

Seminar Report

Holistic HR in Manufacturing

From Shopfloor Discipline to Contract Labour Control

Mr. Sanjeev Singh Chauhan, Head – HR, IR & Administration, Jindal (India) Limited

17th November 2025



The MBA HRM Department of IISWBM organised a leadership seminar on 17th November 2025 where Mr. Sanjeev Singh Chauhan, Head – HR, IR & Administration at Jindal (India) Limited, delivered an insightful session on the theme “Holistic HR in Manufacturing – From Shopfloor Discipline to Contract Labour Control.” Speaking from extensive industry experience, Mr. Chauhan explained how HR in the manufacturing sector differs fundamentally from HR in service

industries, mainly due to the presence of a large and diverse workforce, the complexity of skills required, and the direct influence of skill levels and workforce behaviour on productivity. Using examples from Jindal Steel, he described how different departments depend on specialised manpower and how any skill gap or shortage can immediately disrupt production, making HR and Operations deeply interconnected.

A major part of his talk focused on the importance of shopfloor discipline, which he described as the core of HR in manufacturing. He discussed certified standing orders, compliance requirements, and employee conduct systems, along with practical tools such as 5S for workplace organisation, toolbox talks, shift briefings, visual management boards, and incident or near-miss reporting mechanisms. These systems not only ensure order and safety but also cultivate a disciplined culture essential for seamless operations. While acknowledging the growing role of technology, Mr. Chauhan clarified that AI cannot replace human judgement, shopfloor presence, or the nuanced decision-making required in manufacturing environments.

He then detailed the workforce development ecosystem used in manufacturing units, including technical training on SCADA (Supervisory Control and Data Acquisition), QC (Quality Control) and PLC (Programmable Logic Controllers), as well as behavioural training, on-the-job coaching, certification practices, and competency mapping. He highlighted the importance of supporting employee well-being through work-life balance, job rotation, and stress

management, combined with structured performance and productivity systems, KPIs, data-driven reviews, and continuous improvement practices such as Kaizen and Lean.

Industrial Relations formed another significant part of the discussion, where he emphasised the relevance of labour legislation that directly governs shopfloor functioning. He spoke about the Industrial Disputes Act, Minimum Wages Act, Factories Act, Contract Labour Act, and various statutory norms like PF, ESI, minimum wage compliance, overtime rules, and ensuring fair treatment between contract and regular workers. He explained how effective contract labour management requires coordination with contractors, scrutiny of statutory registers, manpower reports, contractor bills, and consistent monitoring of wage and safety compliance.



Mr. Chauhan also discussed the extensive documentation and audit requirements in HR, including safety audits, overtime logs, training records, shift schedules, attendance systems, and other statutory registers that together form the backbone of compliance and operational transparency. He explained how digitalisation is transforming HR in manufacturing through biometric systems, Learning Management Systems, automated wage and compliance platforms, HR analytics, and integrated dashboards, though he reiterated that digital tools are enablers rather than replacements for human-centred HR practices.

Addressing employee engagement, he spoke about suggestion schemes, Kaizen competitions, and involvement-driven initiatives that help build ownership and reduce turnover on the shopfloor. Towards the end, he also shared valuable career guidance and industry insights for students, covering what hiring managers look for, how to build a strong professional brand, and the wide range of HR career paths available across sectors.

Overall, the seminar offered a comprehensive understanding of how holistic HR drives discipline, compliance, culture, productivity, and overall sustainability in a manufacturing unit. Mr. Chauhan's practical insights into real-world HR challenges and industry expectations provided the attendees with a deeper perspective on the strategic and operational importance of HR in manufacturing.

