54
Non Members	28
Special Invitees	18

**About ISF:** Indian Staffing Federation (ISF) was set up by leading staffing companies in India with one common goal - Staffing India's Growth. Staffing - an established form of outsourcing globally - is yet to be recognised and adopted as an effective means of running a business in India. The Staffing Industry provides a platform for recognised employment, work choice, even compensation, annual benefits and health benefits for the temporary workforce that constitutes a sizeable segment of India's total workforce. The purpose of ISF is to enhance long-term growth of the staffing industry and to ensure its continued ability to make positive contributions to the economy and society. The principal focus of the Federation's activities shall be to strengthen triangular employment relationships, in which the staffing company is the employer of the temporary worker, who works under the supervision of the user company.