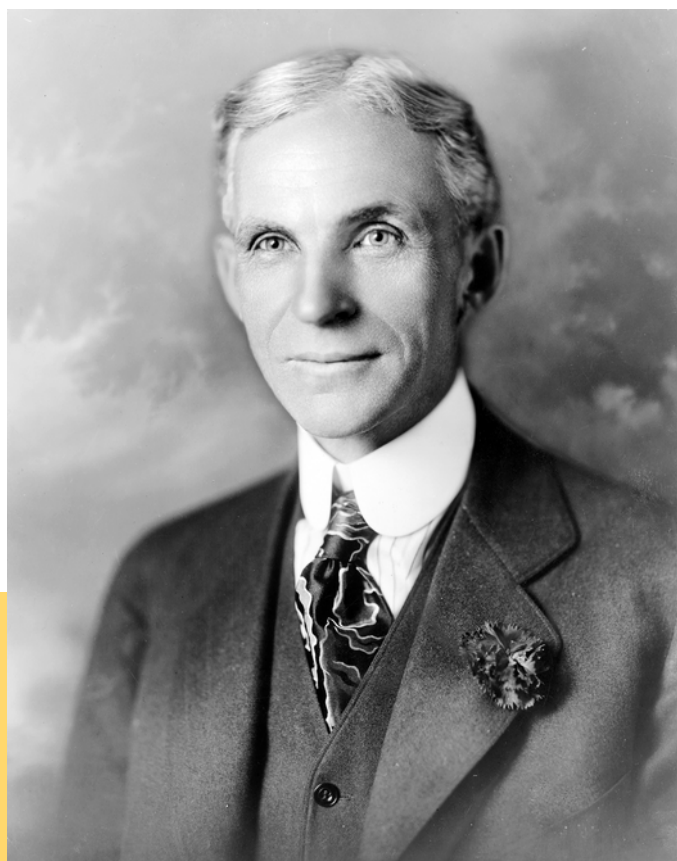




2022 HR MANAGER'S HANDBOOK

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runtime.one



Henry Ford

**You can take my factories,
burn up my buildings,
but give me my people,
and I'll build the business
right back again!**



Prashant Gupta

Director & CEO

Runtime Software Private Limited

I hope you closed financial year 2021-22 well and achieved all your targets. As we enter the new financial year, it's time to reflect upon what worked well and what didn't. Leaving the pandemic behind us, the new year opens up great opportunities for businesses like ours. With GST and Income Tax collections breaking all time records, we have strong signals of Indian economy getting back on track. As indicated by many financial agencies, India's growth rate is going to be the highest in the world in next couple of years.

As we all understand, the true power of our business lies in our people. Today's workforce doesn't really work for money alone and you can't retain people by *just* paying them well. But this is not a bad news. You don't need to move mountains to keep your people happy. A small word of appreciation on work-floor, a gesture of thanks when someone goes beyond the line of duty, are some of the simple things we all can do on a regular basis to keep our teams motivated and engaged.

We, at Runtime, are committed to help you with your journey by bringing a great employee experience, starting right from onboarding and going all the way to separation. Feedback from customers like you have helped us build what Runtime is today. In just 2 years of launch, Runtime has become a favorite of over 200 businesses. Over 5,000 employees use our mobile and web apps on a daily basis. We have many exciting features lined up for release in this year. We'll keep you posted via social media and newsletters.

If you wish to reach me directly, I am the most active on [LinkedIn](#).

Thank You,
Prashant

THE ORIGIN OF HUMAN RESOURCES

The field of human resources began to take shape in 19th century Europe. It built on a simple idea by Robert Owen (1771-1858) and Charles Babbage (1791-1871) during the industrial revolution. These men concluded that people were crucial to the success of an organization. They expressed the thought that the well-being of employees led to perfect work; without healthy workers, the organization would not survive. The term "human resource" was coined by management guru Peter F. Drucker (1954) in "The Practice of Management". In this seminal work, Drucker presents three broad managerial functions: managing the business, managing other managers, and managing workers and work.



NEWS YOU CAN USE



Salaries in India may rise 9.9% in 2022, highest among BRICS nations - Aon Survey

This would also be the steepest salary rise in five years, with industries such as ecommerce, venture capital, IT, life sciences expected to lead the increments. “Organizations across industries project a 9.9% salary increase in 2022, compared to 9.3 percent in 2021. The industries with the highest projected salary increases include ecommerce, venture capital, Hi-tech/IT and IT enables services (ITeS) and Life Sciences,” says Aon’s 26th Annual Salary Increase Survey in India. The study, which was released



‘Permanent’ work from home jobs popular among Indian jobseekers -Naukri.com

Since rolling out the ‘nature of remote work’ feature on their portal, Naukri.com saw over 93,000 permanent and temporary remote jobs being listed, out of which 22% jobs were for permanent remote roles only. Job portal website Naukri.com has reported a growing trend of permanent remote jobs on the website. Last year, the company launched a new feature for ‘permanent remote’ and temporary ‘work from home during COVID-19’. This feature allowed recruiters to post their jobs by specifying the nature of remote work i.e. permanent or temporary, to get better matches.



Hiring in India up by 41% in January

The report covers several industry sectors, geography, and experience level which cover more than 76,000 employers using Naukri.com. However, the report does not reflect the data of gig employment, hyperlocal hiring or campus placement. According to the Naukri Job Speak index, in the year 2022 India is going to see a hiring spree across industries. The report recorded a 41% year on year growth in January 2022. The country’s premier index was trending at 2716 in Jan’22 vs 1925 in Jan’21. The upswing of hiring activity was observed in multiple sectors with IT-Software, Retail, and Telecom leading the charts.

One Way to Fight the Great Resignation?

Re-recruit Your Current Employees.

Edited from the podcast transcript from:

[One Way to Fight the Great Resignation? Re-recruit Your Current Employees](https://hbr.org/podcast/one-way-to-fight-the-great-resignation-re-recruit-your-current-employees) (hbr.org)

While managers and leaders are stressing about their leaky talent pool, they're missing a critical place to put their time and energy into those workers left behind. And even those emails bemoaning the loss of a valued employee may actually be making things worse.

When somebody leaves the workplace, it's often like there is an emotional breakup that happens as if the person is leaving YOU. It's like, you've done something wrong that there's a rejection of the company, the team, you, the manager.

We must understand that organizations don't hire people forever anymore. Those days are gone. So, if there's a lot of attrition now, should a company take high attrition as a sign that they need to fix their culture, or is it just supply and demand economics? It may just be the fact that there's a labour shortage in a lot of industries and a lot of locations. And maybe there's nothing wrong. It's just the market you're in.

This a confluence of many things? We just went through a global pandemic. We changed the way we work. We changed where we work. We changed how we work. We changed even if we had a job to do. And we gave people a lot of time to think. And I think people realized that, that company that showered me with lunches and socials and things like that, that kept me actually at work longer, actually kept me away from my children and my family and my communities. And that's where they've been for the last 15, 18, 20 months. I think there is this reassessment that people are doing about what's important to them. And I think companies are having to play catch up to how do we stand in relationship to that.

Re-recruit the people that are working for you. Are they happy? Don't take them for granted. They're so busy focusing on the fires that they need to put out and the vacancies that they have, that's where they're spending their time and their energy. But they also need to be spending time on the people who are literally holding it together for that organization or that group. If you take them for granted, they're just going to leave as well because they're going to feel overwhelmed and underappreciated. People want to be seen for who they are and what they contribute and where they're adding value. Those are all free things that managers and leaders can do to their people and it's needed now more than ever.

Take custody of your Face

Keep custody of your face when this happens. When someone leaves, that has just created another boatload of issues for you to deal with. People are watching you, as a manager, as a leader in your organization, they are watching, what's the environment that you are creating?

They're reading the email. They're watching your face. They're watching the energy behind you, even on a zoom call. You are having an impact all the time. And some of it is intended. And then we have the unintended impact as well. Okay, I know this person has just left this particular job, which means the five of us now are left holding the bag and that's going to create more work and people know that. They know that this means more work for them. So how do you create an outcome that people can rally behind? And that's the place where you as a manager or a leader really need to, how do I turn this into a positive for them? A challenge, maybe. How do we all roll up our sleeves? What do I need to do differently to make this better for the team?

Not just get be in that reactive place of being frustrated, being mad, being disappointed, being sad, whatever the emotions are. **We want you to have those emotions, but as a leader, then you need to lead people through that.**

As we recruit people into the organizations, what would it be like if instead of just coming in and you're just assuming they're going to stay and they think they're not, they already know they're going to be there for some tour of duty. What if we brought people in, in tours of duty? Monika, how long do you want to be here? What would you like to contribute? What do you want to learn?

It's going to change workforce planning, succession. Those folks are not staying in your organization forever. They're there for a stop on their career journey. And thinking about how to stay in healthy relationship with people while they're there, once they move on and the opportunities for them to come back is critical.

Compiled by:

Vaibhav Garg, Chief Technology Manager - Genus Power ([LinkedIn](#))



The New Work Era



Mr. Aman Kumar

Human Resources, BuyUCoin

COVID-19 is a pandemic that taught the world that change is a necessity of the world. We saw many deaths during this pandemic. But, as the show must go on, we transformed ourselves to the next level. Not only did we shift to the maintenance of the work-life balance but also discovered a new way to work.

Companies came up with certain inventions and innovations to engage their employees with the work and the office. For the First time ever, companies are following Work from home, work from anywhere policies and also exploring the recent Metaverse (VR) intervention in the working environment. Also, many of the product-based companies are fully opening their offices, so that their work-flow could be coordinated. Also, one report from the Gartner research shows that almost 32% of the organizations are going to replace their Full-Time employees with contingent workers. Now, somehow it will be a challenging job but is also going to open the doors for several others as well.

Key drivers of new working environment

In this new working environment, technologies are a necessity for proper engagement. For most of the work from home employees, certain online meeting platforms are working well. For certain functions like legal, Analyst, Developer etc., some of the companies have given them permanent work from home. A hybrid work environment is fruitful for the coordination of the employees who are residing in the same city of the work centre. But to coordinate with employees from different cities, companies are coming up with the tie-ups with top hotel chains such as Airbnb, to set up a meeting or get-together centre in the top cities of the world. Now, a recent trend that came into the market is metaverse in the form of virtual reality. According to me, this will be a great concept in Tech.

It is going to open up several innovations in the office culture. By using Metaverse, we are opening the doors of great wave of globalization. Now, the employees will be having colleagues from different cities who will sit near them in the virtual mode and will create a new environment.

In the new working environment, companies have come up with certain benefits especially for women. Some of these are – providing an ability for those who want to restart their careers after long gaps, menstrual leaves, more maternity leaves etc. They may also be coming up with the policy of 4 days working in a week.

In the post-COVID-19 era, it became mandatory for employers to showcase their roles for the employees in their financial, social and mental wellbeing. Employees are the asset of any company where they can showcase their skills and talent. So, employers are also ready to appreciate them through different mediums.

In the POST COVID-19 era, attrition rates increased because of the social revolution. People started getting opportunities from different countries. We can say that globalization is at its peak in the recruitment sector. So, to maintain the workforce, different firms revolutionized the remuneration structure in their companies. Also, to welcome talent from all over the globe, companies need to upgrade their culture. To engage good manpower in the post-COVID-19, employers are setting different agendas to fulfil the needs of employees in their workplace.

In our (BuyUcoin's) culture, we think that employee engagement can only be done when HR will understand what the employee wants. And the COVID-19 era taught us we need employees more than customers.

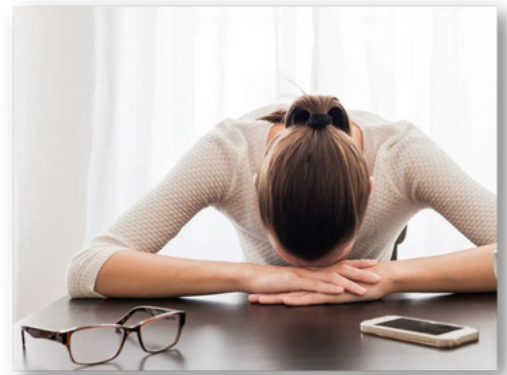
Opinions expressed are solely the author's and do not reflect opinions and beliefs of the publisher.



**What is black
when you buy it,
red when you use
it, and gray when
you throw it away?**

Are you Stressed Out?

Do you always feel tired?
Here are some reasons and
remedies to fight fatigue.



Adrenal Fatigue

It happens when you have anxiety or fear of some kind. It starts in your brain as a fear response.

Take Vitamin B1

Poor Sleep

If you have low levels of Melatonin in your cells, it may affect your sleep patterns. Do you find yourself awake at 2AM?

**Increase Sun Exposure
Take Infrared Sauna**

Low Electrolytes

Electrolytes like Potassium, Sodium, Chlorine, Magnesium and Calcium provides energy to cells that work like batteries for our bodies.

**Take Electrolytes
e.g. ORS (Electral)**

Insulin Resistance

If you are eating a high-carb diet, your body is not running on the preferred fuel source - Ketones. This makes your brain slightly more unconscious.

**Reduce Carb intake
Go on a KETO Diet
Intermittent Fasting**

Low Stomach Acid

Acid in the stomach is required to digest food. Lack of acidity results in inability to absorb Vitamin-B12 and Iron and also the inability to break down protein to generate energy.

**Take Apple Cider Vinegar
Take Betaine HCL**

Note: The information given here is for reference purposes only and should not be considered as a medical advice. Consult your doctor before starting any medication.

Source: Dr. Eric Berg, USA

Post COVID Work Environment



Mr. Jayesh Kumawat

Content Creator, Coders Dev

The pandemic is resetting major trends in work HR managers must reconsider their workforce and employee performance, management, and strategies for enhancing the experience of employees.

Certain HR trends appear as the long-lasting results of workplace and workforce changes that result from the disruption caused by coronavirus, according to the findings of a Gartner survey of more than 800 HR executives.

The key for HR leaders is to analyze the impact each trend in HR has on their organization's strategies and operations, determine which needs immediate action, and evaluate the extent to which the HR trend alters strategies and goals prior to COVID-19.

"32 percent of companies are replacing full-time employees by contingent workers to save money"

"It's crucial for business leaders to realize the massive shifts that are transforming the way people work and how the business is conducted," says Brian Kropp who is Distinguished Vice President at Gartner. "Leaders who can effectively respond to these trends in HR will ensure that their businesses distinguish themselves from the competition."

The nine trends in HR a few represent an acceleration of the existing shifts while others represent new effects that were not previously thought of. In some cases, COVID-19 has forced the pendulum of an established pattern to one side.

The Rise in Remote Work

A recent Gartner survey revealed that 48 percent of employees will remote work at least a portion of the time following the COVID-19, while 30% did before the epidemic. As companies shift towards more remote working be aware of the key skills required by employees to collaborate with digital technology, and be ready to modify employee experiences strategies. Examine the best way to change the setting of goals for performance and evaluations for employees to a remote setting.

Expanded Data Collection

Gartner analysis finds that 16 percent of employers are using technologies more frequently to track their employees, using techniques like digital clocking, monitoring the use of computers at work, and monitoring emails of employees or internal chats/communications. While some companies monitor productivity, others track the employee's well-being and engagement to better understand the experience of employees.

Before the outbreak began, businesses were more often utilizing non-traditional employee monitoring tools. However, the trend of HR monitoring is expected to be amplified by the new technology for monitoring remote workers as well as the collection of health and safety information. Be sure to adhere to the best guidelines to ensure the responsible use of information about employees and data analytics.

Changing the Nature of Worker

The uncertainty in the economy of the pandemic is causing numerous workers losing their job, and some workers initially to unconventional working practices. Numerous organizations responded to impact of the pandemic on their economy by cutting their budgets for contractors. However, there has seen a change.

Gartner analysis indicates that businesses will continue to increase the use of contingent employees to allow more flexibility in the management of their workforce after COVID-19. They will also consider the introduction of other models for employment they've encountered during the outbreak like the sharing of talent and 80% compensation for the 80% of work.

Expansion of Employer's Role

The spread of the disease has accelerated the tendency of employers to play more of a part in their workers' physical, financial and mental health. Assistance includes increased sick leave, financial aid and a change in hours of operation and child care services.

Certain organizations helped the community shifts of operations to manufacturing products or offering services to combat the spread of the disease and also providing relief to the community and providing services to the community.

Separation Between Critical Capabilities and the Roles

Prior to COVID-19, crucial roles were thought of as positions that required a certain set of competencies, or the skills the organization needed to reach its goals. Nowadays, employers are recognizing that there's a different category of critical roles - the roles that are crucial to the success of crucial workflows.

For the development of the workforce post-pandemic, concentrate less on the roles that combine unrelated abilities -- and more on the capabilities required to help the company achieve its competitive advantage, and the workflows which help to achieve the competitive advantage.

Encourage employees to learn essential skills that could offer many opportunities for professional development, instead of planning for a specific position. Give more support for career development for employees in crucial positions who are not equipped with the necessary abilities.

Understand Candidate Personality

Supercharge your hiring process with Myers-Briggs Type Indicator (MBTI)

Do you know that top global companies like Google, Apple, Tesla etc. assess their new hire's personality before actually assigning them a profile?

According to Myers-Briggs Type Indicator (MBTI) (R), there are 16 personality types in which all people in the world can be classified. Assessing the personality type is an easy process. The candidate is given a set of questions and they have to choose the most appropriate answer. At end of the test, the MBTI (R) gives a personality type.

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

There are four dimensions to this test:

Favorite world: Do you prefer to focus on the outer world or on your own inner world? This is called Extraversion (E) or Introversion (I).

Information: Do you prefer to focus on the basic information you take in or do you prefer to interpret and add meaning? This is called Sensing (S) or Intuition (N).

Decisions: When making decisions, do you prefer to first look at logic and consistency or first look at the people and special circumstances? This is called Thinking (T) or Feeling (F).

Structure: In dealing with the outside world, do you prefer to get things decided or do you prefer to stay open to new information and options? This is called Judging (J) or Perceiving (P).

The 16 personality types are a set of any 1 value in each of the 4 dimensions stated above. For e.g. an **INFJ** means > Introversion, Intuition, Feeling & Judging.

MBTI also specifies the best career choices for each personality type. Once you know the personality type of a person, you can make better decisions on what roles to assign to them. Include this test in your next selection process.

Compiled by

Himani Sharma. Source: <https://www.myersbriggs.org/>

What comes next?

$2 + 10 = 24$
 $3 + 6 = 27$
 $7 + 2 = 63$
 $5 + 3 = ??$

What Constitutes the Company Culture?

The company culture is the personality of a company

A company's culture includes several elements, such as the company mission, values, ethics, expectations, and goals. For example, some organizations have a more traditional and formal style of management, such as a top-down structure. Other companies have a company culture that is based more on teamwork where participation is required. Tech companies and startups usually have a more casual work environment. The ideal company culture is the one that allows you to execute your strategy in an effective way.

Often, teams or organizations try and emulate other cultures. This happens frequently with organizations that try and create "start-up culture" by adding beer kegs and ping pong tables at workplace. However, the true ambassadors of culture are the people in the management positions. For example, a manager that says quality is most important, but when confronted with production targets, places efficiency over quality, it will impact morale of the people working in his command and confuses them in their own decision making.

Here are some key items to consider when building an ideal work culture:

Inclusion

Inclusion is perhaps the most simple yet under-utilized technique to build a great company culture. Celebrating birthdays, work anniversaries, and every small achievement requires minimum efforts but goes a long way in building an inclusive work culture. Organizations should also consider transparently sharing success in the form of incentives and bonuses with the people to drive inclusion.

Fairness

Humans place a high value on fairness. Organizations where employees feel like everyone is getting a fair opportunity consistently report more positive employee experiences. Fairness is an area that the "Fortune 100 Best Companies to Work For" excel at.

Trustworthiness

When employees find their managers and leaders to be more trustworthy, they work with less fear and more creativity. Trust is built over time and requires a lot of effort. Match your actions with your words.

Innovation

When managers create a safe environment to express ideas and make suggestions, employees are more likely to think their workplace is innovative. Workplaces with innovative cultures inspire employee loyalty, confidence and willingness to give extra.

Integrity

Ensuring integrity is non-negotiable for any workplace. Having stringent integrity policies ensures workplace safety and reduces stress. There should be a clear defined policy to report issues related to integrity and proper actions should be taken in case a concern is reported.

Fun Fridays!

Work Hard. Play Harder.

Fun Fridays are a great way to increase employee morale and increase team bonding. Here are some useful activities that you can plan on the next Friday!

Dumb Charades

Make two teams. The first team will decide on the name of a movie. One person from second team will be told the movie name. Now this person has to explain the movie to his team, without speaking, but only using gestures using his/her hands and body movements. If the team guesses the name correctly, it gets a point. Same is repeated for the second team. The team that gets most points win.



Musical Chairs

If you don't know about this one, you need some serious overhaul. We're kidding! Go to the cafeteria. Arrange 10-12 chairs in a circle, facing outside. Get some team members (one more than number of chairs), and make them stand next to the chairs. Play some music and ask everybody to move in circle. As soon as the music stops, everybody has to grab a chair. One person will be left out, and he/she will be out. Repeat till only one person is left and that's the winner!

Treasure Hunt

Make two or more teams. Hide some clues in various parts of the office. Start by giving away first clue to each team. Finding one clue will lead to the next clue. The team that finds all the clues first wins!



Methods of Performance Appraisal

Performance appraisal, as commonly understood, is not an year-end exercise to evaluate an employee's performance. It is actually something that starts at beginning of the year. It involves defining clear goals and measurable objectives, at beginning of the appraisal period. This gives employees a chance to give their best to achieve those objectives. Individual goals should also align with the organizational goals. At end of the year, it only requires comparison of targets with achievements, and looking back to understand what worked well and what is required to be improved.

Some popular performance appraisal methods are mentioned below-

Management by Objectives (MBO): Under this method, managers and employees together identify, plan, organize, and communicate objectives to focus on during a specific appraisal period. After setting clear goals, managers and subordinates periodically discuss the progress made to control and debate on the feasibility of achieving those set objectives.

360-Degree Feedback: This is a multidimensional performance appraisal method that evaluates an employee using feedback collected from the employee's circle of influence namely managers, peers, customers, and direct reports. This method will not only eliminate bias in performance reviews but also offer a clear understanding of an individual's competence.

Assessment Centre Method: The concept of Assessment Centre was introduced way back in 1930 by the German Army but it has been polished and tailored to fit today's environment. The assessment Centre method enables employees to get a clear picture of how others observe them and the impact it has on their performance. The main advantage of this method is that it will not only assess the existing performance of an individual but also predict future job performance.

Human-Resource (Cost) Accounting Method: This method analyses an employee's performance through the monetary benefits he/she yields to the company. It is obtained by comparing the cost of retaining an employee (cost to company) and the monetary benefits (contributions) an organization has ascertained from that specific employee.

Choosing the right performance appraisal method is more critical than ever since it reflects what you think of your employees and how much you care about employee morale. Once you've found an ideal performance review method for your needs, the next step is implementing it properly to eliminate critical performance gaps.

While implementing performance appraisal for the first time, it is recommended to take help of an expert consultant who can ensure smooth roll-out and ensure proper understanding of the system by everyone.

Are you an ethical leader?

An ethical leader is the one who takes the decisions, he or she believes to be right — no matter if it's unpopular or inconvenient. To make the right decision, an ethical leader must have a solid set of values and attributes that they can rely on when things get tough.

Some of the principles and values maintained by ethical leaders:

Define and align your values: Consider the morals you were raised with: Treat others how you want to be treated, always say "thank you," help those who are struggling, etc. But as you grow, and as society progresses, conventions change, often causing values to shift. "This is the biggest challenge ethics face in our culture and at work and is the biggest challenge ethical leadership faces," said Matthew Kelly, founder and CEO of Floyd Consulting and author of *The Culture Solution* (Blue Sparrow Books, 2019). "What used to be universally accepted as good and true, right and just, is now up for considerable debate. This environment of relativism makes it very difficult for values-based leaders."

Hire people with similar values: While your values don't need to be identical to those of your workers, you should be able to establish common ground with them. This often starts with the hiring process and is maintained through a vision statement.

Promote open communication: Every employee is different, even if they share similarities. With each decision you make, be transparent and encourage feedback from your team. This helps you become a better leader and helps your workers feel more confident sharing their ideas or concerns.

Lead by Example: Not only should an ethical leader talk the talk, but they need to walk the walk. Employees and team members will mimic the actions of their leader, so an ethical leader will ensure they're leading by example. A leader cannot expect their employees to make the right decisions if they don't point them in the right direction — after all, actions speak louder than words!

Kindness: An ethical leader should be kind. At the end of the day, employees and team members are human, not machines. An ethical leader understands this and treats their followers kindly and humanely. When employees feel respected and cherished, they will work harder to achieve their full potential, which will benefit all parties involved.

Honesty: People are unable to trust those who frequently lie or omit the facts. That's why an ethical leader must always be transparent and fair, no matter the consequences. In almost every situation, your team members would rather be told an unpopular truth than a likable lie. Consistent honesty builds trust between a leader and a team and promotes open conversations on topics like job performance, personal struggles, and challenges at work.

Is Human Resource A Good Career Path?

HR is a rewarding career field poised for growth. HR specialist even ranked among the Best Business Jobs in America for 2022 by U.S. News & World Report.

For many, a “good career” represents a combination of strong employment growth, ample advancement opportunities and high job satisfaction. A career in human resources delivers on all counts and, importantly, offers the opportunity to make a real difference while contributing to business success.

There are quite a few reasons to pursue a career in human resources. The human resources job outlook is very strong. In fact, it’s one of the fastest growing fields in the United States; “employment of human resources managers is projected to grow 9 percent from 2014 to 2024,” which is above average of seven percent.

One of the most compelling reasons to consider this career path is that the median human resources salary (according to the Bureau of Labor Statistics at the U.S. Department of Labor) is just over \$100,000 per year. “The top 10 percent of those in human resources management earned \$183,590, while HR specialists and recruiters earned a median salary of \$57,420, and compensation and benefits managers earned a median salary of \$108,070.”

It should be noted, however, that salary range and job responsibilities vary widely across industries. For example, the highest human resources salaries are usually offered through scientific and technical consulting firms. You also have the potential to earn a higher salary if you specialize in labor relations or organizational development.

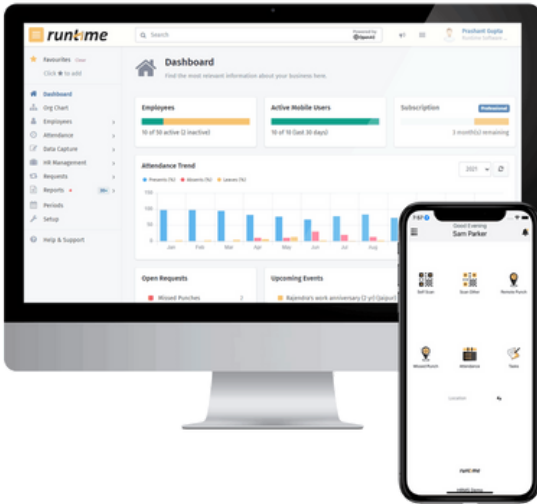
If you are reading this, send an email at connect@runtime.one with subject line "Yellow & Blue". Mention your full name and mobile number and we'll send you a surprise gift. First 10 respondents only - so hurry.

Many human resources jobs available can be found at companies and enterprises, followed by local government, hospitals, employment services and computer systems design firms. The top-paying industries (in order from highest to lowest) are information services, brokerage and securities firms, the film industry, cable and other subscription planning services, and financial services.

Compiled by : Swarna Gupta

What has teeth but does not bite?

PUT YOUR PAYROLL ON AUTO-PILOT



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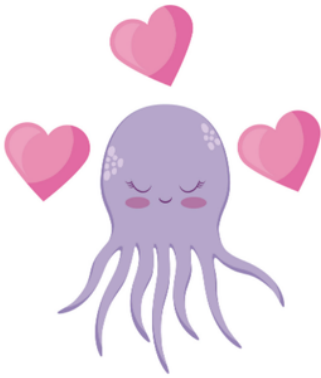
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Amazing Facts!



Google was originally called BackRub

The Barbie doll's full name is
Barbara Millicent Roberts.



Octopuses have three hearts!

The hardest working muscle in your body is
your heart: It pumps more than 2,000 gallons
of blood a day and beats more than 2.5
billion times in a 70-year life span.



The first footprints on the moon will
remain there for a million years.

The longest breath held
underwater is 24:03 minutes



LOL!



Coming Soon

Runtime Partner Program

Runtime is winning over market leaders and quickly becoming the most popular choice among HR Managers & Service Providers.

To make it easy for you to refer clients and generate recurring revenue for yourself, we are rolling out Runtime Partner Program

Get Started in 3 easy steps:

- 1. Register As Partner**
- 2. Refer a Client**
- 3. Start Earning on Conversions**

Signup for our newsletter to stay updated when we launch!

<https://runtime.one>

Answers to the Puzzles in this Handbook

What is black when you buy it, red
when you use it, and gray when you
throw it away?

Charcoal

Number Puzzle

Explanation: Add the two numbers in the row and
multiply with first number to get the answer.

40

For e.g. $2 + 10 = 20$, $20 \times 2 = 24$

For last row, $5 + 3 = 8$, $8 \times 5 = 40$

What has teeth but does not bite?

A Comb

2022 HR MANAGER'S HANDBOOK

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