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HR
SHOWCASE 2018
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Brief excerpts and book of best practices shared
from the participating organisations



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Editorial



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What the stars foretell for HR in 2019

Foreword

Mr Krish Shankar, Group Head- Human Resources - Infosys Ltd
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As we get towards this time of the year, the ubiquitous lists swamp us- from the hits of the year to the trends that we should be watching out for. That gave me an idea. Why not create our own list of the big trends in HR that we could see in the coming year? Well, am I a clairvoyant or a futurist? Far from it. I can barely predict the Bangalore traffic and can see no further than the bus ahead of me!

But then, we had the opportunity to stand on the shoulders of the top CEOs, CHROs, leading thinkers, and a clutch of start-ups who came together at **TecHeaRt 2018**. And the interactions with the 1000 odd people who attended the learning event and engaged in various discussions. So here is my list on the key trends in HR- based on the insights and borrowed wisdom from this august group!

Tech or touch: Unlike 'trick or treat', this is a trick conundrum! With a lot of technology coming into people processes, there is a perception that we will lose the human touch. And oddly enough, people expect more deeper interactions in some areas. So, is this one versus the other? No, we need to implement technology in the right areas to enable deeper and purposeful human interactions in select areas. The key is to identify the 'right areas'. Technology enables people to do many things on-the-go, feel empowered, and be connected. But to get the most out of people, we need more purposeful human interactions, conversations, inspiration and coaching- and in this age of rapid change, all the more critical. So we need to reframe the question as 'what transactions can we enable with technology that will give us more time to enhance our purposeful co-creation in teams?'

The long shadow of technology and people's aspirations: But there is a creeping, imperceptible impact of technology and social media. Technology, though a social, connected world, is enabling people to express themselves more as individuals, to explore different facets of their personality and share publicly. However, the same technology has a tendency to straight-jacket jobs in organisations. I am not being a Luddite, but we have to be conscious of this long shadow of technology and people's aspirations. Our job design and organisation design concepts have not kept pace with these changes. Look back 20 years and we had ideas like autonomous groups, quality circles in manufacturing and they have made a difference. I don't think organisations have cracked this modern day challenge yet. If there is one challenge we have in HR, this could be it.

Whither your digital roadmap?: As we saw the host of start-ups here, one thing struck me. They are focused on solving very specific problems. And the insight here is that in our HR digital transformation roadmap, we need to have to have a mix of large-do-it-all systems, as well as these specific bolt-ons. Moreover, while we focus on employee experience, it would be good to also evaluate the digital experience for employees. Thus, the wisdom of the crowds recommends that every HR leader should have a thought through digital transformation roadmap, which factors in the digital experience for employees, and which is flexible, and updated based on needs to take on interesting bolt-ons.

Gig and gigger: Is gig working growing and here to stay? Lets look at it this way. There are a significant, and growing, number of sectors/companies that predominantly have gig workers. Second, many people want flexibility and autonomy, and see gig-working as an option. Large organisations are still cagey, but are happy to experiment. If good talent prefers gig-working, organisations would need to tap in to that talent pool increasingly. And in some sectors, using gig-workers may be the most viable business model. But there are challenges- how do

we make the gig workers feel included, and protect their rights? The wise women have a suggestion for HR leaders- look at the talent more holistically, more like a 'portfolio of talent' which includes outsourcing, gig working, permanent flexi time, etc. rather than a traditional lens for talent.

Wolf, wolf!: While we have been talking of learning and career growth all along for years, most large companies followed a templated, standardized system. My sense is that this is truly changing. The concept of E=1 is fast gaining ground (on the ground too!), and is also being enabled, thanks to technology. Flexible career development options, including fast track careers based on skills/capabilities and performance, and based on interests of employees will see huge traction. Similarly, customized and personalised learning options, and the use of positive psychology nudges to get people to learn continuously will be a game changer in the coming year.

The curse of performance management: Many companies heaved a relief as they scrapped their performance management and the ratings process, and proclaimed to have freed up time. Managers now have greater empowerment and responsibility, but the cry for fairness is still being heard, as there is a perhaps a loss of transparency in how people are rewarded. And we also hear of new talent management systems being deployed to inform managers and leaders. So this curse of performance management is still hanging over us! Our take- do what it suits you, as long as it is transparent and fair. For instance, forced ranking or bell curves were not seen as fair- so out they go. Each company has a choice- but let's take it through the twin tests of fairness and transparency. As we move to a greater use of agile development, our performance management will also be more agile. We will see greater use of real-time data, and crowdsourced inputs from the team to make performance management truly agile.

Money, money, money to heath, well-being and wealth: In compensation, there will be greater focus on driving more retention – hence focus on key skills,

key talent will increase and in modes, greater focus on longer term retention levers like benefits, stock plans will see a renewed thrust. I would see a greater focus from organisations on overall well-being and health of employees. It is clear that any investment in this will have a big impact on the engagement of people. We saw lot of start-ups in this area of micro benefits- salary advance, aggregators of reward gifts, etc.

HR folks are good with analytics too (rather, are fast becoming good!): Analytics and AI have been buzz words for long, but the reality is that they have not become mainstream within HR. They are being used, but have not become second nature! The wise (wo)men recommend that we first define what is the business problem we want to solve, and embed analytics as a way to solve and monitor those business issues. Don't look for nails because you have a hammer! Some applications of analytics will be in the way we engage people, which will also see a change- the annual surveys telling you that you are great employer will lose relevance. We will have sharper focus on identifying levers to better individual performance and retention, through a greater amount of analytics. This will help in redefining the way managers engage with their teams- increasing the human touch through a sharper focus. Similarly, the world of talent acquisition has been using both technology and the newer elements of social media increasingly. This is one area where technology will provide greater impetus for change, using AI and many other newer assessment technologies- we saw a lot of very specific applications from our start-ups. In addition, people have become very conscious of the bias that could be built into these assessment and selection systems- so proactively auditing processes and checking against any bias will be critical.

Are you ready for the challenge?: One thing was clear- the health of HR is in good hands. The HR function in India is up there with the best and is at the cutting edge of many wonderful actions. So a great time to be in HR. And greater and more interesting

time beckons. To be on top of our game, we have to sharpen our ability to learn and adapt quickly, be agile and empathetic. Embrace technology, but be conscious of how you will let people to express their whole selves, and realise their potential- be the 'lightning rod' that will inspire them. The role of increasing our mindfulness can't be overemphasised – that will determine how successful we are in future as it helps bring our sub-conscious to help us chart the choppy waters of our current times.

Well, those are our predictions for the year ahead. Hope you have given it some deep thought? Well, now forget all this 'wisdom' and go and do what your gut tells you! (if we are to believe HR behavioural scientists, by now we should have influenced your gut)

Happy holidays. While you are hard at work, don't forget to do that regular gym routine or the daily run, that book you wanted to read, that trek you always wanted to do or the place you want to visit! Have a great 2019! Cheers!

(Writing this in my capacity as a NHRD volunteer!)

Glimpses of NHRD Showcase 2018





Glimpses of NHRD Showcase 2018



Glimpses of NHRD Showcase 2018



**E
A
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T**
2018

Shachi Ired
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Maersk Global Service
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Glimpses of NHRD Showcase 2018



**Glimpses of
NHRD Showcase 2018**



**Glimpses of
NHRD Showcase 2018**

The team behind making it happen





Accenture Solutions Private Limited

Impactful “employee experiences(EX)” have driven superlative “client experience(CX)”

Business Impact of the HR Practice

The myXperience program has transformed employee experience for our 100,000+ workforce in Accenture Technology in India, by creating a hyper-personalized employee journey for our people across all key defining career touchpoint. This has translated into significant impact on talent engagement levels within the organization.

The success of this program is attributed to active collaboration from various functions across Accenture Technology in India such as Business stakeholders, HR, Finance, CIO, Workplace etc.

Impactful “employee experiences(EX)” have driven superlative “client experience(CX)”

Description of the HR practice / Intervention emphasizing why you would consider this a best practice

We have adopted a human-centric approach that is agile and iterative by keeping our employees at the center of all that we do.

Design thinking, and employee behavior research findings were applied and through six pillars, myXperience is revolutionizing our workforce –

- myTeam – building high performing teams,
- myCareer – making the workforce future ready with defined career paths,
- my Recognition – culture of real time recognition
- myWellbeing – being physically energized and mentally agile
- myPassion – bring their whole self to work and

follow their passion

- myVoice – build a listening organization

Tangible Measures to substantiate the business impact

- **Future ready competencies** - empowered 40K employees to acquire future relevant skills through assessments across approximately 600 technology and industry skills.
- **Employee Voice** - we have introduced the AI-powered chatbot—DiPA (Digital People Advisor) which has benefitted our employees with instant access to information such as HR processes, policies and procedures.
- **myPassion** - has provided opportunities to > 35k employees demonstrate their passion in the realm of arts and sports.
- **myWellbeing** - promoting well-being of our employees through a digital fitness app that helped > 13k employees build personal health habits.

Any Recognition (External & Internal) received for the HR best practice

The practice was recognized at the following internal recognition platforms:

- Special recognition at Accenture Greater than Awards at global level
- “Initiative of the year” award at Senior leadership awards event



Accenture Solutions Private Limited

Team Insights

Business Impact of the HR Practice

Team Insights is an in-house analytical data visualization tool that is built on Qlikview platform and is a one-stop-shop solution for all people metrics in Accenture Technology India. The tool integrates various data sources to throw insights, eliminating the need for several offline reports to the decision-makers in the organization

- Team Insights provides on-the-go data and insights to decision-makers at the point of consumption
- Team Insights has resulted in significant enhancement in productivity
- Team Insights brings the power of advanced analytics and data mining techniques to unearth patterns and go predictive
- Team Insights brings in a shift in role of HR from reporting data to turning coach to business

Description of the HR practice / Intervention emphasizing why you would consider this a best practice

Team Insights uses advanced analytical tools and techniques with a user-friendly interface. It works on an agile methodology, feeding in the user requirements back into the tool as enhancements, thereby constantly improving and keeps user-experience at the centre of the design.

- Team Insights covers metrics like attrition, staffing related metrics, employee demographics, diversity and employee grievances
- Captures trends and is highly flexible and agile to enable thorough deep-dive into various

people metrics using associative data modeling techniques

- Provides customized insights by the role and level of the end user
- Brings in the ability to scale up volumes

Tangible Measures to substantiate the business impact

- >60 offline reports have been absorbed by Team Insights to become a one-stop-shop solution.
- Team Insights saves at least 24000-man hours per year resulting in increased productivity saving at 6% of the entire average man hours at an organization level.
- Team Insights has seen a significant early adoption rate across board.

Any Recognition (External & Internal) received for the HR best practice

Team Insights has established its credibility as a best practice in Accenture India.



Accenture Solutions Private Limited

SMART

Business Impact of the HR Practice

- Reduced lead time for fulfillment by 3 days for over 60000+ demand closures resulting in faster revenue realization of \$ millions.
- Skill ontology defines the relationship for 5000+ skills and 57000 combinations to enable near skill training & staffing.
- 20000+ positions filled via near skill, cross-trained employees translating to employee career path enhancement.
- 85% lesser time required for Demand creation.
- Supply base has been increased significantly by including not only the primary & secondary skills but by considering all trained skills for staffing.

Description of the HR practice / Intervention emphasizing why you would consider this a best practice

SMART is an internal talent marketplace, with algorithms performing real-time demand supply matching activities, aided by an artificially intelligent chatbot. It provides a common platform for discrete groups involved in staffing by streamlining & automating staffing activities apart from reducing lead time & cost to meet employee demands faster. SMART has a unique algorithm for tagging supply to role demand in real-time, skill ontology to find relational skills and demand gamification to help managers make skill ontology-driven demand creation decisions.

Tangible Measures to substantiate the business impact

- Statistical modelling and skill ontology of 5000+ skills and 57000 combinations facilitate demand creation flexibility, supply evaluation & training curation supported by Market Intelligence for niche skills.
- Provides unique match index for suggested supply & specifies probability & lead time for fulfillment ☑speeds up selection of best fit & boosts chargeability.
- Uses training data to better align staffing with employee aspirations.
- 52% demands fulfilled are on niche skills.
- Provides analytics driven fulfillment strategy for deals in sales pipeline.

Any Recognition (External & Internal) received for the HR best practice

- Won Silver at the Brandon Hall Group Excellence Awards 2018 under the category "Best Advance in Talent Management Technology Implementation"
- Won Bronze at the Stevie Awards 2018 under the category "Achievement in HR Technology"
- Filed for Patent



ATRIA

Using Technology to get people More Connected & Engaged

Business Impact of the HR Practice

Inclusion is at the heart of everything we do in our organization and believe we can achieve it only with the help of effective communication platforms that help out to our employees. At ACT we have various platforms that have evolved over the past few years to ensure we are able to connect to the last mile at all times. One of the main motto of building such platforms was to become a people as well as a business enabler. Keeping in mind the geographical constraints we have created an internal communication channel comprising of the following solutions:

Technology impacting People Engagement:

- A. Platform impacting greater engagement:
 - 1. Introduced workplace at ACT
 - 2. Employee reach out platform: Happy 2help
 - 3. VC communication /kiosk /bots
- B. Platform impacting greater connect among employees resulting in greater service to customers.
 - a. Introduced ACT Field Workforce Management Platform (FWMP)

Technology has significantly impacted the manner and the purpose with which we connect with our employees. Our ExCom Connect and Quarterly Business town halls via VC reach out across all locations touching 6500+ employees' real time. At a business level, today we have the pulse of the employees in a matter of a click with

the support of Workplace. More so, employees have the facility to reach out with their grievances/queries through either of the above mentioned platforms!

The above platforms have helped with the following:

- Enabling process to faster decision. Cuts down on time significantly
- Noteworthy impact on business in terms of cost efficiency
- Empowers leaders to drive business strategy / vision by close interactions with teams
- Enables real time connect with employees across geographies

Description of the HR practice / Intervention emphasizing why you would consider this a best practice

Workplace, by Facebook:

Launched in 2016, this platform is the epitome of resourcefulness, exactly what an organization such as ours needs. It gives access to the available content to all our employees at the same time. The Workplace app makes it extremely easy and convenient to upload updates on self-pages, communicate anything to a larger audience, and access information at the organizational level. It provides the different options to create specific groups based on functions, location, etc., which offers us the flexibility to channelize information to the right audience.

Workplace is an employee platform that enables a real time connect among employees in terms of deliverables, best practice sharing, video & voice calls!

Workplace has helped:

- Greater real-time connect with the field employees
- Greater sense of inclusion among the employees
- Enhanced connect & alignment with the organization
- Opportunity for employees to connect with each other
- Group level recognition of employees on a common platform which has truly redefined the recognition at ACT

At present, we have over 5500 employees (out of 6700) active on a daily basis on workplace for all communications.

The Work Chat feature on the Workplace app has also replaced other text/chat apps on our employees' phones. At present over 4500 employees are active daily on the work chat feature.

Thanks BOT: Thanks bot is an easy-to-use appreciation tool on workplace that enables instant expression of gratitude in 3 simple steps:

Step 1. Go to "Write Post" section on workplace

Step 2. Type @Colleague Name @Thanks <your message>

Step 3. Send.

Thanks BOT has helped boost the employee recognition platform to a huge extent. Thanking peers, subordinates, and superiors is instant & real time. This BOT is accessible by all employees!

Thanks BOT has helped simplify the overall recognition process across the organization & has to a large extent increased gratitude & care among employees! This in turn has helped the overall engagement environment of ACT.

Year 2018, 79 thanks have been initiated!

Happy2Help:

Launched in 2017, Happy2Help was initiated to ensure employee reachability achieves a new meaning all together in ACT. A ticketing platform that is designed to help employees gain easy access to HR for all queries and feedback.

Employees can access this portal through work chat on workplace, mail to happy2help@incredible,actcorp.in or simply walk up to the HR in office.

This platform ensures that all queries raised are looked in to within a stipulated time frame. A direct escalation matrix is put in place to the HR head of the location and the Chief People Officer.

Happy2Help is one of our signature in house platform that ensures:

1. 100% reachability for all employees irrespective of geographical constraints
2. 100% tracking of all issues & feedback with a resolution
3. Enhanced engagement via the transparency & process of this platform
4. Year 2018 (Apr – Oct): we have received 320 tickets, with a resolution close looped for all.

VC Communication & Kiosk:

Having operations in multiple geographies, seamless communication across all the locations becomes quite a challenge.

A lot of information is transmitted through these signages, including daily status, organizational announcements, event announcements, new employee information, outcomes of internal team competitions, customer testimonials, Spotlight awards, happy happenings, and more. The content flashed on the digital signages is displayed from a central location and is often customized based on the geography.

The kiosk mint screens have made life easy for all of us. Not only does it make communication across locations easier than it was ever before, but it also makes our everyday life work life more interesting by displaying

information in a more creative and interesting way. It's a win with all of our employees. It's a digital era. And being a tech company, we can't be too far away from all things digital when it comes to communication! Using digital platforms for communication across offices not only creates a sense of connectedness but one of inclusion too.

The ACT Field Workforce Management Platform (FWMP) is an end to end automation platform related to all the field activities involving the new Installation, Re Activation, Shifting and FR. It provides the seamless interface to the ticketing system, automated assignment of priorities, activities to the concerned engineer, communication to the customer and integration with the existing ACT systems like MQ, PAT, AAT, GIS, Customer Server, eKYC, etc.

"Automating more than 70% of the business processes in the customer lifecycle hasn't been easy". Enhanced customer engagement and improved operational efficiency were the cornerstones of the initiative, "FWMP – An end to end mobility solution which acts as an automated platform to aid field employees". Key problems solved by this enterprise grade solution are "real-time confirmation on the network feasibility to customers", and "algorithmic based allocation of field activities to employees", 'Enablement of real-time network feasibility feature has been a herculean task'.

A centralized GIS repository has been created to store geo-coordinates and network hierarchy of over 400k network elements that are spread across 11 different cities. This GIS repository is tightly integrated with the mobility solution and technology systems to fetch the feasibility details basis customer's geo-coordinates. This aided significant reduction in our customer on boarding time and costs. 'Algorithmic based field activities allocation has transformed the way we do business. This field service application gave us improved visibility on the on-field activities, enabled us with real-time work reallocation, thereby optimizing the capacity utilization. This platform helped us reduce the customer complaints TAT by 5 hours, thereby

increasing the overall customer uptimes to ~99.5%. With close to 800k downloads and 500K users actively engaged with us on this platform, we can be proud of the significant business impact of this program. The FWMP helps prospect to Customer Conversion:

- Feasibility status
- Select the customer Plan and Router
- Collects identification and Address proof
- Auto Aadhaar check
- eKYC – Collect documents
- Collect Payment

FWMP has been unique for us in the following ways:

POINT 1:

Network Digitization- Enhanced visibility of the network elements post geo tagging more than 400K of them in a span of 6 months. Almost 500+ people on field were involved in this activity

POINT 2:

"Smart GIS" enables prospective customers in knowing feasibility of connection on the fly resulting in shorter turn-around time for providing ACT services

POINT 3:

Digital/paperless onboarding of prospective customers, intelligent issue resolution/ raising workflow which assists customer in quick troubleshoot of their problem. Fully integrated home grown system called "Network Hierarchy View" which displays status of the network element through with each customer is connected

Tangible Measures to substantiate the business impact

The HR practices have helped the business in many ways. From substantial business impact to increase in engagement leading to increased efficiency!

Tangible measures have been the following:

1. Year on year increase engagement score (measured in the all employee survey in partnership

- with Gallup in 4.16 (2016), 4.32 (2017), 4.39 (2018)
2. Real time communication on business decisions. Relay of information in lesser time hence greater time & cost efficiency. Employees can receive updates in less time
 3. Increased employee response to business decisions. Through VC, polls on workplace, the organization is able to understand employee reaction & take decisions accordingly
 4. FWMP has helped in the following ways:
 - a. Increase in service levels. Helped bring in a lot more clarity and transparency in the task management for the front end employees.
 - b. Network Digitization - Enhanced visibility of the network elements post geo tagging more than 400K of them in a span of 6 months. Almost 500+ people on field were involved in this activity
 - c. "Smart GIS" enables prospective customers in knowing feasibility of connection on the fly resulting in shorter turn-around time for providing ACT services
 - d. Digital/paperless on-boarding of prospective customers, intelligent issue resolution/ raising workflow which assists customer in quick troubleshoot of their problem. Fully integrated home grown system called "Network Hierarchy View" which displays status of the network element through which with each customer is connected
 - e. Smart ticketing system enabled customers with self-help to troubleshoot their problems. This has resulted in reduction of calls landing at Call Centre
 - f. Quick digital on boarding of new customers with the help of real time feasibility check & faster issue resolution of existing customers using algorithmic based field activity allocation resulting in increased customer satisfaction
 - g. Enhanced visibility of network elements through which customers are tagged to access internet allowed the fault repair department in quicker troubleshooting of issue
 - h. ~25% of the tickets are raised through this app, hence reducing the call volume at call centre. With prospects downloading the app, time/money spent on acquiring a customer is reduced. ~ 25k prospects have been acquired through the app. ~30% of the monthly payments for ACT are collected through this app. These stats shows that there has been a significant reduction in the number of customer touch points which is continuously delighting ACT's customers
 5. The communication portals have also benefitted business in terms of manpower. Increase in accessibility of referrals by employees have resulted in early closures of man power with quality reference that have positively impacted the business.

Any Recognition (External & Internal) received for the HR best practice

ACT is a differentiated organization. The highly engaged environment is a result of the HR practices.

Following are the recognitions that we have received:

1. Top 50 best places to work as per GPTW® and Economic Times (Ranked 38# in 2018)
2. Among the 39 companies acknowledged as global best workplace by Gallup®
3. Among Top 100 Organization with Innovative – Asia Pacific HRM Congress



EMPLIFY Simpler, Faster, Better

Problem Statement being:

Using Technology to get people more connected and engaged

Objective & Description of the Best Practice:

Objective

Enable an employee centric environment by becoming Phy-gital in the truest sense. Our best practice allows us to develop people and recognize them instantly through KUDOS and AMLEARN which are two key prongs of our simplified employee experience.

The following is the detailed description of the above mentioned practices:

- KUDOS - Instant recognition of employees and teams with no lag through AMHI's Phy-gital Appreciation Platform - KUDOS.
- AMLEARN - Bite sized learning which is on the go, easy to access and convenient.

Description of the HRBP

1. KUDOS - Praise and recognition are essential to an outstanding workplace and appreciation is a fundamental human need that confirms that their work is valued by peers / supervisors! AMHI firmly believes that appreciation has a

direct bearing on organization's performance and employee morale. With this intent the organization has set up a digital appreciation platform which aims at bringing transformational shift in the way organizations have been following its R & R methods.

KUDOS as a digital Appreciation platform is all about Recognition being instant, digital and engaging on the spot. We have taken 'pat on the back' to the next level with our online R & R App - KUDOS. The tool offers graded recognition i.e. Gold, Platinum, Silver, and Spot awards. It operates in both the dimensions - Horizontal and Vertical i.e. which means recognition can be given top down and at the same time within the peer group.

Strategies for design and implementation & Key Initiatives

We firmly believe that KUDOS is a best practice as it has positively affected the entire AMHI ecosystem in a short span of time in the following ways:

- It has broken the geography barriers and functional silos and made top performers and great performance far more visible Instant Recognition - For a job well done!
- Auto Alerts - Instant alerts: Email, SMS, App notifications!

- Share your appreciation with friends and family - Share the joy with your SOCIAL world - FB, LinkedIn and Twitter with just one click!
- Manager Empowerment – Flexibility and autonomy to managers for recognizing people!
- Earn Points and redeem online - Exciting goodies with the moolah!
- Peer to Peer Recognition - Recognize anyone, anywhere & anytime - 24X7!
- More Connectedness – Always connected through the live feeds and updates!

The tool is truly phy-gital, it retains the merits of physical recognition by recognizing employees, families through KUDOS family letters and KUDOS quarterly award ceremony, and at the same time offering advantages of a digital platform.

2. AMLEARN - AMHI's Digital Playbook is our endeavor to take employees learning experience to the next level. It aspires to make learning move from one-time action to a constant engagement by making it gamified using multiple content delivery channels and at the same time keeping it bite sized and learner driven. The playbook offers unique capabilities to make learning convenient, available 24*7 and competitive.

AMLEARN Digital Playbook can be conveniently accessed from anywhere by simply making a missed call to 88000 LEARN (88000 53276).

Strategies for design and implementation & Key Initiatives

Distinctive functionalities that make it a best practice:

1. Your mobile becomes your classroom - Learn @ your fingertips
2. Learn wherever & whenever you want to - Learn

on the go, anytime, anywhere

3. Learn what you need and what you want - Learn on demand
4. Learn in simplified manner through digestible packets - Bite sized learning
5. Learn by reading, learn by watching videos, learn through activities - Caters to varied learning styles
6. Challenge and compete with your peers - Knowledge leader boards
7. Keep track of what's happening on enrollment & completion - Instant alerts
8. Share, flaunt your achievements with friends, peers, colleagues – Compatible with social platforms

The playbook has capability to keep learner engaged with leader boards, instant online certifications, inbuilt auto alerts at pre-defined milestones & updates to Reporting Manager, peer group and subordinates to facilitate learning gets embedded in the culture of the organization. The tool is seamlessly integrated with social media channels for learner to earn pride of learning by sharing it publically. Apart from covering the conventional Products, Business Skills, Policies and Processed. It also has an ability to publish Readings recommended by the leaders.

The playbook enables the learner to know his past, planned and to be scheduled leanings sessions to ensure the learning journey is a continuum and learner stays focused in the forthcoming modules to keep himself up skilled always.

Tangible Measures

KUDOS has managed to impact our business in phenomenal ways. Here are a few of our highest highs during the journey:

1. Early acceptance of the platform across individual and team categories - We witnessed 4000+ recognition instances in 60 days of launch across all the 6 award categories
2. Increased peer to peer recognition - KUDOS has strengthened AMHI's culture of promoting a collaborative work culture, over 3200 (ie 80%) recognitions contributed by this category
3. Increased Motivation levels -After Kudos coming into play, Organization's happiness meter has moved from 74% to 81%
4. Competitive Scaling Up - KUDOS has helped us build strong competitive spirit amongst our field sales team by enabling us talk widely about our field top performers through its functionality - Winning Strokes, Announcements
5. Cross functional collaboration - Increased cross functional appreciation has led to fostering a culture of increased collaboration
6. Increased Empowerment- The tool has empowered people at the bottom of the pyramid by giving them an opportunity to publicly announce good work instantly

AMLEARN - We carried out analytics on impact of learning sessions on the productivity of targeted audience. The output of the exercise demonstrates that the learners scored remarkably higher on two key aspects of business :

1. Productivity - The metric sales per FLS for trained employee on an average is found to be higher than the 'To be trained employee.'
2. Employee Retention - % employees attired (exited) in the trained work group is to be lower than the 'To be trained work group.'
3. Excellent traction (82% adoption) within a month

of its launch, indicates that employees are well engaged on learning with this platform. Higher employee engagement has a positive reflection of overall productivity of its employee

Business Impact & outcomes

1. KUDOS - This forum has strengthened cross-functional collaboration, increased employee satisfaction and engagement levels and has truly empowered employees to move beyond hierarchy
2. AMLEARN - Allows for a great mix of On the Job Training and Digital learning enabling smoother assimilation into parent functions and shorter ramp up time if employees.

Recognition if any -

KUDOS :

1. Has won AMHI Best Practice Award in its 1st quarter of launch
2. Has received appreciation from the CEO in his quarterly update and An applaud in the Q1 Board meeting

AMLEARN :

1. Has been nominated as AMHI's Best Practice under Gold category
2. Has received appreciation from the CEO in his quarterly update

Implementation Challenges if any - None

ARVIND

HR Application - SMILE

Problem Statement/Business Challenges

Retail Industry has an identity of its own with many challenges and intricacies distinctive to it. The one big truth that applies to this industry is that employees are, and will, always remain at the core of the business model as they are the face of the organization, manning the front-end sales and driving business.

During the last decade, Arvind has seen unprecedented organic and inorganic growth. Since, the success of any business is directly related to employee's experience at work, HR function also matched up to the pace by developing relevant practices and launching various HR platforms. In recent times, with rapid advancement in technology and digital disruption, we reevaluated the way we operate and bridge the gap between employee and the organization. At Arvind, we took a bold step to create an in-house, powerful, convenient and aesthetically appealing HR mobile application to connect with internet savvy retail population standing at the average age of 28 years.

Objective & Description of the Best Practices:

- **Objective**

A digital tailored HR application that integrates HR strategy of building capability, enhancing engagement and improving productivity and

ensuring a strong foundation of HR service delivery.

- **Description of the HRBP**

Building Capability

- Individualized, on the go easy access to learning content to fuel the career growth

Enhancing engagement

- Engagement through enjoyable workplace initiatives
- Happiness score captured at an individual level to track employee's mood at work

Improving productivity

- Monthly communication of store target, cumulative individual sales achievement enabling constructive yearly performance discussion

- **Strategies for design and implementation**

- Technology - Iconic platform with restful APIs
- Tailored to Arvind's business models and end user's needs; Quick and one click reach
- Seamless User experience
- Simple yet engaging user interface

- Responsiveness
- Scalable for volume, easy to integrate with existing infrastructure

• **Key Initiatives**

- Geotagging
- Employee engagement activities
- Happiness Score
- Monthly communication of Target setting
- Query resolution and escalation management
- Awareness and compliance of sensitive policies like POSH
- Individualized notifications
- Learning content in line with business and sales channel

• **Tangible Measures**

SMILEs has contributed to various business metrics in specific categories such as Quantity sold, GSV; people metrics in learning and career path while enhancing HR productivity

Business Impact & outcomes

- Touched 7245 retail employees spanning across 10 months with an active base of 5348 users
- Increase in happiness score of employees from 3.84 to 4.29 on the scale 5 (5 being very happy)
- Enhanced productivity levels of regional HR team by reduction in payroll processing lead time from 10 to 5 working days
- Increase in quantity sold LY Vs TY attributed to app
- Recurring saving of 10 lakhs by driving refresher courses through app for Tier 2 & 3 cities

Recognition if any

Runner up of best Practice in “Technology in HR” category at RAI Retail Awards, 2018

Implementation Challenges if any

- Huge geographical spread - Arvind operates through a network of over 1,300 exclusive brand stores across metros and major B and C class cities with limited in person HR connect
- Multiple sales channels - Company operates through multiple business formats i.e. exclusive brand outlets, large format stores and multi brand outlets. Approx. 40% of our employees are manning the brands in large format stores, such as Shoppers Stop, Lifestyle & Central etc. where the Arvind HR has limited control and access to the employees
- Large population of 3rd party employees - On roll and off roll employment model of the retail workforce, with a challenge in integrating with the infrastructure of the vendor to provide consistent digital and HR experience
- Lack of previous experience in creating an in-house application



Using technology to get people more connected and engaged

Problem Statement/ Business Challenges:

AstraZeneca globally returned to growth from a phase of patent expiry, with a series of innovative portfolio launches across all key therapy areas in latter half of 2017. As we geared up for the business acceleration in India, it was critical that our employees were aligned to our growth ambition and vision of “Pushing Boundaries of Science to bring in life changing medicines to our patients”.

Technology has played a key role for us – for building belief in our future strategy, engaging & connecting and aligning our people to our Bold Ambition.

Objective & Description Of The Best Practices:

- **OBJECTIVE:** Our intent was Engage our people, Align them to the AstraZeneca Vision and Bold Ambition and harness their diversity of Thoughts/ Perspectives/ Opinion/ Ideas to build and drive business acceleration.
- **DESCRIPTION OF THE HRBP:**

To harness the power of our people and create a boundaryless world within the AstraZeneca – In 2018 we launched “Workplace - Facebook@work” our internal social platform.

Workplace for us serves many purposes, however the 4 levers of Engaging. Sharing. Applauding and

Developing are at the heart of our engagement strategy and our social platform plays a key role in delivering the same.

- Engage & Collaborate: our Internal social platform for collaborating & connecting across AstraZeneca communities both at India and Global level (Network groups of interest, leader connect forums, townhalls etc)
- Sharing & Ideating: The platform enables to harness the power of Ideas and different perspectives beyond geographical boundaries (crowdsourcing etc)
- Applaud & Celebrate: The platform with integration to our Internal Recognition Tool enables us to applaud and recognizing achievements and celebrating the wins beyond boundaries (AZ Recognise, incentive tools, productivity tools & dashboards etc)
- Learn & Develop: The platform allows for sharing, learning and exchanging inputs and seeking feedback, nurturing learning communities helping us connects knowledge to practice to feedback (AZ Learn, coaching & feedback platforms etc)

• **Strategies For Design And Implementation**

- Technology: Facebook@Work and all other platforms such as AZ Rewards Platform, AZ Learn Platform – Seamlessly integrated with Workplace (Facebook@work)
- Seamless user experience: one stop place to Connect. Learn. Share. Ideate
- Curated Content & Campaigns to drive participation and conversations

- AstraZeneca is GPTW Certified in 2018 (by Great Place to work Institute)

Implementation Challenges If Any:

Initial challenge in driving and engaging employees to actively contribute and engage on the various platforms; overcome through change management

Business Impact & Outcomes:

Today – Workplace has become a boundary less community for AstraZeneca India and has redefined the way we Share, Learn and Collaborate and Connect across the organizations.

As outcomes from all the initiatives, we have observed significant upswing in our overall employee engagement and their alignment with AstraZeneca.

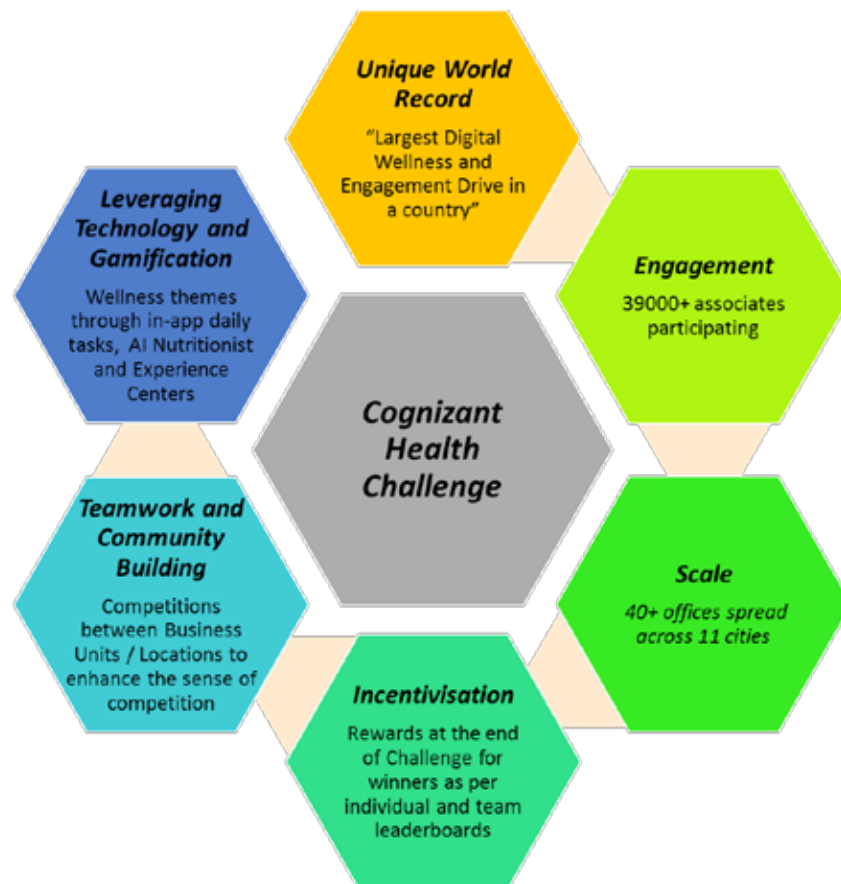
- We are seeing a 5 year low attrition in 2018
- Significant improvement on Internal Employee Pulse scores over 12 months “AZ as Great place to Work” (88%, up 23pp), “Opportunity for development” (83%, up 14pp), “Belief in AstraZeneca future directions” (92%, up 13pp)
- We are Great Place to Work Certified in 2018
- We are in Top 100 Employers for Women Employees in 2018 by Working Mother & Avtar

Recognition If Any:

- Internally AstraZeneca India - Has received the Asia Area Award for Great Place to Work for 2018 for India Culture Transformation & People Development.
- Externally:
 - AstraZeneca is Top 100 Best Companies for Women in 2018 (by Working Mother & Avtar)

Cognizant

Health Challenge: Wellness as a Culture



Problem Statement/Business Challenges

The business context for implementing Cognizant Health Challenge (CHC) was two-fold –Engagement Driver – With employees differing in age, experience and tenure, it is difficult to engage them beyond work.

Studies not only indicate strong correlation between employee engagement and workplace productivity, but also the fact that lesser engaged employees lack supportive connections in work place and are likely to feel disconnected from their work. Therefore, a program like CHC becomes the need of the hour.

It offers employees opportunity to create social connection beyond the obvious work teams, therefore acting as a very effective engagement lever.

Value Driver – Health, Wealth and Wellness is the new age Benefits Mantra. External market trends as well as internal surveys indicate the shift in focus from reactive wellness interventions (medical covers for illness, accidents etc.), to proactive and holistic ones, focusing on the lifestyle. Total Rewards, especially for the millennial generation, is now expected to include benefits that would help in managing work-life better, and the Associates' Value Proposition has to be revamped with such elements.

Objective & Description of the Best Practices:

- **Objective**

To leverage new-age elements of digital technology and gamification to design a holistic engagement program, focused around wellness.

- **Description of the HRBP**

“Wellness as a Culture” was our stepping stone to launch this program. Over the years, we have also seen great value-add in terms of engaging our associates, especially the millennial workforce. Hence, the program has been designed in such a way that through elements of healthy living interwoven with gamification, we are able to roll out a holistic all-engaging intervention.

- **Strategies for design and implementation**

The program is strategically designed to include the below key elements –

1. Gamification – helped in making an aspect like health interesting. A friendly competitive spirit amongst associates through clash of Business Units / Locations further enhanced the engagement.
2. Digital – no physical touch points were required to drive the program. Every interaction was live and dynamic.

3. AI nutritionist and experience centers – the program leveraged new age technology and an exhaustive food database, so that accurate, data-driven insights were a click away. Experience centers were set up at the launch kiosks, which turned out to be a big hit.

4. Social angle - program features like competing in teams reinforced the importance of team-work and community building.

5. Robust Communication and multiple touch points –

- Pan-India awareness campaigns rolled out and Wellness Evangelists identified, who were essentially fitness enthusiasts who could influence their teams on the importance of wellness.
- Location /BU Leads on-boarded as brand ambassadors, to influence associates to participate in the initiative, and also sustain the momentum of the program.
- In-person launch kiosks set up at more than 30 offices, to brand the program and hand-hold associates in the registration processes and query management.
- 60 orientation sessions conducted with various stakeholders and brand ambassadors to explain the program construct, so that they could, in turn, take the message to their respective teams, creating a ripple effect.

- **Key Initiatives**

CHC is a digital and interactive 12 weeks wellness program. The design is to have a fitness theme every week and various tasks enabled around the same. The completion of the tasks fetch points to the user, reflected on a pan-India leaderboard present in-app. Associates and teams leading the scoreboard, at the end of 12 weeks, are recognized.

Features of CHC:

- Wearable Integration to track mobility
- Food and water Tracking options
- Individual and team participation
- Multiple health objectives – fitness, weight loss, running, muscles building
- Health Coach Connects and personalized tips
- Access to wellness blogs
- Multiple award categories for topping the leaderboards
- Exhaustive analytics on nutrition and fitness trends across locations which aids in customizing associate care options and decision making

- **Tangible Measures**

CHC2018 is in progress, and currently in the 9th week. From associates' perspective, below was the impact in 2017-

- 4,118 Kgs Weight Lost
- 83 Million Calories Burned
- 910 Million Steps Walked
- 1,30,000 Workout Hours
- Protein-Fats-Carbs became more balanced during the course of the challenge
- >40% decrease in oil consumption overall
- >20% decline in sugar consumption overall
- Water consumption per participant has gone up steadily during the challenge
- The average step count and average calories showed an upward trend over the course of the challenge

Business Impact & outcomes

From Org perspective, we could assess the below impact –

1. Performance metrics - an analysis of the

performance metrics of the active CHC2017 participants indicated a correlation. 92% of the leading 100 health challenge performers and 87% of the leading 1000 health challenge performers were also found to be among the top performers in the organization.

2. Sick leave – Against the company's average sick leave utilization of 6.4 days, the CHC2017 participants had an average SL utilization of 2.23 days in the following 8 months. Also, more than 75% of the CHC2017 participants availed less than 4 days of SL.

Recognition if any

We have been awarded the “Largest Digital Wellness and Engagement Drive in a country”, by Unique World Record.

Implementation Challenges if any

The core idea of the program is habit formation, therefore sustaining the engagement becomes the key. However, with the program spanning over 3 months, to keep up the momentum for that duration becomes a challenge. Pre-empting this challenge, we designed the program in such a way that each week came with a new theme (nutrition week, hydration week, yoga week etc.) and innovative set of activities, to keep the interest alive. Introducing a competitive streak also helped keep up the engagement.

Core Integra Consulting Pvt Ltd

Using Technology to get people More Connected & Engaged

Business Impact of the HR Practice

CTRL F is a cloud-based technology platform developed in-house by CORE INTEGRA to ease the complexities of navigating through the labyrinth of Indian labor laws, automating all the central, state and municipal corporation compliances, thereby complying and maintaining all the statutory registers, returns etc.

Description of the HR practice / Intervention emphasizing why you would consider this a best practice

Core Integra's services and solutions include: Labor Law Compliances

Highlights:

- Cloud-based self-service portal with 24*7 accessibility
- A system for managing compliance of an organization – Establishment, Factory, Contractors,
- Payroll Compliance: Core Integra has added the Payroll Compliance module to its award-winning software CTRL F.
- Auto- generates all regulatory registers in respective formats under various Acts & Rules in the regional languages where applicable.
- Provides a repository of various Acts, Amendments, Rules, Abstracts & Notices.
- Repository of all Licenses, Returns, Inspections & Reports.

Tangible Measures to substantiate the business impact

Our cloud-based compliance portal ensures complete compliance and visibility to your organization.

Our Software CTRL F will help you in:

- Streamlining the systems and processes
- Reducing Cost
- Reducing Manpower
- Simpler, Accurate and Automated Audit.
- Ability to schedule Multiple Audits at one go.
- Automated / Customized Audit Reports
- Centralized Visibility of Contractors Compliance / Non-Compliance Status
- Role Based Configuration – Scheduler/Auditor/Reviewer

Any Recognition (External & Internal) received for the HR best practice

- IMC Digital Technology Awards - 2017
- Asia HR Tech Award -2016
- Spotlight Award - 2016
- Fastest Growing Indian Company Excellence Awardz

Daimler

Technology that helps people come together, engage and influence them to inspire a change

Description of the HR Practice/Initiative- Spirit and Philosophy:

Mercedes in Mech- expanded into Mercedes in Mechanical was launched at MBRDI in 2017. This is a Scholarship Program for the women Mechanical Engineering students in the 2nd year of Engineering. The over-arching objective of this Program was to improve the representation of women in the field of Mechanical Engineering- a space that has traditionally seen little or no women at all!

Therefore the Program was designed with an intention to tap these talented women early on- while they were in their 2nd year of Engineering, offer them continuous learning through planned interventions and a robust curriculum that would ensure a well-rounded growth-covering technical, cultural and behavioral skills. All this in addition to an annual scholarship of Rs. 1 Lakh subjected to annual renewal until they graduate.

First batch of Mercedes in Mech- batch of 2017 -has 83 women students who will join us as Graduate Engineer Trainees, GETs in the years 2019 and 2020. The subsequent batch of 2018 has 45 women students ready to be hired in the summer of 2021.

Hallmark attributes of this HR Practice -

- Flagship Diversity Initiative offering a complete Campus to Corporate experience
- Bold attempt to change the face of Mechanical Engineering Industry
- Influence a societal change by educating and influencing the parents and students to consider Mechanical Eng, as a desirable career choice

Business Impact of the HR Practice:

The Need of the Hour in the Business world is- Heterogeneous Thinking, in general across most industries. Gender Diversity goes a long way in being able to keep this balance.

Mechanical engineering, in particular has not had a significant number of women in it's fold, resulting in limited creativity, unidimensional sensibilities related to Vehicle Design, Development, Engineering and Services

Tangible Measures to substantiate the Business Impact:

Mercedes in Mech was launched with an over-arching objective to inspire a change in the society - by

influencing and engaging the parents and students to consider Mech. Engineering a desirable and robust career choice.

Statistically improve the Diversity Goal of Mercedes Benz by increasing the percentage of women Mech. Engineers within the Firm.

The first batch of MiM students will join us as GETs in the summer of 2019. The batch size stands at 60. The second batch will get hired in summer of 2020 with a batch size of 23. Both these batches enrolled in the Scholarship Program in August 2017.

The current batch of MiM students, enrolled in the Scholarship Program in 2018, will officially join us in the summer of 2021, and are currently undergoing their planned interventions.

PS: Will include some stats on our over all hiring figures- and contribution of MiM towards that.

Any recognition- Internal or Ext- received for this Initiative

Since MiM is a relatively new practice, we at Mercedes –Benz wanted to run it successfully for a while, lets it garner some traction and equity and then publicize the same; rather than making a premature promise.

Our biggest ambassadors are our students and their parents together with the representatives of the 10 Engineering Colleges, that we work with. They are the true Champions and we keep receiving very encouraging and emotional testimony from this population, at large.

Through this Best Practice- we have ignited a spark of imagination in the minds of these young, dynamic and talented women and also provided them a platform that they can now leverage.



EXM – Employee Experience Monitor

Problem Statement/Business Challenges

Enabling our Leaders - Understanding the pulse of the employees, how to gather the feelings/opinions anonymously and continuously

Objective & Description of the Best Practices:

- **Objective**

EXM is our employee engagement metric, which allows us to capture employee experience using



Name, how likely would you be to recommend Finastra to a qualified friend or family member as a great place to work?

0	1	2	3	4	5	6	7	8	9	10
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Not Likely Very Likely

technology on a weekly basis.

- **Description of the HRBP**

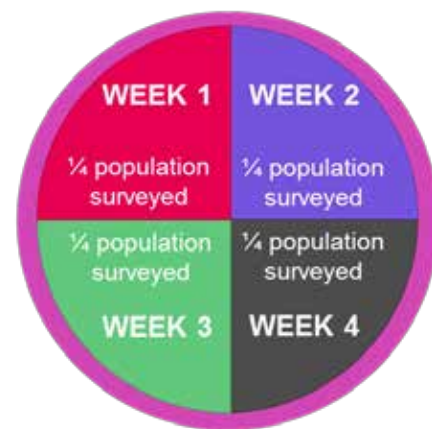
1. Employees receive a personalized email asking one simple question, with the option to add personal suggestions, ideas, and views as additional comments.
2. Our Tech partner enables us to ensure confidentiality of employee responses while gathering anonymous trends by manager, function and location.
3. Employee population selected weekly at

random, 4-week cycle per month, which covers all the employees

4. Once an employee responds, their survey for the month is closed
5. Employees have the option to add anonymous open-ended comments that are hidden from their direct manager while included in next level up reporting.

- **Strategies for design and implementation**

1. Employee population selected weekly at random, 4-week cycle per month, covers all the employees across the globe



2. Our Tech partner enables us to ensure confidentiality of employee responses while gathering anonymous trends by manager, function and location.

- **Key Initiatives**

1. Executive Leadership Sponsorship, followed by training of tool upto People manager level.

2. Monthly review of the scores and comments by the Top Leadership
3. EXM is used as single point of reference across all leadership levels for making key decisions towards employee engagement

• **Tangible Measures**

1. Our EXM survey in Q1 FY 19 saw a 12-point improvement in the employee engagement score as against our FY 18 scores.
2. Every week, the Executive Leadership Team receives the scores and goes through every comment provided by the employees and they know which areas we need to act upon
3. Every Functional Leader has access to the scorecard for all his People Managers and tracks the progress on a monthly basis.
4. Every Manager has access to the scorecard for his team and collaborates with HR to understand the comments and action plans.

Business Impact & outcomes

- Enterprise consistency in measuring & reporting on engagement
- Simple real time feedback on employee experience
- Increased awareness and understanding of global and local engagement
- Drive leader accountability while increasing their effectiveness and impact
- Just in time results illustrating the impact of leadership actions on employee engagement
- The ability for leaders to take immediate & sustainable actions based on their understanding and awareness of engagement results
- Focuses on creating more engaged employees than satisfied employees, as engaged employees

are instrumental in driving the mission and vision of the organization forward

Recognition if any

- EXM was one of our best practice which won us the following awards:•
- Dream Companies to Work for in the IT Sector
- Dream Employer of the Year
- HR Team of the Year – Finastra global HR team
- Top 100 Global HR Minds Award - Dr. Jey Subburaj, Senior Director, HR India & Philippines, Finastra

Implementation Challenges if any

Participation and scores were seen as a scorecard for managers, this perception had to change, and the outcome was to be viewed as an improvement opportunity for the team.



TE Connectivity

Technology Enabled Engagement

Problem Statement/Business Challenges

TE has been in India for last 25 years now and is a manufacturing giant of niche technological products catering to segments like Aero, Defense, Marine, Auto, Medical, etc. with huge geographic expanse and complex matrix organizational structure. TE India is a traditional manufacturing organization, with average tenure of employees being over 10 years. The organization's traditional mindset and values doesn't easily support tech adoption and change in people processes.

As a company to be future-ready, we wanted to improve our organizational efficiency by improving our HR processes and employee engagement levels across the organization. We have been growing at a very robust pace for past couple of years. To fuel the growth plans and engage the workforce, there was a dire need to create a technology ecosystem which drives adaptability and quick decision-making process.

Objective & Description of the Best Practices:

- **Objective**

To firm up a technological suite in alignment with the business strategy, along with addressing the concerns highlighted by GPTW scores, annual engagement scores, annual health survey results, to create a highly engaged workforce.

- **Description of the HRBP**

Manager empowerment has allowed HR to play the role of consultative partner in true sense. The technology suite has enabled and created a platform for workforce to engage with the organization more effectively ensuring that they work towards creating a “safer, sustainable, productive and connected future” – our purpose.

- **Strategies for design and implementation**

The TE India HR team introduced technological suite covering – myHR – one stop-shop for all HR transactions, myTE India intranet portal, AppreciaTE - Rewards & Recognition portal, myHealth - employee wellness portal. Given the geographic spread of the organization and rapidly evolving sensors and connectors market, the technological suite has created seamless communication channel to exchange ideas across all levels leading to higher engagement. Several capability building initiatives and workshops were organized to ensure that managers are able to use the empowerment with appropriate amount of responsibility. The technological suite relies heavily on the managerial empowerment and self-service model which ensure that accountability lies with right stakeholders to make appropriate decisions. All the applications are hosted on mobile platforms, making it easy to access.

• **Key Initiatives**

- myHR - one stop-shop for all HR transactions provides managers and employees 24/7 access to HR information online. Managers are empowered to take critical talent decisions around performance management, promotions, compensation changes, rewards & recognition, re-structuring, etc. which were otherwise considered to be a 'shared accountability' between business and HR.
- "Ask HR" - HR Service Centre ensures all transactional HR related queries get addressed. Employees can either raise a ticket or directly call the center. "Enable Now" feature provides real-time in-app guidance on how to initiate / execute the process.
- myTE India - Owing to complex matrix structure and communication channels, the local intranet portal myTE India ensures standardized and seamless communication across all business verticals in India. The focus is on the sharing leadership stories, individual success stories, initiatives which promotes TE values and behaviors, diversity initiatives, business trends, new growth opportunities and other critical global initiatives. Links to all other important online applications are hosted on this platform.
- AppreciaTE - Rewards & Recognition Portal encourages social recognition at the core of its design. It empowers the employees to give instant 360-degree (seniors, peers and subordinates) recognition and rewards for any excellent work and support. Employees get points which are equivalent to cash on the portal which has access to a vast catalogue of gift vouchers and experiences. The portal has a special feature to wish colleagues on special occasions, gifting reward points as well as redeeming reward points on the integrated reward store.

- myHealth - Employee Wellness Portal provides a platform to the employees to form healthier habits. The platform leverages on the tremendous power of the social network at our workplace to motivate employees to form healthier habits. Gamification converts the healthy habit formation journey into a fun game at work.
- **Tangible Measures**
 - Remarkable increase in the overall engagement scores from 83% to 91%.
 - myHR was a big success as 96% of the managers agreed that myHR is an improvement of the current process, and 94% of them said it was easy to use. 100% of employees agreed that myHR was an improvement of the current process, and 95% of them said it was easy to use.
 - ECE (Extraordinary Customer Experience) is an initiative that we work towards every day. The focus is to ensure that internal and external customers have an extraordinary experience. With introduction of online platform for reward & recognition, there has been an 93% increase in number of recognitions.
 - Significant increase in the organizational efficiency owing to highly engaged workforce, enabling TE India to achieve twice that of a growth rate FY18, as against FY17

Business Impact & outcomes

Introduction of complete technology suite with manager empowerment, leadership connect and employee self-service at its core, has resulted in significant increase of employee connect and engagement.

- Managers are empowered to take end-to-end talent decisions – hiring, onboarding, managing performance, promotions, compensation changes, rewards & recognition, re-structuring – owing

which HR gets to play the role of consultative partner for better accountability and business efficiency.

- With the introduction of Leadership Blogs and Webinars, employee interaction with leaders has gained momentum and employees can directly collaborate with leaders to share their ideas and suggestions on the intranet portal to which the leaders actively respond. This has resulted in increased leadership connect with the employees.
- Employees are just click away from getting their queries addressed. They can just dial a number or raise a ticket via AskHR to get their transactional queries resolved and that has helped reduce time and effort of multiple stakeholders adding up to the organizational efficiency.
- Multiple workflows are streamlined, and redundancies have been eliminated from HR processes with introduction of myHR. It has improved consistency across all HR related processes.
- Standardization and optimization of HR transactional /administrative work and general inquiries, allow more time for HRBPs to focus on business-specific work while HR Services handles routine questions and transactional support

Recognition if any

TE India HR team was given global recognition for strategic partnership, smooth implementation of myHR and much needed technological intervention for the business.

Implementation Challenges

- TE India being a traditional manufacturing organization, bringing about a change in the culture and mindset of the employees was a critical challenge.
- Resistance in adaptability of e-platforms for engagement

- Owing to streamlining of processes, some of the functions were excluded from decision-making processes, which led to disengagement at the initial phase
- HR team was uncomfortable during the initial phase due to shift in talent related responsibilities to the managers, who would play a pivotal role in aspects like promotions, salary corrections, etc. erstwhile considered to be the HRs forte.
- Business Managers were resistant towards introduction of myHR, as there was a feeling of getting overloaded with all talent related transactions. They also felt that HR was shifting the onus to them.

To address the challenges and help people overcome the inertia and get onboard with the new initiative, multiple change management workshops were organized in phased manner for Managers, employees and HR team.

- HR BPs continuously engaged and educated the managers and employees about the simplicity, swiftness and ease of initiating and performing actions in real time.
- HR underwent a workshop towards building competence on “Solutioning Skills” which enabled them to deliver more effective HR solutions to solve real time business problems at the pace of business by partnering with leaders

Microland Limited

Using Technology to get people More Connected & Engaged

Business Impact of the HR Practice

1. Serves as One Golden Data mine expediting business decisions, Planning and forecasting
2. Provides Talent Centric View empowering the Employee & Reporting Manager
3. Formulates Organization's Competency Index helping prepare for Future / Nextgen Investments
4. Enhances Customer Delight through Precise & Accelerated Turnaround time

Description of the HR practice / Intervention emphasizing why we would consider this a best practice:

"microlander" - An enterprise business decision support platform that leverages data from a plethora of people linked systems and HR processes to give intelligent and actionable insights to enable the achievement of targets for the individual and the organization. # Digital Nucleus of "microlander" is - "MicrolandOne" - An indigenous mobile App for our Global Workforce, powered by NextGen thinking, which is hyper-personalized, comprehensive & a confluence of several best practices.

Tangible Measures to substantiate the business impact:

Customer wins, visits, accolades - open to all Microlanders	Spotlight on our Customer Engagements
24/7 CEO Chat	1000+ hits on this platform
Socially governed "Wall" - Ideation centre	5000+ engagements with 300+ ideas
One of its kind Digital Coffee Table e-book celebrating commitment	

Visual e-sat polls with instant results	8500+ responses
Shareable opportunities, integrated IJP, Career Opportunities & referrals (incl. internal)	750 jobs every 75 days
Continuous co-owned Learning demystified	7000 interest instances @ 10 per learner

Recognition (External & Internal) received for the HR best practice

- Internal: MicrolandOne won the most prestigious Chairman's Award of the year 2018 for best breakthrough in "Tech in the HR space"
- External: Appreciation note from a prospective customer who went through a live demo of the app :

Start by practicing on yourself - the internal app you walked us through was really exciting to the group. Beyond all the functionality (which was very impressive), this represented your approach to practicing on yourself in order to get good at what you are ultimately trying to offer to your customers. So many organizations do not apply to themselves what they claim to be offering to others, often creating a disconnect internally - you have clearly taken the more enlightened (and perhaps harder) course of practicing on yourself, a theme that the group discussed a lot in terms of how they can bring all of their digital transformation ambition for their customer relationships into the heart of their organization, engaging all their people in ways that will support their culture and ultimately allow them to serve their customers better. Thank you for that.



Say Hello to Maci from Mindtree

Artificial Intelligence (AI) and automation are two important buzzwords that are dominating the industry today. At Mindtree, we don't want to just talk about it. We want to use this technology to transform the lives of the Mindtree Minds.

The logic behind this thought is very simple. When we as a company can develop AI for our customers, why should Mindtree Minds be left behind? We believe in tasting our own wine before we serve it to our customers. With that thought, we developed one of our first products in this line, which is a chatbot. And, that is how Maci was born.

Maci is our own chatbot developed in-house for Mindtree Minds worldwide. Though our Global Contact Center receives voice calls to address issues and queries, it required an extra boost to improve the interaction and the experience of the Mindtree Minds. Keeping this in mind, we have trained Maci to handle simple policy-related queries on areas mentioned below.

- Leave
- Not in Office (NIO)
- Performance Management (PACE)
- Utilization bonus

- Shift Allowance
- GDPR (General Data Protection Regulation)
- Expense Claims
- India payroll

Maci also understands the leave or NIO requests of the employees and is capable of triggering the same in the respective applications. This means Mindtree Minds can now submit their Leave and NIO requests in Maci instead of accessing various applications.

Just imagine this. Mindtree Minds can learn about the leave policy, understand the relevant process, ascertain their leave balance, submit their leave request, and if they happen to be a manager, they can even approve the requests in their queue. All these tasks can be performed not in the leave application, but simply by using Maci, the chatbot! Similarly, Maci can help with NIO too! Managers can use Maci not just to chat, but also to approve the NIO requests instead of doing it on the application dedicated for NIO.

Other approvals that are supported by Maci include,

- Leave requests
- Expense claims
- Travel requests

- Not in Office (NIO)
- All other general tickets

Maci is poised to learn a lot more in the coming weeks as she has a great appetite for learning. Shortly, we will let Maci learn by herself and that is going to be even more exciting. They call this Machine Learning. With Maci, Mindtree Minds now have another channel to have their queries resolved faster than ever before.

Feats Achieved by Maci

- Over 80,000 queries were addressed by Maci accurately since August 2017 that would have otherwise taken the bandwidth of our staff from Global Contact Center (GCC).
- Over 2000 application transactions were performed in Maci by Mindtree Minds such as raising a request or approving a ticket within the chat window and not logging into the applications such as Leave Management, Not in Office application, Expense application, Genie ticketing tool and Travel Management system.
- Maci is available 24X7 making instant response a reality, which results in higher customer satisfaction and increased consistency in the quality of responses given. This has contributed to almost 40 per cent more bandwidth for our Global Contact Center, which is being used for other tasks.

Benefits to Mindtree Minds

Since its creation, Maci has become the best chatbot friend for all Mindtree Minds thanks to its responsiveness and ease-of-use. It has made life simpler and has benefited the Mindtree Minds in many ways, such as,

- Instantaneous responses
- Shortest possible turnaround time
- Issues addressed and resolved accurately
- Increased level of satisfaction
- Reduced load on GCC team



Embrace Agility

Background

Over the years, Mindtree always kept up to its core values and beliefs. The founders started off as consultants which helped Mindtree grow exponentially. But as the company grew bigger, it became challenging to keep the consulting nature alive across the organization. Undoubtedly, we have the best set of engineers who deliver with good client satisfaction. But our aim is to think beyond and deliver the best of the best for our clients. Hence our CEO wants to bring the kind of environment they had 17 years back in Mindtree, where solutions were co-created with the customer for the best possible outcomes and therefore we are Embracing Agility and moving towards becoming full stack. This vision is essential for Mindtree because we truly believe that if we take care of our employees, they will take care of our business.

Hence, we have various initiatives in Mindtree that are catering towards the wellbeing of the employees by making their work life smoother and efficient. We have 3 main initiatives to begin with,

Agile CEO

Responsible to implement Agile Methodology and best practices across projects within Mindtree. This initiative has started with objective of Fast delivery, flexibility, transparency of work and so on. The impact we have created is as follows:



LEAN Drive: Is entitled with the responsibility of wastage removal from processes and thereby simplifying the workflow for the employees to deliver efficiently. This has more focus towards value stream. The impact we have created is as follows



Embrace Agility(EA): These two initiatives are majorly set of achieving quick result in terms of quick releases, fixed timelines and flexibilities. Lean focuses on avoiding unwanted processes to support Agile.

We have started another initiative that focuses more on individual behavior with more fun while working together. This focuses on individual behavior on brining Agility as a mind shift across the organization. We work closely with the Minds and help them achieve their goals and equip them to face future challenges. Our main objective is to bring innovators and thinkers from doers. We have trained around 55 Project teams covering 850 Minds in a span of one year

• **Objective of EA**

- The paramount focus of EA is to inculcate a culture of Agility in Mindtree. The execution strategy is sliced up across
- 3 major linchpins within Mindtree which are Process, Project and Individuals.
- To Inculcate a full stack appetite in all Minds' thought process
- Build a team with welcoming environment, joyful feeling, collaborative nature along with competence building, growing confidence as individuals as well as a team, more customer awareness, building inherent accountability and quick responsiveness.
- To Enable autonomy in decision making, enhance ownership taking ability and deliver with quality and on time

- Rapid changes in competition, demand, technology, and regulations have made it more important than ever for organizations to be able to respond and adapt quickly. And hence EA's main role is to fill these gaps and equip the employees to Embrace Agility.

About interventions and its execution

- We are training the Minds in solution curated journey using design thinking and dual track agile. This is purely a human centric approach
- We have trained around 800 Minds over the span of 1 year. And the most unique part of our training was that the Minds were trained with their own project cases in Design Thinking & Dual Track Agile and not any hypothetical situations
- We used the bottom up approach instead of imposing this drive for the top management to get a greater buy in from the Minds with a conversion ratio of 2:1
- We truly believe that only by taking a more visual, collaborative approach to change, capturing the key information about the impact/contribution, increases moral and energy in work
- We have designed a journey for teams to take with us. This is a phygital (physical + digital) solution with a toolkit and a mobile app. This journey has milestones which allows us to cross multiple gates. Here is snapshot of the journey



Impact of the EA

This intervention cannot be quantified directly as an impact on business as this is focused towards individual

mindset. The main achievement we envision is change in working style, co-creation of solution, more of direct communication with teams, embracing change requests, enhanced communication with customer and so on. A base line and end line survey was conducted with the following outcomes:



Next steps

1. Our motive is to scale up and cover the entire organization. The plan is to move from addition to multiplication by training Minds to become Gurus
2. We have with us 300 volunteers who have nomination themselves to be the Change Agents and train project teams
3. We are also training the Project Managers who will be the Master Coaches for their project teams
4. We are planning to smoothen the operations between the enabling functions and project teams through the introduction of a mobile app for collaborative problem solving



Your Personal Assistant

Problem Statement/Business Challenges

MRMS App is a Personal Assistant app on a gamification platform powered by Artificial Intelligence. It helps you plan and manage your daily professional and personal activities to boost your engagement, productivity and efficiency.

MRMS App combines work and play and motivate change in behaviour through positive reinforcement in individuals.

Objective & Description of the Best Practices:

- **Objective:**

To ensure that every individual know their value, perform to their best capabilities and manage their lives both professional and personal efficiently.

- **Description of the HR Business Partner:**

- Single stop solution to manage all HR activities
- Gamification platform to keep the employees engaged and motivated
- AI generated performance report
- Live biometric face recognition ensuring the app is used by designated person only
- Seamless integration with existing enterprise

solutions and custom integration

- Intelligent scheduler
- Highly customisable with existing policies
- **Strategies for design and implementation**
 - Introducing the app to organisation and showing them how this one-stop enterprise solution can help manage their inter and intra departmental activities and workforce seamlessly
 - Providing activities management, productivity and engagement solution to individual for managing personal and professional activities as well as to businesses for managing their departments, workforce and other stakeholders
 - Developing an organization having potential of fulfilling customised requirements of the customers
 - Employing best policies and programs for constant improvement of the organisation and it individuals
 - Linking reward structure to accomplishment of results
 - Providing customers with highly secured platform.

- Providing app access to employees of the organisation and web and app access to administrator thus giving freedom to access the app from anytime and anywhere

• **Key Initiatives**

There are many AI personal assistant app, gamification app, enterprise solutions, scheduling, HR, CRM, event management, productivity etc apps in the market but, based on the extensive research done by our team to identify our competitors we can say with proud that there is no one in the market who is doing all of this on one platform.

• **Tangible Measures**

- Gamification increases 90% of productivity, without gamification only 30% people are actively engaged at work
- Artificial Intelligence is considered as the future of technology
- One-stop enterprise and personal activity management solution saves time and money spent on managing multiple apps

Business Impact & outcomes

Market problems:

- Multiple app for managing activities that consumes too much time
- Low engagement while attempting daily activities
- Low efficiency, productivity & retention
- No performance & self valuation measurement
- No proper data analytics

MRMS Solutions and benefits:

- Saves your time and money spent on using multiple apps to manage daily activities
- Game keeps you engaged increasing your

efficiency, productivity and performance

- Points, scores, in-app rewards, competition add fun factor to your hectic professional life
- Performance and self-time valuation meter helps you understand your self-valuation
- Regular ML generated data analytics and insight report helps increase your performance

Recognition if any

- Best Mobile Enterprise Product or Service- India Digital Awards 2013
- Recognition by Silicon Valley Business App Awards 2015 (SVBA), by Regalix Inc.

Implementation Challenges if any:

- NA

PHILIPS

Workday-Implementation and Change Management

Problem Statement/Business Challenges

Royal Philips is a health tech company striving to make the world healthier and sustainable through innovation, with the goal of improving the lives of 3 billion people a year by 2025. Philips underwent a transformation aimed at unlocking hidden potential and delivering value in an efficient way. This was a challenge as our employee base of roughly 104,000 employees was spread across 100 countries. We also didn't have a single platform through which all our HR processes could be administered. As a consequence, we had many fragmented 'local for local' HR processes each with their own service delivery model, limited governance and decentralized decision making. This was not just negatively impacting the overall employee experience, but was also proving to be a very costly proposition. We were also struggling to track the effectiveness of the HR strategy and to track performance based on KPIs. The HR function also had to therefore go through a transformation to enable the business change.

Objective & Description of the Best Practices:

- **Objective**

We needed a solution to enable Philips to drive the transformation within the function while

fostering innovation and delivering a consistent HR experience for employees globally. This approach needed to be aligned to our People Strategy while helping us assess the impact of the HR processes undertaken to execute the strategy. We had to achieve these objectives with a focus on cost in order to ensure that we were saving on investments in technology to free up capital to drive the business transformation.

- **Description of the HRBP**

- Consolidated and consistent view of all HR processes
- Data driven approach to transfer ownership of people related decisions to leaders
- Change management to ensure buy-in from all stakeholders
- Cross-functional team effort to deliver the outcome successfully to customers

- **Strategies for design and implementation**

- Top level endorsement from the Business, IT and HR teams
- Process mapping for all HR processes and standardization where value would be delivered fast

- 100% data quality
- Clear process for change management
 1. Communication and training of all stakeholders
 2. Phased approach to go-live
- Tangible Measures
 - Real-time people analytics through dashboards to break down our People Strategy to measurable KPIs
 - Access to leaders and HR team members to assess the impact of the People strategy for their groups
 - Cost optimization by retiring different legacy HR tools (193+ integrations, 10 global HR systems decommissioned)
- Need to maintain differentiation in certain policies across facilities within the country
 - For eg: Factory, R&D location, sales organization, shared services site, acquired entity
- Resistance to standardization of career hierarchy across the globe
 - For eg: Need to offer career progression at R&D location in line with the services industry vs a standard framework that worked across the globe
- Moving from a model of employee experience driven by HR to a model where the experience was driven through the Manager, but facilitated by HR
- Need to consciously forego manual activities

Business Impact & outcomes



Recognition if any

Recognised by the Philips Executive Committee as one of the biggest HR transformation projects ever taken up in Philips

Implementation Challenges if any

- Resistance from users accustomed to and comfortable with existing tools and ways of working



RemRev Tool

Problem Statement/Business Challenges

Salary review transactions are a 'moment of truth' in any organization. They are closely connected with the productivity, efficiency and morale of any labor force, but with the complexity of this process, it is not as effective as one would like it to be.

The challenge was to bring in a platform which enables us to improve our organization's remuneration decisions by automating time-consuming tasks, gaining visibility & transparency across the entire process and empowering line managers.

Objective & Description of the Best Practices:

Why:

To ensure every employee receives feedback from their Manager on their performance and understands the correlation with Salary Increment/Total Rewards linked to Performance.

How:

By providing the Comp Managers access to holistic data on each employee. Training them on the principles of Total Rewards Framework and objectivity linked to 'Pay for Performance'

What:

RemRev supports in ensuring Comp Managers get a view of the Budget and do the allocation themselves. This is in principle linked to the philosophy of Great Conversations where we hand over the decision making to Managers.

Description of the HRBP

- It's a complete online tool for the Salary Review process
- Business Performance linked to Budget allocation
- Budget distribution by Function Head to Comp Managers
- Performance Classification of individuals as per Performance Discussions completed online
- Salary increase grid & C&B recommendation on Salary hike
- Promotion & Grade changes
- Independence to Comp Managers to go deviate from the recommendations by giving suitable justification (built in the tool)
- Multiple stage of approvals

Strategies for design and implementation

- **Technology:** Easy to use Interface, Integrated with the current HRMS system
- **Transparency:** The logics are built in at an Org Level, thus bringing in absolute transparency. The tool also captures past data related to the Talent, so that an informed decision can be made.
- **Autonomy:** Even though the system gives recommendations based on the logic, there is no restriction on adhering only to the same. A Comp Manager can deviate from the recommendation if they feel the need.

Key Initiatives:

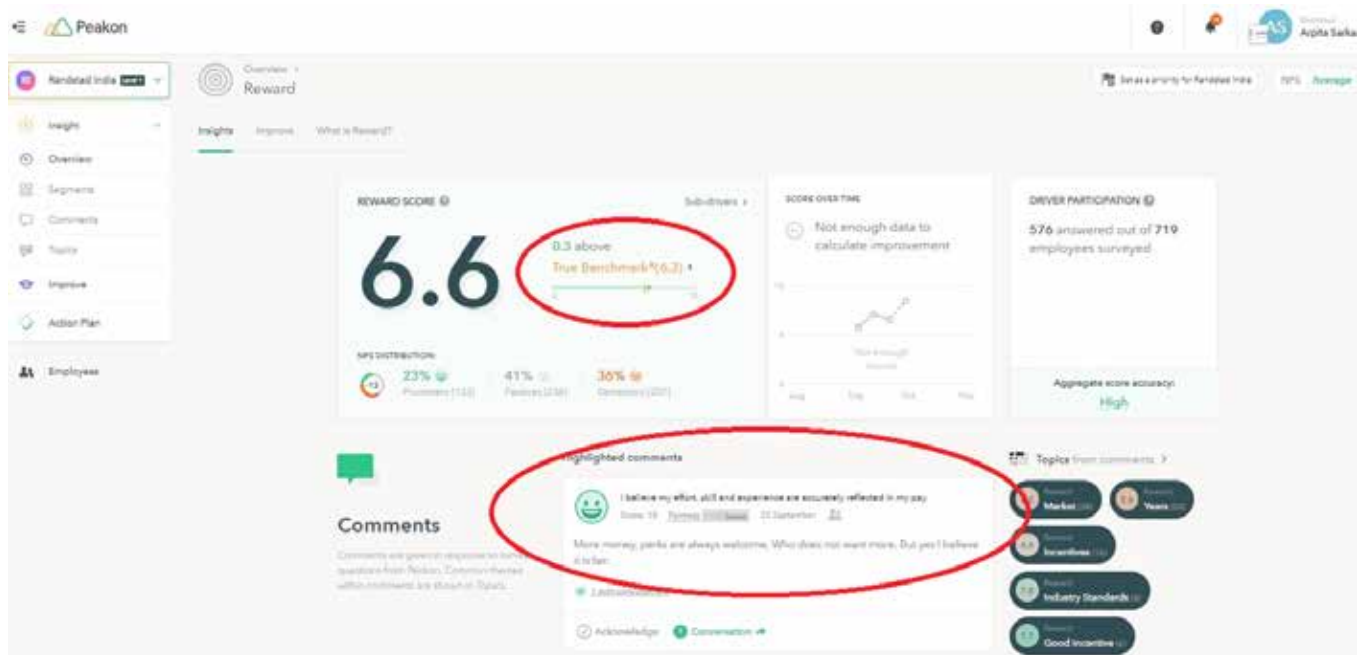
Tangible Measures

- 100% adherence on the system, all recommendations and approvals were completed on the system.
- % of deviations from the recommended increments
- Real Time Budget Utilization reports

Business Impact & outcomes

- Since all decisions were completely in control of the Comp Manager and Business/Functional Heads, the utilization of budget and allocation of Increment % was 95% in alignment to the recommendations given by the system
- The quality of performance conversations and action plans around the same have improved, since the managers would need to justify the same with their increment recommendations. Thus, very minimal post increment dissatisfaction
- Automation has resulted in less lead time. The Remuneration Review process was closed in two weeks, from start to finish
- No more exchange of spread-sheets and risk of loosing or duplicate data
- Comp Managers got holistic information on Total Rewards offered to employees

Outcomes: Our employees are showing higher level of satisfaction with our Rewards practices vis a vis earlier where our outcomes consistently where between 40% to 50%



Recognition if any

Implementation Challenges (if any):

Since the Business Managers were doing the exercise independently for the first time, it was important for them to understand the nuances of the appraisals and all the factors that need to be looked into. They were taken through a Workshop for the same and the HR Business Partners helped them through the online process.



Schneider Electric India

Using technology to get people more connected and engaged

Business Impact of the HR Practice

Digital is at the cross road of Schneider's key transformation for growth and is on digitize for our customers, for efficiency and simplicity, under the big umbrella of "Free up your Energy" transformation. To align with Schneider's goal to digitize and Employees being perceived as the first customer of the employer's brand, we as HR digitization team, trying our best to enhance and enrich our employee experiences by using technology at different stages of employee lifecycle.

As we understand that technology is not the solution but rather an enabler. Within or HR function, when we have seasoned experts developing an employee benefits plan with the latest technology for employees to manage their HR needs, HR team is able to dedicate the time needed to meet the organization goals. This helps create a path toward synchronizing the organization's priorities with the HR technology strategy. Our HR technology strategy is aligned to the needs of the business, agile, focused on strategic enablement rather than just efficiency and effectiveness, and is owned by HR (in partnership with IT).

Digital is about efficiency and simplicity. To simplify the employee experiences, we at Schneider in last 12 months have either launched or initiated changes to make employees life easier by making the utmost use

of technology and flexible enough to meet both future and present company's needs at a high level.

We are creating a digital employee experience that mirrors their best customer experiences wherever they are.

Please select the Theme Using technology to get people more connected and engaged Company Schneider Electric India Contact Information (Name, Title, Email & Contact number) Ramesh Babu CS Head HR Performance, Digitization & Analytics rameshbabu.cs@schneider-electric.com +91-7625000854

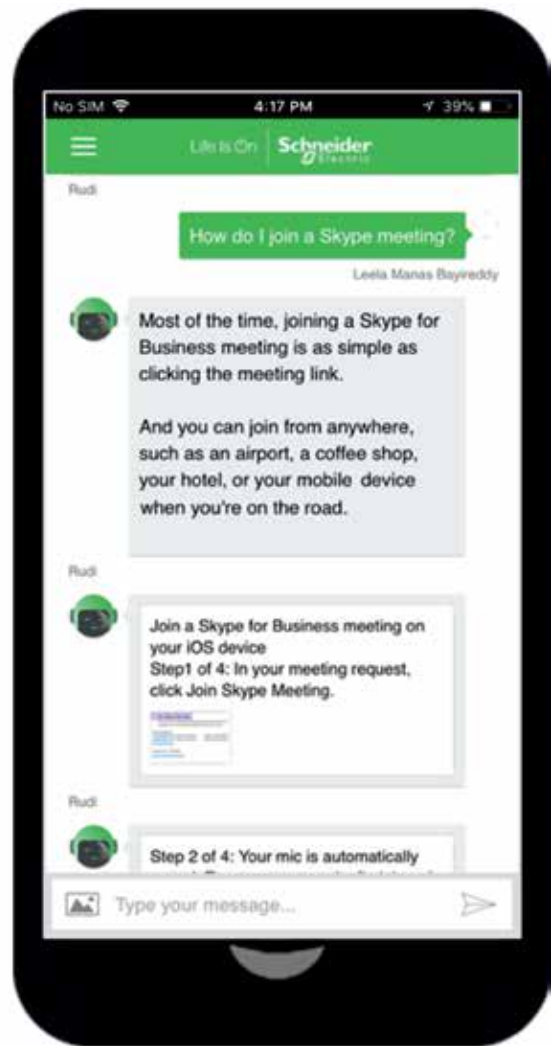
Description of the HR practice / Intervention emphasizing why you would consider this a best practice

One of our initiative is the introduction of "Alt Worklife" mobile app which we developed along with our payroll vendor and was launched successfully. Employees can apply, approve leaves anytime, anywhere, view/download payslips in two taps, all on the go.

Another initiate includes the introduction of Chatbot which is basically a ground zero support on all HR processes including tools and policies without reaching out to physical agents. It covers entire employee life cycle.

Third initiative is about digital transformation of 'Blue Collar' employees with a belief that "Digital transformation can improve margins significantly by making processes more efficient and by making workers' lives easier by

1. Engaging the older, less-connected blue-collar worker.
2. Simplify access to services through Self Services.
3. Better user experience, faster and more accurate automated processing



4. Innovative new functionality to deliver more value to HR, Manager and Employee.

One of the objective of our HR tech strategy is to align with Schneider's overall goal of "Go Digital" and "Free up your Energy". To be successful, we own the strategy and work collaboratively with all the stakeholders.

Tangible Measures to substantiate the business impact

One of the objective of our HR tech strategy is to align with Schneider's overall goal of "Go Digital" and "Free up your Energy" and one of the major impact is increase in digital learning hours for blue collar workers resulting in increased productivity.

Any Recognition (External & Internal) received for the HR best practice

Schneider Electric India has won the HR Excellence Award 2018 - Bronze trophy in 'Innovative Use Of HR Tech' third year in a row at an awards ceremony hosted by Human Resources magazine in Singapore.

Innovative use of HR tech award honors how digitization seamlessly enhances communication processes and eases the burden of HR's administrative tasks. This includes an improved overall innovation in total rewards benefits, medical leaves, healthcare tracking etc.

Syngene International Limited

Using technology to get people more connected and engaged

Business impact of the HR practice

An Employee lifecycle has become more complex and the transitions from one organization to another are far more frequent than before. At Syngene, the workforce is diverse and dispersed across locations. Syngene has deployed the use of technology across the employee lifecycle. This includes:

- Onboarding
- Telecommuting
- Employee engagement
- Growth & career development
- Performance appraisals
- Offboarding

The entire lifecycle (End to End) of an employee at Syngene is managed with the help of Information Technology.

Automation oriented processes: Our seamless pre-boarding and onboarding experiences have created an environment of convenience & comfort for all new hires. Similarly, our automated offboarding prevents lapses and ensures policy consistency. For Syngene, managing the offboarding process in an automated way becomes even more critical where the HR staff is often not onsite to oversee the offboarding process.

This has eliminated manual intervention, ad-hoc processes, delays and paper work.

Leveraging efficiency: Learning Management Systems (LMS) - We present many opportunities to expand the knowledge base of our employees. We continue to build the technical capabilities of our people through bespoke training programs delivered with the help of Information Technology. With the introduction of e-learning modules through LMS, not only learning, but also reporting and managing custom content has become easier. All mandatory learning modules (POSH, Whistleblower, IT security, Quality policy etc.) are currently delivered through this platform saving time and cost. For the employees, learning has become fun and self-paced. This equips the employees with a clear understanding of their expectations and the associated subjects which in turn help in handholding the client's work without any glitches. This is also one of the reasons why learning is given an added emphasis at Syngene.

Expense management: Automating the expense management process has led to reduced transaction costs and improved management control. Automated expense management frees up employee's waiting time and gives the finance department more control over compliance and costs. Employees can quickly take

a picture of receipts, submit expense reports from any hand-held device and keep productivity on track. With the help of this automated process, travel expense report processing and business expense tracking has become highly efficient.

Clarity of practices: Transparent performance appraisal process improves employee engagement and is known to retain key talent. Syngconnect – is our in-house online tool for Performance Management (PM). The integration and successful rollout of the tool has made the PM process simple and has enabled employees to have visibility into the data that influences decisions about how they are rewarded and get clear feedback on where they are outperforming and on areas where they can improve. Similarly, it enables managers to collect performance data throughout the entire review period, acting as a system of record and the reviews written are more accurate picture of the employee's performance.

Rewards and Recognition: Similarly, periodical reward and recognition programs are purely technology driven at Syngene. With the help of our intranet, Syngconnect, the complete exercise from receiving nominations to shortlisting, to voting has been automated. These initiatives have helped us in our endeavor towards becoming a great place to work.

Brand Visibility: Through our customised online company store -Syngcart, employees can order their own company branded apparel and other branded products. This serves additionally as a form of advertising, spreading our brand to a larger audience. We are in the final phase of launching reward programs where workers can earn points or gift certificates as a recognition for jobs well done. These points can be used in the store to buy whatever the person wants. We see it as a great way to develop deeper relationships with employees and boost their morale.

Technology is integral to our HR practices both managers and teams are benefitting from these platforms. It has made work more seamless, processes more efficient, and the overall engagement matrix more rewarding and connected.

Description of the HR practice/ Intervention emphasizing why you would consider this a best practice

Automated Onboarding/Offboarding: The SuccessFactors Onboarding and Offboarding process integrates HR, IT, Admin and Security systems, as needed to orchestrate and streamline the full onboarding process from start to finish. As a best practice we even allow the candidate to access the status of the job application online. Once selected, the SuccessFactors releases the welcome email and the candidate accepts the offer by filling the employee details form online. This in turn notifies various other departments about the candidate and helps them complete their part of the onboarding process. On completion of orientation, the employee ID and master data gets created. Similarly, when an employee submits their resignation, the entire breadth of offboarding activities from resignation acceptance to full-and-final settlement is managed online.

We consider this a best practice, because automating the whole exercise has led to reduced human errors and improved precision; it provides clear activity logs that fulfill compliance requirements and aid internal reviews. Not only does this free up valuable time, but it also reduces risks by performing important security-related tasks automatically and in quick succession. For example, Alerting IT department to collect IT assets and access credentials.

As far as Onboarding is concerned, besides saving time and cost we are able to collect data more efficiently and

use it appropriately. The automated onboarding process has streamlined certain parts of the recruitment function, freeing up time for human attention where it's needed most and allowing the team to approach recruiting and onboarding as strategic business functions.

Learning Management System: Automation has helped us build a blended learning ecosystem. With the introduction of SuccessFactors learning module, we have inspired a culture of continuous learning which has led to reduction in compliance risk and achieve larger organizational goals. As part of the mandatory learning modules, we successfully rolled out online courses on Prevention of Sexual Harassment (POSH), Whistleblower and Information security. We intend to deliver more personalized modules to specific target groups in the coming months. SuccessFactors LMS not only automates the learning process, it offers powerful reporting features from signups/registration to content, certificates and reports.

Digital Library: Similarly, making digital libraries accessible to our people especially the scientific talent pool has not only helped them augment their knowledge and skills, but also has brought us laurels in the form of research publications in many leading International Journals of repute.

We consider the LMS automation a best practice for its sheer ability to administer large amounts of information in a user-friendly web-based environment and its integration with performance management, career development and succession planning.

Performance Management System: It's important for the larger workforce to clearly understand the strategic business objectives and quickly adjust to the evolving business needs. Automating the performance management system through our internal tool, Syngconnect has helped us ensure strategy and goal alignment, continuously improve

workforce performance, and accurately evaluate and recognize top talent. The tool is customized based on our PMS philosophy and framework. With the help of psychometric tests integrated with the tool appraisal assessments are more transparent than ever before. We consider this a best practice for its ability to offer Managers an opportunity to track an individual's progress against goals and provide simple feedback and coaching.

Employee Engagement: We have many engagement initiatives that are technology driven.

- **Employee brand store:** An online store that offers customized branded merchandise. The brand store has helped the employees bond with the brand while allowing themselves to be brand ambassadors of the organization.
- **Help Desk:** The entire gamut of employee concerns from IT requirements to transport can now be routed through our internal portal Syngconnect. Employees can now raise a request on the internal platform and the concerned function clears them based on the service tickets generated. The online help desk has ensured systematic fixes and fast problem resolution leading to increased employee satisfaction.

Tangible measures to substantiate the business impact.

1. GPTW Scores: The Great Place to Work survey scores on the Trust Index front has gone up by 9 basis points from 52 to 67 between 2014 and 2017. Similarly, the overall engagement scores have improved by 11 basis points from 57 to 68 during the same period. Many technology interventions between 2014 and 2017 have hugely contributed to the improved scores.

2. **Automation of Onboarding and Offboarding:** Managing the onboarding and offboarding process in an automated way becomes even more critical for us where the HR staff is often not onsite to oversee the onboarding and offboarding process. With the introduction of automation, we have brought down the number of human contact points and the process time involved from the earlier 4 hours to 45 minutes.
3. Automating the whole onboarding, employment and offboarding process has led to reduced paper work. With the help of document management system, all employee related details within the HR department is digitally stored. We are slowly moving towards becoming a paperless organization.
4. Our people have embraced the employee brand store and 25% of the workforce has already registered with the e-store in less than 3 months of its launch. This is a telling fact about the success of the initiative.
5. **Employee Assistance Program:** It's a free counselling service offered to employees over the web. Employees can avail this service by using their ID credentials. It's a hassle-free platform where our people can connect with professional counsellors and seek assistance. So far, we have had ~1200 registrations on the platform which is 25% of the total workforce. The ease of operation and privacy features of the platform have helped the employees to connect with the initiative.
6. **Dedicated Sports Portal:** We have developed a dedicated portal where our people can view the live broadcast of sports events across our facilities. This is supported by a customized App (developed in association with Chauka) that provides live feed of scores of various sports events initiated by the Sports committee of Syngene. This allows our people to connect with various events that happen across the organization without disturbing their work routine.
7. **Learning and Management:** We have introduced mandatory learning modules as part of the 'License to Operate' program for our people. With the help of SuccessFactors LMS we have successfully achieved 100% completion within a short span of time. With technology interface not just, delivery of content but tracking and ensuring compliance has become easy.
8. **Performance Management:** Goal alignment precedes performance appraisal and is a difficult, complex process that many businesses struggle with. Syngconnect, our intranet tool has simplified the goal setting process and helped us achieve our strategic objectives faster. The whole performance management exercise was successfully rolled out across the organization making it transparent and error free.

Any Recognition (External and Internal) received for the HR best practice.

- Syngene was awarded the 'HRExcellence – For Best Talent Management Strategy' at the 25th edition of the HR Talent Management Leadership Award organized by the HRD Management Committee of the World Human Resource Development Congress.



MaQ - Manager Quotient (PERSONALIZED MANAGER PLATFORM)

Problem Statement/Business Challenges

Challenges Faced by First-Line Managers - While recognizing the need to develop on our manager community, we identified some key learning challenges faced by them in current time.

- **Changing Workforce Demographics** - Multi-generational, virtually distributed, flatter teams
- **Rapidly Changing, Business Scenario** - Changing Expectations, New Technologies & Skills
- **Changing Learning Landscape** - Limited Time, Traditional Formats

There was a need to find a way to motivate managers to spend more time on their own development and thus to have an impact on the productivity of the whole organization.

Objective & Description of the Best Practices

- **Objective**

The objective to create MaQ our personalized development platform for Managers was to help our Managers see and use the manager development resources on their own. MaQ (our solution developed) made our Managers understand how, when and why to act on their managerial competencies.

Description of the HRBP (HR Best Practice)

- Connect HR's Solutions to Existing Manager Priorities
 - MaQ displays carefully selected data that reflects manager's everyday responsibilities and choices within their control so they feel the platform and resources are relevant to them.
- Motivate Desire for Action with a Tailored Narrative
 - MaQ brings data and analysis together in one place to make it clear for managers that a direct connection exists between their consumption of the development resources and their performance as a manager.
- Push Timely Consumption Recommendations to Managers
 - MaQ pushes bite-sized learning resources and development steps to managers that are curated specially to fit their development needs and workflows.

Strategies for design and implementation

Powering personalized learning with Analytics

MaQ brings the power of analytics to learning by allowing the manager to discover a moderated

and rounded view of feedback on the key 5 people competencies- Coach, Connect, Inspire, Execute, Innovate & Expertise.

Analytics	Learning
Qualitative Feedback - Received by Manager from different surveys and interviews	Personalized learning - Channels managers' energies on the most critical and effective areas
Outcome based inputs - Attrition, R&R, Monetized Innovation etc.	Simple - Simplifies gaining knowledge through self-directed continuous learning
Demonstrated Actions - Action such as Goal & Development Plans setting, Mentoring etc.	Meaningful - Enablement through an ecosystem of Education, Experience, Exposure

- MaQ pulls together and analyzes quantitative and qualitative information from different systems, using business data, surveys, and feedback to paint one cohesive picture of a manager's capabilities.
- Because everything is in one place, managers can see the most important gaps they need to address in their development.
- The Platform helps managers act on the data by pushing them internal and external resources that fit their current development gaps and workflow.

Key Initiatives

MaQ is a key Differentiator, based on each manager's dashboard, MaQ suggests interventions in simple formats such as

- focusing on On-the-job and behavioral changes and thus Building long term capability.
- Personalizing learning using latest technology in Analytics
- Making Learning more handy and on the go by introducing micro-bites of learning

Tangible Measures

Analyzed our internal surveys and data points + external literature to identify 6 key attributes of Super Managers – **Coach, Connect, Inspire, Execute, Innovate, Expertise.**

Leveraged information from manager and team environment, applied analytics to personalize the learning needs for each and every manager

Business Impact & outcomes

Increased Manager Time Spend on Development & Higher Team Satisfaction with Managers

- **Impact on learning and engagement**
 - 78% - felt MaQ has helped improve their managerial styles*
 - 5000 managers have created learning plans on Compass
 - 3600 people managers use MaQ regularly to assess and learn (47%)
 - 21% increase in manager's satisfaction with Learning & development opportunities
 - 3X increase in learning hours for managers
 - 248 New Managers certified by New Manager Essentials Program- our program for First time Managers.

Recognition if any – Published as best practice in CEB 2017 publication.

Implementation Challenges if any –

- Adoption of a new way of learning.
- Tool access for employees in restricted locations and for onsite employees.
- Coaching managers to view the feedback objectively and to use those inputs/ data points for development.

Firstsource

FIRSTINNOVATE

Problem Statement/Business Challenges

With Risk Taking and Innovation as one of our core Values, there was no centralised platform/framework to distil existing ideas, generate new ones and implement them to achieve sustainable and desirable outcomes for the process/BU/vertical/company

While Innovation was being driven in isolated pockets, there was no connecting of dots. There was a need to mobilise the Firstsource fraternity towards developing an innovative mind-set /approach at work and beyond.

We saw the need to empower our people to stay relevant and ahead of customer expectations and deliver unmatched service to our clientele.

Objective & Description of the Best Practices

- **Objectives**

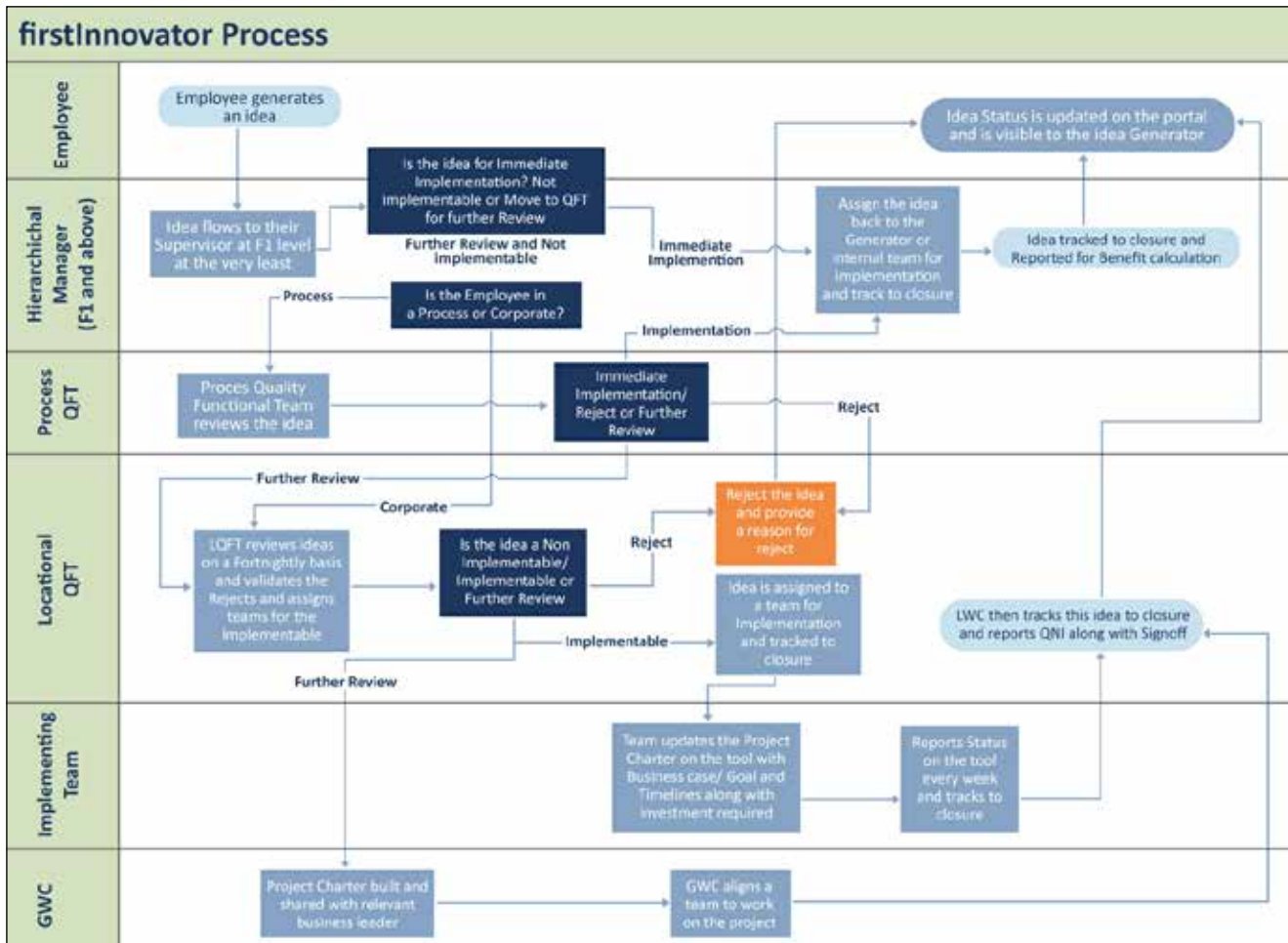
- Drive a culture of Innovation
- Build a sense of urgency to get the company to develop an innovative mind-set
- Provide an understanding around innovative idea generation and evaluation
- Create and strengthen a system for idea support on a consistent basis

- **Description of the HR Best Practice**

Based on Kaizen, firstInnovate provides a comprehensive and holistic approach toward defining, developing and executing Innovation as an org-wide imperative. It also:

- fosters and strengthens culture of Innovation
- encourages cross-functional collaboration on projects
- enables high-touch, meaningful people-engagement
- helps people push boundaries

- Strategies for design and implementation



- Evaluation Process

- For the first level evaluation, the Supervisor as the gatekeeper does a hygiene check. If the idea meets the criteria, it is sent to the appropriate team to implement the same. However, if it is a simple process improvement that can be implemented by the individual generating the idea, the Supervisor approves the idea.
- Should the idea submission require a cross-functional team, it is approved by the Supervisor and passed on to the Process Quality Function Team (QFT) for further review
- The Process QFT sends the approved submissions to the relevant team/s for implementation.
- The Process QFT is responsible for tracking all idea submissions to closure. If they have an idea submission that has to be implemented across the location and needs a locational team's intervention, the idea/s are passed on to the Locational QFT
- All rejected idea submissions are thoroughly checked. If the Process QFT rejects an idea submission, feedback goes to the Idea Generator in case of the operational team's Ideas
- The Locational QFT evaluates all ideas submissions flowing in from the Process QFT and Support teams.

The approved ideas for Location wise implementation is passed on to the relevant teams and the responsibility for tracking idea to closure is delegated accordingly

- The Locational QFT also approve and reject ideas as per guidelines and also move ideas which are breakthrough for Global Intervention<to who>.
- Breakthrough ideas are taken via Project Charters to the relevant Senior Management and they move out of the tool to the Global Working Committee

- **Key Initiatives**

- Designed and created in-house, centralised technology platform for employees to submit their ideas.
- To submit an idea, an employee had to complete a mandatory training on Kaizen framework, followed by a self- assessment. This was to create awareness around Kaizen and prepare them in advance for the idea generation and idea evaluation process.
- A global campaign was launched to whet curiosity and generate interest
- Dedicated microsite on firstinnovate launched on FirstWorld, the company's Intranet
- A dashboard was designed in-house to provide a complete view of ideas generated, implemented or closed across the organization, across levels. This is available to all supervisors to check the status of ideas generated by their team vis-à-vis the others.
- Reward and Recognition and branded merchandise was rolled out to incentivise people submitting ideas

- **Tangible Measures**

- Once employee submits his/her ideas on the tool, they get a first-level clearance, post which s/he is aligned to the appropriate project team or lead. The outcome/impact of an idea depends on the inputs provided by the employee in consultation with the aligned lead or POC
- Successful ideas are those that benefit the organisation, yield tangible outcomes, are capable of being metricised, lead to organisational growth, encourage innovation and are future focused. Checks are conducted at every level to ensure that employees and reviewers are well-aligned and every actionable idea is executed.

Business Impact & Outcomes

Even though this is recent, we have some good stories. A few ideas generated on the tool today will eventually translate into business impact for business units in particular. Below are some of the inputs received from businesses within Firstsource on ideas that have been generated, and the potential impact post the idea implementation.

Healthcare

- An idea on invoice description mismatches, and how to potentially reduce the search time for verification details. This would potentially result in a savings of nearly USD 7000 per annum
- An idea submission on the audit process for the business, focuses on creating excel macros that highlights mismatch fields. Earlier, this was a process that was completed manually. Now, with this getting automated, it would result in a savings of nearly USD 1500 per annum

Customer Management

Challenge: In the larger scheme of things, as we tried to automate a process in our Customer Management business, we faced an issue with the text comparison functionality. For example: Beston Works LTD could be listed as Beston Works Limited or Beston Works UK Limited. This variation could not be identified using the Automation software's text comparison functionality. This led to inaccuracies.

Solution: We identified a solution called Fuzzy Look Up Add in function in Excel which could do the comparison more effectively and return a similarity percentage. The similarity percentage was used to set a threshold against what is acceptable and what's not. This solved our problem of textual comparison whereby we were able to achieve over 95% automation and realize the envisaged 14 FTE benefit which would otherwise have been rendered null.

Overall outcomes

- Over 400 ideas submitted on the tool till date
- Over 1700 Unique logins on the tool
- Participation is across levels and businesses and geographies

Recognition if any

Launched in October 2018, this is our first award submission

Implementation Challenges if any

Our primary challenge initially, was to drive awareness across geographies with the same rigour that we were able to do in India. We partnered with various stakeholders across geographies and created an aggressive branding strategy to raise awareness. Through these steps, we saw greater brand awareness,

deeper penetration in our global locations of the firstInnovate tool, multiple ideas being generated by employees in all our global locations, and a drive by business heads to cascade the importance of firstInnovate to their spans.

