

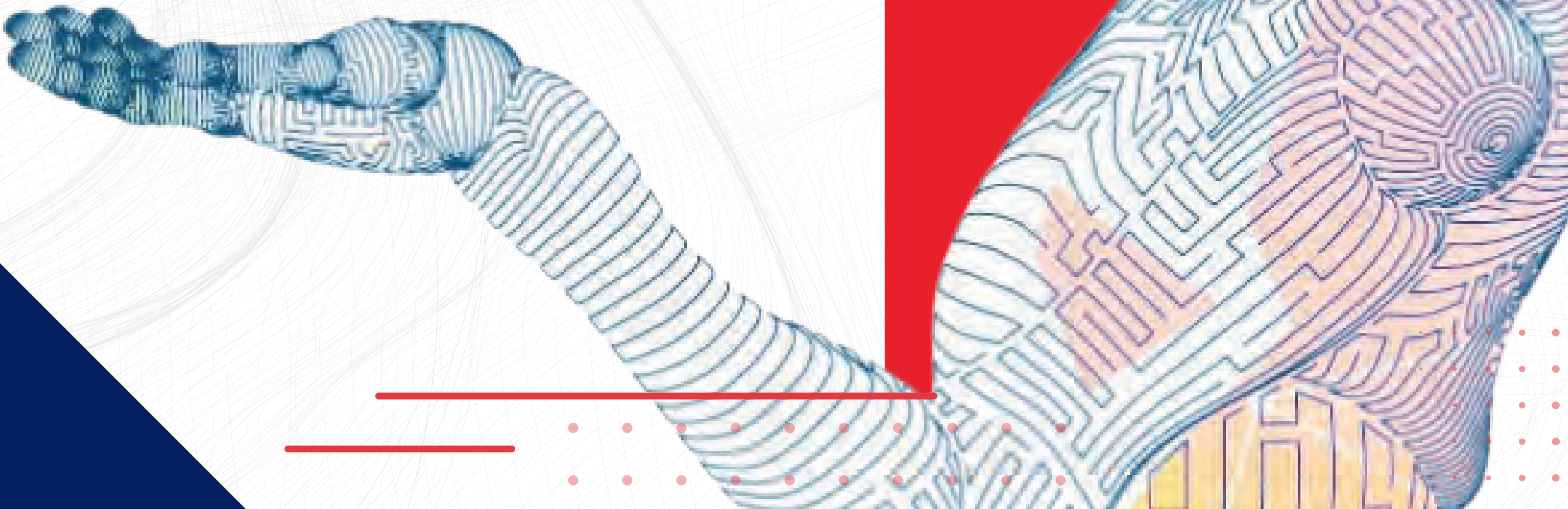
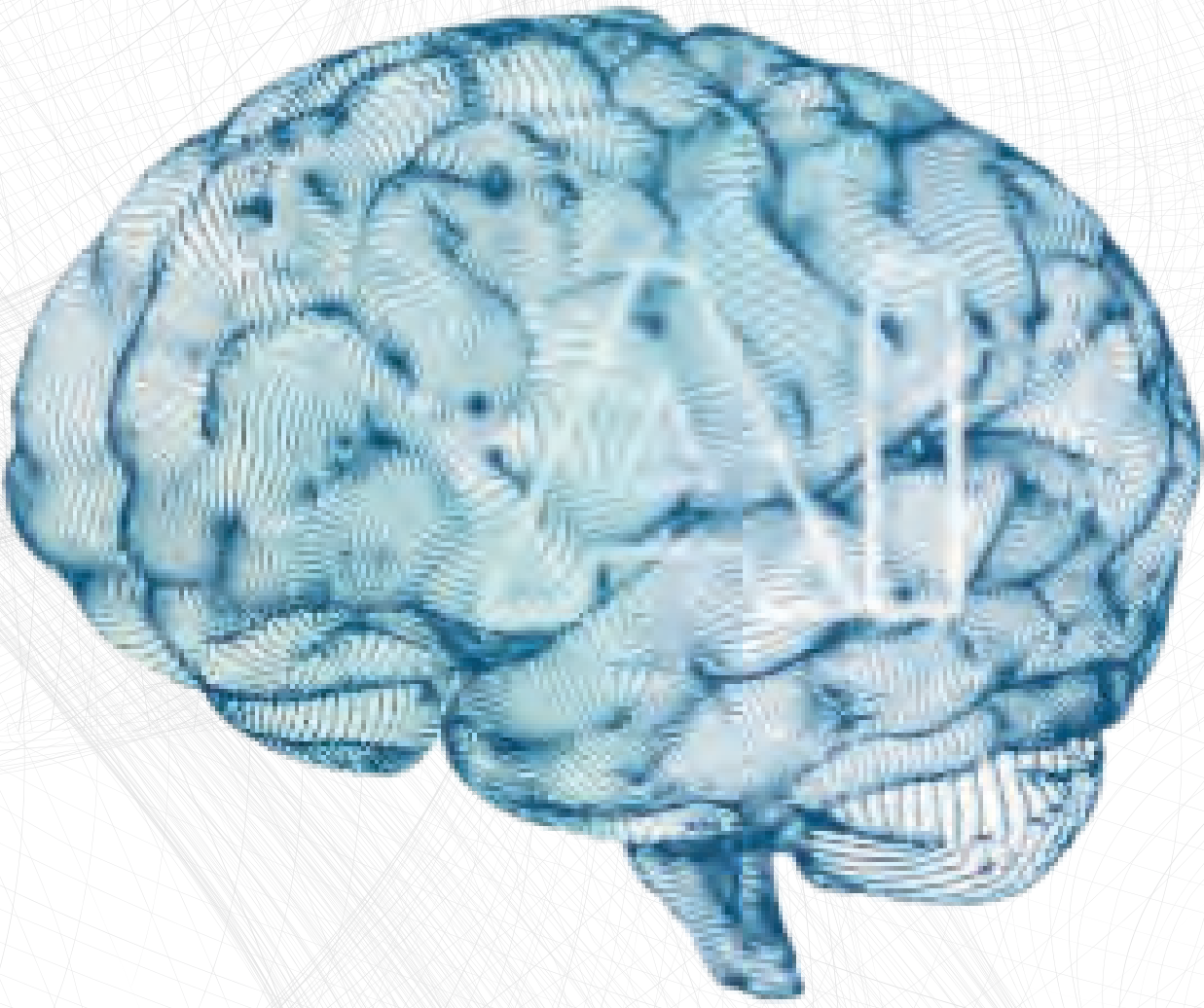


HR

SHOWCASE 2024

Augmenting Human Intelligence with AI

NHRD
NETWORK
BANGALORE CHAPTER
ENGAGE-CONTRIBUTE-INSPIRE



PARTICIPATING COMPANIES



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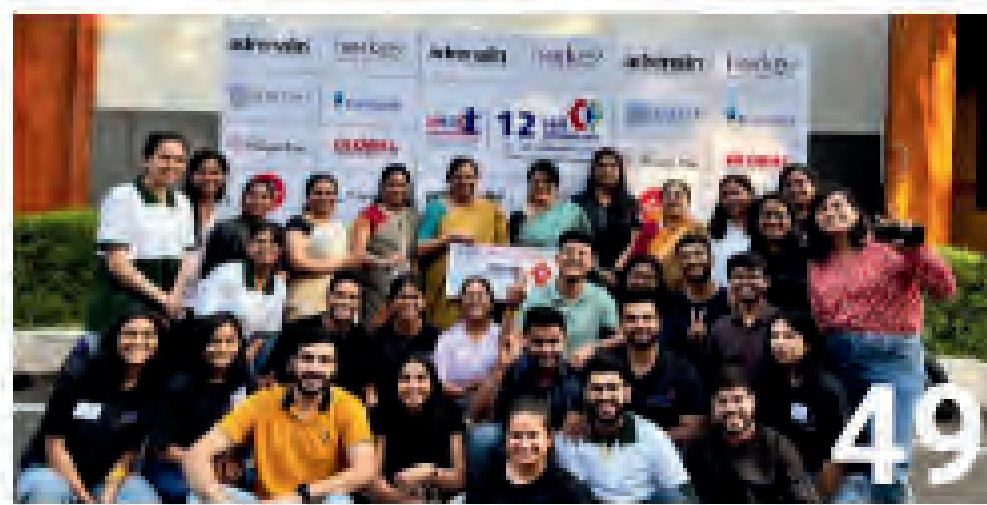


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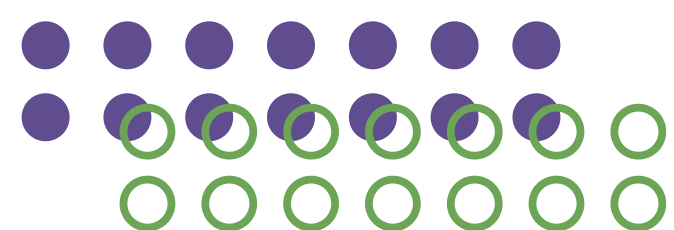
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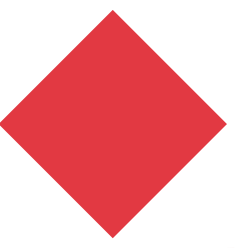
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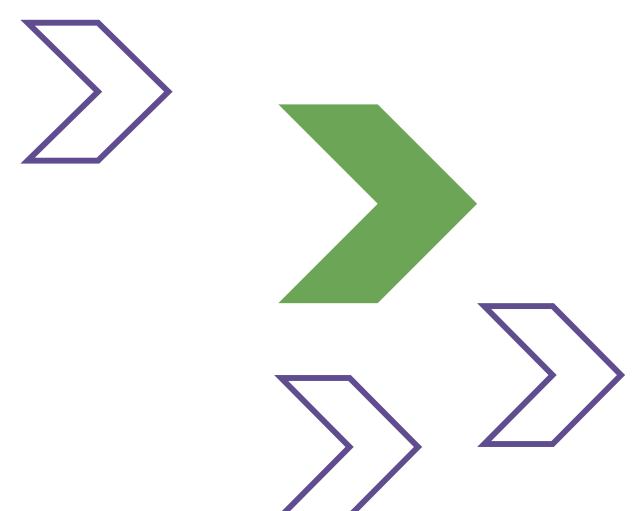
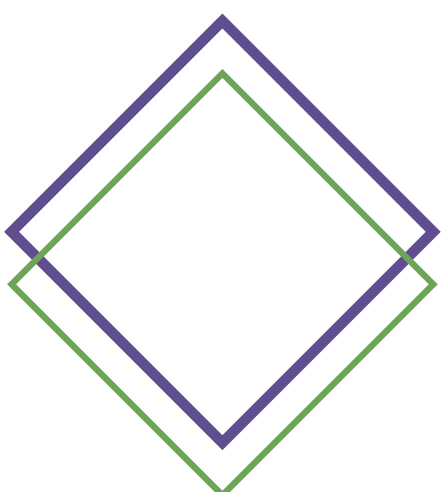
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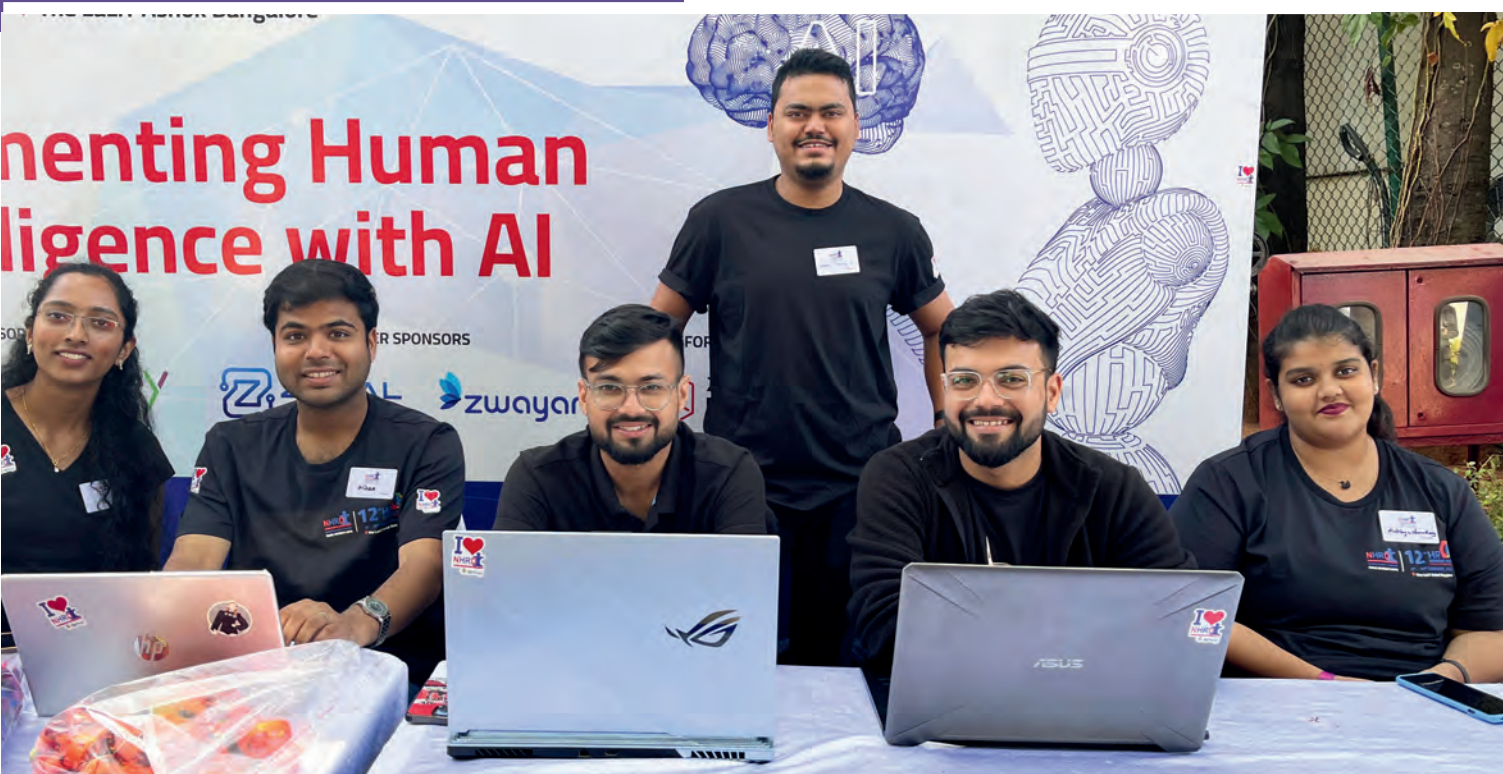
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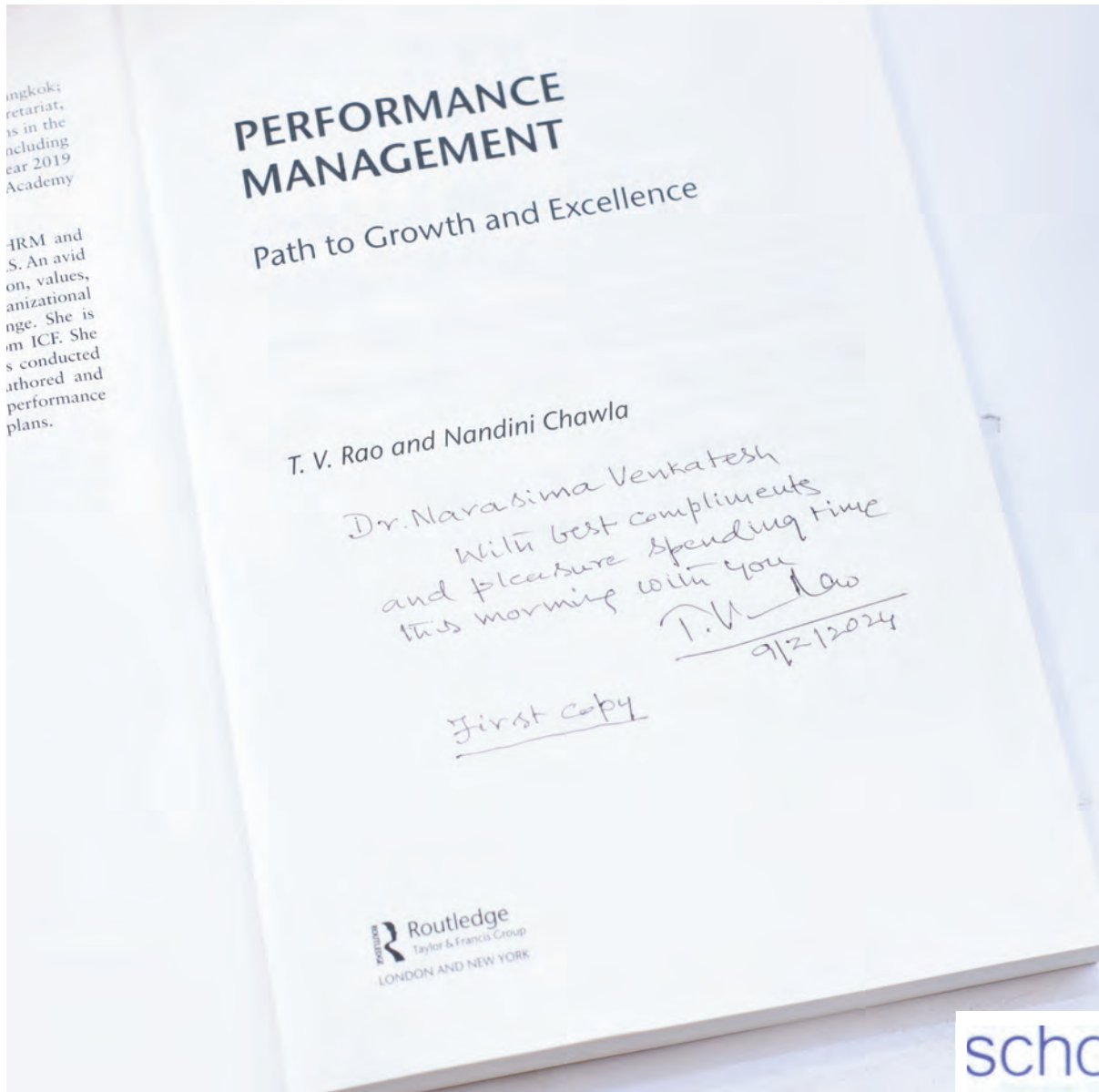
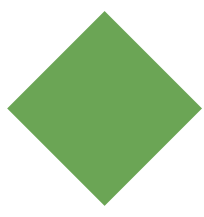


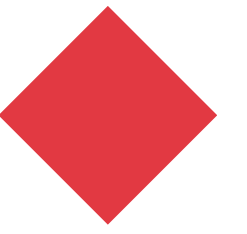
GLIMPSES OF NHRD SHOWCASE 2024



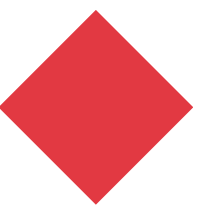
Glimps of NHRD Showcase 2024











BigBasket

THE SPIRIT OF **BIG**BASKET

A culture established on a strongly rooted and widely held set of values, driven by a robust strategy, is the cornerstone of our organization's success. In an organization with a strong culture, employees across hierarchies believe in doing the right thing and act in line with organizational beliefs, we firmly believe that this culture is what gives bigbasket the best chance of long-term success both for our people and business. From its inception, bigbasket has lived by a set of strong values as an organization. Nurturing our values and culture at the core of our business has helped us sustain the leading spot in the industry and have been the guiding force for all aspects of the business, from the decisions we make to the talent we source to the way we interact with customers.

Our culture is defined by **four key principles**:

- 1. We have a maniacal focus on Customers.**
- 2. We demonstrate a sense of Urgency and Speed – in everything we do.**
- 3. Freedom but Personal Responsibility – in all our actions.**
- 4. We take Ownership for Everything we do – even if the outcomes are not entirely in our control.**

Along with our culture principles, as an organization, we are also rooted in four core values– Respect for people, Integrity, Transparency, and Humility.

As we expanded our existing business lines, introduced new business lines, and grew exponentially, we welcomed new members into the bigbasket family. The rapid expansion of our employee base to meet business needs was underscored by the importance of establishing a strong foundation of our culture and values for all the new hires. The new hires were required to be aligned to our ethos. Simultaneously, it became crucial to consistently re-emphasise the same to our existing employees. When we began, while our culture and values guided us, the pivotal focus was on delivering business outcomes and growth as we were a budding startup with fast paced growth. However, as we grew, we were determined to ensure business outcomes, but not at the cost of our culture and values taking a back seat.

With a continuously growing workforce, it became imperative to:

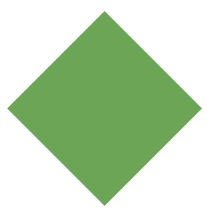
- Ensure uniformity of culture across levels, lines of businesses and locations.

- Establish a standardized understanding of and adherence to the organizational culture.
- Enable employees at all levels to do the right thing, and act in line with organizational beliefs, fostering cohesiveness and connection.

In pursuit of this, a key organizational priority has been to drive our culture and values across all locations and business lines. Our culture and values have been the same from the inception of the organization and have always been an integral part of any decision made by the organization. Recently, for the first time we branded our culture and values as 'Spirit of bb'. The objective of this initiative was to disseminate the elements of our culture and values to all employees.

Through 'Spirit of bb', we focused on aligning all our employees with bigbasket's values, culture and what they mean to us while reaffirming and reiterating the same in their minds. We identified some key actionable steps, including:

- Comprehensive communication about the initiative through mailers, the organization newsletter, posters, standees, and other channels. These varied communication channels ensured that the initiative's information reached employees through multiple touchpoints, enhancing awareness and participation across the organization.
- Sessions and workshops to sensitize the essence of 'Spirit of bb' have been conducted. A series of sessions covered multiple aspects that included aligning employees to their Personal Values, guiding individuals on aligning themselves with the 4 values and 4 aspects of our culture at bigbasket, were organized. Detailed discussion around culture and values were conducted. It was gamified to include videos, activities that ensured comprehensive understanding through adult learning principles. These sessions were conducted as formal structured classroom sessions tailored for our white-collared employees. Additionally, Nukkad Nataks (Street-play) infused with popular culture, featuring the latest vernacular and relatable situations, were organized for our blue-collared employees. Nukkad Natak was used as an awareness and sensitization medium for our blue collared employees, as it made it much easier for them to consume and



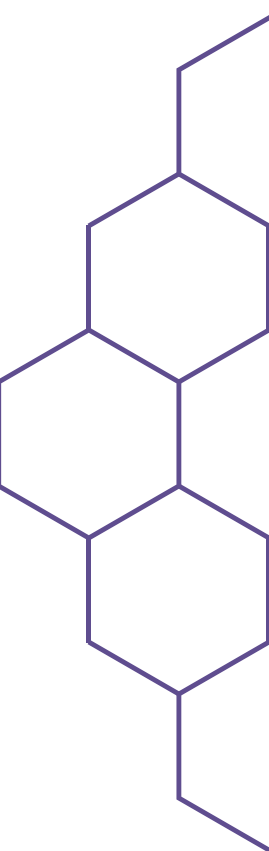
comprehend our culture and values. The Nukkad Natak was launched during our 'Regional Rockstar Awards' which is our flagship rewards program for our blue collared workforce. All our blue collared workforce and their families participate in this event every year. This approach significantly engaged the audience, fostering a lasting impact and ensured maximum coverage at that level.

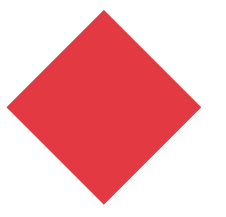
- **BB Saarthis:** Employees from across teams who demonstrated strong alignment and support in driving this initiative across locations, departments, LOBs, were identified and nominated. The nominated employees were designated as 'bb Saarthis' – meaning someone who serves as a guide within teams. This was included as peer communication carries a more significant impact as it involves a less directive and a more participative approach. In turn helping, allowing a more relatable and engaging exchange, enhancing the effectiveness of the message.
- Introduced a **recognition framework** – '**Culture and Values Champion Awards**' to recognize bigbasketees exhibiting the behaviors aligned with our values and our cultural beliefs in their daily routines. Culture and Value Champions are awarded every quarter, and this is done for both, our white and blue collared workforce. A mailer with pictures, announcing the winners is shared with the entire organization.

Also, badges are awarded to champions among the blue collared workforce, that they can wear proudly. Framed certificates are handed out to white collared employees, that they can place on their desks proudly.

- Office and stationary branding have been revamped to **visibly reinforce organizational value** and culture elements. Posters, standees, and wall paintings have been strategically placed so that employees are constantly reminded of the organizational values and culture. Small flashcards with our culture and values were given to all employees after the sessions, to place them on their work desks. Dangers were strategically placed across the office space. 'Spirit of bb' branded email signature templates were incorporated in mails sent by bigbasketees, to reinforce our values and culture in every communication by employees.

All of this has led to a standard understanding and commitment to our culture and values across all levels; significant uptake, with visible increase in alignment of employees with our culture and values; considerable reduction in the number of inter and intra team grievances and concerns; employees becoming more focused on outcomes for both internal and external customers and reduction in process non-adherence.





Best Corporate HR Practices – HiPot Career Advancement

At bigbasket, our organization has always placed a strong emphasis on **upskilling** and **promoting internal talent**. We prioritize internal talent for any job vacancies before considering external hires. We have numerous examples of leaders who started at entry levels within the organization and have since climbed the corporate ladder to lead major functions.

As our organization experiences rapid growth, resulting in a corresponding increase in the number of employees, we recognized the need to **refine** how we manage this expanding talent pool. Actively retaining talent, enhancing workforce productivity, and improving customer experiences, both internally and externally, became crucial objectives.

In the early stages, when the number of employees was smaller and more manageable, promotions were primarily based on objective performance reviews and manager nominations. This approach worked well because there was clear visibility regarding the performance of most employees across functions, given the smaller team sizes. However, as the employee base grew, it became necessary to introduce a new framework that ensured transparency, objectivity, and a standardized approach for employees across all regions, functions, and levels.

With this in mind, we implemented a HiPot (High Potential) Career Advancement framework. We have defined employee **levels/grades** ranging from **1 to 7**, with 7 being the entry level. Last year marked the introduction of this framework for two level movements: from level 5 to 4 (Deputy Manager to Manager) and from level 4 to 3 (Senior Manager to Sub Function Head). These levels were selected as they represent the most critical talent pool within our workforce.

This framework helped us establish objective and standardized criteria for evaluating employees eligible for promotion to the next level, minimizing subjectivity and bias. It also served as an effective tool to motivate high-performing individuals and encourage their long-term association with the company.

In formulating the framework, we reviewed, tested, and selected assessment parameters and evaluation tools to ensure their relevance to **organizational competencies, values, and culture** necessary for employees' next-level roles. We also defined a standard eligibility criteria uniform across all levels.

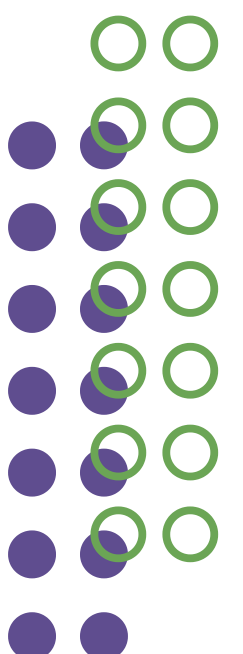
When designing the framework, stakeholders from various functions and regions participated in multiple rounds of brainstorming to ensure practical implementation and gain buy-in from all employees and senior leaders.

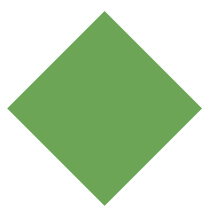
Key considerations during the framework design included finalizing behaviors to evaluate competencies, values, and cultural pillars, as well as selecting evaluation tools tailored to assess these behaviors based on current and next-level roles. This included cognitive ability assessments, in-basket exercises, psychometric assessments, behavioral event interviews, and group exercises, each targeted at different levels within the organization.

Communication played a crucial role throughout the process, involving leadership to ensure alignment with bigbasket's context. We shared process overviews with senior leadership members and organized orientation sessions for nominated employees to familiarize them with the assessment platform.

Internal assessors were paired with external assessors to ensure a balance between internal context and external perspectives during the evaluation process. Post-evaluation, all participating employees received support for upskilling, regardless of their success in the process.

Looking ahead, we plan to extend the framework's scope to include promotions from lower levels to higher levels and develop a fast-track career growth path for high-performing and high-potential employees. We will continue gathering feedback to further enhance and streamline the process.





SUPERIOR EMPLOYEE EXPERIENCE

Leveraging Smart Technology the Infy Way HR Practice:

Harnessing digital transformation to reshape our new hires' onboarding experience and integrate them into our ecosystem.

Purpose:

The onboarding process holds immense significance for our new hires' initial encounter with our organization. Despite its temporary nature, efficient onboarding plays a pivotal role in shaping their perception and engagement.

Typically, onboarding procedures can be cumbersome and overwhelming, burdened with manual paperwork. Particularly in larger organizations, new hires often find themselves struggling to navigate their initial days due to a lack of clarity and support. This administrative burden consumes valuable time that new hires could otherwise spend engaging with our organization and settling into their roles.

Therefore, with a clear focus on streamlining the onboarding process and enhancing the new hire experience, we at Infosys aimed to leverage our systems to revolutionize the traditional, transactional approach to onboarding by introducing the QuickStart Onboarding Program.

The QuickStart Onboarding Program incorporates app-based efficiency and meaningful interactions at key stages of the new hire journey. The goal is to shift the onboarding paradigm from being manual and procedural to being an optimal period for maximizing opportunities that foster connection, learning, and effective cultural assimilation for our new hires.

Conceptual Framework:

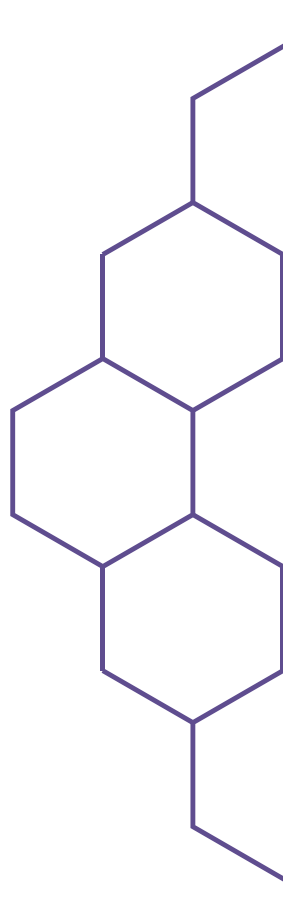
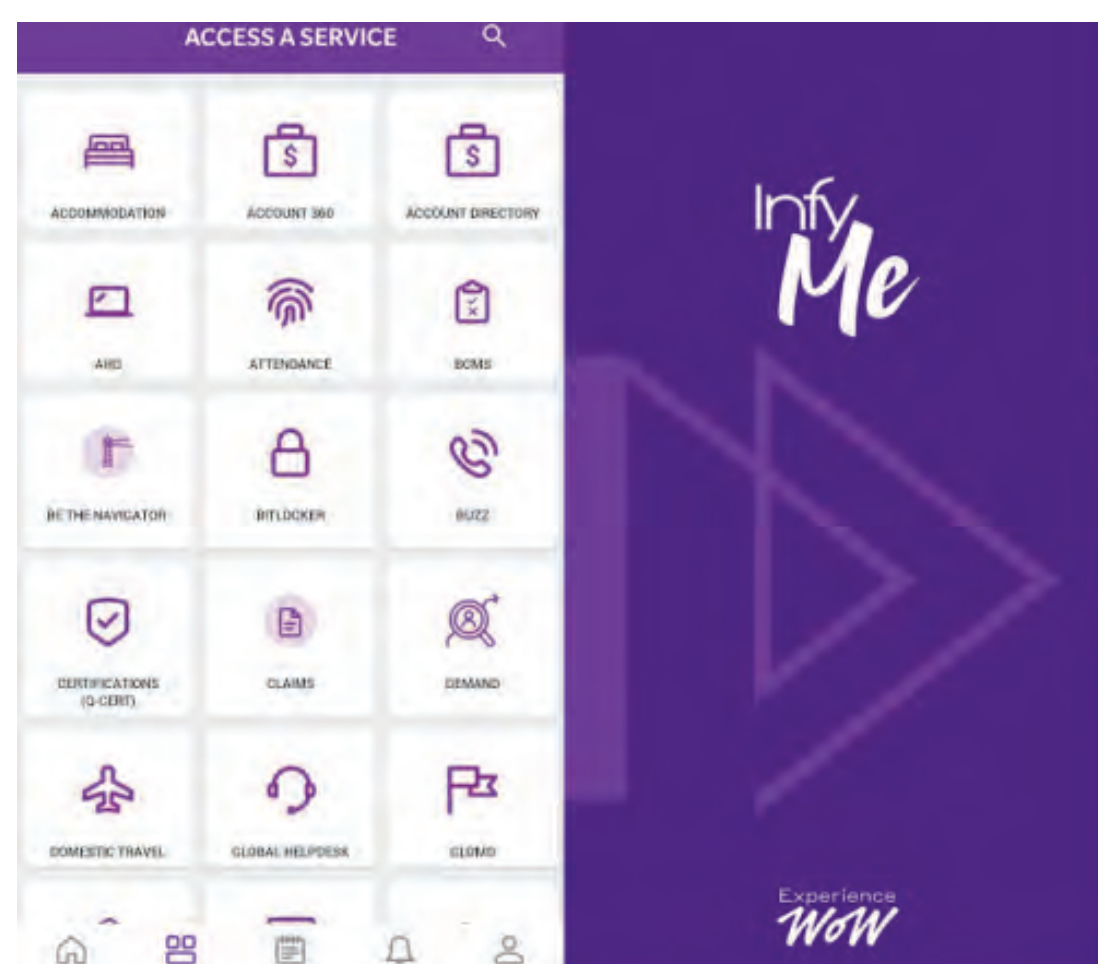
Our QuickStart Onboarding Program aims to enhance the new hire experience during their first **100 days** through the following initiatives

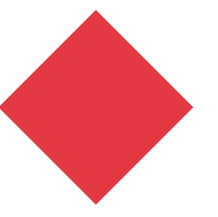
Launchpad app for simplified onboarding: The Launchpad app utilizes end-to-end digitization to enhance the onboarding experience, helping new hires become Day 1 Ready. Launchpad features an intuitive user interface with customization options tailored to specific geographical requirements. It seamlessly integrates with upstream and downstream systems for smooth data flow on the joining day. The in-app guided flow assists new hires in completing formalities efficiently. Launchpad has reduced the time spent on onboarding formalities by 67%. Additionally, leveraging the Launchpad app has reduced our induction time by 50%.

QuickStart Program: Our 100-day onboarding program, QuickStart, is designed to facilitate new hires' assimilation into the Infosys Way of Life from Day 1. This program extends throughout the first 100 days and ensures new hires receive ample support, guidance, and resources to aid their effective integration within our organization. Through a community of new hires, continual engagement, and timely support on queries, we create an environment conducive to effective assimilation. Listening posts are available at 30, 60, and 90-day intervals for new hires to share insights on their experiences. At the end of the 100 days, new hires undergo a QuickStart Certification to evaluate their understanding and adoption of Infosys policies and practices, marking the completion of the 100-day post-joining initiative.

InfyMe app: InfyMe serves as the one-stop platform for bringing the Infosys Way of Life to our employees. It offers convenient access to over 200+ Infosys applications, services, and information in a mobile-first application. With 6x faster access and 40% of services available anytime, anywhere, InfyMe plays a vital role in promoting our culture, learning, and well-being initiatives among new hires. In addition to facilitating smarter workspaces through collaboration tools like MS Teams, Webex, and Viva Engage, InfyMe provides access to InfyTV, InfyPod, videos, and articles from leaders across all locations. It also fosters proactive reward and recognition and showcases various services aimed at employee health and well-being.

The comprehensive framework of system integrations and culture initiatives at each milestone in the new hire 100-day





journey is summarized in the QuickStart Experience Journey Map below:

Business Impact/Outcomes:

The implementation of the QuickStart Onboarding Program has yielded tremendous success, with a new joiner experience satisfaction score of 92% at the time of joining.

The Launchpad app is currently operational in over 44 geographies and boasts a Google Playstore rating of 4.8 (based on 1.5k reviews). We have successfully **onboarded over 300,000+ employees** globally through Launchpad, facilitating paperless joining formalities. The Launchpad App has significantly improved the new joiner experience and eliminated the need for over 200K sheets of paper annually for onboarding. Overall **employee satisfaction at 100 days stands at 90%**.

Our pre-joining virtual document collection and verification process ensures **100% background check** initiation and statutory compliance. Initiating background checks before joining enables us to onboard joiners into projects faster. Leveraging integration between Launchpad and all downstream applications, we have successfully reduced project allocation lead time from 42 days to 19 days.

The **InfyMe App** has streamlined employee transactions, allowing employees to access over 200 applications and services on the go, anytime, anywhere. InfyMe has a Google Playstore rating of 4.6 (based on 69k reviews). With InfyMe’s ecosystem of services, we have achieved a 50% reduction in employee & contractor onboarding and approval cycle time and enabled faster, effective talent mapping to projects, among other benefits.

Conclusion:

By leveraging **InfyMe, Launchpad, and the QuickStart Onboarding Program**, we have transformed the new hire experience, enabling joiners to be Day 1 Ready for project allocation. Our 100-day onboarding program offers a unique blend of culture assimilation, learning, and community-building for new hires to thrive in the new work environment. We plan to enhance this practice over the next year by leveraging AI to provide timely guidance and support, and by creating a Metaverse platform to reiterate the Infosys Way of Life to new hires and enable them to explore Infosys at their own pace, anytime, anywhere.

HR Best Practices

Best Corporate HR Practice

Throughout history, purchasers of business process outsourcing have prioritized efficiency and effectiveness as primary outcomes of these services. The drivers for our internal shared-service centers, or captives, have been similar—aiming to deliver on business metrics, enhance processes, and achieve cost savings. While these objectives remain pivotal in the industry, the importance of "experience" has surged into the forefront of expectations. For our clients at Infosys BPM, digital transformation entails empowering their businesses to continuously evolve agile, effective responses to emerging challenges and opportunities. This is achieved by reimagining business processes and leveraging next-generation digital services to help clients formulate and execute strategies for their business transformation.

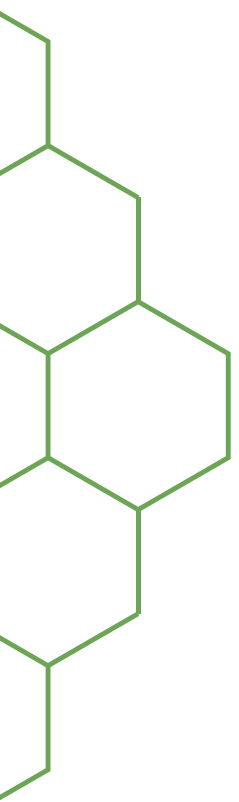
Our key talent strategy at all levels is to remain relevant and competitive in the market. Based on two core principles:

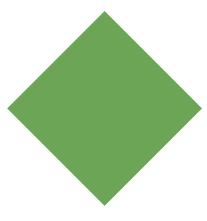
- Providing opportunities for employees to continually develop new as well as secondary skills—facilitated by making learning on new age skills accessible anytime, anywhere, on any device, empowering employees to take charge of their development.
- Maintaining a talent mix ahead of the business mix—ensuring that continuous skilling, upskilling, and reskilling are closely linked to future business requirements.

This talent strategy aligns well with our learning and business objectives.

- Continuous Skill Development

- Competency-Based Training—these training programs focus on **behavioral competencies** defined across the organization, tailored to the role and job level.
- Domain Enablement—these learning initiatives help employees build **domain competencies** to enhance productivity for our customers and deliver an enriched experience.
- Career Accelerator Programs—long-term learning initiatives aimed at select groups of employees to provide them with the impetus to **advance their careers** to the next level.
- Leadership Development—programs targeted at building the **pipeline of future leaders** within the organization, starting from the managerial layer onward.





- Maintaining a talent mix ahead of the business mix:

- **Employability Training:** Foundation Training and Finishing School develop competencies for entry-level employees in **behavioral, domain, and aptitude areas, aligned with business needs** identified through continuous scanning of the deal pipeline and analysis of 'Request for Proposals' documents.

- **Reskilling:** Focused on imparting digital skills to employees and **cross-skilling** on adjacent domains, aiming to achieve automation goals and enhance **internal talent mobility**, making talents more flexible than before.

Our **Humanware Enablement program**, focusing on reskilling, has a three-pronged approach that connects talent development to organizational performance:

- Developing **individual skills** through self-nominated monthly calendar programs and customized learning interventions for specific audiences, all featuring Action Learning Projects with clear business outcomes.

- **Democratizing Automation** to improve business and organizational efficiencies by making complex skills like Automation accessible to every employee, thereby increasing efficiencies within their area of work.

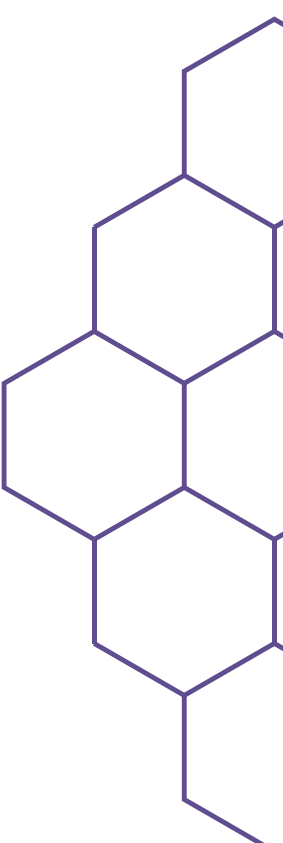
- **Career building in New Age skills** through initiatives like Skill Tagging and Bridge programs, enabling employees to acquire **skills and transition across streams**, reducing dependence on external talent, and lowering cost metrics.

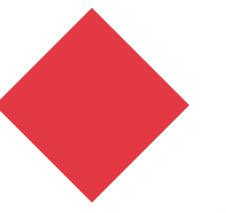
Several data points substantiate these initiatives:

- **'Be The Navigator'** projects resulted in the closure of **596 projects** by talents trained in Humanware skills, leading to overall benefits of **USD 313.72 million** and a reduction of **1043.46 Full-Time Equivalent (FTE)** positions.

- Over **330 mini/micro-BOTs** were created through democratization programs, training approximately **500 employees** from various operations streams.

- Approximately **10,000 employees** were covered in core enablement programs, and over **30,000** participated in awareness courses.





FOSTERING INCLUSION: WOMEN'S REPRESENTATION

About Infosys BPM

Infosys BPM Limited, a wholly owned subsidiary of **Infosys Limited (NYSE: INFY)**, was established in April 2002. We offer **integrated end-to-end transformative business process management (BPM) services** and have journeyed through the table-stakes of effectiveness and efficiency with an ever-increasing focus on enhancing stakeholder experience and empathy. We enable clients to navigate their digital journey, operating from **45 delivery centres** across **16 countries** and **employing 54000+ people** from **106 nationalities**.

The company has been consistently ranked among the leading BPM companies globally and has received

over **60 awards** and **recognitions** in the last 5 years, from key industry bodies and associations like **NASSCOM, SSON, GSA, and CII**, among others. Infosys BPM also has very robust people practices, as

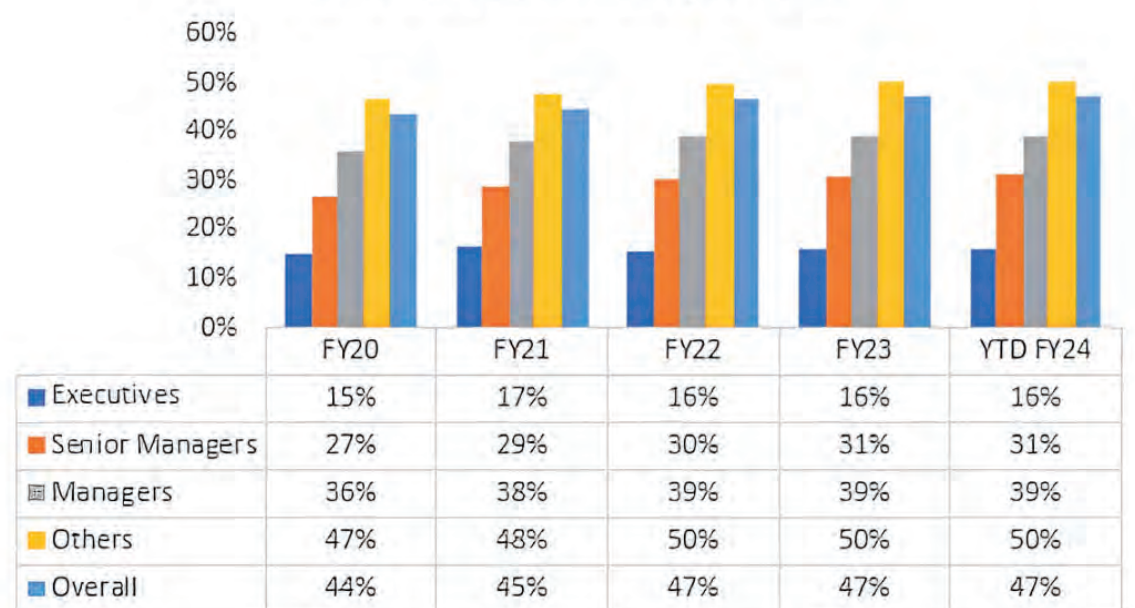
substantiated by the various HR-specific awards it has won over the years. The company has consistently been ranked among the top employers of choice, on the basis of its industry leading HR best practices.

The company's senior leaders contribute widely to industry forums as BPM strategists.

Growth of women in the workplace over the years

It's a proven fact that greater gender diversity in the senior executive team corresponds to a higher performance uplift amongst teams. There is a pressing need in organizations to **elevate the impact of women managers** to be relentless and resilient, thus enabling them to leverage their **unique talents**. A thorough need analysis by our teams revealed that this required a complete shift in the mindset of not only the employees but also other stakeholders. Hence, we have been working diligently to improve women representation in our roles across the length and breadth of the organisation. The following table demonstrates the success of our sustained efforts. The numbers are moving in decimals over the **last 2-3 years** but there is a movement which is important.

Women% at different job roles



Gender Diversity: Infosys BPM vs peers/ industry average

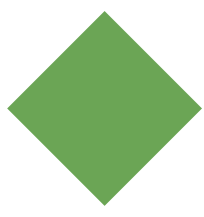
Industry Average	Peer average	Infosys BPM
33%	42%	47%
<small>HFS Research: Data Viewpoint</small>	<small>(EXL & Genpact: Annual Reports)</small>	

Key interventions for the growth of gender diversity

We have been actively engaged to the cause of gender diversity in our organisation. Some of our key interventions to this end are as follows:

- **Creation of regional councils:** To make DEI a practice at all levels, functions, and global delivery centers in the organization, we have created Regional DEI councils across India, APAC, EMEA & US by onboarding leaders & members from cross functional teams who are equally passionate and driven about the cause. These regional councils introspected (through surveys, focus group discussions, interviews, and forums in the region) and created regional charters based on the unique tenets of DEI for the region and one of tenets being Gender Diversity. Objectives and measurable outcomes have been defined for each region which gets monitored periodically.
- **Driving the Cultural Change:** In our pursuit to enhance gender diversity, we are committed to fostering a cultural transformation. As part of this endeavor, we organize various workshops for employees at Team Lead level to Leadership levels and have introduced rewards and recognition to acknowledge the good practices. The workshops on conscious bias and allyship have been designed to address unconscious biases, empower participants to become allies, and guide them in the creation of inclusive teams





- Crucial and impactful policy changes:** The gender diversity in the corporate pyramid starts thinning out between SME and Team Lead levels mainly as a result of life events such as childbirth and the cost associated with childcare and the challenges of child-care and work life balance. This is the year we decided to take swift action and while it will take a few quarters to see **tangible outcomes** in numbers, the sentiment has been very encouraging so far. A **‘Guideline Document for Working Mothers’** was published across our delivery units in India which details flexi shifts, flexi transport & care leaves for mothers with young kids upto **3 years in addition to childcare Allowance of Rs. 3000 per month for mothers of kids upto 6 years.** These policy changes and interventions are a result of various focus group discussions and surveys conducted to understand the needs and challenges and make reasonable accommodations wherever possible to support women employees in their career lifecycle.
- Monthly reporting of gender-based DEI metrics across various units:** The DEI India council created a monthly dashboard that demonstrated key trends & insights on hiring, internal progression, promotion, and attrition across job levels of women employees. These metrics are also shared with the **senior leadership, unit heads, and DEI champions** from all sub-units. This has facilitated us to highlight and bring traction towards the cause, while funneling efforts to move the needle on specific **gender diversity outcome metrics**, as demonstrated below.

- Dual focus areas for gender diversity:** Our strategic mantra to achieve this objective is two-fold

- Investment across touchpoints** in employee life cycle

- Capability interventions** at every job level and support workshops for all job levels

- EDVantage (Equity in Diversity Vantage): With an aim to “Catch them young and watch them grow”, the primary objective of this program is to enable high potential women at Junior level by upskilling and equipping them with knowledge required to climb up the success ladder as they get into team lead roles.

- SOAR (Seize Opportunities & Achieve Resilience):**

- The objective of this program is to build a deep pipeline of leadership talent and enable women managers to leverage their unique talents to navigate the business landscape and fulfil their career aspirations while driving organizational results.

- Propel:** An intervention program where women at senior management were shortlisted based on **varying criteria:** tenure in the same role, potential perceived by their managers, performance ratings etc. The identified women leaders go through specific mentoring interventions and other targeted interventions to tap into their growth potential.

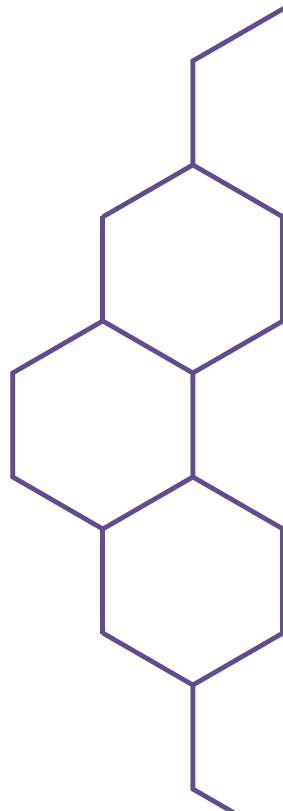
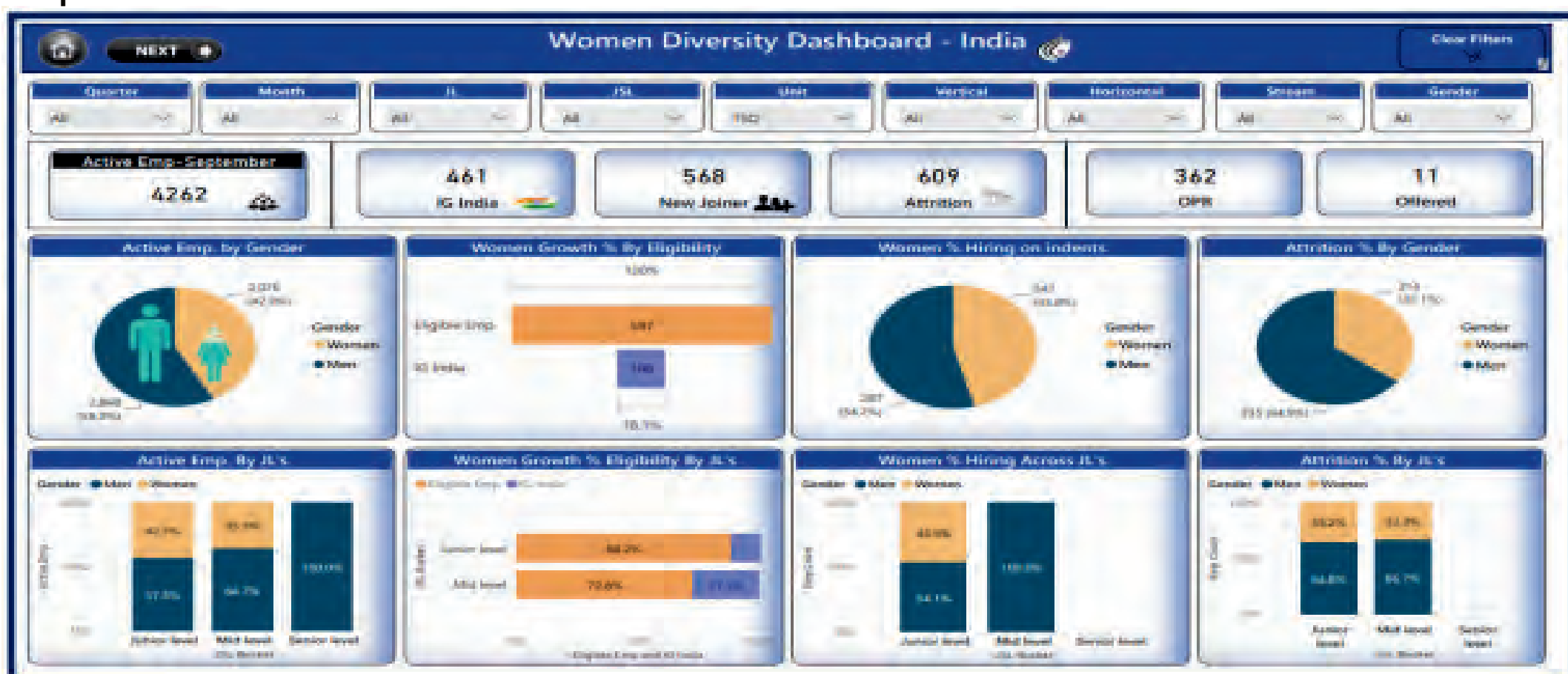
- eMErge2.0:** It is a **2-day workshop** for women employees who have rejoined Infosys BPM or have restarted their career after a sabbatical or career break. The program is designed to help participants address limiting beliefs, re-enter the workforce with greater self-assurance and enhance their contributions to the business.

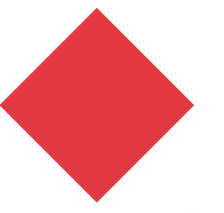
- I am remarkable and Habits to Success:** 90 min workshops to help women overcome limiting beliefs and unlearn and learn habits to move forward.

- Catalyst:** It is a 15-hour self-paced learning program available on our internal learning platform.

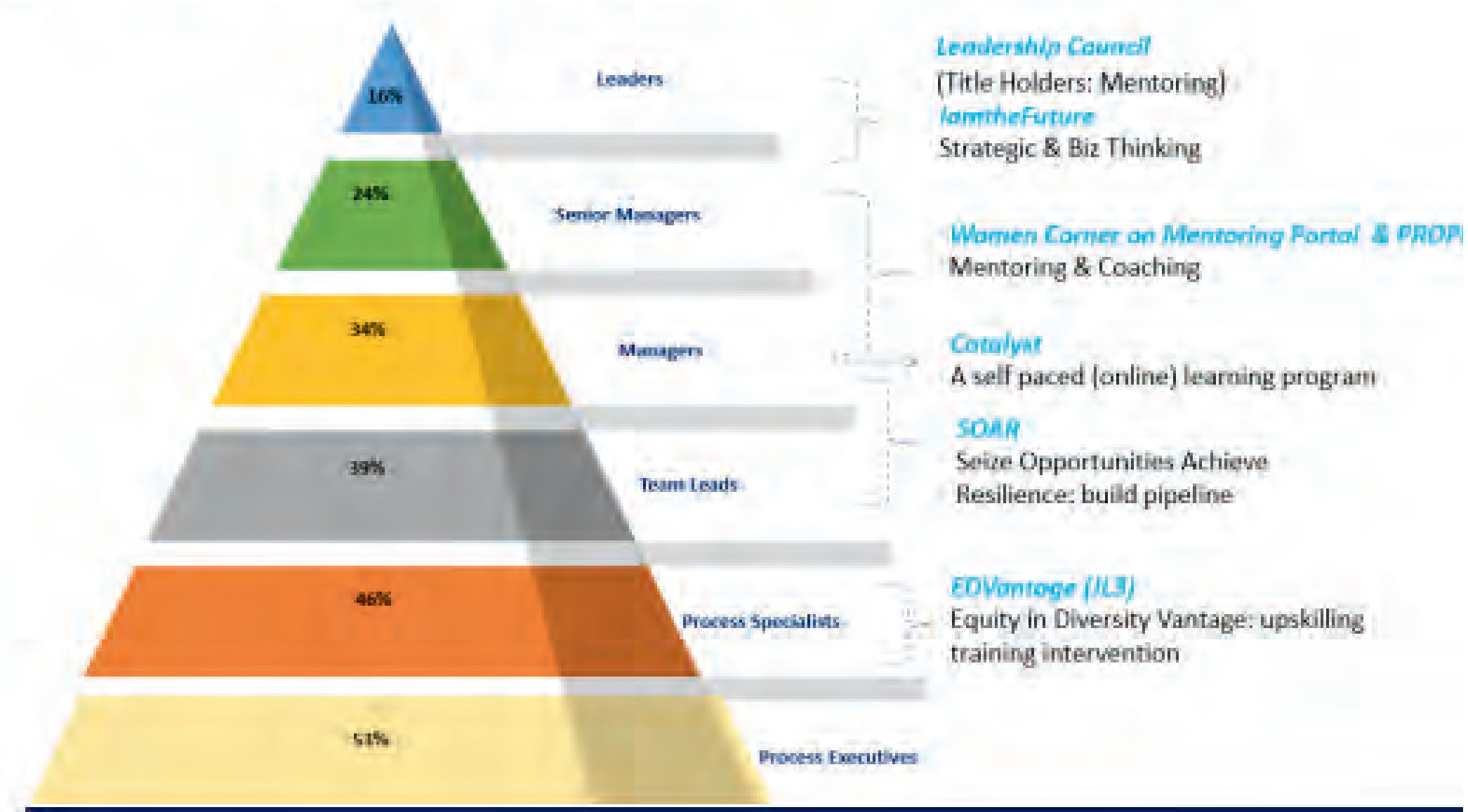
- It aims to develop skills required to take up leadership roles like **storytelling, consulting skills, difficult interactions, digital mindset etc**

Snapshot from the DEI dashboard for a sub-unit





Capability Intervention at each Job Level

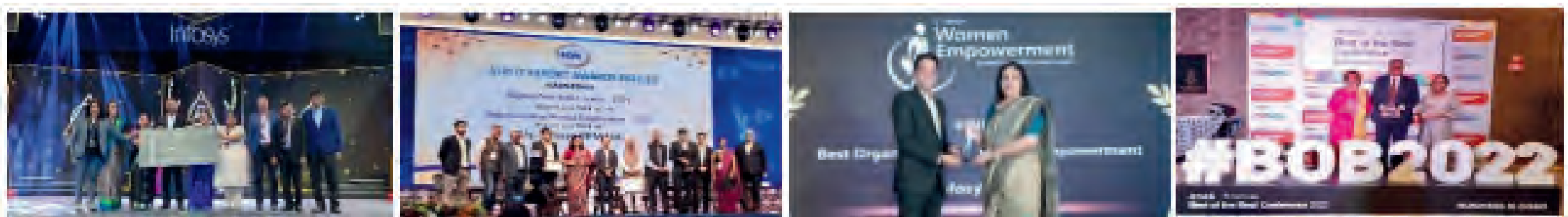
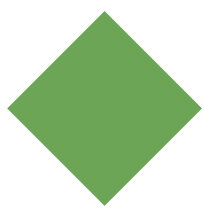


Key Effort and outcome metrics

- Sourcing & Recruitment: Senior women leaders are hired through the following efforts -
- A senior TA specialist to focus on leadership hiring, sourcing more women profiles for senior management roles and ensuring that there is atleast one women leader panelist at such interviews
- Exclusive Recruitment Drives Employee referrals is another source that has been identified: A special incentive program with ~20% higher bonus for referring women candidates at higher job levels
- Rehire ex women employees: A well-defined process ensuring ownership, accountability and metrics for sourcing, profile-mapping, and onboarding: with the involvement of cross functional teams spanning Talent Acquisition, Operations, Diversity, and the Talent Planning teams.

- Retention:
 - An efficient Hi-Pot & women leader attrition process ensures that an email notification is triggered to "Infosys BPM Diversity Council", so that the core DEI Council can connect with these resources for retention discussions.
 - The DEI team connects with the maternity leave returnees to understand how they have been integrated back in the workforce and offers any support they may require.
- The renewed dual focus on gender diversity at every job level with specific interventions and at every stage of the employee lifecycle, such as hiring & onboarding, engagement, enablement, retention, upskilling, role rotation, and cross functional movements have resulted in some great outcomes.



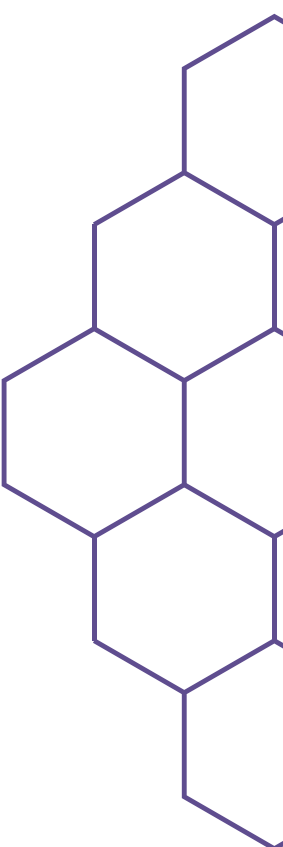
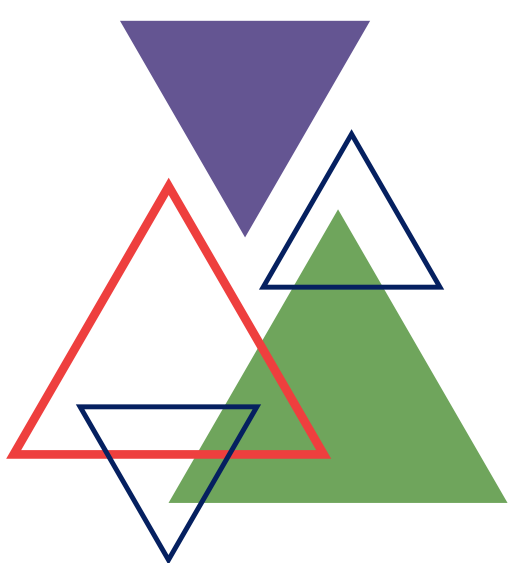


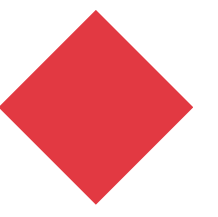
**DEI Award (Silver)
at
Infosys Awards for
Excellence**

**Highest New Jobs
Creator – ITes and High
Growth in Women
Empowerment –
ITes
at
STPI IT Export
Awards'23, Bengaluru**

**Best Organization for
Women Empowerment
award
at
5th Edition Women
Empowerment Summit
and GIWL Awards 2023**

**Prestigious 2022 Avtar &
Seramount Male Ally
Legacy Award -Anantha
Radhakrishnan - CEO &
MD**





BOSCH
 Invented for life



RENEWED JOB ARCHITECTURE

Bosch Limited, Bengaluru

Event NHRD HR Showcase 2024, 09.02. – 10.02.2024

At Bosch India, we embrace **change in response** to the significant technological advancements within the automotive industry. Recognizing the **need for agility and adaptability** amid technological shifts, societal changes, and global challenges, our organization has undergone **several structural transformations** and business value stream consolidations in recent years.

Acknowledging the imperative for a **renewed job architecture** aligned with our business strategies and workforce aspirations, Bosch sponsored a comprehensive **Organization Development (OD)** intervention in collaboration with HR. Conducted over the past **15 months**, this intervention reviewed our current business model and defined the new state, identifying unique roles across all functions and precisely redefining job descriptions and **key performance indicators (KPIs)**.

Our approach towards renewing the Job Architecture can be broadly outlined through the following 8 steps:

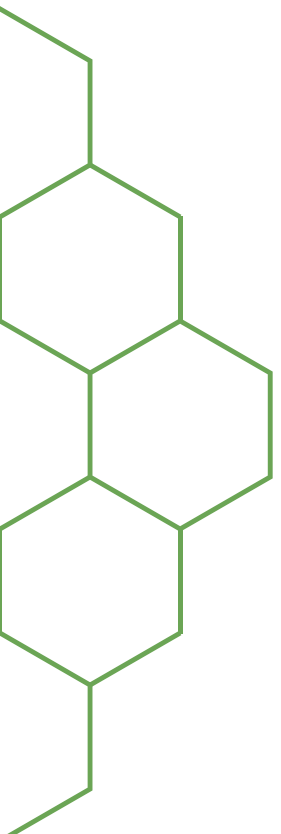
1. Change Management: People leaders, acting as our change agents, engaged with business leadership to build acceptance through rollouts. By listening to employees' feedback and incorporating it into the implementation process, these change agents facilitated a smooth transition to the new state.

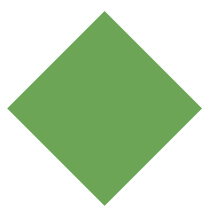
2. Role Identification and JD Articulation: A cohort of group leaders/managers, designated as '**Organization Champions (OCs)**', identified **336 unique roles** and standardized the responsibilities and other elements of job descriptions across functions and locations.

3. Program Management: Employing an agile (scrum) methodology, the intervention was broken down into smaller actionable chunks, enabling **OCs** to progress simultaneously with their daily business routines

4. Job Evaluation and Levelling: Standardization was achieved through a grading booklet, which facilitated the evaluation and leveling of **336 roles** and positions across locations, removing subjectivity.

5. Sustenance through Tech Integration: To sustain the intervention, we developed and launched a scalable web portal named JD Hub, integrating processes in line with industry standards. This tool auto-creates a '**Job ID (JDID)**' for each unique role, providing associates with transparent access to every job description within the organization.





6. HRIS Integration: Integration with HRIS maps JDIDs to individual associates, enabling job analysis, performance management, job value evaluation, and predictive analytics.

7. Governance and Continuous Improvement: The entire process is formally integrated into the HR process landscape, with a dedicated team continuously monitoring its effectiveness, measuring the success of the change, and identifying areas for improvement.

Organization Development – **Renewed Job Architecture | NHRD HR Showcase 2024**

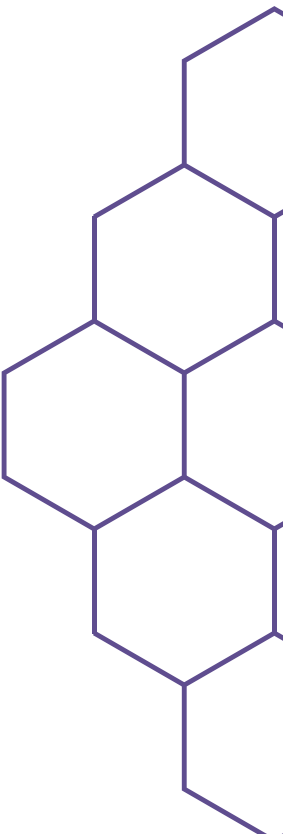
Bosch Limited, Bengaluru

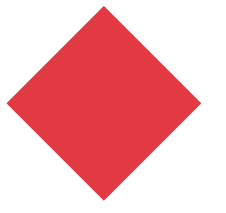
Impact

Through this **OD intervention** for a renewed job architecture, Bosch realizes the full value of increased people capability, technology investments, overall talent experience, and further strengthens the culture of the organization.

Conclusion

Throughout this intervention, Bosch India took a systematic inclusive approach in renewing the job architecture with an aim to achieve the desired outcomes viz. **role transparency and clarity**, enabling high performance and fostering trust across stakeholders in the organization. As we continue to adapt to the changing circumstances, ongoing commitment in monitoring and adapting the **job architecture is key** for our long-term success.





SEAMLESS ONBOARDING: SURMOUNTED WITH FINESSE BY DIGI-DESK

At the **epicenter of our triumphant narrative** of success stands Maya, a dynamic Management Trainee embarking on a **transformative odyssey** through the intricate landscape of our exemplary talent management practices. Maya, a metaphorical torchbearer, symbolizes our unwavering commitment to nurturing talent as she journeys through **five distinct yet interwoven stages**. Each stage serves as a poignant testament to our core values of innovation, inclusivity, and uncompromising excellence.

1. V-Leap and Succession Planning:

Maya's saga commences with the **inaugural stage of V Leap**, a meticulously designed program tailored for Campus Hirings. Triumphant in the illustrious Big Idea competition not only ushers Maya into the **esteemed corridors** of V Guard but also positions her as a crucial asset in our talent pipeline, recognized for its commendable attrition rate of a mere **3% for campus hires**. This marks the genesis of Maya's assimilation into our forward-thinking ethos, emphasizing talent acquisition and strategic succession planning as keystones for sustained organizational growth.

2. Digidesk - Revolutionizing Onboarding:

Maya's ascent through the echelons of her professional journey encounters the universal challenge of seamless onboarding, a challenge surmounted with finesse by **Digi-desk**,

our **groundbreaking mobile-based** onboarding app. Beyond streamlining the onboarding process, Digi-desk **orchestrates a paradigm shift**, redefining the very nature of the initiation experience into a dynamic and engaging process. The **app's implementation** not only significantly reduces onboarding time but also showcases our commitment to fostering an environment where new hires seamlessly integrate into the **cultural fabric** of the organization.

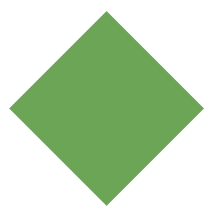
3. PeopleDesk - Employee Self Service:

Continuing her voyage, Maya finds herself in the realm of **PeopleDesk**, an indispensable companion shaping her daily work life. This in-house **Employee Self-Service Portal**, a testament to our commitment to innovation, offers a modern and intuitive interface throughout the employee lifecycle. The impact is transformative, contributing to an impressive **80% reduction in manual interventions** and a notable **40% reduction in cycle time**.

4. Involve and Innovate (Sankalp):

Maya's narrative takes an intriguing turn as she embarks on a **captivating sojourn** to the Wires and Cables factory, a crucible of innovation where the **Involve and Innovate Portal** comes to life. In this domain, Maya witnesses firsthand the **vivacious culture** that celebrates ingenuity and encourages employees to contribute ideas across various categories.





The portal is not merely a tool; it's a **cultural catalyst** fostering an environment where creativity and **active participation** are not just encouraged but celebrated. This stage underscores our commitment to tapping into the collective intellect of our diverse and talented workforce.

5. Diversity, Equity, and Inclusion (DE&I):

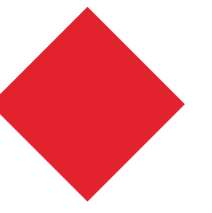
Maya's exploration extends further to our Sikkim factory through the **VLEAP program**, where she is captivated by the profound commitment to Diversity and Equity. In a factory where an astounding **95% of the workforce** comprises women, Maya witnesses firsthand how we translate inclusivity from a value statement to a lived reality. The Perundurai factory further underscores this commitment, boasting a remarkable team of differently-abled employees. Maya's exposure to these transformative initiatives emphasizes our genuine efforts towards fostering a diverse, equitable, and inclusive workplace where every **individual's unique potential** is recognized and celebrated.

As Maya traverses these intricate stages, her role transcends the **conventional bounds of an employee**, evolving into a living testament to our commitment to talent management, innovation, and the creation of an inclusive workplace. Her journey serves as a compelling narrative, illustrating that our best practices are not merely strategic initiatives but **transformative experiences** that profoundly shape the careers and lives of our employees.

Conclusion:

In drawing the curtains on this exploration, our journey isn't a linear progression; it's an **odyssey** defined by the cultivation of talent, innovative practices, and a **steadfast commitment to inclusivity**. Employee testimonials serve as living proof of our dedication, providing a tangible narrative of our ability to not just adapt to change but thrive in it. Our best practices in talent management aren't just a benchmark; they are a **comprehensive roadmap for companies**.





DIVERSITY, EQUITY, AND INCLUSION

At Schneider Electric, our vision is to become the most inclusive and caring organization, where everyone has equitable opportunities, feels valued, and can contribute their best, fostering innovation, engagement, and high performance. **Diversity, equity, and inclusion (DEI)** are fundamental to our identity and set us apart.

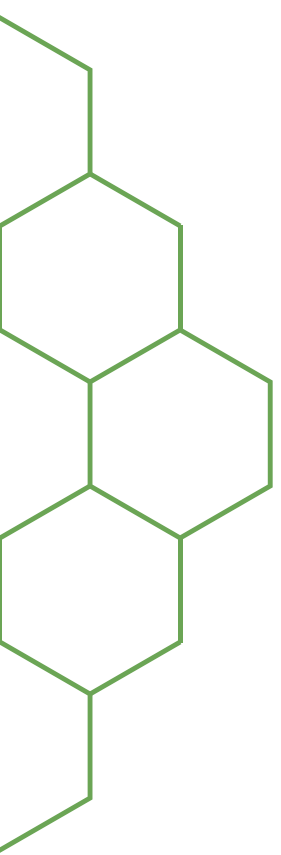
To drive our **DEI agenda**, we have a diverse executive group spanning genders, nationalities, and generations. The DEI board guides our global strategy and champions DEI initiatives internally and externally. Our India CEO is actively involved in advancing DEI efforts.

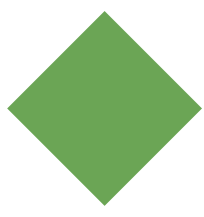
DEI principles are integrated into all aspects of our operations:

- **Sustainability Strategy:** We aim for a balanced workforce with our **50:40:30** initiative, targeting **50% women** in new hires, **40% in frontline** management, and **30% in senior leadership** by 2025.
- **Accessibility:** Our sustainability strategy includes making buildings and communications accessible to all.
- **Inclusive Leadership:** Inclusive leadership is a core expectation, reflected in our leadership values and evaluation criteria.
- **Employee Value Proposition:** Inclusivity is one of the three pillars of our Employee Value Proposition.
- **Women Representation:** We've made significant strides in increasing women's representation, aiming to achieve gender balance across all levels.
- **Disability Inclusion:** Our **SAKSHAM** program focuses on enabling and employing people with disabilities, ensuring accessibility in our workplaces and processes.
- **Enablement:** We offer enhanced benefits such as extended maternity leave, gender-inclusive family leave, and support for diverse family structures.
- **ERN Network:** Our Employee Resource Networks, including Women as Allies and LGBTQIA+ and Allies, provide support, networking, and advocacy opportunities.
- **Development:** Programs like **URJA** and **TEJAS** support women's development and harness the potential of all generations.



- **Sensitization and Awareness:** We conduct regular training sessions and workshops to build awareness and appreciation for diversity.
- **Advocacy:** We organize events like the Inclusion Summit and participate in activities like the Inclusion **Ally Run** to promote DEI.
- **Societal Commitment:** Through initiatives like **Perna Awards** and **JAGRITI**, we extend our commitment to inclusivity beyond the workplace.





INCLUSIVE

Schneider Electric believes in equal opportunities for everyone, everywhere.



Our journey toward greater diversity, equity, and inclusion is ongoing. We're dedicated to embedding these principles in all aspects of our employees' experience and operating model, ensuring that everyone has the opportunity to thrive and contribute their unique perspectives.

Building the future workforce in Southeast India is a **key priority** for Schneider Electric. We're committed to empowering and developing our employees to reach their fullest potential. **India serves as one of our four global hubs for manufacturing, R&D, innovation, and talent.** This decentralized model fosters innovation, speed, and collaboration, enabling us to make decisions closer to our customers.

Our workforce in India has grown significantly from **15,000+ in 2015 to over 38,000 in 2023**, and we plan to double our intake of university hires. We've also focused on increasing women's representation, with over **50% of women** hired in the last three years, particularly in fields like AI, cybersecurity, digital, e-commerce, and software. Our goal is to create a diverse workforce with deep multi-market knowledge and cultural understanding.

Continuous learning is at the core of our values, with a belief in lifelong learning. We provide a wide range of learning opportunities to our employees, facilitated by self-learning platforms, local learning teams, global academies, and communities of subject matter experts. Our learning initiatives are structured around three pillars: structured learning paths, holistic development, and partnerships with thought leaders.

We offer immersive learning journeys tailored for individual contributors, managers, and leaders, focusing on technical, functional, and behavioral skills. Our programs, such as **Gurukul and Champions Club, groom future leaders early in their careers.** Additionally, we partner with leading institutions like **Franklin Covey and INSEAD** to offer world-class leadership development programs. Our emphasis on learning communities fosters peer learning and knowledge sharing. We have **over 200 global communities** of practice, complementing our formal learning interventions. Our learning is accessible anytime, anywhere through platforms like My Learning Link and Skill-Up, ensuring that employees can learn at their own pace.

We prioritize women's development through programs like Schneider Women in Leadership (SWIL) and URJA, empowering women to take charge of their growth. Our **Open Talent Marketplace (OTM)** enables employees to drive their career growth through mentorship and experiential learning.

All our **learning interventions** are designed to have a tangible impact on business, customer, and people metrics. We've seen positive outcomes reflected in our financial performance, customer satisfaction scores, and employee engagement indices. Our efforts in **learning and development** have been recognized by industry leaders and publications, reinforcing our commitment to nurturing talent and fostering a culture of continuous learning and growth.

Our Approach in Driving DEI Charter

Global Approach

Diversity – Equity – Inclusion Approach – Greater India



AGRITI (School outreach program to build an inclusive mindset in children); **RERNA** (Recognize social impact by individuals and agencies); **Inclusive partners** (driving inclusion programs with our partners)

Partnerships: Media Coverage (Branding), Recognition (Awards); **Diversity Days External speaking engagements**; **DEI Events-Inclusion Summit**

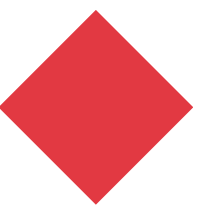
URJA (Women Development Program); **Talent Management programs** (Jejas, Ojas, Champions Club etc); **Development Centre** (Women in FLM, DEI trainings, educational and awareness sessions, **Leader's dialogues** (inclusive leadership), Mentoring, **Thematic Workshops**);



Mid-Level infusion (attract diverse profiles to specific role); **HerZinnings** (hire returnee women professionals); **Campus hiring**; **PwD hiring**

Gender pay equity; **Focused Retention measures**; **Enabling and Inclusive policies** (@work, Day Care, GFLP 2.0.); **SAKSHAM** (Focuses on Disability inclusion)

Employee Resource Network (employee networks leading specific DEI topics); **Women as 'Allies'** (exclusive women networking platform to learn from and support each other); **LGBTQIA+ & Allies ERN**; **Webinars and Sessions**; **DEI committee**- Business and HR volunteers driving DEI priorities



Taylor & Francis Group
an **informa** business



BEACON OF EXCELLENCE IN THE ACADEMIC PUBLISHING INDUSTRY

1. Introduction to Taylor & Francis Group

Taylor & Francis Group, headquartered in England, is an esteemed international entity specializing in the publication of academic journals and books. With a rich history dating back to **1798**, the company has been at the forefront of disseminating scholarly information of the highest quality. Over the years, Taylor & Francis has **expanded its reach globally** and continues to uphold its commitment to fostering human progress through knowledge.

2. Historical Background

The foundations of Taylor & Francis were laid in pioneering fashion when Richard Taylor launched the **Philosophical Magazine in 1798**, one of the first scientific journals produced by an independent company. The company's close collaborations with scholarly societies have been a hallmark throughout its history. In **1852**, **Dr. William Francis joined Richard Taylor**, further strengthening the ties between the academic community and the company.

In **1936**, Taylor & Francis became a **private limited company** with leading scientists as directors and shareholders. Significant growth and expansion followed, leading to a successful flotation of the **Group on the London Stock Exchange in 1998**. Subsequent acquisitions, including the merger with Informa in **2004**, further propelled Taylor & Francis into a leading position in the academic publishing industry.

3. Mission and Values

At Taylor & Francis, the mission is to foster human progress through knowledge. This mission is founded on **encouraging and examining** different ideas and voices. The company's beliefs guide everything it does:

- **Truth:** Taylor & Francis values truth as essential for advancing knowledge and building trust. Integrity and transparency are integral to all its endeavors.

- **Diversity of Thought:** The company encourages open minds, robust debate, and the courage to defend diverse perspectives. Diversity of thought enriches society and fosters progress.

- **Individual Potential:** Taylor & Francis champions curiosity, initiative, and collaboration, empowering individuals to reach their full potential.

- **Human Progress:** The knowledge curated by Taylor & Francis has been driving human progress since its inception. The company strives to be a catalyst for meaningful, positive change.

4. Diversity, Equity, and Inclusion (DE&I) Initiatives

DE&I at Taylor & Francis:

The company's approach to DE&I centers around content, commitment, and collaboration. In content, Taylor & Francis seeks diversity in authors and publishes a wide range of perspectives. Commitment to DE&I is demonstrated through hiring practices, talent development, and support initiatives. Collaboration with internal and external partners further enhances DE&I efforts.

DE&I in Content:

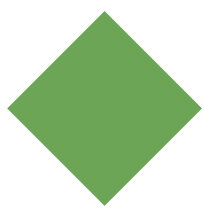
Taylor & Francis strives to attract a diverse range of authors and supports diversity of thought in publishing. The company upholds the United Nations' **Sustainable Development Goals (SDGs)** through its research and publishing efforts.

DE&I in Commitment:

Taylor & Francis is committed to hiring, supporting, and developing talent from any community. The company promotes equality, diversity, and equal opportunities at all stages of employment. Active partnerships and initiatives further reinforce its commitment to DE&I.

DE&I in Collaboration:

Taylor & Francis actively participates in initiatives aimed at increasing diversity, equity, and inclusion in the publishing industry. Internal policies and external partnerships contribute to a more inclusive environment.



5. Best HR Practices at Taylor & Francis

Equal Pay and Benefits:

Taylor & Francis places a strong emphasis on fostering equal pay and benefits, ensuring fair compensation regardless of gender, race, or other demographic factors. This commitment to equality creates a more inclusive and supportive work environment.

Flexible Working Policies:

The company offers flexible working arrangements to promote work-life balance and accommodate diverse needs. Employees have the freedom to manage their schedules and responsibilities effectively.

Career Development and Learning Opportunities:

Taylor & Francis provides ample opportunities for career development and learning. Employees are encouraged to pursue personal and professional growth, with access to training programs and resources.

Employee Resource Groups (ERGs):

Colleague Resource Groups (CRGs) provide a platform for employees to connect, share experiences, and raise awareness of important issues. These groups contribute to a more inclusive workplace culture and help identify areas for improvement.

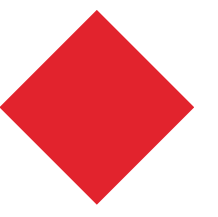
Partnership with Informa:

As part of Informa plc, Taylor & Francis upholds the Informa Diversity and Inclusion Policy. The company collaborates with Informa colleagues through various initiatives to promote equality, diversity, and inclusivity.

6. Conclusion

Taylor & Francis Group stands as a **beacon of excellence in the academic publishing industry**, driven by a commitment to fostering human progress through knowledge. With a rich history, a clear mission, and strong values, the company continues to lead by example in promoting **diversity, equity, and inclusion**, while implementing best HR practices to support its employees' success and well-being.

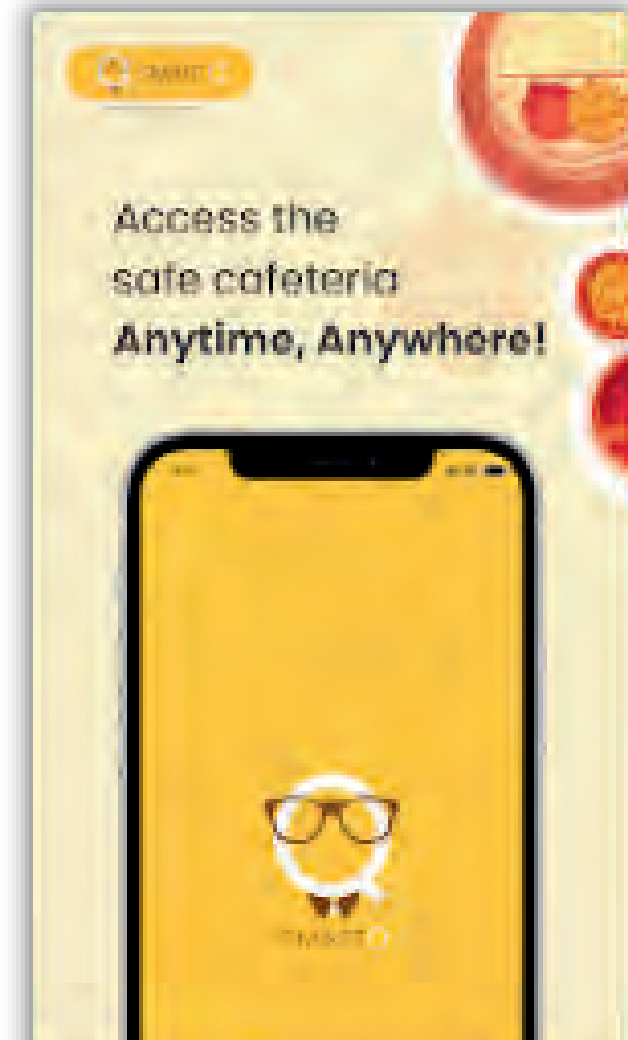




PRIORITIZING EMPLOYEE SATISFACTION

Introduction to Smart IQ

In the contemporary landscape of corporate culture, prioritizing employee well-being and satisfaction has become paramount for organizations striving to foster a positive work environment and drive productivity. SmartQ, a pioneering company specializing in building engaging food and beverage experiences powered by technology for businesses worldwide, stands out for its innovative HR practices aimed at enhancing employee engagement and satisfaction. This three-page write-up delves into SmartQ's best HR practices, focusing on its revolutionary approach to transforming corporate cafeterias into vibrant hubs of employee interaction, culinary exploration, and well-being promotion.



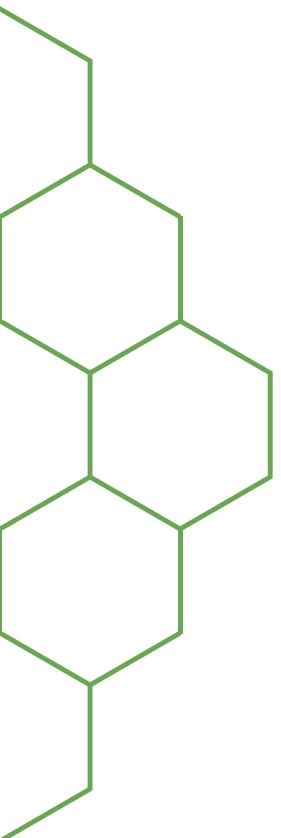
Core Values and Culture:

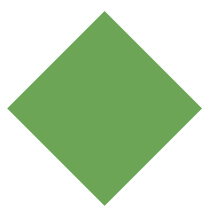
At the heart of SmartQ's HR philosophy lies a set of core values encapsulated in the acronym RISHTAA: Responsibility, Integrity, Servant Leadership, Thinking Hatke, Analytical Mindset, Harmonious Relationships with All, and Agility. These values serve as the guiding principles shaping the company's actions and decisions, fostering a culture of accountability, transparency, innovation, collaboration, and adaptability. SmartQ's commitment to these **values is evident** in its approach to HR best practices, where every initiative is designed to uphold the principles of responsibility, integrity, and agility while nurturing harmonious relationships and promoting innovative thinking.

Digital Solutions for Employee Engagement:

SmartQ's implementation of digital solutions in corporate cafeterias represents a **paradigm shift** in enhancing the employee experience and addressing traditional challenges associated with cafeteria setups. Through its comprehensive digital cafeteria platform, SmartQ prioritizes employee convenience, engagement, safety, and well-being.

By offering a **queue-less cafeteria experience**, promoting communication through digital signage, ensuring safety and hygiene through touchless ordering systems, empowering facility management with data-driven insights, and facilitating healthy





Food choices, SmartQ redefines the corporate cafeteria experience. These initiatives align with HR best practices by prioritizing employee satisfaction, fostering engagement, and promoting well-being in the workplace.

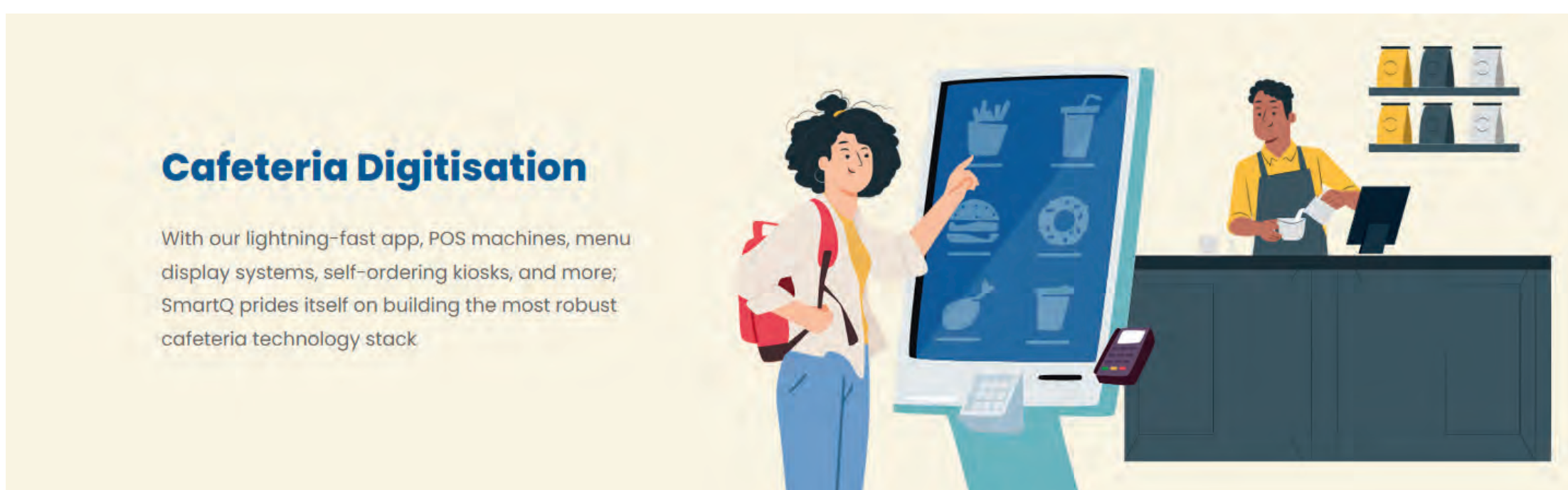
Conquering Menu Fatigue: Culinary Innovation and Employee Engagement

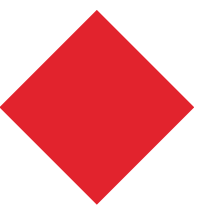
One of SmartQ's standout HR practices is its approach to **conquering menu fatigue** in corporate cafeterias. By adopting a multifaceted strategy that embraces seasonal menu rotation, cultural fusion, live cooking stations, trend awareness, snack bars, refreshment areas, and employee engagement and feedback mechanisms, **SmartQ revitalizes** the dining experience for employees.

This approach not only addresses the challenge of menu fatigue but also fosters culinary exploration, empowers employee choice, and strengthens the sense of community in the workplace. SmartQ's emphasis on **culinary innovation and employee engagement** exemplifies its commitment to HR best practices centered on enhancing employee satisfaction, promoting well-being, and fostering a vibrant workplace culture.

Conclusion

In conclusion, SmartQ's best HR practices in revolutionizing corporate cafeterias exemplify its dedication to prioritizing employee satisfaction, engagement, and well-being. Through its adherence to core values, innovative digital solutions, and culinary creativity, SmartQ creates a workplace environment where employees can **thrive, connect, and enjoy enriching culinary experiences**. By embracing HR best practices focused on responsibility, integrity, agility, and employee-centricity, SmartQ sets a benchmark for organizations seeking to elevate the employee experience and foster a culture of innovation and inclusivity. As SmartQ continues to **evolve and thrive**, its commitment to HR excellence remains unwavering, serving as a beacon for organizations aspiring to create dynamic and engaging workplaces in the digital age.





herkey



STRONG EMPHASIS ON EMPOWERING WOMEN

Introduction to Herkey:

HerKey is a leading career engagement platform dedicated to empowering women through skill development and reskilling initiatives. With a workforce comprised of 85% women, HerKey fosters a culture of high accountability, expectations, flexibility, and support. The company recognizes the unique challenges women face in the workplace and is committed to addressing them through innovative HR practices tailored to their specific needs.

Best HR Practices:

Tailored Resources for Women:

HerKey offers a wide range of valuable resources specifically tailored to address the unique challenges women may encounter in their professional lives. These resources include:

Online Courses: Access to online courses covering various topics such as leadership development, negotiation skills, technology proficiency, and industry-specific training.

Mentorship Programs: Pairing women with experienced mentors who provide guidance, advice, and support to help **navigate career challenges and opportunities.**

Networking Opportunities: Organizing networking events, seminars, and workshops to facilitate connections with other professionals, industry leaders, and potential mentors or collaborators.

Career Coaching: Providing one-on-one career coaching sessions to assist women in **setting and achieving their career goals, overcoming obstacles, and maximizing their potential.**

Access to Job Opportunities: Offering access to job listings, career fairs, and recruitment events to help women explore new career paths, secure employment, and advance their careers.

Focus on Skill Development and Career Advancement:

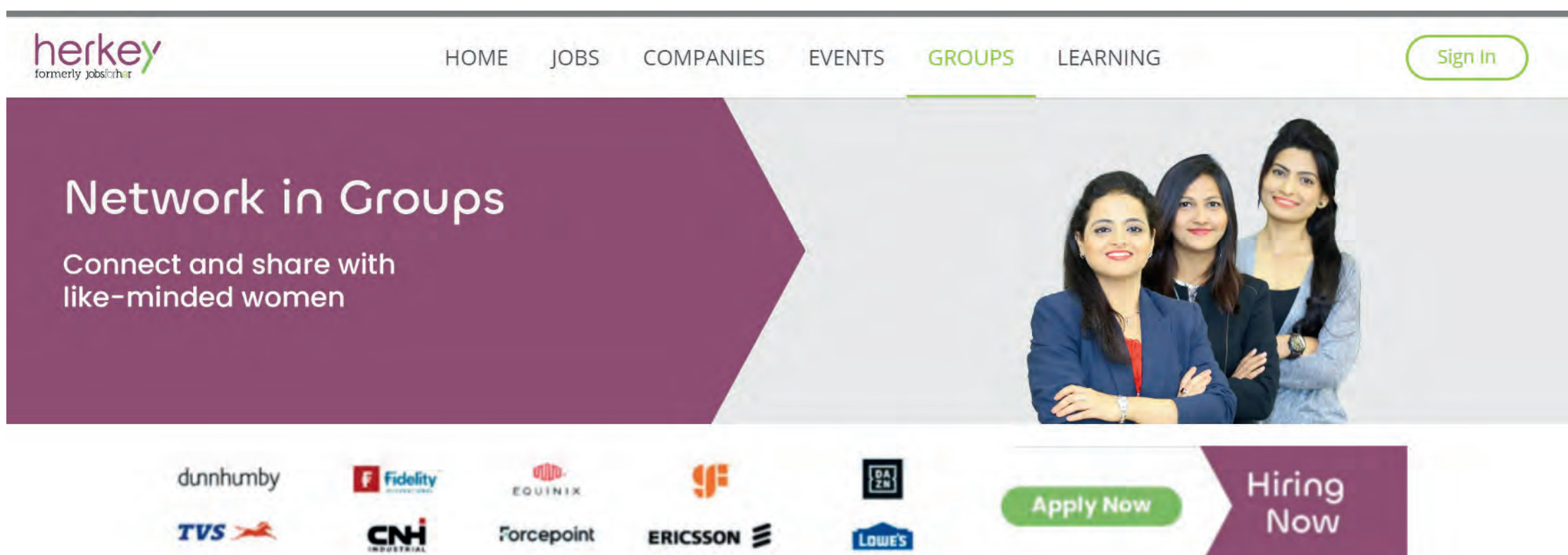
HerKey places a strong emphasis on skill development and career advancement for women. By offering comprehensive resources and support, the company enables women to acquire new skills, enhance existing ones, and progress in their careers. This focus not only empowers women to unlock their full potential but also contributes to closing the gender gap in the workforce.

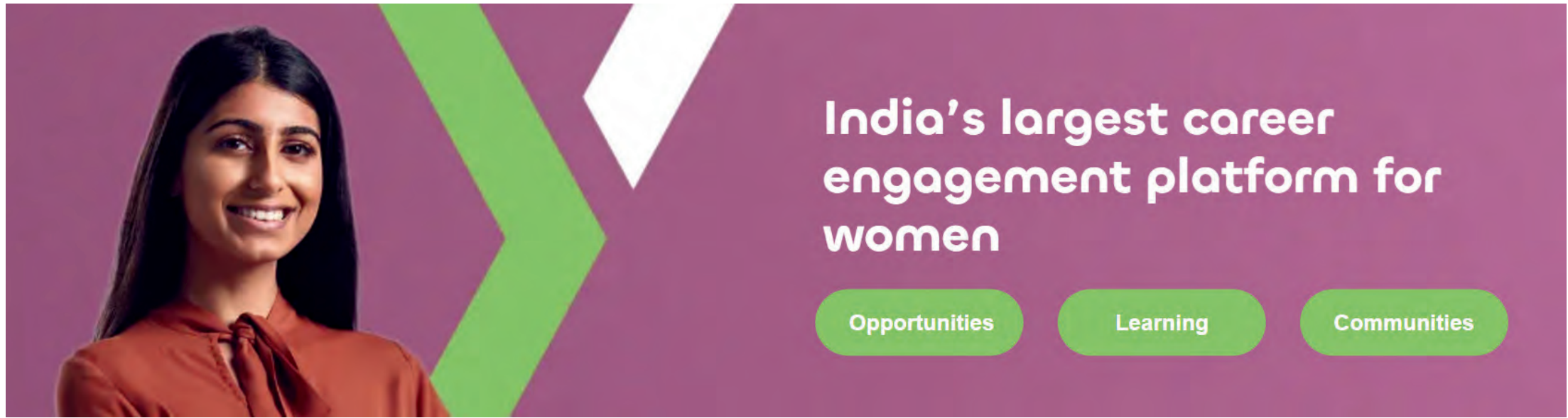
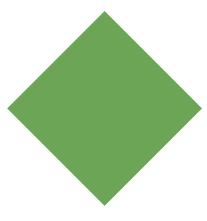
Empowerment through Knowledge and Support Network:

HerKey empowers women by equipping them with the knowledge, skills, and support network necessary to thrive in today's competitive job market. Through its innovative approach, the company encourages women to pursue their professional goals with confidence, knowing they have the resources and support they need to succeed.

Work-Life Balance as a Way of Life:

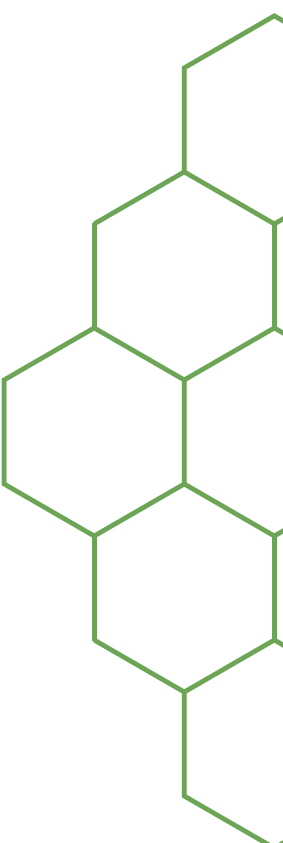
Unlike traditional workplaces, HerKey prioritizes work-life balance as a fundamental aspect of its culture. The company recognizes that maintaining a healthy balance between work and personal life is essential for employee well-being and productivity. This approach fosters a supportive environment where women can excel professionally while also enjoying fulfilling personal lives.

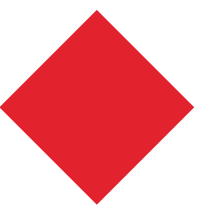




Conclusion:

HerKey's commitment to **empowering women** in the workplace through tailored resources, skill development, and support networks sets a new standard for HR best practices. By recognizing and addressing the unique **challenges women face**, **HerKey** not only helps women advance in their careers but also contributes to creating a more inclusive and equitable workforce. Through its innovative approach and dedication to fostering work-life balance, **HerKey continues to empower women** to reach their full potential and thrive in their professional lives.





TVS Srinivasan Services Trust



MODEL OF PHILANTHROPY TO COMMUNITY PARTICIPATION

About the Company:

TVS Motor Company, commonly known as TVS, is a leading Indian multinational motorcycle manufacturer headquartered in Chennai, India. It is the third-largest motorcycle company in India by revenue and the second-largest two-wheeler exporter in India, with a presence in over 60 countries. Founded in 1911, TVS boasts a rich legacy of over 100 years in the two-wheeler industry and is known for its innovative, customer-centric approach.

Best HR Practices

To select the most suitable candidates for these projects, they employ a unique and thorough process. Firstly, they analyze "statements of purpose" from applicants, gaining valuable insight into their motivations and aspirations. Next, they utilize the "Behavioral Analysis Interview" (BAI) technique, which delves beyond simply asking questions and focuses on understanding how candidates have behaved in past situations relevant to the project. This allows them to assess not just theoretical knowledge, but also their practical skills and problem-solving abilities

Today, SST works in 2500 villages in the country with 2,000 villages in Tamil Nadu. It follows a holistic and participatory approach of village development, working very closely with the community and the government.

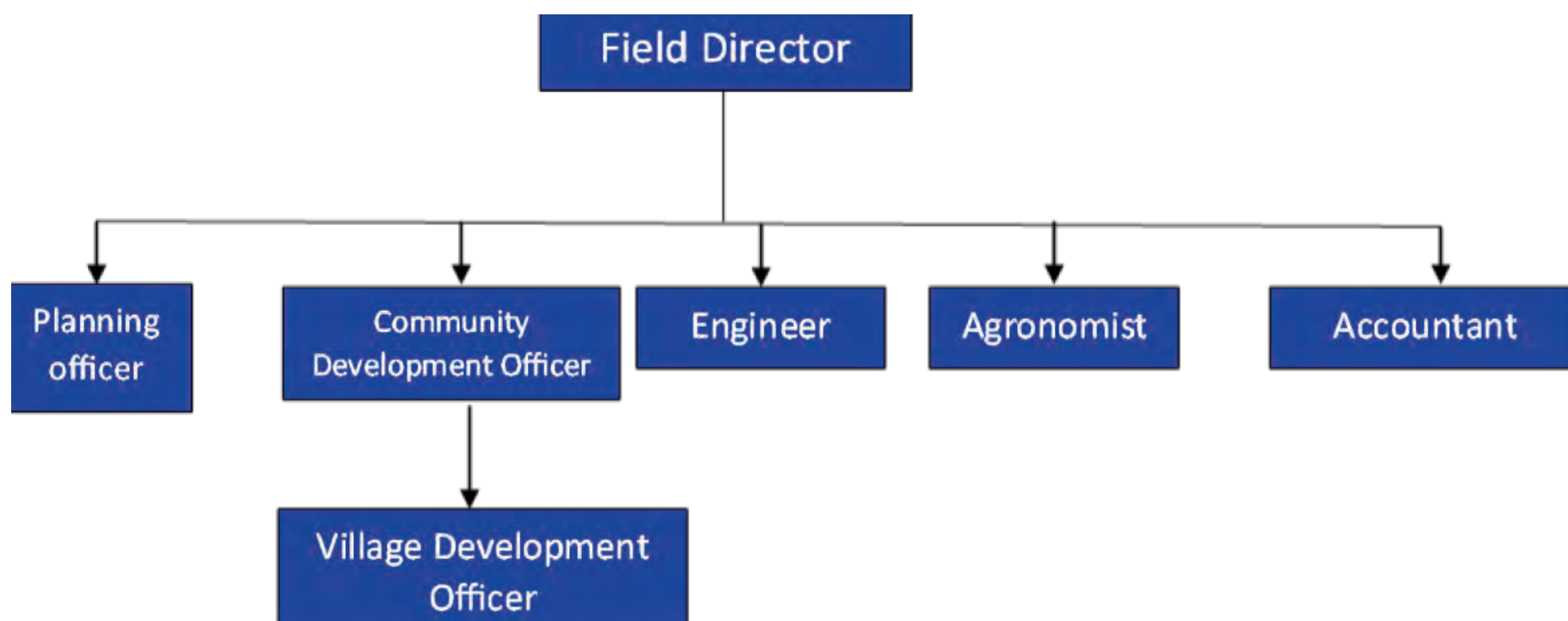
SST's focus is to bring about sustainable development in villages through Total Community Involvement. Society building through the development of women and children, conservation of water, providing holistic health and education infrastructure by renovating the government infrastructure, and preserving the environment are its main focus areas. SST works towards the economic development of the community by helping them set up microenterprises and supporting them to improve agriculture and livestock income. SST nudges communities to embrace practices towards better quality of life by ensuring a participatory approach right from planning to execution of activities.

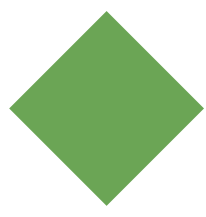
SST's long-term goal is to create robust communities, through a strong bond and a sense of ownership among the community propelling sustained growth of the villages. The previous selection process had only interviews which could not select the right candidates. The recruitment of right candidates, with the appropriate skills, values, and passion, becomes imperative for the sustained growth and impact that we create in our villages.

Next, the new joiners did not have any orientation process. So, they did not know about the organisation and its processes. Hence, we needed a structured onboarding process which will ensure that the new joiners are ready for the role when they join their respective cluster team.

TALENT ACQUISITION AND ONBOARDING

Srinivasan Services Trust (SST), the social arm of TVS Motor Company and Sundaram-Clayton Limited started working in villages in the mid-1990s. Starting with a model of philanthropy, it matured into a model centred on community participation in all its projects.





A cluster of villages, around 200-250, is lead by a **Field Director (FD)**. **Community Development Officer (CDO)** manages around **50-60 villages** and a **Village Development Officer (VDO)** manages around **10-12 villages** based on the number of families in the villages.

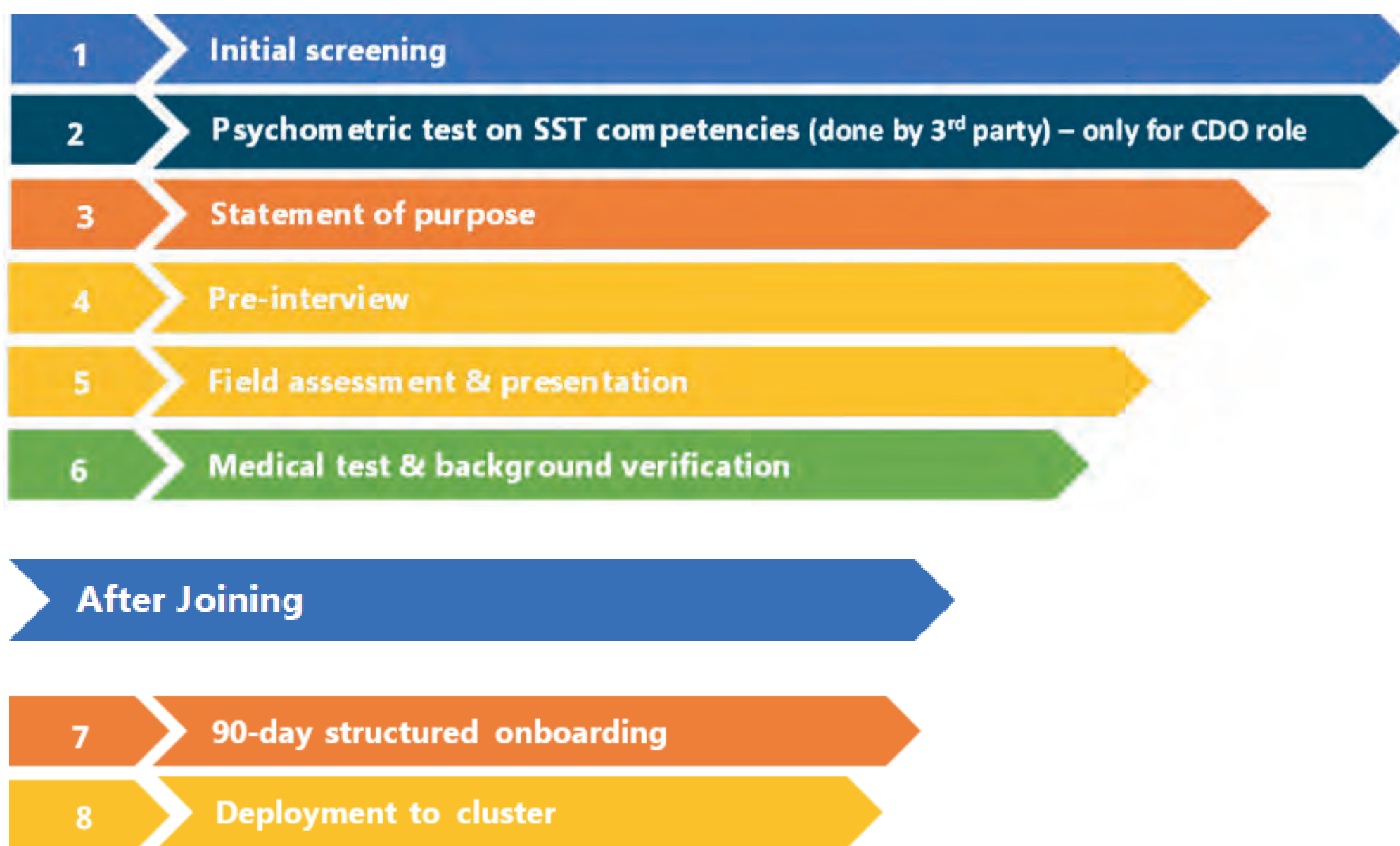
The special feature of our selection process is the field assessment which is a 4-day process done with the following objectives:

- To understand the **SST vision, mission, development model of SST**

- To understand the specific role of **CDOs** in respect to management of **VDOs**, planning projects & interacting with communities
- To get basic understanding of the various portals, documentation & administrative activities done by **CDO**

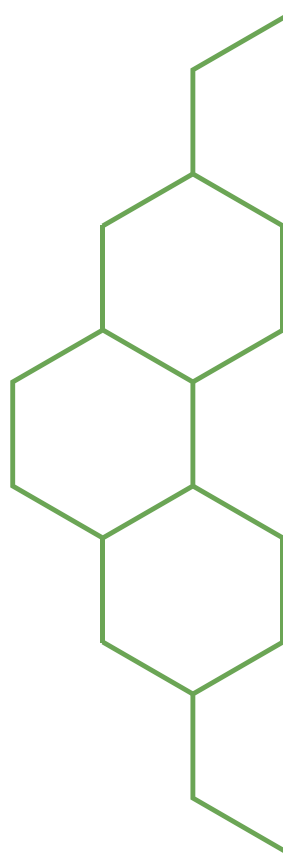
The shortlisted candidates from the pre-interview visit one of our field locations, stay for **4 days and complete this assessment**. They will be assigned a facilitator during this period who will give their observations on the candidate. At the end of 4 days, they do a presentation to a panel which decides the final selection.

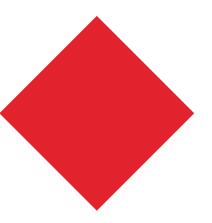
Selection process for Community development Officers & Village development officers



Typical Field assessment schedule

	Task	Methodology
Day 1 – 1st half	- Orientation about SST - Job description of CDO/VDO - Dos and Don'ts	SST website, Interaction with cluster team
Day 1 (2nd half), 2-4 (under the supervision of facilitator)	Shadow an existing CDO/VDO in a cluster - Understand the role of a CDO/VDO - Interaction with various stakeholders - Understand village dynamics - Planning & monitoring of programs - Understand the various portals & documentation done by CDO/VDO	FGD (focus group Discussion), Semi-structured interviews, house visit, visit to local panchayat
Day 5	Presentation of observations	Presentation





90-day structured onboarding

Objective: To develop role ready community development professionals who will empower people to achieve sustainable development. After **30 days**, a facilitator from the field location and a mentor from central office is assigned for every new employee to guide them through out the journey.

Our onboarding process extends beyond the candidate's initial joining day at SST; it continues through their first **90 days** with us, providing guidance and training to ensure they are well-prepared for their responsibilities in the field.

An **Onboarding manager** from HR manages this whole process and intervenes wherever required.

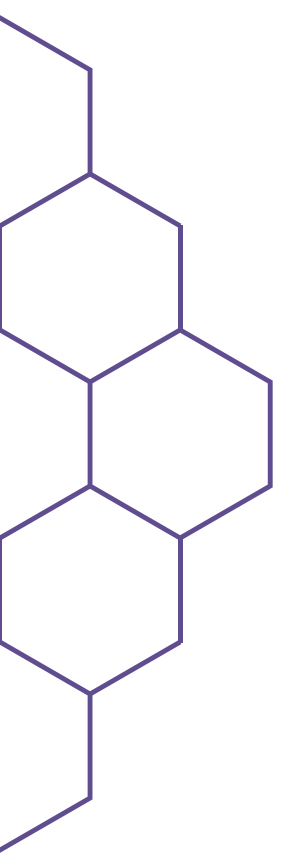
Schedule:

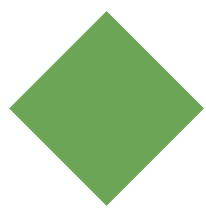
Program	Duration
General Orientation	3 days
Self Help Group basics	3 days
Exposure on SST verticals	12 days - 3 field locations
Basics of Community Development	3 days
Agriculture & Livestock basics	2 days

Roles & responsibilities	1 day
GATE 1: Presentation	
Cluster Orientation	1 month Cluster – 1 week on every vertical
GATE 2: Presentation	
Cluster Orientation	1 month Cluster – 1 week on every vertical
GATE 3: Presentation	
Deployment to clusters	On Successful completion

Impact:

Tangible Benefits	Intangible Benefits
<ul style="list-style-type: none"> ➤ Productivity increase: 3X increase in investment on infrastructure development with the same manpower . ➤ Attracting better talent in the sector ➤ Ability to cross-deploy resources across locations. ➤ Time taken for role readiness of a new employee reduced from 9 months to 3 months. ➤ Overall SHG health score improved in 6 months due to basic training. ➤ Morale increase: High Employee engagement* <ul style="list-style-type: none"> ○ Overall - 87% ○ Culture – 82% ○ Company direction – 86% ○ Brand – 82% 	<ul style="list-style-type: none"> ➤ Quality of new employees are much better. ➤ Better branding of SST among prospective candidates ➤ Quality of conversations & coordination with various stakeholders has increased due to better understanding of SST philosophy ➤ Increased credibility of SST’s work based on impact.
<p><i>*Employee engagement study by Kincentric in 2022-23</i></p>	





Learning & Development practices for community development

SST's primary objective was to improve the competence of the field force along with removing the inefficiencies imbibed in the system and to deliver optimal services to SHG women, farmers, and rural communities. Achieving this required structured learning and development initiatives for employees addressing both their functional and behavioral progression whilst aligning them with SST's vision and mission and a common goal of achieving sustainability in the development sector.

Competency framework

With SST's L&D vertical initially focused on steady interventions resulting in the upskilling of employees, through various functional trainings, directly impacting the growth of a community, it was only later realized that a culmination of the former with trainings parallelly altering the intent of the employees brought out the desired outcome; and for this, it was necessary to bring in an active component of behavioral training that would eventually not only aid but also enable employees' functional knowledge.

We developed a functional & behavior competency framework with the following competencies:

Indicative Behavior competencies:

- Team building
- Building Collaboration
- Rigour in Execution
- Dealing with pressure
- Analyzing
- Learning orientation

Indicative Functional competencies:

- Rural development
- Self Help Groups
- Livestock
- Agriculture
- Water conservation
- Health
- Education

We defined each competency at 3 levels as mentioned below:

Proficiency Level	Complexity Level	Definition
1	Basic	Applies competency in the simplest situations. Requires close and extensive guidance to complete the activity to the required standard
2	Intermediate	Applies competency in moderately difficult situations. Requires frequent guidance to complete the activity to the required standard
3	Advanced	Applies competency in extremely difficult situations. Requires minimal/no guidance to complete the activity to the required standard. Has the ability to advise/coach others in similar situations

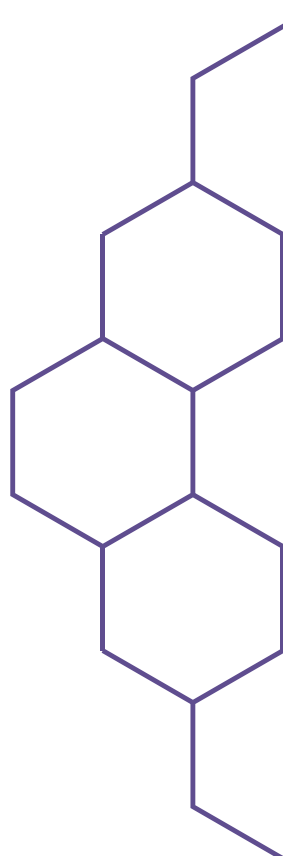
SST's key functional programs are mentioned below. All these are done in partnership with respective domain experts.

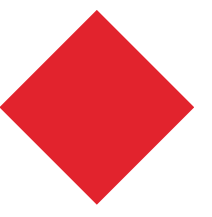
- Participatory Rural Appraisal – a direct-to-field training
- Community Development basics
- SHG Concept Training
- SHG Book-Keeping Training
- SST and its Philosophy – The 'Why for What and How' approach
- Basics of Livestock
- Artificial Insemination
- Village as a Unit – A journey of Transformation Stories from the field

Development centres

We conduct development centre every year (with a 3rd party organization) with the objective of identifying the strengths and development areas of employees.

A detailed report is given to them, and one-on-one feedback is provided. Then they are assisted to make an individual development plan.





Sample SHG framework with measuring criteria:

Proficiency Level	Functional Competency	Measuring Criteria
1	Define the basic concepts of Self-Help Groups (SHGs).	Post-assessment scores of more than 80% in the following modules: 1. SHG Basic Concepts 2. Savings & Credit Management 3. SHG Accounts Management
	Identify the eligibility criteria for SHG membership.	
	Describe the process of forming an SHG.	
	Record and maintain SHG documents, including minutes book, cash book, credit book, general ledger, and savings book.	
2	Form an SHG and ensure its active functioning.	Post-assessment scores of more than 80% in the following modules: 1. SHG Grading & Evaluation 2. SHG Credit Linkage with bank & Institutions
	Facilitate the SHG's linkage to the federation.	
	Facilitate the SHG's grading with the federation/bank.	
	Evaluate the SHG's loan eligibility and facilitate eligible SHGs for credit linkage with the bank.	Should form and maintain a minimum of five SHGs.
3	Assess the SHG's loan repayment cycle and facilitate on-time repayment.	1. % SHGs that received bank loans (More than 80%) (% of Repayment) 2. % SHGs linked with government and stakeholder schemes and subsidies (More than 80%) 3. % SHGs book-keeping scores more than 80%
	Identify relevant government and stakeholder schemes and subsidies available for SHGs and recommend eligible SHGs.	
	Resolve conflicts between group members and promote cooperation.	
	Synthesize and analyze data to make informed decisions on SHG performance.	

Sample DC report – summary page & assessment on one competency

Part 2: Development Centre Results

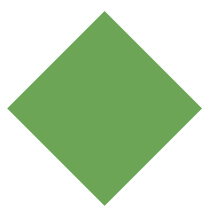
Competencies assessed through Online tools as well as Development Centre Exercises :

Key Themes	Competencies	Overall Ratings				
		NI	LE	E	VE	SS
People Management	Team Building					
	Building Collaboration					
Results Orientation	Rigor in Execution					
	Dealing with Pressure					
Analytical Thinking	Analyzing					
	Learning Orientation					

Rating	Key
NI	Needs Improvement
LE	Less Effective
E	Effective
VE	Very Effective

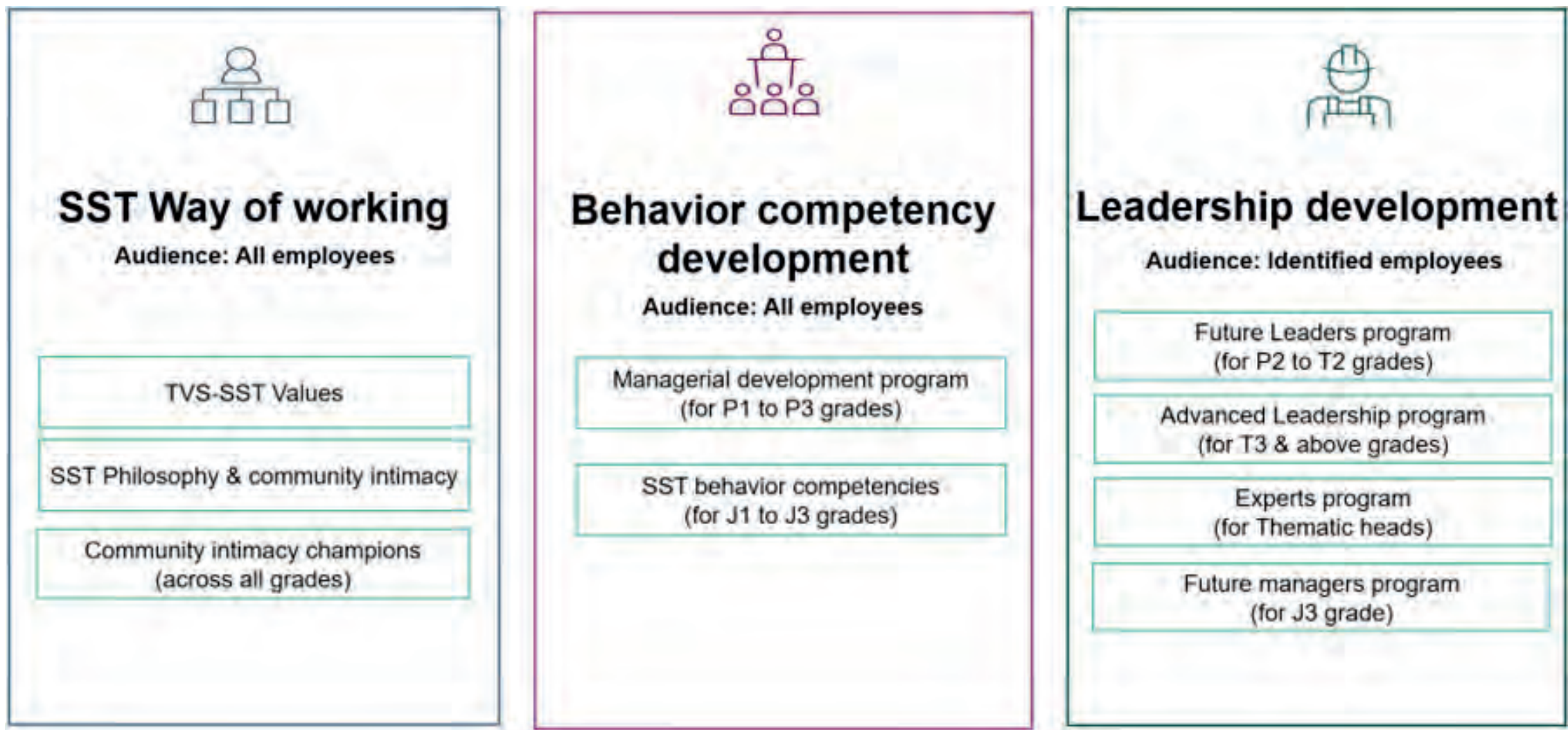
KEY THEME : PEOPLE MANAGEMENT

Competency:	Overall Rating	NI	LE	E	VE	SS
Team Building						
Behaviour Rating:		NI	LE	E	VE	SS
Provides team members with a clear direction, and delegates work effectively.						
Supports others, facilitating their work and providing development opportunities to them as required						
Monitors others' work to ensure targets are met in a timely manner						
Creates a sense of team spirit by encouraging co-operation and communication						
Inputs from Occupational Personality Questionnaire:						
<ul style="list-style-type: none"> Is quite likely to enjoy others' company and likes to be around people. Is highly likely to help others maintain effective and co-operative partnerships. Is moderately comfortable verbalizing own opinion and may be willing to give candid feedback. 						



Talent development framework

We have a talent development framework for all categories of employees as shown below. This takes care of leadership development programs apart from common programs for all employees.



Other learning Initiatives

Learning Circle: Enhance knowledge through learning circles with employees presenting their topics; Average of 135 members participate in each session.

Daily Aural: Release videos and audio modules in whatsapp to address doubts in functional subjects.

Learning contest: 22 contests were completed with an average participation of 166 members

Vizhuthugal: Quarterly magazine to showcase SST talents, family members and development activities; 8 editions released till now.

Munetrapathaiyil: Documented and released the best initiatives and success stories of three clusters (Kotagiri, Sirkali, Alwar & Srivaikundam).

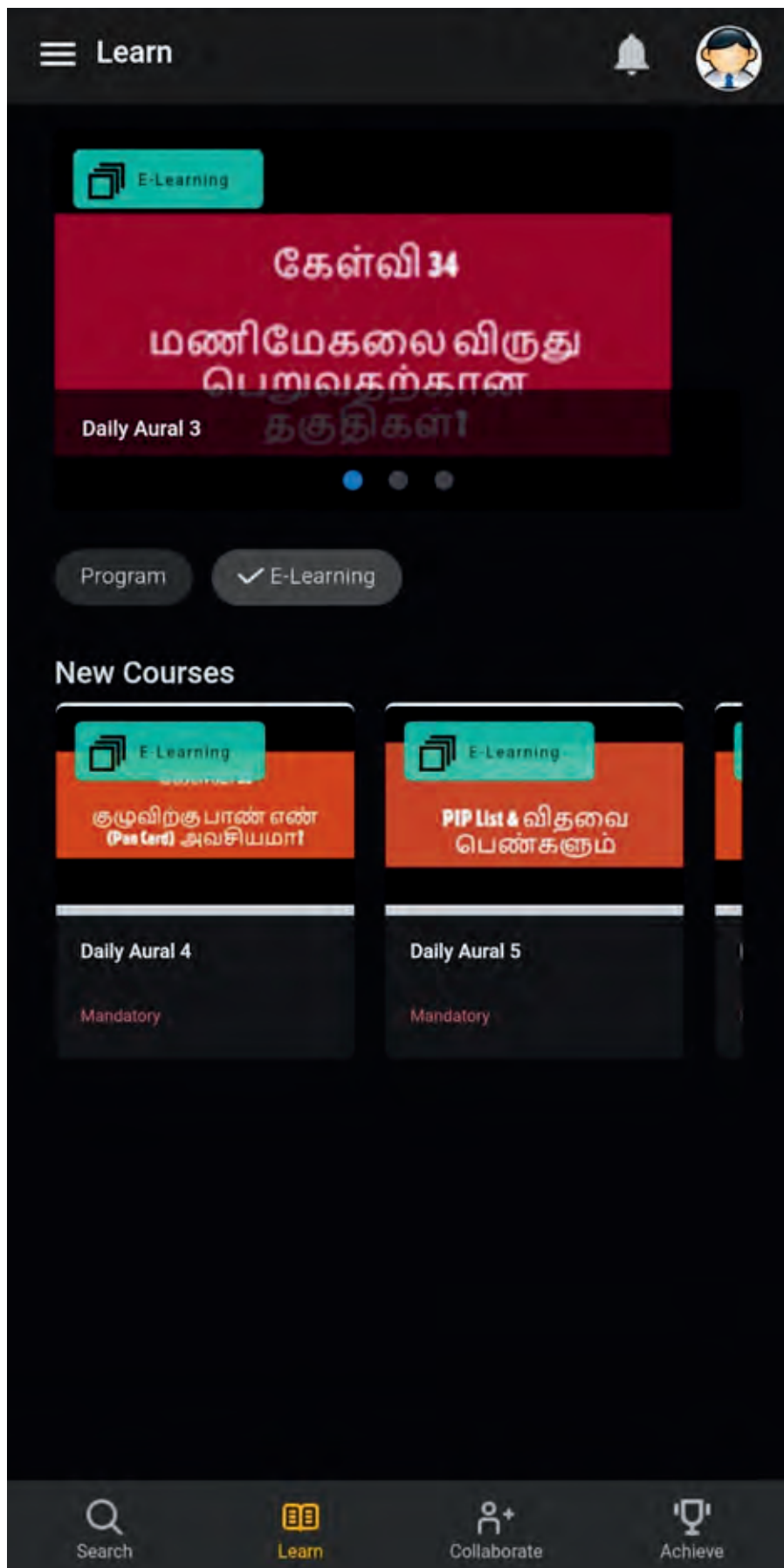
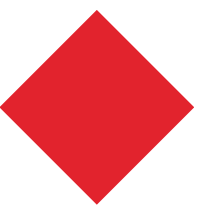
Digital Library: Provide easy access to work-related documents and training materials anytime, anywhere for all employees.

SHG Books: Authored 5 volumes of SHG books along with Gandhigram Trust which serve as a comprehensive guide for SHGs

Learning management system

We have a Learning management system called Gurukulam which has the following features:

- Learning paths for specific roles
- Onboarding journey for new joiners
- Continuous learning assessments
- Suggestion engine recommending appropriate courses
- Measure effectiveness of learning programs
- Customized content for topics in social development

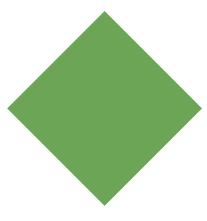


Total Seats	Available Seats	Confirmed Seats
NA	NA	0
Status: Finished		
Welfare Policies		
Topic	Starts On	Expires On
HR	18/04/2023	18/04/2023
Total Seats	Available Seats	Confirmed Seats
NA	NA	0
Status: Finished		
Joining Formalities		
Topic	Starts On	Expires On
HR	17/04/2023	17/04/2023
Total Seats	Available Seats	Confirmed Seats
NA	NA	0
Status: Finished		
SST's Travel Policy		
Topic	Starts On	Expires On
HR	17/04/2023	17/04/2023
Total Seats	Available Seats	Confirmed Seats
NA	NA	0
Status: Finished		

Impact

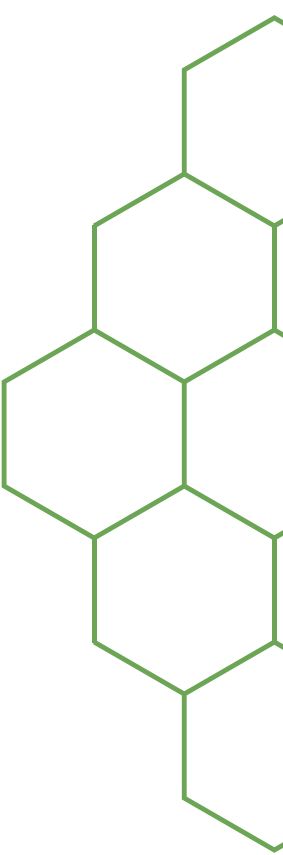
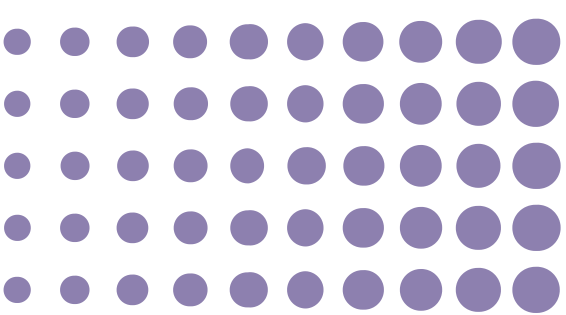
Through the collated efforts of functional and behavioural trainings provided, a larger focus on Community Intimacy for Community Development, along with self-development of the employees, has been achieved. This has resulted in an overall increase in conviction for the organisation and ownership to work.

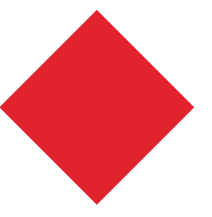




Picture of SHG Certified evaluators

SST's learning and development journey exemplifies a commitment to innovation and effectiveness in social development. By leveraging learning, SST has overcome challenges in learning gaps amidst a dispersed workforce. The integration of behavioural and functional verticals has not only enhanced operational efficiency but also empowered field employees to focus on their core responsibilities, and has led to an avenue unexplored earlier – the path to learn to learn. The functional and behavioural trainings have boosted employee confidence as well as leveraged an innovative approach to work.





VALUE : INDIVIDUAL POTENTIAL

About the Company

Akamai Technologies, Inc. is a pioneering force in digital innovation, renowned for its **content delivery network (CDN)**, cybersecurity solutions, and cloud services. Founded in **1998**, Akamai has consistently led the industry, introducing groundbreaking technologies and setting new standards. Despite several challenges, Akamai remains resilient, guided by a commitment to excellence. With a focus on Security Technology and Edge Technology, Akamai continues to shape the future of digital experiences from its **headquarters in Cambridge, Massachusetts**.

HR Practices

At Akamai, we believe in creating a diverse and inclusive workforce that values each individual's potential. That's why we launched **ReVive@Akamai**, a returnship program that helps candidates resume their careers with confidence and excel in their respective fields. ReVive offers several benefits, including tapping into an alternative talent pool, increased retention, and minimal joining time. The **"Akamai edge"**

- **The program is gender-inclusive - 34%** of ReVive hires made so far are men.

- We offer **full-time positions** to ReVive candidates.
- **Optimum opportunities** provided to ReVive contract hires for full-time roles.
- We consider ReVive candidates for **leadership roles**.

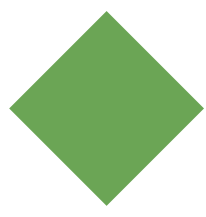
We're proud of our achievements so far - **4% of overall** full-time hires in 2023 came from our ReVive pool.

Through regular check-ins conducted by TA team post hiring, we've observed that hires through this talent pool do not require any additional ramp-up time. To date, all full-time ReVive hires have received **100% positive performance reviews**.

Our program focuses on skills and expertise, not the reasons for career breaks. This approach creates an inclusive environment that values individuals' potential and what they can bring to the table. With timely interventions from our talent acquisition and hiring team, we ensure that we create a friendly yet competitive environment for ReVive candidates.

Incepted in the **India office in 2022**, **ReVive** has now become a recognized program globally at Akamai. Our ReVive initiative is a forward-thinking approach to creating a diverse and inclusive workforce. We're proud of the positive impact we've made by providing deserving candidates with the chance to shine.





EMPLOYEE EMPOWERMENT AND REWARDS

Gates Unitta India Company Pvt Ltd

About the Company

Gates was **founded 1911**. Six years later, John Gates invented the automotive v-belt and revolutionized the power transmission industry. Today, Gates is the world's largest manufacturer of automotive belts and hoses. With **40 manufacturing facilities** on **5 continents**, Gates makes thousands of products to meet the specialized design requirements of the world's automotive and industrial manufacturers.

Improving Employee Involvement in Manufacturing by Integrating Training and Recognition Initiatives

Gates Corporation is a **110-year-old leading manufacturer** of Application specific Fluid power and Power Transmission solutions. In India, Gates corporation has **2 legal Entities**- Gates India Private Limited and Gates Unitta India Private Limited (GUIC). Gates Unitta India Private Limited is a joint venture between Gates Corporation (**51%**) and Nitta Corporation (**49%**) to manufacture Power Transmission solutions to Automotive and Industrial Applications.

The purpose of the HR practice (challenge that was addressed or an opportunity that was embraced):

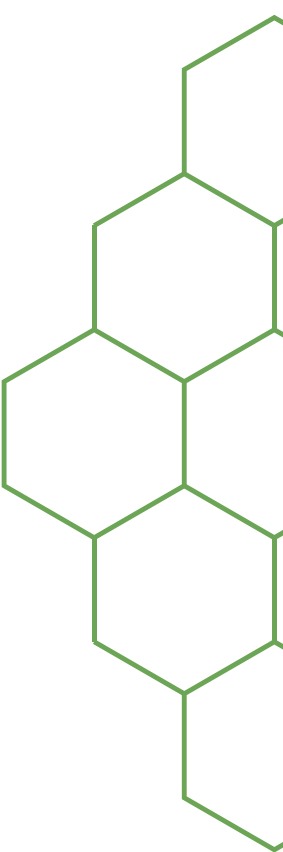
Employee Involvement score was dropping below **25% post covid19 pandemic**. Consequently, our Employee Engagement Survey revealed the Area of Focus are Employee Empowerment and Rewards.

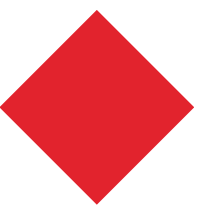
So, Program was designed to improve Employee Involvement practices towards by reducing the **Cost of Manufacturing**. The program design made the employees to involve themselves in the process and support business performance through regular and constructive feedback. These practices helped to form self-managed teams for problem solving, opportunity for cross training, shared information, Participative decision making, **Reward and Career path**.

Conceptual framework and Important facets of the HR practice.

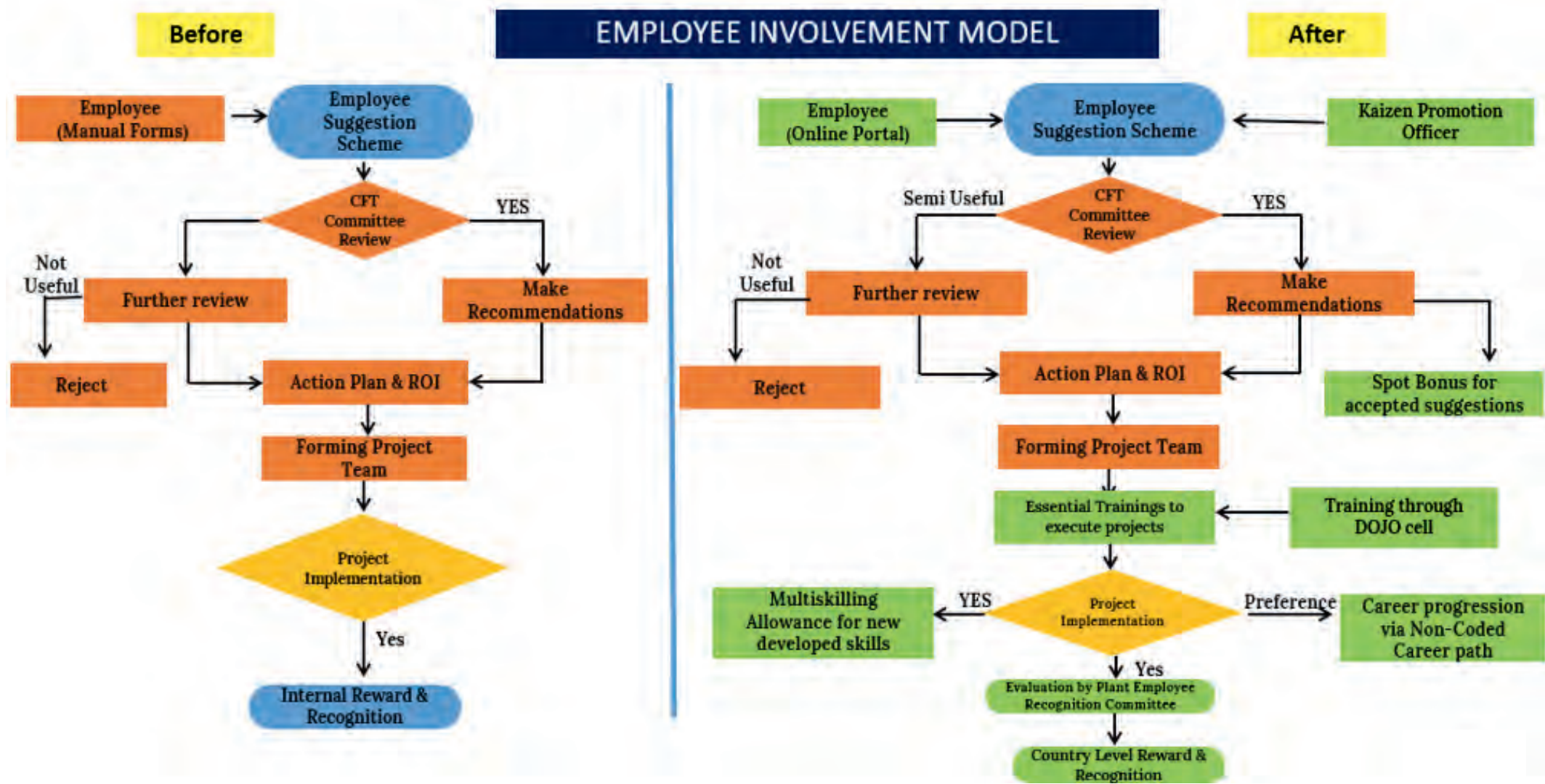
- **Digitalization** - Online Suggestion Scheme (Usage of QR code) replacing paper and pencil-based suggestion system.
- **Suggestion Generation** - Introduction of Kaizen promotion Officer through Voluntary participation by existing teams.
- **Reward**: Introduction of Recognition Policy, Spot Bonus.
- **Learning Model** – 70-20-10 Model -Coaching Employees to implement their suggestions and ideas on their own.
- Opportunity to participate in External Competitions - **Exposure -20%** -Learn from Others
- **Career Path** – Employees involved in successful implementation of improvement projects are given preference in internal opportunities.

SNO	KPI	2018	2019	2020	2021
1	Total Case Incident Rate	0.16	0.32	0.19	0
2	Scrap and Defect	1.31%	0.99%	0.70%	0.73%
3	Cost Of Poor Quality	1.38%	1.06%	0.72%	0.77%
4	Inventory turns	3.9	4.1	3.1	2.9
5	Service Level	91.1%	90.8%	92.3%	93.9%
6	Plant wide OEE	77.4%	78.6%	79.7%	81.5%
7	Total Employee Involvement	25.1%	29.6%	21.0%	20.9%





Conceptual framework:



Outcome

- Improved employee involvement from **20.9% to 67.5% (222% improvement)** to YTD 2023.
- Improved ideas received by **154% in 2022 compared to 2021, 55.55% improvement** in YTD2023 compared with 2022.
- Increased participants rate of **17% in 2022 compared to 2021; 41% in 2023** compared to 2022.
- Skill Index moved from **5.5 skills per person** in 2020 to **6.6 skill per person** in 2023.
- This group effort has been recognized by Confederation of Indian Industries - 7th National HR competition under "**Best HR Practices in Employee Relation & Employee Engagement**" in India.
- Two **unionized blue-collar employees** moved to Engineer Category through this project.
- Awarded for best Safety practices by **World Safety Organization**, the program helped to better our working conditions day by day.

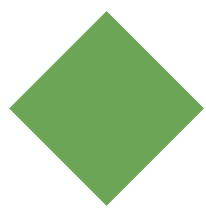
Any other key details of the HR practice

- Spotting talent and coaching them for **succession pipeline** was one of the important opportunities of this project.
- A **key element** of this program in high-involvement equation, rewards for performance ensures employees use their Innovation, information, and knowledge for the better business results.
- Utilization of our **Skill Development Centre (i.e. DOJO)**, imparts skill enrichment to handle bottle neck process. Because of implementing feasible improvement ideas, completely avoided the **overtime working** for the employees and thereby addressing the **better work time balance** for all employees.

Business Impact

- Increased ideas implementation rate of 10% in 2021 to 18% in 2023.
- Absenteeism < 6% lower
- 2.9% cost reduction in COGM (Cost of Goods Manufacturing)
- Safety incidents at zero
- COPQ Reduction -\$2745 YTD2023





SHAPING OUR CULTURE EVERYDAY TOGETHER

SAP Labs India (SLI)

About the company

SAP Labs India (SLI) is the fastest growing subsidiary of SAP, a multinational company that provides customers with world-class business solutions. **Founded in November 1998**, SAP Labs India drives SAP's product strategy, is responsible for SAP core solutions and provides product localization and India specific solutions. What is unique to SAP Labs India is that it represents the entire breadth of SAP product portfolio and contributes to SAP flagship products like the **Business Technology Platform**, SAP S/4 HANA, Financial Management, Supply Chain Management, CRM and Customer Experience, Spend Management, RISE with SAP, Sustainability and Business Networks.

SAP Labs India is present in 5 locations – Bangalore, Gurgaon, Pune, Mumbai and Hyderabad. Our holistic approach to innovation is customer-centric and agile. We focus on making innovation real by covering all areas of the innovation equation from user experience, business model design, and technology.

HR Practices

PROPEL - a Proactive Performance Enablement Learning platform

Culture is all about what we share at SAP, our values, our beliefs, and ideas that influence how we act. At SAP, culture is not owned by only one team or one leader. We shape our culture everyday together. And we have built our culture over a long time. With Winning Culture, we are focusing on enabling **high performance – for everyone**. For employees, managers, executives. how we define performance at SAP.

Winning Culture Program which aims to foster agility, facilitate cultural transformation, and reinvigorate a strong emphasis on high performance among SAP employees. It is important that our workforce receives the necessary resources and support to sustain their growth and consistently. So, deliver peak performance. Performance management is one of the topics of addressed by the Winning Culture program.

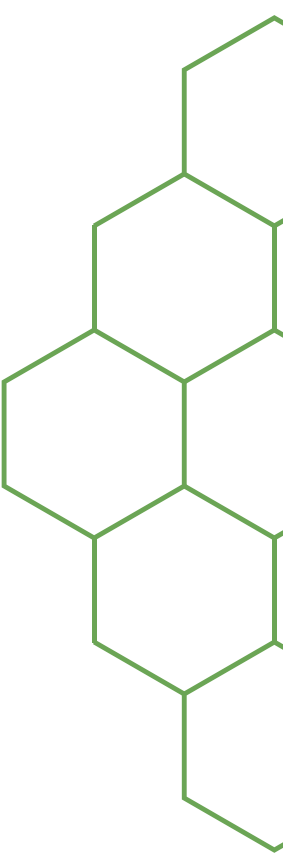
PROPEL is a Proactive Performance Enablement Learning platform which leverages meta verse technology and gamified approach and aims to accelerate our quest for a **"Winning Culture"**. It nurtures the peer learning culture through **PROPELLOR** managers who partners with People Relations team for curating the content and delivering the enablement content. The proactive learning enablement helps to empower our People managers with the knowledge and skills to navigate the performance management process seamlessly, fostering a feedback culture that is second to none.

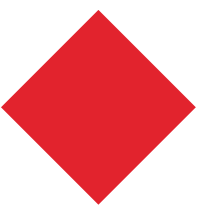
1. Digitization of Benefits Yellow Circle

In the past **3 years Employee wellness** has been of prime importance. COVID has contributed towards the change in not just thought process but also policies, process & working model. Employee mental & physical health is of utmost importance for several reasons, and it has a significant impact on both individuals and organizations. Our people need to run healthy and safe to thrive and realize their full potential. Therefore, health, safety and well-being are cornerstones of SAP's winning culture.

Yellow Circle in India aims to nurture employees' mental health and well-being by fostering a community and platform for **connecting, active listening, open conversation, knowledge resources, events, trainings, mutual support, and awareness**. The Yellow Circle project plays a vital role in shaping our community and proactively driving our actions. It strives to empower people to prioritize their mental health and take proactive steps towards their overall well-being.

What sets Yellow Circle Initiative apart is its innovative, tech-driven approach to addressing the diverse needs of our workforce. Through a combination of accessible mental health resources, customized well-being programs, and an emphasis on fostering a **stigma-free environment**, we've created a comprehensive initiative that addresses the spectrum of mental health challenges individuals may face.





Our initiative utilizes cutting-edge technologies, including virtual mental health platforms and AI-driven support systems, ensuring that our employees have immediate access to their personalized resources. Additionally, we've introduced unique well-being activities tailored to our organizational culture, encouraging open dialogues, mindfulness practices, and creative outlets that resonate with our diverse workforce.

2. Employee Navigator Purpose

One of the core elements of our people strategy is - Innovating Business Through Technology. We unlock innovation to streamline internal business processes, remove barriers to technology for stakeholders, and enable people to excel at their work, while creating business value.

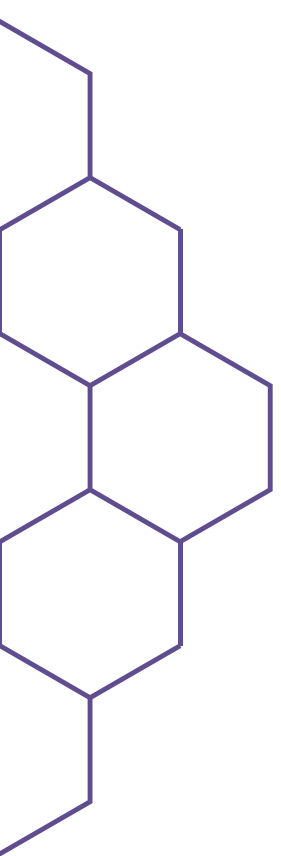
In 2021, as part of our **employee unfiltered survey** there was feedback that, while we have industry leading benefits, sifting through the many intranet pages for static details was time taking and it was practically cumbersome. Imagine a new parent, who has new, enhanced responsibilities. An interface in which they can browse quickly, while viewing all benefits entitlement on the go, would make their lives much easier.

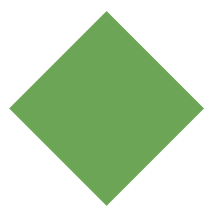
Our goal was to create an integrated and personalized benefits experience for our employees to empower and help them be agile to meet lifework demands.

It was to this end that we introduced the **Employee Navigator (EN) App**, a first of its kind app in the market, that aggregates information from our internal portals along with an intelligent seamless link to external third-party applications



Employee Navigator (EN) App





NHRD SHOWCASE DAY: 1

9.30- 9:40: Introduction and Preview – Welcome Address

Roger the EMCEE warmly welcomed everyone, talked about the social media awards and then invited Anish Philip on stage for the welcome address.

9:40 - 9:50 Inauguration and Lighting of the Lamp

Anish Philip welcomed the Chief Guests, Prem Singh, President NHRD & Past-Presidents, NHRD Bangalore Chapter for lighting of the lamp. The past presidents were asked to remain as Pravin Agarwala, Co-Founder and CEO of Betterplace, and Mohana MD, Chief People and Culture Officer at BetterPlace, were invited to discuss the collaboration between NHRD and Betterplace. They engaged in a fruitful conversation about the potential synergies and opportunities for cooperation between the two organizations.

Subsequently, the past presidents were requested to open the research paper titled "Shaping Tomorrow's Frontline Workforce." The paper, once opened, provided valuable insights and perspectives on the future of frontline workforce development.

Anish, along with other chief guests, including Dr. Madhavi Lokhande, Director in charge at WeSchool, were invited to release the compendium of best practices. The compendium, upon release, showcased a collection of exemplary practices from various organizations, offering valuable lessons and insights for the audience.

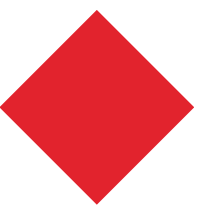
9:50 - 10:30 Inaugural Session: What every CEO is planning about Generative AI

Krishnakumar Natarajan, Co-Founder of Mela Ventures and Mindtree, emphasized the increasing centrality of technology in business during his address. He highlighted the concept of Gen AI, underscoring how organizations are embracing technology as a core component of their operations and strategies.

In today's rapidly evolving landscape, businesses are leveraging technological advancements to drive innovation, enhance efficiency, and stay competitive. From adopting artificial intelligence and machine learning to implementing automation and data analytics, organizations are harnessing technology to streamline processes, optimize decision-making, and create value for stakeholders. As technology continues to reshape industries and redefine business models, companies that effectively integrate and leverage technology stand poised to thrive in the digital age.

In his address, Dr. TV Rao, Chairman of TV Rao Learning System, delved into the realm of competencies, examining the limitations of ChatGPT while stressing the principle of Garbage in, Garbage out (GiGo). He underscored the transformative potential of AI in reshaping traditional theories such as Maslow's hierarchy and MBTI techniques. Dr. Rao's research also unveiled a fascinating correlation between the success of employees' children and entrepreneurial endeavors. Emphasizing the imperative for HR to adapt to AI and technology, he





highlighted the critical role of accurate data, asserting that the efficacy of AI solutions is contingent upon the quality of data input. Dr. Rao's insights underscored the evolving landscape of HR and the pivotal role of technology in shaping the future of work. TV Rao, Rupande Padaki & Krish Shankar inaugurating HRShowcase24 Multiple HR Best Practices, Startups and Academia. A complete learning Fiesta.

10:30- 11:30 Scaling People... Embracing Disruption (Candidate Experience Management)

A captivating LinkedIn post captures the essence of an insightful panel discussion on leveraging AI for scaling people and market disruption, skillfully moderated by Mr. Srinivasa Bharthy, MD & CEO of Adrenalln eSystems. Esteemed industry leaders Atul Bhandari, Partner and Board Director at Spencer Stuart, Pravin Agrawala, Co-founder and CEO of Betterplace, and Rajiv Jayaraman, Founder CEO of KNOLSKAPE, shared invaluable insights on talent development, productivity challenges, and cultivating future-ready cultures. Atul emphasized the enduring significance of the human touch, while Rajiv delved into the essence of future readiness, and Praveen unraveled AI's profound impact on recruitment and upskilling. The session was enlightening, shedding light on how AI revolutionizes industries while underscoring the indispensable role of human elements in the evolving landscape.

11:30-12:00 Coffee Break

12:00 - 13:00 Hiring Bots: Humans and Digital Twins

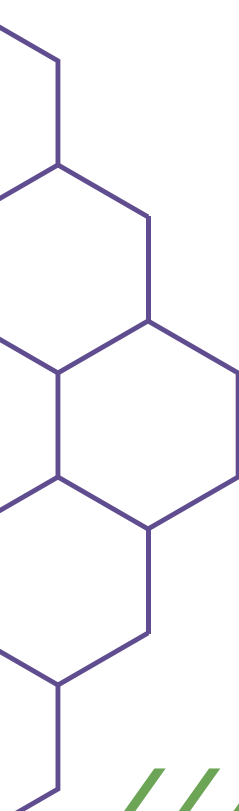
During a dynamic session featuring Shilpa Vaid, CHRO of Diageo India, Anjali Raghuvanshi, CPO of Randstad India, and Bhuvaneshwar Naik from Lentra, with Vishwanadh Raju, Head Talent Acquisition at ANSR, as the insightful moderator, the concept of lead time and the significance of timely deployment in the evolving AI landscapes took center stage. The panel outlined strategies for identifying use cases, advocating for domain-specific exploration, expert collaboration, and thorough market research. Additionally, they delved into ethical considerations, addressing biases in training data, and navigating privacy implications, fostering valuable discussions that underscored the importance of responsible AI implementation.

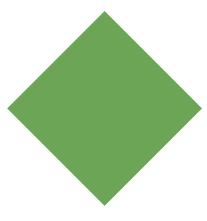
13:00 -14:00 Lunch Break



14:00 - 15:00 Human Intelligence & Generative AI...Models of Coexistence

During the intriguing discussion with speakers Raj Raghavan (Chief People and Culture Officer, CoreStack), Swati Rustagi (CHRO, Paytm), and Rahul Dev (MD, Laureate), the focus was on exploring models that can turn this vision into reality, analyzing the benefits and limitations of the AI Revolution, and envisioning the future. They emphasized the potential for humans and AI to coexist positively, highlighting the importance of designing a system that not only benefits all members of society but also utilizes the wealth generated by AI to create a more compassionate, loving, and fundamentally human society.





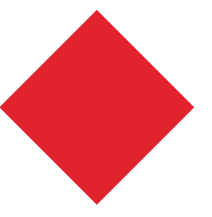
15:00 - 16:00 Internet of Humans (IoH) - Connected Working for Efficiency (Human Revolution 5.0)

Sreekanth K Arimanithaya, Global Talent and Enablement Services Leader at GDS EY, highlighted the emergence of the Internet of Humans (IoH) as a transformative phase in the workplace. This concept signifies a harmonious integration of technology and human potential, leading to unprecedented levels of efficiency. Within this interconnected environment, individuals collaborate seamlessly with intelligent systems, optimizing workflows and processes.

In his address, Dr. TV Rao, Chairman of TV Rao Learning System, delved into the realm of competencies, examining the limitations of ChatGPT while stressing the principle of Garbage in, Garbage out (GiGo). He underscored the transformative potential of AI in reshaping traditional theories such as Maslow's hierarchy and MBTI techniques. Dr. Rao's research also unveiled a fascinating correlation between the success of employees' children and entrepreneurial endeavors. Emphasizing the imperative for HR to adapt to AI and technology, he highlighted the critical role of accurate data, asserting that the efficacy of AI solutions is contingent upon the quality of data input.

Dr. Rao's insights underscored the evolving landscape of HR and the pivotal role of technology in shaping the future of work. TV Rao, Rupande Padaki & Krish Shankar inaugurating HRShowcase24 Multiple HR Best Practices, Startups and Academia. A complete learning Fiesta. 10:30- 11:30 Scaling People... Embracing Disruption (Candidate Experience Management) A captivating LinkedIn post captures the essence of an insightful panel discussion on leveraging AI for scaling people and market disruption, skillfully moderated by Mr. Srinivasa Bharthy, MD & CEO of AdrenalIn eSystems. Esteemed industry leaders Atul Bhandari, Partner and Board Director at Spencer Stuart, Pravin Agrawala, Co-founder and CEO of Betterplace, and Rajiv Jayaraman, Founder CEO of KNOLSKAPE, shared invaluable insights on talent development, productivity challenges, and cultivating future-ready cultures. Atul emphasized the enduring significance of the human touch, while Rajiv delved into the essence of future readiness, and Praveen unraveled AI's profound impact on recruitment and upskilling. The session was enlightening, shedding light on how AI revolutionizes industries while underscoring the indispensable role of human elements in the evolving landscape.





MASTERCLASS

9TH FEBRUARY WEDNESDAY

12:00 - 13:00 AI in Learning



Vijay Gogoi
Partner, KPMG in India

The presentation by Vijay Gogoi a Partner at KPMG in India illuminated diverse avenues where AI can markedly improve learning outcomes, spanning from synthetic media generation to practical applications in executive coaching. Attendees gleaned several key takeaways from the session. Firstly, the utilization of AI-driven synthetic media generation emerged as a pivotal tool for streamlining content creation processes and reducing time constraints. Additionally, the importance of simulators and real-time feedback mechanisms, especially within sales environments, was underscored, highlighting their efficacy in honing skills and enhancing performance. Furthermore, AI programs were depicted as invaluable assets in facilitating improved workplace communication by offering feedback on interpersonal interactions. Notably, the presentation unveiled a real-life application for executive coaching, harnessing AI technology, illustrating its potential to revolutionize leadership development and mentorship practices. Reflecting on the session, attendees departed with a deeper appreciation for the transformative role AI can play in optimizing learning experiences across various domains

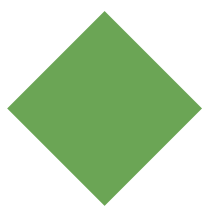
14:00 - 15:00 Gen AI for HR



Manas Dasgupta,
Founder and CEO of Teksands and Code4x

Manas Dasgupta, Founder and CEO of Teksands and Code4X, in collaboration with TEKSANDS, led an enlightening session focused on Generative AI, covering key topics ranging from understanding its fundamentals to exploring its capabilities. Attendees were treated to insightful demonstrations and examples showcasing the practical applications of Generative AI. Moreover, the session delved into critical considerations surrounding ethics, bias, and privacy issues inherent in deploying such technology. Participants left with a deeper understanding of Generative AI and its potential impact, as well as an awareness of the ethical and privacy concerns associated with its implementation. Looking back, it was a comprehensive exploration that provided attendees with valuable insights into the realm of cutting-edge artificial intelligence technologies.



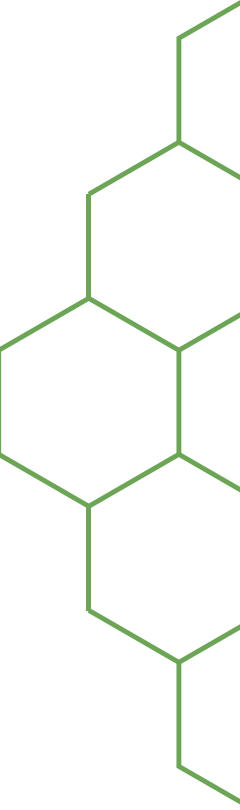


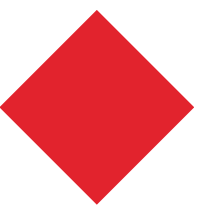
16:30 - 17:30 HR Analytics



During the session led by Ramesh Ranjan, Co-founder & CEO of Global HR Community, attendees gained invaluable insights into various facets of HR analytics and its profound business implications. Participants deepened their understanding of measuring and enhancing the total employee experience, learning how to effectively apply HR metrics across the entire employee lifecycle. Moreover, the session provided a glimpse into the realm of predictive analytics and AI applications within HR, equipping attendees with essential skills and knowledge for navigating the evolving landscape of human resources. Looking back, it was a transformative experience that empowered participants with the tools and expertise necessary to drive impactful HR strategies in their respective organizations.

Ramesh Ranjan
Co-founder & CEO Global HR Community
Author of the book : **Making People Count : How to measure the ROI on Human Capital.**





MASTERCLASS

10TH FEBRUARY THURSDAY

10:00 - 11:00 Future of Skill Management: Leveraging AI for Better Business, Employee, and Career Outcomes



Tej Pratap
 (Head of Products)
 (Prismforce)

Chinmay Misra
 (Product Strategy and
 Solutioning Lead),
 (Prismforce)

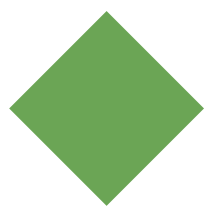
In a **collaborative effort with Prismforce**, **Tej Pratap, Product Management Lead**, and **Chinmay Misra, Product Strategy and Solutioning Lead**, presented a compelling vision for the future of skill management, leveraging AI to drive improved business, employee, and career outcomes. Attendees gained valuable insights into several key takeaways from the session. Firstly, the discussion shed light on the practical bottlenecks hindering effective skill management and how AI can help overcome these challenges. Additionally, the presentation emphasized the importance of personalized learning programs tailored to individual needs and skill development objectives. Moreover, the speakers discussed the transformative potential of digitizing manual performance management processes through AI-powered solutions, enabling more efficient and data-driven decision-making. Furthermore, attendees were introduced to AI-enabled career pathing initiatives designed to enhance career progression and fulfillment. The session concluded with the illumination of real-life cases demonstrating the successful implementation of AI in skill management practices, offering tangible examples of its impact on organizational success and employee growth.

11:15 - 12:15 Grow your talent, faster: Performance Management in the age of AI



Gaurav Chaubey
 People Science Leader
 Mesh

In a **collaborative effort with mesh.ai**, **Gaurav Chaubey, Co-founder and People Science Leader**, spearheaded a compelling discussion on "Grow your talent, faster: Performance Management in the age of AI." Attendees were treated to insightful key takeaways that illuminated the transformative potential of AI in performance management. Firstly, the session highlighted the business case for integrating AI into performance management practices, emphasizing its role in driving organizational success and employee development. Emerging best practices in leveraging AI for performance management were elucidated, offering attendees valuable insights into industry trends and strategies. Additionally, the presentation outlined five key pillars of change essential for successfully implementing AI-driven performance management initiatives. Moreover, attendees were treated to illuminating use cases showcasing the practical applications of technology, particularly AI, in revolutionizing traditional performance management processes. Overall, the session provided attendees with actionable insights and strategies to harness the power of AI for fostering talent growth and driving business excellence.



NHRD SHOWCASE DAY: 2

9.30- 9:45 Recap and Preview and Welcome

Hosted by Achala Bhat we set to an exciting start of Day 2 of HR Showcase 2024 with Aparajita Pant, CPTD giving a crisp recap of an exhilarating and successful Day 1 HR Showcase 2024. Achala welcomes everyone Anish Philip (Hon. President, NHRD Bangalore) invites on stage.

9:45 - 10: 45 Leadership Paradigm for a Digital DNA

The insightful discussion featured industry leaders Radha R (Independent Director & Board Member at Bata, Zensar, Kfintech), Sushanth Tharappan (HR Head at Infosys), and Subhashini Sriram (Head HR at Carelon Global), who highlighted the crucial role of risk-taking leaders in reshaping business frameworks to adapt to evolving trends and customer needs. They stressed the imperative of embracing a tech-savvy, customer-focused approach to sustain competitiveness in today's digital era. The session culminated in an interactive Q&A session with the audience, enriching the dialogue further. Looking back, the leadership paradigm for a Digital DNA organization necessitated a significant mindset shift towards adaptability, customer-centricity, and tech proficiency. This paradigm was underpinned by a steadfast commitment to integrating digital technologies into the organizational fabric, vital for staying relevant in the fast-paced modern business landscape. Recognizing the importance of infusing digital capabilities into every facet of operations, akin to DNA's role as life's fundamental building block, was central to this leadership ethos. By embracing this paradigm, organizations positioned themselves to navigate digital complexities, leveraging technology to innovate and meet evolving customer expectations effectively.

10:45 - 11:15 Coffee Break

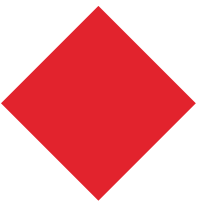
11:15 - 12:15 Digital-driven behaviors at work: The Performance Challenge

An invigorating discussion unfolded featuring corporate luminaries Mohana M D (Chief People and Culture Officer at BetterPlace), Prakash R. (EVP, Global Insurance), and Ray Titus (Professor of Marketing & Dean, Alliance School of Business, Alliance University), with moderation by Ritesh Mathur (Co-Founder, Researchify Labs). These esteemed speakers provided enlightening insights into optimizing performance within the ever-evolving digital landscape. As we navigate the dynamic terrain of technology, this discourse lies at the core of our quest for HR excellence. Brace yourself for a transformative journey that promises to revolutionize our understanding, enhancement, and optimization of performance in the digital age.

12:15 - 13:00 Skill is the new Cryptocurrency

This captivating discussion brought together esteemed panelists Gibin Varghese (Partner Technology Practice at WalkWater Talent Advisors), Manas Dasgupta (Co-Founder of Teksands.ai), and Dushyant Sapre (Founder and CEO of Swish Club), with moderation by John Cherian (Co-Founder, MD & CEO of enParadigm). The panel delved deep into the analogy of skills as cryptocurrency, unraveling how they serve as the key to unlocking opportunities, shaping the future, and fostering prosperity. In today's landscape, where technological advancements are the mines and innovation the forge, your skills represent the purest form of gold. They possess the potential to unlock boundless opportunities, redefine industries, and shape the trajectory of tomorrow. So, let's embark on a journey into the realm of 'Skill is the New Cryptocurrency', uncovering the secrets to a prosperous future where your talents emerge as the ultimate treasure.





13:00 -14:00 Lunch Break



14:00 - 14:30 Learning from Unusual Sources

During the discussion, Thimmappa Sura, the Chief Executive of Shreeja Mahila Milk Producer Company Ltd, introduced the audience to a paradigm-shifting organization at the intersection of innovation and empowerment. He outlined their unique model where raw materials are supplied by the owners, emphasizing the dual pillars of sustainability and community engagement. Sura highlighted the organization's commitment to heartfelt service, characterized by a distinctive twist that sets Shreeja apart. He underscored the team's profound purpose, fostering a culture of empathy and dedication, resulting in interactions laden with care and compassion. Sura then delved into the essence of Shreeja as the world's largest solely women-owned organization, emphasizing its role as a sanctuary run by and for moms. He articulated how Shreeja redefines traditional paradigms, championing the spirit of female entrepreneurship.

The presentation concluded with an invitation for the audience to embark on a journey where empowerment, innovation, and maternal solidarity reign supreme.

14:30 - 15:30 EV3: Economic Value - Environmental Value - Employee Value

The session on EV3 (Employee, Economic, and Environmental Values) at hrshowcase, skilfully moderated by Dr. Vishal Shah (Vice President- Leadership & Organisation Development, Indegene) and featuring contributions from panelists Neha Bagaria (Founder and CEO, HerKey), Abhishek Kaushik (Co-Founder & CEO, WeCP) and Abhishek Ranjan (Sr Director - Sustainability and Admin/ Facilities, Brillio), illuminated key insights pivotal for contemporary organizational strategies. Emphasizing the paramount importance of fostering a diverse workforce and tailoring benefits to individual needs, the panel highlighted the intrinsic link between diverse and inclusive cultures and organizational success.

Furthermore, the discussion underscored the significance of achieving equilibrium across all facets of EVs—employees, economics, and the environment—to enhance both consumer appeal and talent acquisition. Notably, the integration of sustainability into educational curricula emerged as a crucial step in cultivating a future workforce attuned to the imperative of environmental responsibility in business practices. Ultimately, the session illuminated how EV3 serves as a cornerstone for shaping organizational strategies and cultivating a sustainable business ecosystem, resonating with a broader ethos of responsible corporate citizenship.

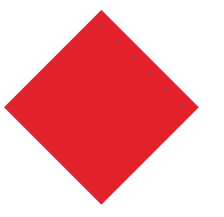
15:30- 16:00 Coffee Break

16:00 - 16:15 Closing & Vote of Thanks

The Emcee calls Anish Phillip (CPO, Movate & Hon. President, NHRD Bangalore) to speak for 10 min with key takeaways, and data points about the 12th NHRD Showcase thanking all participants and speakers for their presence and enthusiasm for the event.

16:15 - 17:15 Award Ceremony

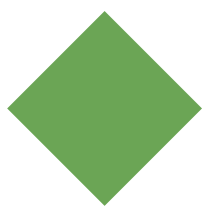




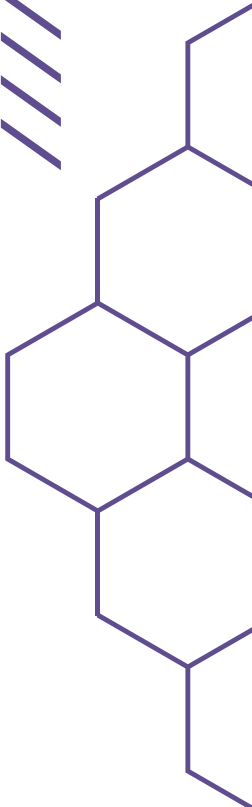
AWARDS & CEREMONY



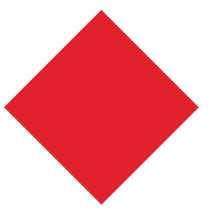
NHRD 12th HR Showcase Best Corporate HR Practice Winner Award goes to Infosys for their practice on Superior Employee Experience | Leveraging Smart Technology the Infy Way (Infosys Onboarding)



AWARDS & CEREMONY



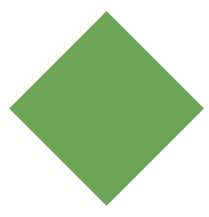
NHRD 12th HR Showcase Best Corporate HR Practice Runner-Up Award goes to TVS Motor Company Srinivasan Services Trust for their practice on Talent Acquisition & Onboarding



AWARDS & CEREMONY



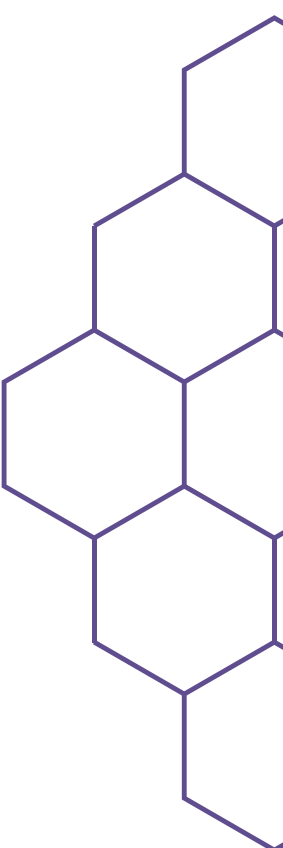
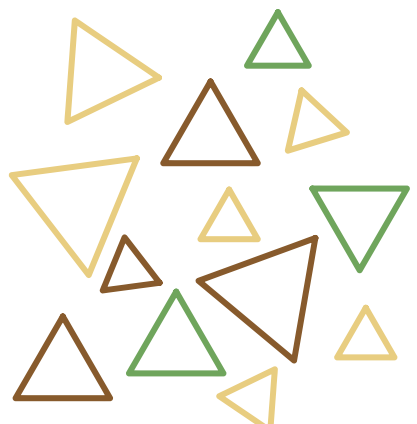
NHRD 12th HR Showcase Best Corporate HR Practice Runner Up Award goes to bigbasket.com for their practice on Fast Track Training Program for riders

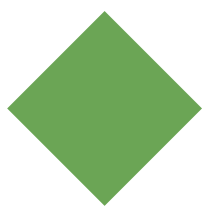


AWARDS & CEREMONY



NHRD 12th HR Showcase Best Corporate HR Practice Viewers Choice Award goes to BetterPlace for their practice on Employee engagement & digitization

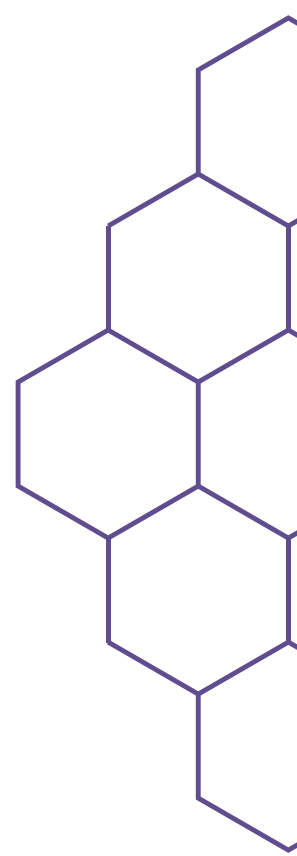


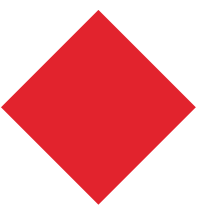


AWARDS & CEREMONY



NHRD 12th HR Showcase Best Corporate HR Practice Jury Special Mention Award goes to Infosys BPM for their practice on Talent Development

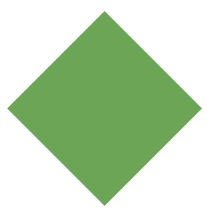




AWARDS & CEREMONY



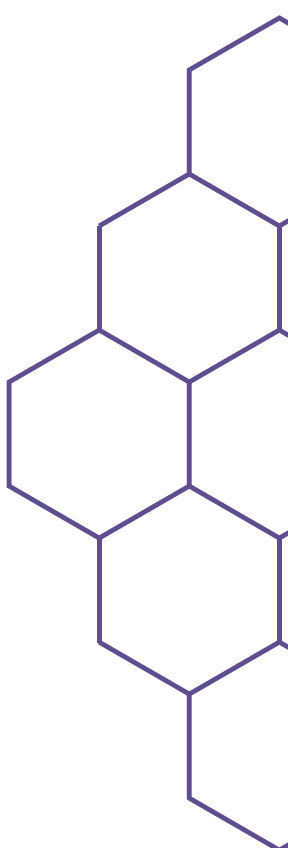
**NHRD 12th HR Showcase Best Academia Practice Winner
Award goes to Welingkar Institute of Management**

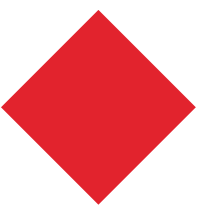


AWARDS & CEREMONY



NHRD 12th HR Showcase Best Academia Practice Runner Up Award goes to International School of Management Excellence.

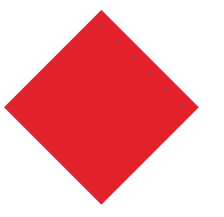




AWARDS & CEREMONY



NHRD 12th HR Showcase Best HR Start-up Winner Award goes to BlueTree.



AWARDS & CEREMONY



NHRD 12th HR Showcase Best HR Start-up Viewers Choice Award goes to SpringVerify Springworks

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HR

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SHOWCASE 2024

Augmenting Human Intelligence with AI



Academic Partner:



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