

SSR Institute of Management & Research, Silvassa

Empower yourself@IMR

Permanently Affiliated to Savitribai Phule Pune University, Pune,
Approved by AICTE, New Delhi and DTE, Mumbai, MS
NAAC Accredited

HR Trends
HR Practices, Global HR

HR Scoops

BY HUMANAGERS
VOLUME 51, DECEMBER, 2025

HR TRENDS

Tata Consumer builds HR & strategy simultaneously



Tata Consumer Products, five years after consolidating diverse legacy tea, coffee, food, and beverage businesses into a unified FMCG firm, is taking an unconventional approach by developing its human resources systems in parallel with its business strategy rather than sequentially. Under its integrated People Agenda, the company is building adaptive HR infrastructure—spanning hiring, onboarding, flexibility and wellness, career development, diversity, learning, and technology—alongside core strategic initiatives to ensure both evolve together. While this approach aims to align people practices deeply with organisational goals, questions remain about whether it delivers clarity and stability for employees or risks ongoing ambiguity as both HR and business systems remain works in progress.

Weekends, holidays between two jobs not a break clarifies EPFO



The Employees' Provident Fund Organisation (EPFO) has issued a circular clarifying that weekends, declared weekly offs, national holidays, gazetted/state/restricted holidays that fall between exiting one EPF-covered job and joining another should not be treated as a break in service when determining continuous service for Employees' Deposit Linked Insurance (EDLI) benefits. This aims to prevent unnecessary denial or reduction of insurance claims where minor non-working days have previously been interpreted as service gaps — for example, if an employee leaves on a Friday and joins a new job on Monday, the intervening weekend will now be ignored for EDLI eligibility. The clarification benefits families of employees covered under the EDLI scheme by ensuring that such short gaps do not affect insurance claim settlement.

What CHROs wish they'd known on day one



In this HR Katha feature, experienced Chief Human Resources Officers share the insights they wish they had understood when they first assumed the CHRO role, highlighting that success isn't about immediate action but thoughtful calibration. Leaders stress the value of slowing down to listen and ask better questions rather than rushing to implement solutions, the importance of keeping one's word to build credibility, and the need to speak the language of business as well as HR to earn respect and influence within the organisation. The collective advice underscores that early patience, clarity in commitments, and strong business acumen lay the foundation for effective HR leadership rather than quick fixes or grand strategies.

HR PRACTICES

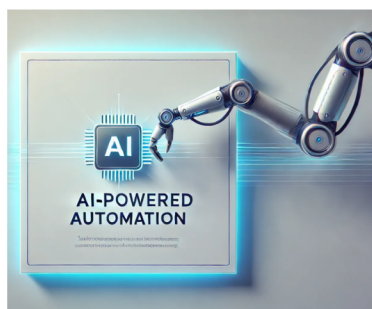
Case-in-Point: The overqualified candidate



The HRKatha Case in Point scenario about BrightPath EdTech explores a hiring dilemma where a fictional startup recruiting for a Senior Manager — Product Operations role receives an application from an exceptionally overqualified candidate, Nisha Malhotra, a former VP with extensive leadership experience who is willing to take a significant pay cut and step down in level for work-life balance and meaningful impact. While Nisha clearly excels in strategic and execution capabilities, the hiring manager hesitates—fearing she might soon leave, feel bored, or disrupt team dynamics under a younger manager.

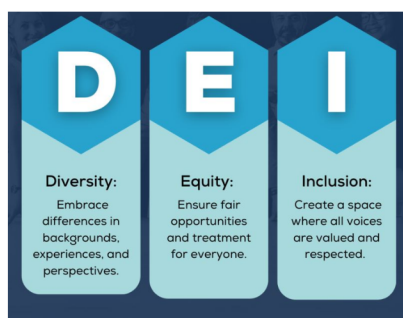
The case highlights how labelling candidates as “overqualified” may mask deeper biases and risk-avoidance, and features HR leaders arguing that organisations should assess such candidates based on intent, cultural alignment, and role fit rather than résumé pedigree, encouraging companies to rethink the real value and diversity that non-linear career paths bring.

Ai powered and Hr automation



AI-Powered HR Automation is transforming modern HR by automating routine tasks and enabling smarter decision-making. AI tools streamline resume screening and candidate matching, use chatbots to handle employee queries, apply predictive analytics for workforce planning, and support automated performance management. By adopting AI-driven solutions, HR professionals can reduce manual workload, improve efficiency and accuracy, and focus more on strategic and people-centric initiatives.

DEI as a Strategic Business Imperative (2025)



In 2025, Diversity, Equity, and Inclusion (DEI) has evolved from a standalone HR initiative into a core business strategy. Organizations are integrating DEI into their overall operations by using AI tools to reduce hiring bias, ensuring transparent and fair pay equity practices, fostering inclusive workplace cultures through Employee Resource Groups (ERGs), and continuously monitoring DEI outcomes using real-time analytics. A strong DEI framework not only promotes fairness and belonging but also drives innovation, improves employee satisfaction, and contributes significantly to long-term business growth and sustainability.

GLOBAL HR

Intel cuts jobs in Santa Clara as part of its 15% global workforce reduction



Intel has eliminated 59 jobs across three facilities in Santa Clara, California, as part of its broader plan to reduce nearly 15 per cent of its global workforce. The affected roles include engineering and technical positions, reflecting the company's efforts to cut costs and streamline operations amid ongoing financial pressures and intense competition in the semiconductor industry. These layoffs are aligned with Intel's long-term restructuring strategy aimed at improving efficiency, prioritising core businesses, and strengthening its financial position in a challenging global market.

US government launches 2-year Tech Force hiring campaign



The US government has launched a two-year Tech Force hiring campaign aimed at recruiting around 1,000 early-career technology professionals to strengthen digital capabilities across various federal agencies. The programme focuses on attracting young talent in areas such as cybersecurity, data analytics, software development, and IT support to modernise government systems and improve public service delivery. By offering structured career pathways, training, and exposure to real-world public sector challenges, the initiative seeks to address the government's long-standing tech talent gap and make federal employment more attractive to the next generation of tech professionals.

US joblessness at a four-year high



US joblessness has climbed to a four-year high, with the unemployment rate increasing from 4.4% in September to 4.6% in November, according to recent jobs reports. The rise reflects a cooling labour market marked by slower hiring, job losses in certain sectors, and cautious employer sentiment amid economic uncertainty and high interest rates. While the increase is gradual, it signals easing demand for labour after a prolonged period of tight job conditions, raising concerns about economic momentum and workforce stability in the coming months.

IHS

Editor in Chief Prof (Dr.) Rakesh Patil
Managing Editor Dr. Diksha Swaroop
Editors Ms. Ashwini Halpati, Ms. Anjali Singh
Contributors Humanagers