INDIA'S SKILLING INDUSTRY
IN NEED OF
SYNCHRONY

The projected $100 billion skilling industry has to get its scale-cost-quality balance right if India were to get close to the target of skilling 500 million people by 2022. Who will orchestrate the fragmented industry that is emerging today?

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ESTER MARTINEZ
Managing Editor

WHO PAYS FOR
SKILLING 500MN PEOPLE?

The de facto accepted target by government and industry alike is that India has to skill 500 million people over the next 10 years to maintain a healthy 9 to 10 per cent growth. Herein lie both the opportunity and the challenge. In spite of the obvious demand for skilled workers, there is an inherent stigma with vocational training for most people. As my friend Anubhav Singh, banker, social observer and philosopher put it succinctly, in a country where education is undertaken for the sake of education or for "class upgradation", people continue to opt for degrees that do not necessarily lead to jobs.

The government is recognizing the need to bring changes to the existing education system and is also planning to introduce mechanisms that allow for structured movement between vocational and academic studies. But these changes are yet to be incorporated. Companies are struggling to find quality talent at entry level positions. This skill gap is the window of opportunity for private players in the skilling industry. In this journey, private players will have to identify early on as to who their real customer is (employer or candidate), how their business model can get the quality-cost-scale balance right, and most importantly, who is going to pay for the skilling programs. This journey is a marathon where only those with the muscle to sustain in the game long enough will stand to see the fruits of their efforts.

In this cover story, *People Matters* attempts to give a snapshot of the entrepreneurial side of the industry of skilling: its players, its challenges and its opportunities. *India's Skilling Industry: In Need of Synchrony* is a continuation of our editorial efforts to capture this segment's journey year-on-year.

This issue also brings to you a conversation with M. Damadoran (Retired IAS and Former Chairman, SEBI, IDBI and UTI) and his unique journey of risk-taking and perseverance to turnaround two large public sector banks.

In our regular sections, Elango R. presents a refreshing thought on how we stand to miss enjoying the present by focusing too much on the past; and Vivek Paranjpe shares his out-of-the box yet practical advice on the challenges raised by our readers every month. In the section "Creating Great Workplaces" by the Great Place to Work® Institute, Prasenjit Bhattarcharya shares insights from this year's "India's Best Companies to Work For in 2011" study and introduces the special issue and yearly book that *People Matters* will release in August 2011.

As we do every year, this month carries the HR Technology Special. This special supplement includes the latest trends in HR technology and a listing of products for key business decision-makers.

We welcome your feedback and suggestions; do write to us at editorial@peoplematters.in.

Happy reading!

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By Rajlakshmi Saikia & Ester Martinez

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LEADERS' VIEWS

Laws of Senior Recruitment # 16

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Letters to the editor

Relevant facts and figures

The cover story in the May-June issue of *People Matters* is really a good read and very relevant as well. The article is backed by adequate facts and figures.
- *Abhishek Gupta*

CEOs' contribution to HR

Aruna Jayanthi, CEO, Capgemini India's thought on the cover story 'CEO as the Chief Talent Officer' was an interesting read. It is great to hear a CEO spending so much active time for HR strategy.
- *Kasturi*

Red Queen says "I am uncomfortable"!

Elango's column is very well presented and rightly addresses the need for professionals to expand their skills.
- *Harleen Bhasin*

***

This column is interesting and can be emulated in one's professional/ personal life. Thank you for the practical advise.
- *Priya*

***

This is really an eye-opener and good concept to show the light at the end of the tunnel. I am proud to say that I have utilized this concept with my career in Mphasis for last 4 years.
- *Uday Godbole*

Insightful global perspective

The interview with Linda A. Hill in the recent issue of *People Matters* is an interesting insight into how one can become a leader. Your Global Perspective section always brings a lot of interesting thoughts.
- *Shareen*

HR transformation is the key

The HR Transformation story in the recent issue is an objective look into what HR experts across industries is actually undertaking to make this transformation happen. It was an insightful story that talked about what organizations and professionals are doing to make this transformation happen, as opposed to merely talking about 'HR at the strategy table' which has been doing the rounds for more than a decade now.
- *Gaurav T.*

Leaders for Nation Building

I especially enjoyed reading about Sajjan Jindal in the 'In Search of Change Maestro Series'. We need more such leaders who have the ability to create business strategies that can address the aspect of nation-building. India requires more such leaders. Thank you for highlighting the great work done by great people. This section has been a collection of views and information about many great leaders that so many of us can learn from.
- *Abhilasha*

HR is not an expense

The story on 'New Talent Strategy' by Mercer Leaders gave a very good perspective on how organization, large and small, can effectively implement HR processes. It explains the dilemma that hangs on most small players' mind who often thinks of HR as an un-required expense. Though this thought process is changing, we need more eye opening stories like this one to explain the ease in implementation of HR processes and systems, if done in the right manner.
- *S.P. Sridharan*

A required collective effort

The Great Places to Work® Institute Series brought forward by *People Matters* in the recent issue is a great initiative to combine the collective effort of all players to create better workplaces. It is nice to see such industry bodies such as these coming together to present the best in class to all. Keep up the great work.
- *K. Jutin*

HR must make its business case

A very good point made in the 'New Talent Strategy' of the recent issue of *People Matters*. The challenge indeed is in the ability of HR to make the right business case. This is very well put because anything that has a business case will automatically find reason for attention in the organization. The story in fact raises the need for HR professionals to step into the business shoes more proactively than before. A well structured article.
- *Sheetal. M.*

Great issue with great people

The May-June 2011 issue of people matters was a very packaged with the wide variety of CEOs and HR experts from across industries. I must congratulate the team on bringing together views from such an extensive group of industry experts. Moreover, the 'CEO as the CTO' story was very well complemented by the 'HR Transformation' story and it was very interesting to read the CEO and HR side of the talent issue at the same place. Great work!
- *Indrani Kehsari*

UPDATE

New IIITs to reap benefits from multiple industry partners

The HRD ministry committee headed by ex-Infosys' Mohandas Pai will set up 20 new Indian Institutes of Information Technology (IIITs) which will operate on a Public-Private-Partnership scheme. This scheme will see Top IT companies like Infosys and Wipro partnering with the government to run next-generation technical institutions in India. Multiple partners will be chosen for the IIITs to allow each IIIT to have very broad and inter-disciplinary focus in research. It is improbable that one single private partner will have deep domain competencies in all the areas that IIITs will focus on. This committee also proposed roping in non-IT companies, for example manufacturing companies, as partners where there is a demonstrated use of IT.

These 20 IIITs will be set up on a similar model as the IITs over a nine-year period starting 2011-12. Each of these set ups are to cost Rs. 128 crore each, with the Centre, State and the industry contributing in 50:35:15 ratio.

Focusing on increasing the synergy between the academic institute and the partnering companies, the panel has proposed deputing accomplished individuals from the companies as adjunct faculty. Further to create a long-term commitment to the institute, industry partners would have to make a minimum contribution of Rs. 2 crore. Further, the same industry partner may fund multiple IIITs and alternatively the IIITs are also free to work with more than one partner, depending on the need. Students in these institutes will stand to gain as they will be allowed to intern at the company and also take up joint research projects. Care would be taken to ensure there are "fair and equitable" agreements for intellectual property jointly developed by the institute and the company.

Greener pastures for pilots in Asia

Frustration over the inordinate delays in resolving human resource-related issues has led Air India's pilots to seek greener pastures with international airlines in the Asian region.
The total number of Air India pilots is more than 2,000 out of which 850 are from the erstwhile Indian Airlines and their representative union is Indian Commercial Pilots' Association (ICPA). According to the aviation industry experts, such pilots would easily find alternative jobs after leaving Air India. The International Civil Aviation Organization (ICAO) forecasts that as fleets expand, airlines worldwide will need an average of 49,900 new pilots a year from 2010 to 2030. However, the current annual training capacity is only 47,025.

The ICAO has forecasted that airlines in the Asian region will suffer the brunt of the pilot shortage as carriers like Cathay Pacific, Qantas Airways and Emirates Airlines await deliveries of about 400 aircraft. The resignations followed a March 2010 moratorium on part of their salaries by the airline, claims ICPA.

ICAO forecasts that as fleets expand, airlines worldwide will need an average of

49,900

new pilots a year from 2010 to 2030 while the current annual training capacity is only

47,025

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Who is hiring?

- **Corporation Bank to hire 1200 new employees this fiscal**

In order to achieve its goal of adding another 200 branches to its network, state-run lender Corporation Bank said it would recruit 1,200 personnel this fiscal.

- **French IT major Capgemini to hire 8,000 for delivery centres this year**

French IT services company Capgemini will recruit up to 8,000 people for its delivery operations in India this year as per a top company official. This is concurrent with the company's public stance of having its Indian workforce account for 50 per cent of its overall employee base in the next 2-3 years. As of March 31, 2011, the €8.7-billion Capgemini group had a total headcount of 1,12,127 employees.

- **German auto parts biggie Bosch to invest Rs 2,500 cr, hire 7,000 over 3 years**

The Bosch Group which is the world's largest auto parts maker has stated its intention of investing Rs 2,500 crore and hire 7,000 more personnel in India. The investment spread over three years will also include a capex of Rs 1,200 crore for Bosch Ltd. They also make common rail systems and other automotive parts in several of its factories across India.

- **Public sector banks to hire big-time this year too**

Public sector banks are all set to continue their big-time recruitment drive this financial year. They will recruit in thousands. Last year with the aid of the Institute of Banking Personnel Selection (IBPS), public sector banks filled 48,000 vacancies and this year the scenario is going to be similar.

- **India to land 3 lakh cloud computing jobs this year**

According to Microsoft's CEO, Mr. Steve Ballmer, India will see 300,000 new jobs being created in the next five years in the arena of cloud computing. He urged the Indian developer community to construct cloud applications that would be relevant for the local markets as well as the global ones in order to enable businesses to drive productivity.

A whopping 50% rise in farm labor costs in two years

It is common knowledge that inflation in food prices has made life difficult for everyone in the last few years. However it is not common knowledge that the cost to the producers has been much higher.

The daily wage rates for agricultural operations have seen a huge increment in most states during 2009 and 2010 as per the data compiled by the Labor Bureau at Shimla. Andhra Pradesh, for instance, has seen farm wage rates – the average taken for ploughing, sowing, weeding, transplanting and harvesting operations – going up 40.3 per cent in 2009 and 27.8 per cent in 2010. Similarly in other states, in the last year alone, the price of agricultural labor has gone up from 15 to 20 per cent in Haryana, Bihar, West Bengal and Assam, 32 per cent in Punjab, and 43 per cent in Orissa.

The Labor Bureau's data, compiled on a monthly basis, are based on primary information collected from 600 sample villages over 20 states. They cover wage payments both in cash as well as kind, with the latter valued at the prevailing local retail prices.

Corporate Appointments

NV Tiger Tyagarajan will take over from Pramod Bhasin as the new President and CEO of the India's largest BPO from this month, as part of a succession plan put in place about two years ago.

Raj Raghavan has been appointed as Director - HR, Amazon, effective May this year. He was previously General Manager - HR at GE India Tech Centre.

Wadia group has appointed **Giorgio De Roni**, a former chief revenue officer of Italian airline Air One, as the CEO of the low-cost carrier GoAir, effective May this year.

Dick H Mody has been appointed as the Executive Director, Sales at Morgan Stanley effective May this year.

Religare Capital Market Ltd (RCML) has announced the appointment of **Gautam Trivedi** as Managing Director and Head of Institutional Equities, India effective May this year.

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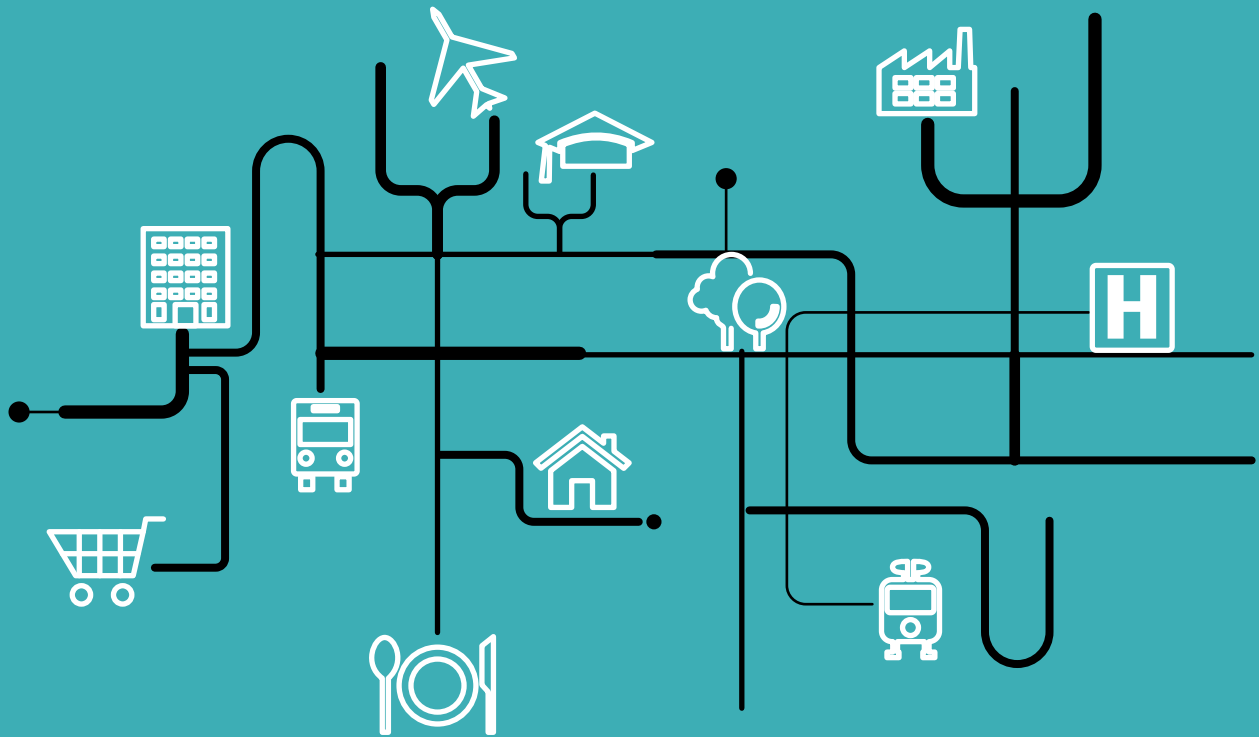
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In Search of Change Maestros: Series VI - **M. Damodaran**

Reviving India's Financial Sector

An optimist who sees an opportunity in every problem, **M. Damodaran** (Retired IAS and former Chairman, SEBI, IDBI and UTI) re-energized the future of two giant companies – UTI and IDBI. The architect of change was able to bring back the lost glory two crown jewels of the pre-liberalized Indian financial sector and restored the trust of people in them.

Excerpts from the book *In Search of Change Maestros** by Dr. Pritam Singh and Dr. Asha Bhandarker

In Search for Change Maestros, Dr. Pritam Singh & Dr. Asha Bhandarker, Sage Publications, 2011

Having started his career in the Tripura cadre in 1971 where he became the Chief Secretary of the State, M. Damodaran also served as Joint Secretary in the banking division of the Ministry of Finance, and later became the Chairman of SEBI in 2008. His involvement also extended to assignments with the RBI where he earned the reputation of scripting the turnaround of three banks – Union Bank of India, Indian Bank and UCO Bank, which were in a perilous state.

He was also appointed by the government as Chairman of UTI which was suddenly swamped by scandals and heading towards a national calamity in the financial sector. While chairing UTI, he was also appointed the CMD of IDBI which was losing its relevance as a development bank. The transformation scripted and implemented by him in both these banks led to setting a new direction for SEBI.

The eleven dominant themes that emerged in the way he transformed both UTI and IDBI are:

Seamless Communication: While communication is important in all organizations, it becomes exceedingly critical in the context of

organization turnaround and transformation. He passionately believes that the more difficult the times, the more the necessity for the CEO to communicate extensively and continuously. He used this strategy to 'connect with people', 'galvanizing them' and 'building confidence'.

Scripting the Vision: At UTI and IDBI, scripting the vision/mission helped in creating a sense of ownership among people, and set a clear-cut direction to move ahead which helped in renewing positive energy, sense of excitement, and generate a renewed vigor among people.

Openness: Organizational openness is critical for creating a transparent organizational amd also building a sense of ownership among people. Openness helped in bringing down politics in the system and led to heightened collaboration and teamwork which helped in removing the pollutants in the system. This openness was able to clarify that the organizational agenda was above any other consideration.

Empowerment: Emphasis was laid on ensuring empowerment in decision-making. Fund managers were given the freedom to make decisions as the system had the required checks and balances in place to ensure every opportunity was optimized. Decentralization and empowerment enabled people to take action wherever possible in the interest of the organization.

Talent Management: Great institutions are built through the power of talent and so high priority was given to attracting, retaining, and growing high quality talent. Focus was on etsblishing the linkage between talent and assignments, clarifying that the important assignments would be talent centric and not seniority centric. Further, recognition, reward and promotion were linked to talent and contribution. As well as allowing a graceful exit option to those who could not cope with the new challenges.

Recognition: High performers were encouraged and motivated, and they were praised in public and made heroes for others to emulate. Recognition also aimed at morale building and was a way to signal people that they are valued, important and would be consulted for organizational decisions.

Ethical Governance: This is the backbone of sustainability of any institution. A clear connection was made among ethical governance, performance excellence, growth and continued sustainability. Corruption was unacceptable which was clear from the exemplary punishment given to those who did not comply.

DAMODARAN'S TRANSFORMATION MANTRAS

- **Seamless Communication**
- **Scripting the Vision**
- **Openness**
- **Empowerment**
- **Talent Management**
- **Recognition**
- **Ethical Governance**
- **Promoting Innovation**
- **Speedy Decision-Making**
- **Performance Orientation**
- **Restructuring & Role Clarification**

Promoting Innovation: Focus on striving to do things differently aimed at ensuring there is continuous innovation. Introduction of variable pay, hiring talented people, fixing employee salaries closer to the private sector are examples of some unconventional initiatives in the public sector context. There was increased acceptance of listening to the contrarian views which generated greater interaction with the people brought in an entrepreneurial spirit.

Speedy Decision-Making: The velocity and speed of decision making, moving forward, and executing actions are critical in transforming organizations. There was demonstration of high risk-taking, and determination. The culture of upward delegation supported the need for speedy decision-making.

Performance Orientation: There was heavy emphasis on performance. Strong signals on performance were given by taking action against those found against the organization. Variable pay was introduced through performance-based incentives at par with the industry, which conveyed that performance was highly valued in the organization.

Restructuring and Role Clarification: Building role focus is core to making an organization sharply focused. This was done to ensure the organization did not lose its sense of priority when allocating resources and in decision-making. Workflow was restructured and the best technology and processes for data management were introduced which immensely changed the efficiency levels.

Q How were the initial years in your career?

Before I started my career, I went through many challenges. At academics, I stood first in the school throughout. After school, as everybody was appearing for IIT exams, I did too. I qualified and went to IIT Madras. I still think it was a stroke of luck but many people don't agree with me. Two and a half years after joining, I left IIT Madras and I had not even completed my second year. I discovered that it was not what I enjoyed; something didn't click. After this instance, I had a lot to prove. I got into IAS without any academy, coaching and not even a postgraduate degree. And I only had one chance to pass the exam. At that time, I was working in Indian Bank at Vijayvada, so I had to travel overnight by train to take the exams and come back. It was a very difficult time of my life. I didn't get a very high rank in the IAS; out of 71 students, my rank was 68 and if you exclude the reserve category and the army, I just had seven people below me. But at the end of 2 years, I scaled up to the 24th position because of good internal performance. This is the highest progression anyone had made in that batch.

Q What is your philosophy of life?

I have great belief in God. My belief is that, to every problem God has created, he has left a solution somewhere for us to find. Life is a treasure hunt; it is about going and finding that solution. I do not believe that there is any problem which has no solution. Sometimes you may not find it, sometimes somebody else will, sometimes you will find it quickly and sometimes it takes longer; but there is a solution.

Leading from the front,
making the change

A path-breaker, a risk-taker and a visionary in every sense, **M. Damodaran,** Retired IAS and Former Chairman, SEBI, IDBI and UTI talks about how he has taken the roads less traveled throughout his life and how these very risks have led him to such heights of success

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I have always been a risk taker. I always tell people: ask yourself 'what is the worse that could happen to you'? And if you can cope with that, then you can cope with anything else. I have been threatened with a dismissal twice in my life. I like to believe I did what I believed to be in public interest.

The way I have always looked at rules is this: If I believe something is right I hope someday people will be persuaded. If one waits for the approval, one looses the opportunity. My philosophy of life is based on the fact that if a rule or a law does not express or by necessary implication, prohibit something, then you can do it.

Q Give us some examples on how you have used this risk-taking ability to create a transformation during your time heading Indian banks?

At UTI for example, I introduced variable component for the first time in Indian public sector. The large variable component was introduced because I had to deal with people in a competitive situation. While competition at the private sector were paying larger sums to attract people, I did not have such freedom. So, I introduced the variable component. Someone asked me if the ministry had given permission; my response was that I did not even ask.

Another instance happened when I was asked to craft a strategy for Indian and UCO bank. We were getting a new chairperson for Indian Bank and that is how I got Ms Ranjana Kumar to move from Canara Bank where she was executive director. She was the first lady to have been appointed for that role in the bank and the board was not convinced whether she will be able to deliver. I was confident; I knew the bank and I had seen the people growing up with me, so I knew where the talent was. My stand was clear; I told the board that what the bank needed at that moment was someone who can play the role of the father and the mother and that is why we brought Ms Kumar in the selection committee. I could clearly see her playing father in addition to being a mother.

All these decisions did not always work. On one such occasion, I changed the timing of a block office in a particular day of the week; in that instant, I was not gently reminded that I did not have the powers make that change. I remember that at that time, I said I was sorry, but I requested to let the change remain. I am not averse to saying sorry if it serves the right cause.

Q What has been your most distinctive contribution in the organizations you headed?

I would say my belief in people. Basically, seeing my role as CEO and creating an enabling

> **I have great belief in God. My belief is that, to every problem God has created, he has left a solution somewhere for us to find.** Life is a treasure hunt; it is about going and finding that solution

environment. I wrote restructuring for UCO, United Bank, Indian Bank and then for UTI and IDBI. I always chose to look at the strength of any of these organizations. If you devote time to the strengths, you devote time to the processes of building, but if you allow weakness to overwhelm you, you will never ever get started with what your inherent strengths are.

One of the things that are unique in troubled organizations is that people are always wondering if the new person assigned as the leader or a CEO will perform and deliver. Everybody needs a reasonably quick answer to wonder. My strategy was always to have one quick win that you can show so people can give you a chance. In a healthy organization, if you move on successfully, the question might not arise. In organizations that are under distress, questioning may not get expressed but you can sense it. Nobody will give you benefit of doubt in that kind of a situation.

Q If you could start all over again, what would you have done differently?

I would have done a number of things differently, based on learning that one has had over the years and experiences. Firstly, I would be a little better organized; secondly, and more importantly, I think somewhere along the way, one could have invested a little more in interpersonal relationships; the organizations that I headed would have benefited further if I would have done so. Clearly in defeats and failures, there is learning. These days, I tell young people what that old Japanese man said to the young American kid in "Karate Kid": "Try and avoid a fight if you can; if you have to get into a fight, then get into it to win". **Pm**

Q Sales intensive industries that are relatively new in India like banking, financial services, insurance and telecom are struggling to find talent for their front-sales positions. What are your views on this?

Finding people who want to work in sales is a challenge across the board not only in India, but in other countries too. The reason is that sales as a profession has a bad reputation. Sales people are usually considered very pushy and this reputation makes the potential talent pool smaller.

The role of a sales person needs to be changed. In order to succeed in sales today, organizations need to do the opposite of selling. They must attract, engage and empower buyers to buy. Without buyers, there are no sales. Bottom line: no sales, no revenue.

Q From your experience, what are the key competencies that a sales person should have?

The key competencies a sales person should have are to be buyer-focused, to be a good communicator, to be able to engage people by asking questions and to be able to listen. To be honest, trustworthy, committed, ethical and full of integrity with a desire to not waste people's time are also important qualities one must possess. He/she needs to be a relationship builder, as that is what sales is all about. People buy people first and then their products and services. The more relationships they have, the bigger their network. The bigger their network, the bigger their net worth.

Q Which of those can be acquired through exposure or training and which ones are innate?

With desire and the right attitude, all of them can be acquired through training. However, not everyone is people-oriented and that is something that is important in sales.

Empowering
buyers to buy

More Than HR (MTHR Global), a rapidly growing and dynamic HRD movement across India invited to their "off line" meeting this month - **Bob Urichuck,** Certified Sales Professional, Certified Master Trainer, Certified Social Entrepreneur. He shares with *People Matters* his learning on how to sell without selling

Q Are these competencies/traits common across cultures or differ from culture to culture?

People buy from people, in every culture, in every country. Treating people with respect and the way they want to be treated will most certainly lead to a sale. It all starts with taking the time to build trust; to get the buyer engaged, talking and feeling important.

Q Many companies in the sales intensive industries have put for themselves a key priority for the year of increasing productivity of their sales team. What are the different ways of increasing productivity in sales? What is your recommendation of what works and what does not?

There are many ways, but organizations usually use money and incentives to increase productivity. However, they are not the most effective - the old carrot and stick approach - once you get it, you will want more the next time round. Money is what we call an external motivator, which is temporary.

Sales conferences, sales training and other sorts of events also work, but only for a limited time. Research claims that such trainings are needed every ninety days, as the motivation wears off. If that can be done quarterly, with the same messaging, it will work. Ongoing sales training, coaching and motivation are the keys to increasing sales productivity. Only through ongoing training and coaching, can attitudes, behaviors and competencies be changed permanently. Organizations therefore need to focus on internal motivators, which are permanent and everlasting. It all starts by engaging the sales force in the decision making process, so that they own the training and want to be involved. The ongoing process must also be supported by management. If sales management does not walk the talk and demonstrate the appropriate behaviors, then the investment made in training the sales force will be wasted.

Q How can companies reward and retain their "Alexander-the-greats" (star sales performers) while retaining and motivating the "troops" (the average performers)?

Unfortunately, not many companies know how to do this as they use external motivators like money, incentives, etc. and not internal motivators. We need to identify the internal motivators. Recognition and praise are number one in this category. Loyal employees come from having a great relationship with their boss. A boss who takes the time to understand his employees from the inside out and helps them to achieve not only their business goals, but their personal goals as well. That is internal motivation, which is everlasting.

Q Where does the innovation lie in the recruitment channel?

First, the organization has to become buyer focused. Without buyers, there are no sales. That means they have to change their traditional ways of conducting sales. Organizations also have to change from being number (financial) driven to people driven with a sales focus. People are the most important asset in every organization. Take care of your people, and your people will take care of your bottom line. The bottom line comes from the appropriate behaviors demonstrated by its people and sales people in particular. The change also has to incur in the education process. Non-traditional techniques no longer work in the new economy of buyers. It is no longer about you, your products or services or your organization. It is all about the buyer, their needs and desires - not yours.

Finding people who want to work in sales is a challenge across the board not only in India, but in other countries too

My objective is to change the perception of the sales profession worldwide. We do not teach people how to sell, we teach the opposite. The opposite of selling is buying. Everyone prefers to buy. Selling is telling and the opposite of telling is asking - no one likes to be told what to do, but love to be asked. Selling is also talking. The opposite of talking is listening and that is the number one universal need of all buyers - to be understood. The only way to understand buyers is to ask questions and listen, question their answers and go deep to help buyers themselves discover what they are looking for.

This systematic approach to sales starts with building a solid foundation, which starts with the right attitude - attitude towards yourself, your organization and towards your buyers. Then you need to build supporting walls of behavior - behavior towards yourself (personal goals), towards your organization (performance objectives) and behavior towards buyers to get the maximum return on time invested (R.O.T.I.).

With a solid foundation and demonstrating appropriate behavior, we move on to building the competencies within the "Buyer Focused" Velocity Selling System. **Pm**

INDIA'S SKILLING INDUSTRY
IN NEED OF

SYNCHRONY

By **Rajlakshmi Saikia & Ester Martinez**

What started as an academic theory in 2007 – that India will need to skill 500 million (50 crore) people by 2022 – is today a reasonable target accepted by Government, policy makers and industry. This has given birth to one of the larger entrepreneurial opportunities of today – a (projected) **USD 100 billion 'Skilling Industry'** that is attempting to bridge a humungous skills gap which needs serious closing down if the nation's economy were to continue on its growth path. *People Matters* looks into the progress made in this sunrise industry over the last year and how private players have taken giant strides forward in spite of a weak and myopic policy backdrop

The increasing skills gap in India has seen a lot of activity in the skill development space over the last few years. While the size and scale of gaps calls for a restructuring of the formal education system, the numbers with respect to the availability and the required capacity to skill en-masse might not be catered to at the required rate by just formal education alone. This obvious gap has attracted many private players who are vying to capitalize on this newfound business opportunity - a National Treasure that is waiting to be explored and nurtured by the entrepreneurs in the non-formal skilling sector that has emerged in the last couple of years.

The genesis of the sheer audacity of numbers in this industry first stemmed from Dr. C.K. Prahlad's prediction in 2007 that double-digit growth in India will see light only if the country is able to make available 200 million graduates and 500 million skilled

India targets to skill
500 million people
by 2022 while India's existing skill development capacity is about 3.4 million. And 70% of this population falls in the rural and tribal India

people by 2022. As various stakeholders – mainly Government and industry - have come to share the same view, this has created an undoubted necessity to scale up vocational education to cater to India's demand for higher economic growth, demographic changes, and the obvious demand-supply mismatch in available skills in many sectors.

Union HRD Minister, Kapil Sibal* was quite candid in explaining the nature of the challenge at a recent skills summit. "Let me just you give you a perspective of the task we are confronted with. There are about 40 million children who reach class 9th to 12th every year and this is with the existing 56% dropout rate. With the Right to Education Act, we hope by 2020 there will be 100% retention of students in class 12. Let's assume that this number of 40 million will go up to just 50 million in the next 10 years, which means we will have 500 million children moving out of class 12. Our gross enrollment ratio on children aged 18 to

24 years who enter college is 15% at present. Let's assume that we are able to take that up to 30%. This means that by 2022, there will be 150 million people out of these 500 million who will actually go to colleges while the rest 350 million will not", he articulated.

This skilling challenge is further magnified by the fact that 70% of this population falls in rural and tribal India. The numbers being huge, Kapil Sibal explains that solving the same is impossible unless there is integration of skill development and the formal education system. Moreover, it demands a collective effort by varied government initiatives like MES (Modular Employable Skills), PPP (Public Private Partnership), National Vocational Qualification Framework and large and small scale private players. The scale and speed at which action must be taken in this regard makes this one of the larger entrepreneurial opportunities on the planet.

The National Skill Development Council (NSDC) has been set up to promote skills development by providing gap funding and equity investment to build scalable, for-profit vocational training initiatives. As projected by the *Human Resources and Skill Requirement in Education and Skills Development Sectors in 2022 Report* by NSDC, the existing skills gap is slated to increase the demand for vocationally skilled people. NSDC has mapped skill gaps in 20 high-growth sectors and the unorganized sector till the year 2022 which will add to the demand for skilled people anywhere between 25% and 85% depending on the nature of the industry.

The report further states that about 12 to 15 million people are expected to join the workforce every year. Given India's existing skill development capacity of about 3.4 million, the urgent need to enhance skilling and technical education capacity is evident. Dilip Chenoy, CEO & MD, NSDC confirms, "NSDC has approved 36 projects which would skill roughly 55 million people in the next 10 years. They would create a capacity of 11.2 million when they come into full scale, which will happen in about four to five years. The total estimated turnover of the 30 projects (plus 6 are sector skill councils), is estimated to be Rs. 78,000 crores."
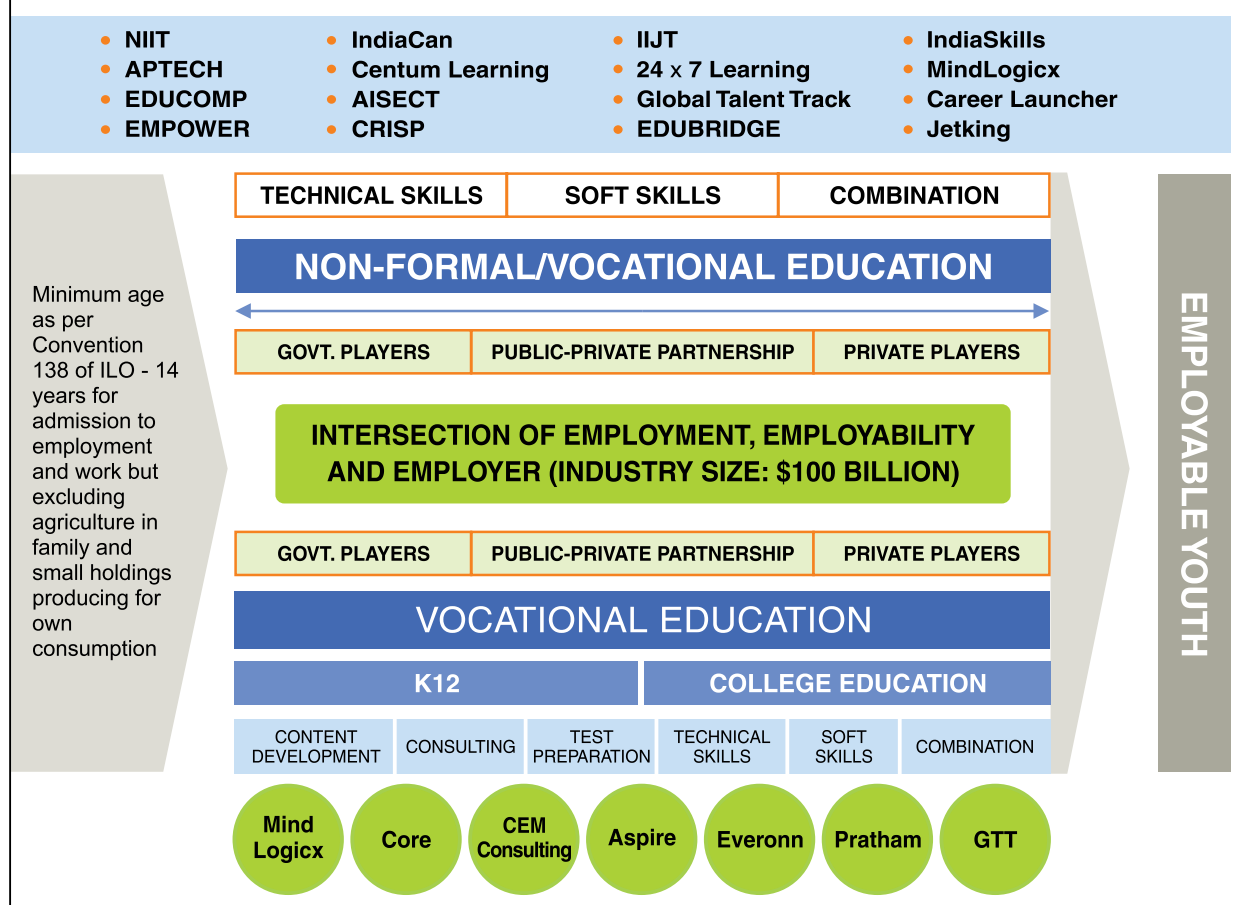
Estimating the size of a nascent industry can be a thankless, but an exciting exercise. *People Matters'* estimates of the skilling industry are based on economic realities, as expressed by industry participants, and by the larger macro-economic requirements. If NSDC's 36 approved projects are slated to skill 55 million over the next 10 years with an

STRUCTURE OF THE INDIAN SKILLING INDUSTRY

- NIIT
- APTECH
- EDUCOMP
- EMPOWER

- IndiaCan
- Centum Learning
- AISECT
- CRISP

- IIJT
- 24 x 7 Learning
- Global Talent Track
- EDUBRIDGE

- IndiaSkills
- MindLogicx
- Career Launcher
- Jetking

Minimum age as per Convention 138 of ILO - 14 years for admission to employment and work but excluding agriculture in family and small holdings producing for own consumption

| TECHNICAL SKILLS | SOFT SKILLS | COMBINATION |

NON-FORMAL/VOCATIONAL EDUCATION

| GOVT. PLAYERS | PUBLIC-PRIVATE PARTNERSHIP | PRIVATE PLAYERS |

INTERSECTION OF EMPLOYMENT, EMPLOYABILITY AND EMPLOYER (INDUSTRY SIZE: $100 BILLION)

| GOVT. PLAYERS | PUBLIC-PRIVATE PARTNERSHIP | PRIVATE PLAYERS |

VOCATIONAL EDUCATION

| K12 | COLLEGE EDUCATION |

| CONTENT DEVELOPMENT | CONSULTING | TEST PREPARATION | TECHNICAL SKILLS | SOFT SKILLS | COMBINATION |

Mind Logicx · Core · CEM Consulting · Aspire · Everonn · Pratham · GTT

EMPLOYABLE YOUTH

The list of companies mentioned here is indicative and not exhaustive

estimated turnover of Rs. 78,000 crore, then the projected challenge of skilling 500 million could create an approximate industry size of $100 billion. Such a massive opportunity is enough to spur the level of activity that the industry is witnessing with an increasing influx of players of all sizes and backgrounds entering this space (refer People Matters story "India's New El Dorado", February 2011 issue).

Over the last couple of years, the non-formal skilling industry has seen the entry of a variety of private players - coaching institutions like FIITJEE, IMS, TIME, Career Launcher, as well as broader players in the education space like Educomp, Everonn, etc. which initially began as teaching and training content providers, but have expanded into K-12, and the higher education space. Larger industry players like Bharti's Centum Learning have also jumped onto the opportunity to cater to their specific organizational skill gap,

and in turn contribute to reducing the larger skill gap experienced in their respective industries by turning their scalable capabilities into successful business units through the captive model. Even players like TeamLease, a temporary and permanent manpower solutions

36 projects have been approved by NSDC to skill 55 million people in the next 10 years. The total estimated turnover of the 30 projects (plus 6 are sector skill councils), is estimated to be Rs. 78,000 crores

The single biggest entrepreneurial opportunity on the planet

Manish Sabharwal, Chairman, TeamLease Services

Cost, quality and scale are the impossible trinity for any entrepreneur in skills. If you raise quality then you raise cost, but you need scale; if you raise scale, you have the danger of lowering quality while you lower cost. It is a linear programming optimization problem. When I went to Wharton it cost Rs 14,000 an hour, ISB is Rs. 8,000, IIM is Rs. 6,000 an hour and Rs. 3,500 an hour for IIT. We have to do this at Rs 200 an hour; you do not need more cooks, you just need a different recipe. It is a calibration that there is very little we can learn from Germany or Singapore. How do you get into 800 places and deliver the required quality at Rs 200 per hour. We have to watch the lessons and learn what the world has to offer but we have to come up with something Indian which handles volumes. Most education systems in the world have not been built for large scales; they believe that quantity is the enemy of quality; here we need to get both.

The innovation in involving companies is in figuring out the financing solution; who pays? If there is visibility to a job, the kid is willing to pay himself; if the government is willing to give a skill voucher linked to employment then it will become more viable. If the company is willing to reimburse, it becomes more viable and if the banks are willing or micro-finances are willing to fund and if it leads to a job, then it becomes even more viable. It all boils down to the fact that the business model of financing is built on whether there is a job at the end of the tunnel.

This industry is the single biggest entrepreneurial opportunity in the planet in the next 20 years. It is not only the flow of the one million students every month, but there is a stock of 400 million who need to be transitioned now with re-skilling and re-education. It is currently unclear what the exact business model for skilling and education will be but they will emerge. So you have to stay alive long enough to get lucky!

company, which had been hiring one person every 5 minutes over the last 5 years, decided to enter the skilling space when it saw that it could hire only 5% of the candidates who came for a job, and has recently bought large stakes in IIJT (Indian Institute of Job Oriented Training). There is also an advent of many education products and service providers which create expert solutions that can be embedded into the existing K-12, higher education and college systems.

In spite of the (still) fragmented nature of this industry, the confluence of multiple, diverse private players are slowly forming a structure. There is an emerging construct based on the specific skills, industries and population sets that these organizations are looking to address.

Is there a method to the madness?

While players in the non-formal skilling industry are many and increasing, and each has identified its specialized area of expertise, this story probes further to understand if these service providers have been able to identify their place in the larger context of the industry. And also whether or not there is a possible structure evolving in this new space, although the early growth stage of the industry which is barely 2 years old makes such an analysis difficult. A common trend seen is that, as new players get acclimatized to the new industry they often extend their business interest beyond the one or two areas that they began with, resulting in most organizations trying to cater to multiple pieces of the industry construct. Finally, for each player, the attempt has been to get the equation of cost, scale and quality right when identifying which piece of the larger industry they want to address.

To simplify the industry construct for better understanding, the proposed structure looks at the system from the point of view of one of its end-users, that is, the unemployable but eligible youth. Going by the minimum age stated in Convention 138 of ILO (International labor Organization), this group includes anyone who is 14 years and above including school dropouts, graduate-dropouts and graduates, who join the employment market every year. Their opportunity for skill enhancement is two-fold, i.e., they can either enter the vocational market (for school dropouts) or the conventional college education. While the vocational market in the last two years has seen tremendous activity with increasing impetus from the government, this space has seen an influx of private players as well as the government's PPP model through the creation of the NSDC.

The combined efforts of these three ownership models are working together to bridge the prevailing technical and soft-skills (together referred to as employable skills) gap. On the flip side, those who successfully pass the K-12 level, again have the option of either choosing between college education and the vocational schemes. So this structure shows the wide range of options available to a student to make him/herself employable by acquiring the right skill. And as we move ahead on the ten year journey, this space will perhaps see some consolidation as private players in the non-formal skilling industry identify their core competencies and build a sustainable business model around that.

Further the collective initiatives of various large and small private players in this space form the intersection of employment and employability where the required forces work in tandem to afford people (whether school/ graduate dropouts or graduates) the required skills that will make them eligible for employment.

The required mindset shift

Education in India is viewed as a passport for class-upgradation and there is a social stigma attached that only those who are educated deserve the highest pedestal of respect in the society. This mindset continues to allure students to opt for the formal education system, despite the present system's inability to provide the right employable skills and a job. A student is more than willing to spend three years studying (say) Political Science (or a similar subject that might not have been their subject of choice) only because it will make him/her a graduate. A child's career is seen as destroyed if he goes into a skill development program as it does not allow him/her to shift into formal academics later on. So students, and even their families, are more concerned about getting a degree than whether or not that degree leads to a job. While this stigma acts as a hindrance in increasing the acceptability of vocational education by the student and their families, the absence of the employers' mandate and recognition further adds to the problem.

The acceptance of vocational education will happen when employers view it at par with formal degree programs, and begin to recognize certifications. Additionally, easy movement between formal education and skilling programs will also prompt families to encourage their children to opt for vocational education in the short-term. This will help younger population in becoming employable and get a job while keeping the option open for acquiring a formal degree at a later stage.

Education in India is viewed as a **passport for class-upgradation** **and this continues to allure students to opt for the formal education system, despite the present system's inability to provide the right employable skills and a job**

INDUSTRY	INCREMENTAL PEOPLE REQUIREMENT BY 2022 (IN MILLION)
Building and Construction Industry	33.0
Real Estate Services	14.0
Gems and Jewellery	4.6
Leather and Leather Goods	4.6
Organised Retail	17.3
Textiles and Clothing	26.2
Electronics and IT Hardware	3.3
Auto and Auto Components	35.0
IT and ITES	5.3
Banking, Financial Services, and Insurance	4.2
Furniture and Furnishings	3.4
Tourism and Hospitality Services, Travel Trade	3.6
Construction Material and Building Hardware	1.4
Chemicals and Pharmaceuticals	1.9
Food Processing	9.3
Healthcare	12.7
Transportation, Logistics, Warehousing, and Packaging	17.7
Media and Entertainment	3.0
Education and Skill Development Services	5.8
Select informal employment sectors (domestic help, beauticians, facility management, security guards)	37.6
INCREMENTAL	**240 to 250** (Million)

Source: National Skill Development Corporation

This scale & size have never been done before

Sanjeev Duggal, CEO and Executive Director, *Centum Learning*
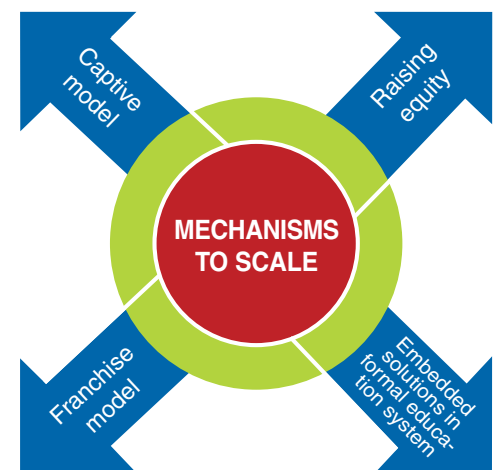
We first need to assess if there is an opportunity and if there is a real need. If you look at both perspectives, the answer is yes; but the question is who has this need? Both the government and the industry need people to be skilled. The Government ought to leverage India's demographic dividend but currently there are several segments which are not a part of the India's growth trajectory such as the tribal groups, majority of rural population and BPL(Below Poverty Line) youth in both rural and urban areas. I am sure this serves the interest of the industry as well since industry has a pressing need of finding people with adequate skills to fulfill their growth plans. Therefore, there is a huge opportunity for multiple players to provide solutions.

The challenge this industry faces is that this exercise has never been done before to the scale and size that India needs today. We are targeting 500 million people to be skilled by 2022. There are two issues: firstly, how do we mobilize this vast disparate segment and secondly, how do we monetize this opportunity by cracking an unique revenue model. We also need to bear in mind that while the government has taken a very smart decision to encourage the PPP model, India is a land of entrepreneurs and many small players are likely to enter this space. But I believe that the task needs the expertise and staying power of large corporates which have the experience and the capability to execute at this scale and sustain themselves.

Quality, Cost & Scale - The impossible trinity

To capitalize on the opportunity, skilling companies must get the cost, quality and scale equation right. There is a need to skill in scale while maintaining training quality for the candidate to be eligible for a job, at a price that is affordable by the Indian masses. Manish Sabharwal of TeamLease elaborates, "If you raise quality then you raise cost, but you need scale; if you raise scale, you have the danger of lowering quality while you lower cost. It is a type of linear programming between cost, quality and scale." The traditional equation of cost, quality and scale where cost is directly proportionate to quality and scale, will not apply here. Therefore, getting the recipe right is crucial as this is not a training problem alone, but the challenge is one of effective execution and implementation of training mass employable youth in multiple geographical locations.

To make this possible, the first imperative is for companies to identify whether they can scale up or not. They can accomplish this either by raising equity, by adopting the franchise model, by embedding solutions in the existing formal education system, or by specializing in a given area. Different players have adopted various methods which are working for them. TeamLease (IIJT) has raised equity funds to the tune of 100 crore for developing vocational education, while Centum Learning chose to work on a captive model. In case of large organizations which are already in the business of employing large workforces like in retail, insurance, etc., the captive model helps in skilling people for their own business, and also has the opportunity to

MECHANISMS TO SCALE: Captive model, Raising equity, Franchise model, Embedded solutions in formal education system

The regulator should be the private industry

Hari Menon, CEO, IndiaSkills

There are no standards in various things like curriculum design, the kind of success profiles we need to create post training, infrastructure assessment tools, etc. This is one of the first things that the industry needs to put in place. The Ministry of Labor and the Ministry of HRD are together trying to come out with a vocational qualification framework, but this would take some time to formulate and be exercised. A faster way to do that is for the industry to drive it. In the vocational industry, the regulator should be the private industry because finally you are doing all this to create jobs and jobs are given by the industry. The government should only play a facilitator's role in terms of creating advocacy and funding support for vocational education. Therefore, the industry should define what their required standards are.

From the industry side, India will require 12-13 million job additions every year and every employee says they do not find skilled people. The industry does not recognize certification. So, if someone joins my course and then gets a job in the industry, he gets the same salary as the trespasser who joined. Then why will people want to invest in skill development? The industry must mandate certification. If you look at most parts of the world where vocational education has become really successful, it is because the industry mandates certification.

transform it into a SBU to skill people for the entire industry. The third model is the franchise model where the company concentrates on building the right curriculum and process, and builds franchisee partners to deliver the same across locations.

Many players have also chosen to restrict themselves to the development of content and products for skill enhancement which can be embedded into the existing formal education system, thereby enabling them to scale in the absence of any infrastructure investment. Yet another way to scale is for players to specialize on one skill and concentrate on enabling speed and scale of execution in that particular area.

Who is the Customer?

But before one can strike the right business model, the first hurdle for skilling companies is to identify who is the consumer of this industry - is it the employer or the student? While both parties are consumers to a reasonable degree, there is an inherent resistance from both the student and the employer to bear any added skilling cost and this makes it difficult to evolve a sustainable revenue model for skilling organizations.

Models adopted by players are varied depending on their capability and scope. While many have resorted to quick fix solutions by investing in marketing efforts just to get students into the classroom, the same can backfire if the skilled candidate fails to find a job or be productive on the job as a result of inadequate or poor quality training.

The existing skill gap can choke employers' growth plans. Therefore, employers must take joint responsibility with private players, government and bodies like NSDC and CII to build their own talent supply chain.

For example, the TMI Group follows a job-specific and company-specific approach where they first identify specific companies and their talent requirements, and accordingly train specially selected candidates for the identified job. T. Muralidharan, Chairman, TMI Group and MD of TMI e2E Academy says, "In TMI's unique JOJOE (Jointly-Owned, Job-Oriented Education) model , the fee is paid by both the employer and the student initially - the company pays one part as soon as the student joins the company and the balance is paid by the student before the course begins. This student payment is later reimbursed to the student as retention bonus, after he/she completes 9 or 12 months working in the organization."

Employer should give premium to skilled worker

Sharad Talwar, *CEO, IndiaCan Education*

The skill development industry in India is evolving each day. Starting from nowhere, today, it is taking the shape of a legitimate industry and has also gained government acknowledgement, which has set up the National Skill Commission and NSDC. So, there is an ecosystem that is being created in this space; but it will take time before any structure evolves.

There are several obstacles to this industry: firstly, the present education system is only creating educated unemployment; secondly, this problem is accentuated by the increasing number of dropouts in schools (only 8 per cent of total enrollment actually pass the school system); thirdly, even though the government is emphasizing on the increasing the role of vocational courses that can provide students the required skills to get a job, the problem lies in the acceptability of vocational studies, as the current education system does not support the vocational schemes.

There is a need for a paradigm shift in allowing easy movement between formal and vocational education. If one has opted for vocational education during school, one should have the opportunity to transfer credits to the formal education system that will allow them to graduate from a degree college if he/she chooses to.

The other set of challenges lie in finding the equilibrium in the equation of cost, quality and scale; the financing model for the industry and the role of the employer in recognizing the difference between a certified and skilled worker from an uncertified worker, and give premium to someone who has been trained in a particular skill.

The Government, through the Ministry of Rural Development, Urban Development, Textiles, to name a few, is engaged in PPPs where they mandate private skill providers to train a certain number of people for a pre-agreed sum of money. For example, IL&FS is a very strong player in the Ministry of Rural Development, and trains about 200,000-300,000 people a year under these schemes.

The Sector Skill Councils set up by NSDC support in building a sustainable revenue model through partnering with private players in each chosen sector. They represent a healthy combination of state-sponsored, employer-led programs which allow scalability of industry relevant skill development programs and aim to address the problem of lack of recognition and value for certified skills programs by industry players.

Other bodies like CII are working through MoUs with partners like PanIIT Alumni India to set up 30 skill Gurukuls across India. These Gurukuls are residential programs that impart technical skills training to those below the poverty line (which forms the larger proportion of the 500 million) and is backed by 100 percent placement through prior partnerships with employers who have committed to hire these skilled people.

Need for financial infrastructure

The efforts of skilling organizations and the government to create skilling capacity will see results if the identified customer (the candidate) can ultimately pay. 70% of the target population belonging to rural and tribal areas has no capacity to pay. This inability of candidates to foot the bill for skilling programs is a challenge that must be addressed. While skill development organizations have to create shorter and affordable programs that will equip candidates with the right skill-set for a job, the industry also needs financial infrastructure in the form of banks and other financial institutions being open to financing vocational education.

Presently, banks are not willing to give loans for vocational education which makes it impossible for candidates to opt for a course even when they see the need and the opportunity.

But are these efforts enough?

While the private players in the skilling industry see this opportunity and are working towards increasing skilling capacity, they have a natural inclination to zone in on the proverbial low hanging fruit. The numbers to be achieved are huge and the current capacity or extent of work done in the area so far

"We are on a path to historical growth of a magnitude that has never been faced by any generation in India ever before. The Human Capital and the innovation of Human capital will play a central role in what I call "country competitiveness". Country competitiveness has been ignored by a large number of countries and there are very few like Australia that have actually asked themselves what skills do we need to be competitive 10 years from now. Country competitiveness will be the single defining factor for us to succeed as a global country or for us to fail."

Vineet Nayar, *Vice Chairman & CEO, HCL Technologies**

does not still look promising enough for the industry to reach the 500 million mark by 2022. The reality is that collectively India was able to skill only around 25-30,000 people last year which poses a question on whether the current speed and scale can meet the skilling target of 50 million per annum for the 75 year old India of 2022. There are a number of policy issues that will need serious consideration if the skilling eco-system should to be able to be able to reach that kind of scale.

NSDC PROJECTS UNDER THE PPP MODEL

B-ABLE
No. of Trainees: 1 Mn in 10 years
Project Cost: Rs 33.18 Cr

CREDAI
No. of Trainees: 97,920 over 12 years
Project Cost: Rs 18.53 Cr

Edubridge Learning
No. of Trainees: 0.70 Mn in 10 years
Project Cost: Rs 5.40 Cr

IIJT
No. Trainees in 10 years: 1.80 Mn
(Yr 1 – 11,836; Yr 5 – 1,44,173)
Project Cost: Rs 83.61 Cr

IL&FS CDI
No. of Trainees in 10 years: 1.95 Mn
Project Cost: Rs 216.82 Cr

*See complete details of all NSDC Projects at www.nsdc.org

Firstly, there is no plan or roadmap for integrating vocational training into the formal graduation system and for students from the vocational system to enter into the formal system at a later date. If not for a well-laid policy in this direction, the inherent cultural barriers will continue to hinder youth from entering the vocational training segment. This further tie in with the issue of standardizing vocational training programs with private involvement. Also, the current formal educational set-up is not flexible enough to accommodate students from vocational backgrounds and the overall education system not robust enough to improve, owing heavily to its prevalent roots in nepotism.

Also, industries with skills deficit will need to create standardized arrangements with training services companies to bear a part of candidates' fees and be re-paid over time. Data shows jarring skill gaps in 22 sectors (NSDC reports) which cannot be addressed without the active participation of the industry sectors in building their talent supply chain. Finally, there is need for financial impetus through access to loans from financial institutions for vocational training with efficient collection mechanisms to ensure sustainability and scale.

If Government fails in creating a well-orchestrated environment for skills development, it will boil down to the familiar Indian story of "not because, but in spite of Government". And still the question remains if employers and skilling companies can meet the humungous skills gap of 500 million in 10 years, without a pro-active shift in education policy. **pm**

*Timesjobs & Economic Times Annual Skills Summit, Delhi, 2011

The addressable market is much larger

Dilip Chenoy, CEO and MD, NSDC

In the employability industry, the players are the government, the private sector and the assessors. And now as we are expanding, there is a new kind of franchise market opening up in the traditional skill areas that never existed before. On an average, it costs about Rs. 5,000 to Rs. 9,000 in order to skill a person from a low to medium end skill, for example, a mobile phone repair skill, low-end IT skills, etc. Today, roughly around 5 to 6 million people are getting skilled in the country. The official number is 4.3 million but I think there is another 1.5 to 2 million being skilled in the informal market. The average cost per candidate being Rs. 9,000, that is the kind of market size present today. But the addressable market is much larger; the actual potential is that there are 12.8 million people joining the workforce every year.

Industry should recognize skill development & certification

Sougata Roy Choudhury, Director - Skills & Affirmative Action, CII

Everyone I have spoken with, says that the growth and future of the skilling industry actually depends on how the industry itself takes ownership of ensuring that skill development and certification becomes recognized. Otherwise, there is a problem in the learner not being so anxious about these courses and the employer not being so keen on investing the extra money to skill people. Everybody is running with the target requirement to skill 500 million people by 2022 as per the Prime Minister's mandate. The ultimate objective is the same. The industry requires manpower so people will adopt different methodologies to acquire the sectoral requirements. The industry is still at a very nascent stage and it is a learning experience. There are many players and many are doing a lot of innovative things, and I think it should be left like that. Instead of trying to put a structure to it, it should be left open. People should be encouraged to generate more ideas.

Industry should also take charge of talent as part of their own supply chain

Arun Maira, Member, Planning Commission, Govt. of India

If you look at the demographics of the world, one finds that those countries that are the richest in terms of the GDP per capita today, actually have a shortage of the human capital that they need to be able to sustain the economic growth. If you see the map, where the concentration of human capital sits in our country. Here is the opportunity. Could the people of India be the source of competitive advantage? One of the main reasons for the boom of IT and ITES in India was the availability of trained professionals. When talent became scarce and cost of hiring increased, companies began demanding that the government solve the situation. They were under the impression that talent availability and readiness was the government's responsibility. If you see, any industry that requires raw material to grow, will invest and innovate to get the required raw material. In the same way, oil companies need to innovate on the ways to source their raw material. Industry should also take charge of talent as part of their own supply chain*.

The opportunity is beyond the urban-non-poor population

Meera Shenoy, *Executive Director, Centre for PwD Livelihoods (an association with SERP, AP Govt.) and Wadhwani Foundation*

The skills industry composition has three important stakeholders - the government, the employers and the community. For the training provider, it is important to work with all three in order to scale operations. The present trend is of all organized players moving into the organized skilling sector. However, Indian statistics shows that almost 87% of the labor falls in the unorganized market. So until institutional players in the skilling field start thinking of ways to cater to the unorganized labor, they will not capitalize on the whole opportunity.

To understand this sector better, one needs to look at the urban-non-poor as one sector and the rural-tribal-poor as another sector. Unfortunately, many players in this industry are looking at the low-hanging fruit only in the urban-non-poor sector. While in India, 70% of the population represents the rural-tribal-under-privileged-disabled youth, it is difficult to go into these markets as youth there do not have the capability to pay and so it becomes difficult to make a sustainable business model. The problem of sourcing youth occurs because all the players in this industry are trying to capitalize only on people who can pay, which represents a very small percentage of the 500 million people that need to be skilled.

Value creation, empathy and a future outlook

Uma Ganesh, *CEO, Global Talent Track*

If you were to segment this whole space of skill development, there is the bottom of the pyramid which calls for a different approach; then those who have been to colleges and have graduated or are graduating but are unable to find the right kind of job opening based on what they have studied, and the third category are those who are currently employed but are looking at enhancing their employment opportunities and their ability to earn better, and therefore require different kind of skill sets. So broadly, these are the three buckets that we can segment the industry into and within each bucket there would be different sectors calling for different set of skills and different sets of competencies.

The three critical success factors that are applicable in this industry are: ability to bring a unique value proposition where the players must be able to understand the employers' requirement and be able to bring value by addressing the required skill gap; ability to empathize with the students and understand their requirements and help them find employability opportunities; and the ability to look into the future as all industries live in the present while preparing for the future.

The industry is still fragmented & unstructured

Amit Bhatia, Founder & CEO, Aspire India

This is an evolving industry and education is still in its initial stages. I think it is best to call it fragmented and unstructured. There are two or three drivers which are determining how the industry will evolve: first is the quality of students; there is a clear market demand for better quality education. Employers are demanding good quality education and are unfortunately not able to find the desired quality in candidates. As a result, they have stopped trusting their degree and run an aptitude test for everyone before they hire a fresh candidate. Secondly, a clear over-capacity in engineering and management institutes can be witnessed now. In Madhya Pradesh, 4000 seats are going empty every year. Similarly, in states like Tamil Nadu and Andhra Pradesh, engineering seats are going unfilled. Thirdly, there is some kind of legislative pressure as well; the recent act of MHRD to blacklist 44 universities has put a little bit of scare in the educational institutions. They are now aware of the fact that if they are unable to meet the set quality standards, they are going to be blacklisted.

Getting a job is not enough

T. Muralidharan, Chairman, TMI Group and MD of TMI e2E Academy

The biggest problem today is that we do not have a sustainable model running the employability program. It cannot be run on government rules because government brings in a lot of conditions. The only sustainable model therefore is where the consumers (students and employers) pay for the program. So, the challenge in skill development is to create a business with minimal government role. There is a need to convince the employer and the employee, about the kind of jobs the employee can get, and the talent that employers can create.

The graduate pool has been ignored at present because it is a small segment. The formal education system does not provide employable skills so the more people graduate, the more unemployable they become.

At present, there are many players from the training background but this is not a training challenge. The challenge is in the sourcing of talent, finding the business model, and making employers participate. Just getting the candidate a job alone cannot help. Only when the candidate succeeds in the job, will they be able to move to another job and create a pipeline for others to come in. If the candidate takes the job and fails, the pipeline is closed for all.

There is a need to address the technical skill gap

Mukesh Sharma, CEO, CRISP

There is no doubt that there is a need to scale skill development in India. The Government has started many initiatives in this regard such as the Skill Development Mission and setting up of NSDC, and there is also a lot of fund allocation for various skill development projects. However, the last three years has seen the quality of candidates and training depleting. Although there are many training institutions and assessment empanelled by the government, quality remains a problem as trained candidates continue to find it difficult to get a job.

Though the Government has allocated a huge amount of money on skill development initiatives, unfortunately most of them are only addressing the issue in a typical formal vocational training style, serving the organized sector workforce. More than 90 per cent of India's workforce is in the unorganized sector, which is still unaddressed. The skill development mission needs to device methods that will focus on the huge unorganized workforce suiting to their needs. When talking about skill development, India requires to focus on both engineering skills and soft skills. The training investment for engineering skills is high and therefore not affordable by all players. While there are many players entering the soft skills training model, there are not sufficient companies which have taken charge of addressing the technical skill gap.
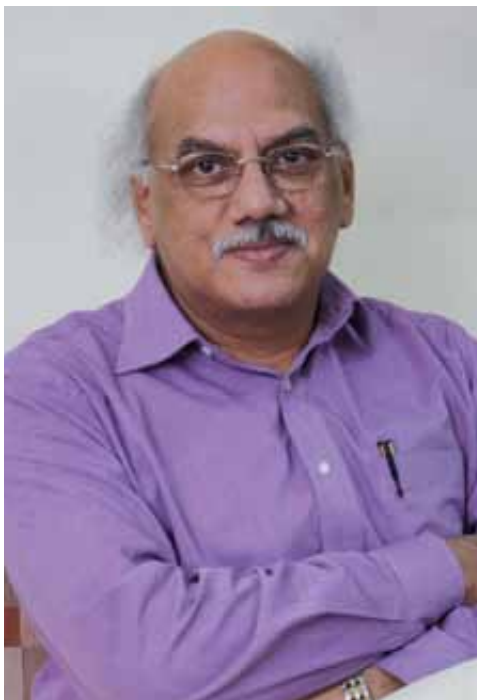
Huge growth and challenges ahead

Santosh Choubey, Chairman & Managing Director, AISECT

As identified by NSDC, the unorganized sector is a critical part of the Indian economy. The extent of informal employment is estimated to be at about 450 million (92%) between 2008 & 2012 and this percentage will tend to remain at approximately the same level. This not only indicates the importance of the informal sector but also indicates the importance of informal employment and the need for skill building therein.

The growth opportunity in the Indian education industry is tremendous, with the overall industry estimated to grow at around 15-20% for next couple of years. However, some segments such as vocational education and skill development are expected to grow at a much faster pace of around 30-40% in next couple of years. The challenges in front of players in Indian education sector arise from the following areas: firstly, the scalability in vocational education and skill development is still an issue for many players; secondly, the non-availability of student financing methods to make skill development training available at the remotest corner of the country; thirdly, availability of experienced manpower in the education industry and finally, over centralization of regulatory powers in case of formal education segment.

Q In the context of your business and competitive environment, what are the global HR priorities for this year? How are they different in the emerging economies, especially India?

Today, most organizations across industries operate in a very competitive environment and we are no exception to that. For us, the source of success is innovation, and that has been the case since the inception of our company. The HR department in our organization is active and instrumental in creating an innovative culture.

Our leadership is convinced about the need of investment in people. Just as organizations in manufacturing industries need to invest in building new plants, our business needs to invest in building our "plants" that are our people. People are the source of our innovation and that is our competitive advantage. This is actually a global mandate and it is applicable to all organizations regardless of their geographical location. If you see, the economics talk for themselves. We are a 6 million dollar organization with 10,000 employees across the world; therefore our productivity per employee is very high. Every single person in our team is very important for our success. Protecting the culture of innovation and creativity is a must for our organization to remain successful. Our CEO and Regional Head in India both spend more than 50% of their time in people issues, right from people development, to engagement and learning from them about the ground realities, to nurturing skills for the future.

2011
The year for innovation

Marie-France Van Vooren, Director for Human Resources (Asia-Pacific), Dow Corning talks to *People Matters* about what would define global HR in 2011 and how creating a culture for innovation is going to be top priority

Q What are the key HR priorities for your business this year?

Our priority this year is mainly on the area of talent acquisition. We are concentrating at strengthening our team and specifically looking at distinctive characteristics in people, over and above their qualification and experience. We are looking at bringing people on board that are independent, innovative and who take ownership of their future and the success of their organization.

The second priority is developing leaders. Our leadership requirement is to build "real" leaders - leaders that serve their teams and the organization and not the other way round. Leaders that are in control but let others flourish, taking the blame on themselves when something goes wrong and giving credit to the team when something goes right. Our leaders are humble individuals that have high ambition for their teams and the organization.

Finally, our third priority is to create a culture of innovation and engagement wherein people get mobilized and bring together creative energy in order to work towards the common goal of the organization.

Q How does one go about building a culture of innovation?

Our focus in creating this culture of innovation is to value diversity and respect for ideas, by rewarding both successes and failures. From our perspective, "failure" is an opportunity that you bring to the organization in order to learn that a particular path that was being taken was not leading to success. Failure is also a prospect that makes you comprehend that learning is an asset for the organization. The option is to win, but for that one should play. This is our philosophy. If you want to encourage people to succeed, then you have to support them in their quest for innovation. The source of creativity emerges when people try to do something different, therefore we need to create mechanisms that encourage that particular state and support employees in this journey.

The pre-requisites of innovation are many. Firstly, give freedom to act, invent and succeed. People work very hard in our organization and freedom is the source of inspiration. Secondly, we need to encourage people to get out of their comfort zones and maximize their potential.

Q How does work-life balance tie into this priority?

For us, work-life balance is a practice aligned to the requirement of providing free-

To encourage innovation we need to give freedom to act, invest and succeed while encouraging people to get out of their comfort zones

dom to our people to perform, explore and innovate. This practice means that people can work from home in a flexible way when they have their personal requirements, or they need to concentrate and work with teams across geographies.

The second part is to focus and invest in employee wellness and health, where we have programs to ensure that employees have access to information and facilities in order to invest in their health.

Finally, we also encourage our employees to get engaged in communities they operate in, with social programs to support the growth and sustainability of the local communities they live in. We see this as a very important requirement for our employees, especially the younger workforce. **pm**

Finding the right fit

The marketplace for middle and senior management hiring has not been efficient, it lacked the transparency of information for the recruiter and the candidate, explains **Uday Sodhi,** CEO, HeadHonchos.com

Q **From your experience, what challenges are companies facing in hiring middle and senior management today?**

Hiring in India is a challenge across functions and levels. However, while hiring for middle and senior management, the stakes for the organization and the individual are far higher.

While the internal pipeline of talent is an important source for middle and senior management requirements, lateral hiring becomes necessary due to lack of internal expertise or the need for specialized skills or experience. Some of the key challenges that companies face in their search for this talent are around identifying the most appropriate channel to reach out to potential candidates, sourcing relevant candidates from a large pool of unfiltered profiles and due diligence on selected candidates. That is because the focus at these levels tends to be on the caliber of profiles rather than sheer numbers.

Finally, information about senior roles and candidates is typically more sensitive, so discretion and confidentiality are important.

Q **Why are companies struggling so much specifically with middle and senior level hiring?**

The marketplace for middle and senior level hiring has not been efficient. On the one hand, candidates do not have access to information about opportunities across the board. On the other hand, companies do not find job sites cost-effective or efficient for senior hiring as there is no barrier to application so they do not usually post senior jobs online. In turn, mid and senior management professionals do not come online for their job search and so the cycle continues. In fact, research that we conducted showed that 84% of respondents believed that the internet was not fulfilling the needs of senior hiring and catered only to junior professionals and jobs.

The fact that there is not enough visibility for opportunities and no transparent mechanism for both parties to interact have combined and led to inefficiencies in mid- and senior hiring.

Q **How can online platforms help in middle or senior level recruitment?**

Online platforms can provide this transparency, where companies can post their openings for middle and senior management hiring and candidates can also post their profiles. Add to this a strong focus on updated, complete and authentic information about candidates, and we may have a

paradigm shift in the way that senior hiring is done in India.

A confidential and secure platform can be a powerful mechanism for potential employers and recruiters to connect with the right talent.

Q **What is the acceptance from online platforms both in terms of candidates and companies?**

From the candidate perspective, this channel creates an opportunity for jobseekers to seek better career options. In India, there is a cultural stigma; a professional who is not happy with his or her job, does not have a forum to look for opportunities or actually go and seek advice and help. Having access to an online portal where jobs at that level are available, makes it easier for professionals to take charge of their career without having to talk about their willingness to change.

In a research that we conducted, 84% **of respondents believed that the internet was not fulfilling the needs of senior hiring and catered only to junior professionals and jobs**

On the employer side, an online platform gives a larger spread of candidates and carries the opening across a wide spectrum of professionals that are seeking a change. It is still early days for this channel but I think it has all the ingredients for success and we have already started seeing traction on our portal with more than 400 companies posting current openings.

Q **How are recruitment portals different from professional networking sites when hiring middle and senior professionals?**

All these different channels will co-exist. All of these channels bring transparency to hiring, so they are all aligned to helping the employer and candidate engage. While one can argue the pros and cons, one difference with professional networking sites is that people registered on these are not necessarily looking for a job and hence the employer/recruiter needs to find out if the person is at all open to considering a career shift. Websites that are specifically designed for recruitment, invest in filtering and assessing profiles. Companies know that they will reach candidates who are serious about change and this is more efficient for companies that are looking to hire. **pm**

TimesJobs.com & The Economic Times Annual Skills Summit 2011

"Envisioning a nation of highly skilled workforce"

There is a huge rise in the demand for skilled professionals across different countries. The add-on to the challenge of finding the requisite skills is the dynamic nature of skills. In this economic scenario the growth and survival of an enterprise will depend on the employee growth and development.

TimesJobs.com & The Economic Times organized the Annual Skills Summit 2011 on May 27th at The Oberoi, New Delhi. The event marked thought leaders of the country sharing their knowledge and expertise, and proposed the roadmap to India's recovery from the acute skills crunch. The summit was inaugurated by Mr. Kapil Sibal, Honorable Union Minister for HRD, Government of India which paved the way for ideas and initiatives that should be instigated to bridge the skills gap. Other speakers at the summit

were Arun Maira, Member, Planning Commission, Vineet Nayar, CEO, HCL Technologies, Pramod Bhasin, President & CEO, GENPACT, and Raman Roy, Founder & CEO, Quatrro BPO, among others.

NHRD Event: HR Value Proposition

National HRD Network, supported by NHRDN Delhi & NCR Chapter organized a one day seminar on HR Value Proposition: Driving Business Excellence Through People on Friday, 20th May 2011 at India Habitat Centre, New Delhi. The event focused on how companies are evaluating their core processes and re-engineering them to create future-ready sustainable enterprises. The interactive panel discussions were held on topics like 'Business Strategy - HR still a functional silo?', 'Employer of Choice- An Employee Value Proposition', 'Building Excellence and Performance-driven Culture' and 'Driving Operational Excellence: The HR way'.

Classroom to Boardroom, A MTHR, MERC Business School and Sakaal Events Initiative

A full day seminar on 'Classroom to Boardroom' was conducted by More Than HR Global (MTHRG), MERC Business School and Sakaal Events (part of Sakaal Group) in Pune on 21st May. Various speaker sessions, panel discussions, expert interviews, networking sessions were blended expertly, to demonstrate the transition from, B-School, to corporate, and to the Boardroom. The perfect start to trigger this learning was an interview with Dr. Anil Khandelwal, author of the book 'Dare to Lead' and ex-CMD, Bank of Baroda who shared his thoughts with HR practitioners and other professionals present. The other speakers in the event were ACP Dhanraj Vanzari of Navi Mumbai Police, Vivek Kawley, Head HR, TCS Pune, Naresh Mehta, Director, HR, Raymond Retail and many other worthy thought leaders of the industry.

Young HR Leaders Summit 2011

India's first Young HR Leaders Summit 2011, was organized by the Indian HR Network at Lalit Grand in New Delhi on May 20-22. The event bought together around 1000 of the most dynamic under 40 years of age next generation leaders from the Asia-Pacific region to explore imaginative ways to address the most critical issues faced by the HR community today, develop common approaches to addressing these shared challenges, and cultivate the long-term relationships necessary for developing responses. Cross-sectoral and cross-national engagement was the hallmark of the India's 1st Young HR Leaders Summit.

For more details on events and trainings please visit www.peoplematters.in/events or connect with Varsha Keshari at varsha.k@peoplematters.in

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EVENTS	DATES	LOCATION	ORGANIZED BY
Kenexa® Strategic HR Leaders Forum	10 June	Mumbai	Kenexa
Seminar on Managing Gen -Y @ Workplace	17 June	Mumbai	NHRDN
National Summit on "Exploring Total Rewards: Design To Delivery"	17-18 June	New Delhi	AIMA
3rd Annual TPO Conference	18 June	Mumbai	Rangrut.com
Business Leaders Programme	21-24 June	Greater Noida	CII
Next Generation Service Delivery - Enabled by Aadhaar	22-23 June	Bengaluru	NASSCOM
HR Excellence Awards 2011	25-26 June	Pune	Indian HR Network
Great Place to Work® Conference 2011	8 July	Mumbai	Great Place to Work® Institute
NASSCOM: HR Summit 2011	27-28 July	Chennai	NASSCOM
Building Great Workplaces 2011	3 August	Gurgaon	Monster.com & People Matters
Building Great Workplaces 2011	23 August	Mumbai	Monster.com & People Matters

Note: Please note that this list is not exhaustive. We update this information on a regular basis. Please visit our website www.peoplematters.in/events for more information on events. If you wish to share information about upcoming events, please contact Vrishi Malhotra at vrishi.malhotra@peoplematters.in

People Matters aims to bring updated information about training programs available in the areas of Leadership and People Management. This is not an exhaustive list and we are always on the look out for outstanding programs. Please mail us at info@peoplematters.in to share more learning opportunities with the rest of the readers.

TRAINING PROGRAM	DATES	LOCATION	ORGANIZED BY
Train the Trainer	9-11 June	Mumbai	Dale Carnegie
Train the Trainer	22-24 June	New Delhi	Dale Carnegie
Workshop on Assessment for Business Excellence (Small and Medium Businesses)	23-24 June	Bengaluru	CII
Sales Advantage	23-25 June	Mumbai	Dale Carnegie
Workshop on Improving Employee Engagement using Social Media Tools	24 June	New Delhi	NHRDN
International Position Evaluation (IPE)	28-29 June	Mumbai	Mercer
Project Leadership Mastery	29-30 June	Hyderabad	Dale Carnegie
Korn/Ferry Talent Management Certifications (powered by Lominger)	4-8 July	Mumbai	Korn/Ferry International
3P Compensation Management	7-9 July	Gurgaon	Mercer

Companies who wish to enlist their training programs or advertise with us may contact Rahul Singh at rahul.singh@peoplematters.in or call +91 (0) 124 4148102

How does one juggle between multiple bosses and make sure both are happy? Vivek Paranjpe, Consultant & Strategic HR Advisor to Reliance Industries answers professional and ethical dilemmas faced by our readers at their workplace

Our Expert, VIVEK PARANJPE, Consultant & Strategic HR Advisor to Reliance Industries

THE COUNSELLOR

Keeping multiple bosses in the loop

Q *I work for a multinational software technology company where my role is primarily to work on marketing the brand in India. While it is an established name in the US, in India, it is still in its growing phase. We follow a matrix structure and my role in the marketing function requires me to work closely with the Indian as well as the US counterpart. Although, I have a clear reporting structure in the India office, being an online organization which has a global presence, a lot of workflow also happens from the corporate office in the US. I have recently joined the organization in a middle management role. In the last couple of months of my joining, on more than one instance, there have been cases where I have had to juggle between deadlines from different reporting bosses in India and the US. Though I have handled it decently well until now, I am afraid I am not sure I understand if I can perhaps prioritize better to be more effective when deadlines are clashing. Further, is it appropriate to tell one reporting boss that your hands are full with work from another?*

Having worked for multinationals for close to three decades, I can fully empathize with you. This is a classic issue that comes up in any matrix organization. The only way to deal with this is to ensure that you keep both the bosses in loop all the time.

I found an easy way out by creating common monthly report of just one page for both the bosses, summarizing the month. This report normally included:
1. Targets/goals for the month,
2. Achievements of the month,
3. Targets and goals for the next month,
4. The challenges/issues/possible road blocks for the next month.
5. Help needed to succeed

In this way, both the bosses become aware of the magnitude and complexity of work that you are handling and the issues that you are facing. It is also a good idea to help both these bosses periodically meet each other especially while they travel to each other's locations, plan joint video conferences to review performance and review of common issues. Ideally, the two bosses must network on their own amongst themselves. If they don't, as a responsible and interested party, you facilitate their networking.

To sum up – ensure both the bosses are in loop of what you are doing and are aware of your achievements and challenges. They will certainly help you prioritize work. I am sure they are reasonable, just communicate and connect with them.

How to become a change agent

Q *I head HR for a medium-sized family-run organization. I read People Matters every month and I enjoy your space a lot as I get to learn from my colleagues and the challenges they face in daily corporate life. My problem is that even if I try to implement things that I learn from my peers, I am not able to get the buy-in of the CEO of the company. What is your recommendation on how I can bring about change in a family-run business, without much exposure to best practices in HR and without a dynamic mindset that is required for managing talent today?*

I am glad that you read *People Matters* regularly and like my column. I sincerely hope this is beneficial to the readers.

Changing mindsets, beliefs, practices is a long drawn process, irrespective of whether you are part of a family-run business or a business run by the professionals. As a Head of HR, it is one of your responsibilities to become a guide/coach/educator in the company. You should endeavor to ensure that the entrepreneurs become aware of, and gain the knowledge of modern management practices and trends. Nudge them to get interested in looking at new developments and best practices with an open mind. Showcase the benefits. This is a slow process. It can be achieved in multiple ways. Just become creative.

Become a change agent. As a change agent, the most important task for you is to gain acceptance in the company, gain respect and ensure credibility is built for yourself. This can be done by ensuring full alignment with business objectives, consistent contributions, achievements, meeting and exceeding the commitments and ensuring what you recommend is appropriate and relevant for the corporation. You should remember that without a sound business case, it is always difficult/almost impossible to introduce any change. Another thing to remember - you can't do everything in one go, you need to set realistic milestones for yourself and for the organization.

To sum up - buy in from the CEO will come only if the person recommending the change enjoys credibility and the proposal for the change is based on a sound business case.

To legally bind or not

Q *We have recently introduced an education program for our employees so people can take time off and even get financial support for higher studies. Along with this program, we are also planning to introduce a bond whereby if you avail this financial support from the company, you will need to continue working in the company for minimum two years otherwise you will have to pay the company the costs incurred. While it makes sense from the company point of view, I am not sure how such a bond will be viewed by our employees as our workforce is very young and I fear it can backfire the overall intention of the program. What is your opinion? Are these bonds even legally applicable?*

To have a legal bond or not to have a legal bond - this is a classic dilemma that HR professionals go through. I am always in favor of creating an emotional bond between the employees and the company. That is the best way to retain people, and for this, multiple engagement strategies need to be deployed. While we ensure that employees are engaged and are retained because they find the company where they work as the right place to be in, we can't forget the interests of the management. Remember you are working for a business and not for a charitable organization. When a corporation makes investments, it expects a fair return, and there is nothing wrong with this expectation. If your corporation expects the employees to serve for two years post investments, I don't see anything unreasonable in that. You have to be fair to the employees as well as the corporation; just make sure that the expectations from the bond are proportionate to the investments. It is always very difficult to legally enforce such bonds and more so if the expectations arising out of the same are disproportionately higher than the investments the company makes.

I believe you should focus on supporting the right educational programs. The relevance and appropriateness of the programs that you are supporting is more crucial than anything else. After successful completion of the educational program, the employee expects to grow, especially if the company has financed the same, and that becomes very difficult if the education that you have supported is not relevant to the business.

Another area of focus should be on helping employees apply their newly acquired knowledge and skills on the job so that their performance improves and the employees become ready to take up new challenges and become ready for growth. Evaluate the relationship between investment in education with the career progression, performance improvement and growth of the individuals rather than worrying about the bonds. Understand the curriculum and credibility of the educational institution where the employee wants to pursue higher education, and ensure that the managers of the employees are also engaged with the process. Managers must support the educational inputs received by the employee with relevant work assignments, stretch goals, etc., so that the employee is continuously applying his/her learning on the job as he/she is pursuing the program.

To sum up - a holistic view to the educational support program is a must. With such a holistic approach, probability for the program to backfire just because of a bond is minimal. **pm**

Vivek is a Senior HR professional with over 35 years of experience, ranging several leadership positions, in India and abroad. He leads his consulting practice since 2003 and presently works as a Strategic HR Advisor to Reliance Industries, and is also an independent Director on the Board of Motilal Oswal Financial Services Ltd. Prior to this he was based at Singapore for several years where he was Director HR - Operations at Hewlett Packard for the Asia Pacific Region.

Allow Vivek to clear your career and professional dilemmas by writing to us at *ask@peoplematters.in*

A few of us friends from school were reminiscing of our school days and the fun times we had. We all had stories that had been oft repeated, but that nevertheless brought out uncontrollable laughter with each repetition. This is when Agastya (my 7 year old son), who unbeknownst to us, joined the party and popped the question, "Appa, why is school so good only when it is over?"

It had all of us stumped; he was obviously referring to the fact that school was not as much fun for him, but we obviously seem to think otherwise. Thinking back, all of us, who were missing good old school now, couldn't wait to get out of the drudgery of school and get to college! We hated the early morning rush, those endless classes, and exams and couldn't wait for us to become "BIG". What's the scene now? Blame it on nostalgia or whatever. The truth is, for us, the past is glory, the future is cause for concern and the present is a blur.

I experienced this recently myself. Recuperating from a surgery, I was a crabby bundle at home. I was wishing the week would get over soon and I would get back to office. When this conversation with Agastya happened, I realized what a fool I was! I was getting a week off from office in the middle of summer vacations with my son and wife. There was so much I could do with them! Catch up on movies, play on the Wii, dust those board games, call friends, do my writing … And look at me!! I had become a new age cribachari.

Before you start smirking and sharpening your knife to rib me – let me remind you, you are no different. It is in our human psyche to

Why is School so good
only when it is over?

BY **ELANGO R.**

You can blame it on nostalgia, but the truth for most of us is that the past is glory, the future is a cause for concern and the present is a blur

QUICK VIEW

- The future is the unknown, so we like to worry about it and plan for it sometimes even forgetting to live today

- Living in today, enjoying the ordinariness of everyday and relishing being busy – these are ways of busting the stress as well

- Enjoy it as long as it lasts. Before you know you would have retired and wishing you were busy all over

Can we live for today? Can't we just enjoy the busy schedule, the pressure of deadlines, the mad rush through the week and the tons of emails that deluge our inbox?

always look at the green grass on the other side. Cribbing and reminiscing is often a human mechanism to make the routine ordinary occurrences of daily life more visible. When we focus our energies on cribbing, suddenly the past becomes rosier, the not so pleasant experiences that may have haunted us, are conveniently forgotten and finally the present becomes a burden that weighs down on us so heavily, we begin to hurt.

And of course the future is the unknown, so we like to worry about it and plan for it sometimes even forgetting to live today.

For example, at work, we are always talking about our last company, last manager, last assignment, fondly reminiscing or worrying about what will happen after this assignment or if this manager is transferred!

Let me recount a very clichéd saying (I hate it, but this does explain it well). 'The past

is history, the future is a mystery, but today is a gift and so we call it the present.' I couldn't have said it better.

Can we live for today? Can't we just enjoy the busy schedule, the pressure of deadlines, the mad rush through the week and the tons of emails that deluge our inbox? I know it sounds crazy! But you must talk to my parents who recently retired to put this in perspective. I was complaining to them of how insane it was and that I sometimes did not find time to go to the wash room. To which, their response was, "Enjoy it as long as it lasts. Before you know you would have retired and wishing you were busy all over. Now, we only have the rose plants and the gardener to keep us busy. Our biggest event is your call and the "busy" is planning the meals for the day!"

I laughed and actually mentally ticked them off for still treating me like a child. But the full impact of it hit me when there were no mails in my inbox for a few days after the surgery, because everybody knew I was out of office. It just didn't feel nice! I had withdrawal symptoms for the same mail deluge I was complaining of. Suddenly, I missed being busy, running from one meeting to another.

I know this is very different from the many columns I have written. But if you reflect - is it? Living in today, enjoying the ordinariness of everyday and relishing being busy – aren't these ways of busting the stress? Think of it another way: Don't we enjoy the weekend better when the week has been crazy?

Whatever your perspective, close your eyes a moment before you sign off. Make a commitment to live in the present, lest you miss today reminiscing of yesterday and worrying about tomorrow. There you are: The long afternoon schedule already doesn't look all that bad!

BTW, the next time you sling your camera along for your vacation, think about this. Don't get so busy clicking the pictures and getting the right pose. You are missing the now for the later. Most of us won't even download the pictures after the holiday. Instead, have a blast watching other ordinary mortals frenetically clicking, posing and missing the now.

Cheers! Pm

Elango R, is the Chief Human Resources Officer at MphasiS. You can follow him on twitter@ agastyasays and read his blogs on www.agastyaelango.com

ARE YOU WORKING FOR THE
BEST OF THE
BEST?

A Great Place to Work® Institute Series

What drives employee perception in corporate India and which are the areas where the best workplaces have built formidable entry barriers for others competing for the title of a best employer? **Prasenjit Bhattacharya,** CEO, Great Place to Work® Institute, India brings insights from the recently conducted survey on 'India's Best Companies to Work For in 2011' in partnership with The Economic Times

The Great Place to Work® Institute has been tracking employee feedback on their workplace culture from over 2 million employees every year. In 45 countries across the world, more than 5500 organizations participate in our workplace studies.

'India's Best Companies to Work For in 2011'- the yearly Study conducted by Great Place to Work® Institute in partnership with The Economic Times has some fascinating insights. The study which was conducted in the first three months of the calendar year shows that employee perceptions about their workplace in 2011 have marginally gone up from 2010 beginning.

The people tracking this Study will recall that in the beginning of 2010, the employee perceptions had dipped across the board with even the 'Top 25 Best Companies to Work For'

not being immune to this trend. The positive employee perceptions at the Top 25 Best Workplaces in the Study at that time had dipped by 5 percent compared to the recession hit year of 2009.

The Top 25 companies have managed a comeback and their overall positive employee perception has gone up by 2 per cent. Only 5 out of the Top 25 Best Workplaces are companies which are new to the list of Best Workplaces, the rest having featured in the list in previous years. However, similar consistency is not seen in the Top 50 list in which there are 14 companies which have never featured in our list in India before.

One reason why 14 new companies feature in the Top 50 Best Workplaces list is because a record 471 companies registered for the Study this year, up from 395 organizations last year making the India Study one of the top 3 largest studies of this kind in the world, the other two being the studies in Brazil and Mexico.

Participation in the Study this year came from more than 20 industries with IT and ITES together accounting for one-fourth. 20 per cent of the participating companies are from manufacturing, making manufacturing the second largest block. We now have the largest database of recent benchmarks in all major industries, notably financial services, professional services, construction and real estate, telecom, media and entertainment, hospitality and bio and pharmaceuticals. Media and entertainment and hospitality saw the biggest dips in overall employee perceptions this year indicating perhaps the churn which is happening in these industries. Hospitality, in spite of the dip continues to be an industry with very high employee engagement. Participation from NGOs continues to be small in this Study and separate focus will be required in future to attract more NGOs to participate.

Corporate India has loosened its purse strings and in the Top 50 best workplaces this year, 4 per cent more respondents in our survey are agreeing with the statement that they receive a fair share of profits made by their company and 3 percent agreeing that they are paid fairly for the work they do. Fair pay and fair share of profits had seen the biggest dip in our previous Study in 2010 beginning.

The Study reveals that the supervisory category continues to be the least engaged and employees with 3 to 5 years tenure are having less favorable perceptions about their workplaces compared to their other colleagues.

In 45 countries across the world, more than

5500

organizations participate in these workplace studies

QUICK VIEW

- 'India's Best Companies to Work For in 2011' conducted in the first three months of the calendar year reveals that employee perceptions about their workplace in 2011 have marginally gone up from 2010.

- The Top 25 companies have managed a comeback and their overall positive employee perception has gone up by 2 per cent.

- Participation in the Study this year came from more than 20 industries with IT and ITES together accounting for one-fourth. 20 per cent of the participating companies are from manufacturing, making manufacturing the second largest block.

Interestingly, the Study also reveals that in Corporate India today, 73 per cent of employees are below 35 years of age and only 21 per cent of employees, on an average, have worked in the same organization for more than 5 years.

The Study has now been done 8 times in India and the best workplaces have come a long way, particularly in areas like fair pay and share of profits to employees, providing special and unique benefits and encouraging work-life balance. Apart from these tangibles, what really differentiates the Top 25 Best Workplaces from the rest is their management's ability to attract talent who fit in well, build a culture where honest mistakes are not penalized, ensure impartiality at the workplace and make their organizations fun places to work.

What drives employee perception in Corporate India and which are the areas where the best workplaces have built formidable entry barriers for others competing for the title of a best employer? What is driving Gen Y employees and what changes after a few years in the organization? For answers to all this and more refer to the special issue of *People Matters* on the Study which will hit the stands shortly. Pm

Prasenjit Bhattacharya is CEO of The Great Place to Work® Institute, India. Views expressed are personal. Prasenjit can be contacted at pbhattacharya@greatplacetowork.in For more information on participating in The Economic Times and Great Place to Work® Institute's India's Best Companies to Work For - 2011 Study, write to greatplace@greatplacetowork.in contact 09920866406.

To know more about the special issue and the Special Year Book on India's Best Companies to Work For - 2011 contact *People Matters* at ask@peoplematters.in

The Strauss-Kahn Crisis

What is the mirror showing us today?

BY **POONAM BARUA**

While the media and the eco-system seem to be viewing this episode as a political fallout among others, no focus has been given to the human side of this story, and the reality that exists in the business world today. There is a need for corporates around the world and in India to show greater responsibility in building the eco-system that will help women to succeed in their leadership journey

We have all now watched with distress – as Strauss-Kahn, Chief of the distinguished International Monetary Fund – and custodian of the financial reform process and faith of the global stakeholders, stands accused of criminal offence against women.

While this validates most of what women continuously perceive about the "discomfort" of their roles in male-dominated heavy-weight institutions where women continue to be a minority in the decision-making positions, it is equally sad to find what "men in black suits" are doing while on duty in $3,000 suites on "business work".

What is more dismaying however is to see how the world media and eco-system seems to be viewing this whole episode.

From CNN to BBC – the coverage is more concerned about the "political fallout" of Mr. Strauss-Khan's inappropriate act – and the impact it has on his chances for Presidency of France and the Euro stocks; how the G-8 and G-20 candidates will be viewed for the new leadership at IMF, the debt-crisis role of Strauss-Kahn; and how important the IMF Chief is to the future of the EU financial bail-out.

No mention is given to the "human side of the story", which clearly validates the well-perceived view that corporate and business "honchos" worldwide continue to view women as "sex objects" – fully at their disposal while they attend to the important strategies of re-arranging the financial stocks and boardroom business. Even when women do reach the boardroom – they are seen more

as an "aberration" rather than the "standard"– putting a huge pressure on the women to perform with grace, balance, rightousness, high impact, delivery, performance, public spiritedness, executive presence, authority, all rolled into one.

The episode further reminds us of the recent statement by Joe Ackerman, Chairman of Deutsche Bank, that women bring "beauty and color" to the boardroom. Corporate India shows no greater responsibility as it continues to index the lowest figures for women board directors worldwide, that is a low 5% of women board directors in India, as compared to countries like Canada (15 per cent), the US (14.5 per cent) and the UK (12.2 per cent), Hong Kong (8.9 per cent) and Australia (8.3 per cent).

Clearly, this is a "non-financial" risk that even the distinguished IMF stakeholders did not foresee – and another lesson for enterprise risk-management for companies for including greater diversity of stakeholders that are sensitive to the non-financial geopolitical and societal risks. In fact, it seems that corporate boards in India remain fully focused on the traditional auditing and legal compliance procedures which they term as "good corporate governance", with little understanding of mitigating risks that will arise on account of the "reputation" of the company, volatility of governments where billions of dollars can be lost overnight (Egypt, Libya), and the malaise of misconduct and unethical behavior of senior leadership that is simply dismissed as "low priority" business risk.

No wonder then, that majority of senior women surveyed would like to drop-out of

There is a great opportunity for corporate India to also show its leadership, with affirmative action and corporate disclosures on how the equal opportunity and code of conduct is being implemented

corporate India and start their own businesses. It is just not worth the "sweat and tears", as there is no place for them to more "upwards".

And this is not the "leaking leadership pipeline" of women that is it being recycled by corporate leaders where they are referring to the off-ramping of women, but it is a case of lack of equal opportunity in the workplace that is driving senior women executives to seek alternative avenues for satisfying their aspirations.

European nations reeling with a sagging economy and France in particular, are beginning to recognize the depth of their mistake in being indifferent to an economic dynamic where powerful men traditionally wielded control and women have silently accepted 20% less salaries then men. Corporate India is no less a victim of this skewed leadership, where not a single women appears in the list of "highest paid executives" in the country, and we continue to applause all-male business excellence award ceremonies.

The IMF seems to have taken immediate steps to put into place a new code of conduct governing personal relationships between managers and staff, which was approved on May 6.

There is a great opportunity for corporate India to also show its leadership, with affirmative action and corporate disclosures, on how the equal opportunity and code of conduct is being implemented.

We will all need to support each other in the interest of leaving the legacy of a better planet. **pm**

Poonam Barua is Founder Chairman, Forum for Women in Leadership, WILL Forum India. www.willforumindia.com

QUICK VIEW

- Everyone is talking about the "political fallout" of Mr. Strauss-Khan's inappropriate act – and the impact it has on various things while the human side is totally ignored
- Corporate India shows no greater responsibility as it continues to index the lowest figures for women board directors worldwide, that is a low 5%
- There is a case of lack of equal opportunities in the workplace that is driving senior woman executives to seek alternative avenues for satisfying their aspirations

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at http://abhijitbhaduri.com

ABHIJIT BHADURI
Author of "Married but Available" and "Mediocre but Arrogant"

The Changing Perception of Time

"I am an old timer. I have been working in this company for a long time." How long do you think this person could have worked with that employer? Your spontaneous response to this question represents the "cultural generation" that matches your way of thinking about time. A cultural generation represents all those who share a common world view. On the other hand, we have the popular definition of generation which defines an offspring and the parents as different generations. In societies, where changes are slower to happen, the familial generations and cultural generations overlap. Hence the rules and assumptions that are used to govern one generation are also valid for governing the progeny. The rapid and constant changes in the environment have made even siblings separated by a few years belong to different cultural generations with different drivers and behaviors.

Our behavior is shaped by our underlying values. Values are the basis of our notions of right and wrong and the choices we make. Our environment in our formative years has a very significant impact on the values we learn. This environment is made up of our parents, teachers, peer-group and even the media we are exposed to, which define our values. Our values today are influenced far more deeply by the media we have access to. From the time when we had Doordarshan as our only television channel in India and the government ran All India Radio as the sole source of our news and entertainment, we are now a nation where we have hundreds of options to get our news and opinions from. Cable television now places global images, information and norms of behavior that only the well-traveled rich had access to previously. The mobile phone is driving global content into the remotest corners of the country. This exposure to diverse influences changes behaviors that would have otherwise remained stable over decades.

Social behavior and norms of behavior are shaped by how we view time. Societies differ on what is the acceptable age to get a driver's license, cast a vote, get married, drink alcohol or even take up arms to defend the country. From time to time, the societies even review these perceptions of time and what may follow is a change in law. In India, the voting age was reduced from 21 years to 18 a few years back. When some sections of the citizens view time differently from the way the law defines it, it raises interesting situations. For example, even though in India the minimum age to get married is 18 for girls and 21 for boys, there are unwritten rules that will tell the couple whether they married a bit too early or late.

Technology changes our perception of time. The arrival of email has made its users learn to use a keyboard while before we communicated through letters. Today the postal system is referred to as snail mail which is a reflection of how our perception of time has changed. From video games to digital cameras, we have all got used to finding out instantaneously the effect of our actions. Technology has been changing at a rapid pace as well. The smartphone that many carry in their pocket has more computing power than the early versions of the mainframe computer. Every time something in our environment changes, we have to retrain ourselves to adapt to it. When we need to continuously adapt our behavior, we progressively devote less time to each such change before we move to adapt to the new change that is replacing the current one. Even as we are getting used to the previous change, there is another shift and then yet another. This continuous shifting has now irreversibly altered how we view time. This has shrunk the perception of time. Each short-lived change has modified how long we need to wait before we get impatient.

When our perception of time changes, organizations are the first to feel its impact.

- Challenge No 1: Making policies that are based on tenure
- Challenge No 2: Deciding how Long it takes to learn a job
- Challenge No 3: Defining what is the right time to do what ▣m

Read in detail about these challenges at http://abhijitbhaduri.com

Abhijit Bhaduri works as the Chief Learning Officer for the Wipro group. Prior to this he led HR teams at Microsoft, PepsiCo, Colgate and Tata Steel. He is on the Advisory Board of Wharton's prestigious program for Chief Learning Officers that is run by the Univ of Pennsylvania.

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People matters

HR TECHNOLOGY SPECIAL

In an increasingly performance-driven corporate environment, management focus has shifted towards improving effectiveness and efficiency of less tangible assets – the company's human capital. In this Special Supplement, *People Matters* presents insights on how companies can manage human capital performance by using technology. This supplement also includes a listing of products available in the space and complete specifications for the buyers' reference.

The right number with the right skills at the right time

Due to global exposure and business opportunities available to emerging markets like India, skill levels of workforce in India are improving rapidly with every passing day. Therein lays the imperative for Indian organizations to find ways and means to get the best out of their people for higher revenues, profits & business excellence, ascertains **James Thomas,** Country Manager (India), Kronos

Q **Why is employee productivity so important today for Indian organizations?**

Salaries are rising in India more than ever before and Indian companies are recruiting more than ever before. Due to global exposure and business opportunities available to emerging markets like India, skill levels of workforce in India are also improving rapidly with every passing day. This basically means that every hour and every day of the employee is more critical to the employer than it was yesterday, and will be even more critical tomorrow than it is today. Therein lays the imperative for Indian organizations to find ways and means to get the best out of their people for higher revenues, profits & business excellence.

Indian organizations are working over time to break the linear equation that their workforce has to generate higher revenues which are typical for developing economies, to do more with less. Adding more people to solve a problem or a business challenge to achieve higher revenues for an organization since people were inexpensive, needs to give way to doing more with less people and finding innovative ways to place the right people at

the right place at the right time for maximum productivity and business benefit.

Q **How are service and manufacturing industries different when it comes to employee productivity improvement?**

The percentage of contribution of people to a service industry far outweighs the manufacturing sector. Payroll of service sector companies varies from 15 – 70% of the operating costs whereas in the manufacturing sector, it is still in single digits. Hence, employee productivity is at the root of creating a successful service business. It has a direct top line and bottom line impact. Therefore from a cost point of view, employees in a service industry are like raw material to a manufacturer. You cannot do anything without them being in the right number with the right skills at the right time. And making them more productive has a multiplier effect on both tangible and intangible business benefits to the service industry.

Having said that, for a manufacturer, it takes a different flavor altogether. While payroll costs represent only 5-10% of the operating costs of a manufacturer, his costly

investments in machines and raw materials is put to effective use by people. So while today's supremely efficient manufacturing technologies and machinery can give high productivity, the people behind those machines can pretty much make the difference between getting the best out of those machines or shutting them down! The bottom line is that there is no getting away from enhancing productivity of your people, no matter if they impact delivery directly in the service sector or indirectly in a manufacturing environment. The approach needs to be very different in the way you enhance productivity with thousands or lakhs of young people in a service sector versus a much smaller higher skilled workforce in a rapidly maturing manufacturing environment.

Q What are the major levers for employee productivity that organizations have at their control?

Organizations invest a lot in activities like employee training across industries so as to

time. Hence, measuring and tracking absence proactively in conjunction with time is a very strong lever.

Another one is, better workforce planning. Having the right person at the right place at the right time can do wonders for an organization's output. For example, having 5 employees in a retail store in a morning shift serving 2 customers and having 10 employees in the evening shift serving 200 customers can result in either an over pampered customer who gets upset or an unattended customer who also gets upset – and both possibly resulting in lost business. Rightful planning based on forecasted customers/sales could have helped the store manager re-deploy those employees and achieve higher sales per labor hour. The same logic applies to almost every industry and customer experience. While organizations understand the value of having the right person at the right place, they are constrained due to lack of adequate automated tools that can give them actionable information proactively.

While organizations understand the value of having the right person at the right place, they are constrained due to **lack of adequate automated tools that can give them actionable information proactively**

improve employee productivity. But a more effective way is to understand the key drivers to workforce productivity or effectiveness and measure them. And measure them real time in an integrated manner. Measuring just one of them or all of them using different tools in different ways does not always give you the clear view or visibility. At the core of employee effectiveness, is how effectively employees are utilizing their time while working. Are they at the right place at the right time? Are there lost opportunities which impact productivity adversely which are not getting measured?

One such lever which often gets a short thrift, is employee absence. Absence is the corollary to time that an employee works, and also gets paid on most occasions. Absence (both planned and unplanned) can represent up to 35% of payroll costs. This number reflects both the direct and indirect costs of employee absence. For example, a Kronos-Mercer research in the US suggested that a replacement worker for an absent employee is only 71% as productive at best the first

Levers such as the above are not measured accurately in real time in an integrated manner when calculating employee productivity, which is a ratio of output to the time taken for the output. The lost time due to absence, for example, is never included in these calculations. Organizations need to adopt tools to measure Overall Labor Effectiveness (OLETM) which is a balanced KPI, measuring employee utilization, efficiency and yield. Utilization gives an idea of the amount of time an employee worked productively versus the amount he/she was supposed to. Utilization combined with efficiency gives a more accurate view. Workforce management solutions like Kronos are tools in that direction providing organizations the ability to automate the tracking and monitoring of employee effectiveness thus providing the management with valuable insights on employee productivity and better decision making on one side and having a highly motivated productive employee on the other. **m**

Technology will enable
business agility

The increasing use of technology by today's workforce influences Companies to adopt flexible HR technology and tools. The need to integrate these systems with mobile phone and social media is becoming a necessity to enhance Employee engagement, says **Ganesh Balaji,** CEO & MD, Adrenalin eSystems Limited

Q What are the latest HR technology trends in India?

Considering the imperative to directly influence business decisions, HR technology is evolving to become more active, rather than passive reporting systems. Trend analysis of people churn, tools to effectively capture employee satisfaction which can influence business performance are becoming important.

Also networking being essential and limited social networking within the organization becoming the norm, this could easily pave the way for wider social media acceptance. Companies have realized the proliferation of technology in regular day-to-day activities of employees and are gearing up to deliver employee services on employees' medium of choice – be it mobile phones or the social media. Integration is becoming key - moving away from isolated systems that just handled payroll and administrative activities, HR technology today looks at becoming main stream by feeding directly into the core system of the company, be it through Enterprise Planning System or Decision Support System.

However regulatory compliance is something HR cannot do away with and hence technologies today are also gearing to deliver these outputs in a much more integrated and efficient way.

Q What is the future of talent management using technology to integrate traditional HR platforms with mobile phones, social media and more?

Managing talent is an evergreen problem for HR. Coupled with advancement in technology HR is looking at adoption of these new tools and technologies

> While currently companies start with having a 'presence' in social media, **in the years to come it will move to 'adoption' of social media in their quest for talent search**

to provide them a helping hand here. Social media is becoming an accepted platform for (a) promoting requirements, and (b) validation of candidates. It is also becoming a source for gathering references and validating credentials of candidates' performance.

In my opinion, integration of these technologies will go a long way in distilling right talent and also help in opening the right opportunities for the candidates. While currently companies start with having a 'presence' in social media, in the years to come it will move to 'adoption' of social media in their quest for talent search. It can also become a good source to track your ex-employees and woo them back when needed.

The use of mobile phones for HR technology is being talked about more, than used. This could be due to the non-proliferation of adequate cost-effective data plans across every level in the organization. However this trend is to change with the growing awareness and wider availability of 3G, when we will witness delivery of proactive HR analytics in the hands of the employee for the betterment of business.

Q How is the HR function transforming to adapt to these needs? Is HR driving these changes, or is it vice versa?

HR is welcoming these changes. I am not sure whether HR has the necessary power to drive these changes even though the younger population is more technology savvy. However, it is very clear that the HR function is transforming for the better as the team has the ability to understand the technology and comprehend its utilization for business benefit. Gone are the days, when you need to sell technology to HR, it is just sufficient if you are able to sell 'business value' to HR and technology is automatically accepted.

Q How will the world-at-work look few years from today? Are the current HR systems ready for this change?

Agility in workplace and in work-mode is becoming the trend. Technology need to support it. The business needs have been dynamic. Today employees needs to align to the business needs more efficiently and effectively. This may call for re-adjustment of working methods or skills required. There is an increasing need for a unified data since workforce is operating in remote areas and dispersed across different geographies and time zones. The trend that one can see in future HRIS systems would be that it offers seamless integration of data across enterprise, ability to integrate with other enterprise applications, ability to address mobile workforce and provide the agility that employees require. For example, flexi-hours is a concept born due to understanding the social/personal needs of the employee, however systems to support these are rarely in operation. Virtual offices and systems to support these modes of working will become mandatory.

While it is easy for an employee to tweet what he is doing or just did, he finds it difficult to fill his time-sheet for the organization. The question to ask is "are corporate systems today simple enough for the employee to transact when compared to other technology tools he is used to". But this will change - corporate systems will derive knowledge from social systems and work behavior of the typical workforce, and begin to adapt to this change or will give way to such solutions. The ultimate goal of any HR system will be to provide reliable work data to the organization and help in increasing the productive time of the employee towards meeting the organizational objective. **PM**

Optimum use of technology

The success of any HR technology initiative heavily depends on employee adaption, so the simpler the technology is to deploy and to use, the better, says **Sumeet Kapur,** CEO, EmployWise

Q **What should companies look for when selecting for HR technology products?**

When selecting a technology option, it is critical to ensure that the technology is simple to deploy and to use. Companies should first recognize that their technology initiative will require a significant amount of process and data work within the HR team. Second, change management and user adoption issues will follow. You need to be able to get people to use and work with the system because ultimately, the success of any HR technology initiative heavily depends on employee adoption. Rather than functionality, focus on the ease of use of a solution. The easier it is to use, the more adoption you'll have, the less training you'll need and the faster you will be live. Assess the capability of the vendor, especially their willingness to assist you in making your initiative work. Generally, "buying" a technology also adds a whole bunch of additional issues on installing, running the solution, and maintaining it, so you would be better off with solutions delivered as a service.

Q **What are the different models that exist in the market today? How do they suit different companies in terms of size, industries and budget?**

You could essentially buy and deploy a system in-house i.e. "on-premise" or you could just subscribe to an online system. The latter model popularly referred to as the SaaS or Software-as-a-Service model, is rapidly becoming the most popular option. Practically all new systems are being developed as SaaS. This is because of its significant advantages to the user as it requires no upfront investments, no prior IT infrastructure, or skills an OPEX based recurring fee model and a much faster deployment. For smaller companies with budget constraints, the SaaS model offers a compelling advantage of not requiring large investments and IT skills. Traditionally, large companies that can afford, have the requisite in-house IT skills deployed on-premise solutions. However, globally, even large companies are opting for the SaaS options given the advantages of speed and better usability of these solutions. There is also a growing number of cases where companies with existing HRISs are opting for newer SaaS solutions for talent management. Industry vertical however, does not seem to matter in this selection.

Q **What are the benefits of an HRMS system? Is there any other alternative today to manage employee cycle successfully?**

The main benefits of an HRMS system is that it helps an HR department to be more efficient, productive, and informed. When you have everything in one system, instead

> **The main benefits of an HRMS is that it helps an HR department to be more efficient, productive, and informed**

of manually keeping track of spreadsheets, forms, etc., it becomes a time-consuming task – especially if you're growing from a couple of employees to a hundred or more. Further, an HRMS system will give you the right insights to your employee data, so you can predict and make better decisions, and form your HR strategy more cohesively. The system will remind those involved in any process so that you don't have to chase them. You can also retain and develop your talent better. For example, if you have a review process in place, and it's automated, you'll have all ratings, review feedback, scores, etc. in the system. On top of this, if an employee falls short, he/she should be automatically nominated for a training or prompted for coaching. At the same time, if you have a system of rewarding your top performers, the system will make sure that it happens. I don't see any other way of managing the entire employee life-cycle successfully without an HRMS. Managing it manually with a patch work of solutions here and there is simply not efficient enough and leaves a lot of room for bottlenecks and human errors.

Q **What makes an integration of HRMS successful? What are the challenges that companies face when introducing HRMS in their organizations?**

One must appreciate that an HRMS is perhaps the only business application that reaches out to every employee of the organization. This poses a unique challenge to making such an initiative successful. I would rate "usability" as the number one determinant of success. Three things are critical to meet this challenge, the first is "usability" i.e. the quality of a system to appeal to its users intuitively and encourage them to adopt it without hesitation. It should be capable of becoming something that your employees actually enjoy and empower them. In other words, your employees adopt and evangelize

the HR system not forced on them through a corporate diktat to use. Second, while most systems will have a lot of functionality, it is the ability to handle exceptions (which trust me will always be there) and the ability of a system to integrate and correlate different HR processes that matters the most in easing life of your HR team. Providing significant insights makes the user's experience powerful. Finally, it is "availability" of your system i.e. whether or not the system is available to employees anytime and anywhere they want to use it. A self-service HR portal that is hard to use will inspire as much confidence as an ATM machine that is out-of-cash most of the times you use it.

Q **How does one measure the benefits and ROI of an investment in HR Technology?**

Proving ROI has always been a huge challenge for HR trying to get corporate budget sanctions and show value for technology investments. The most common return that is shown

Generally, "buying" a technology adds a whole bunch of additional issues on installing, running the solution, and maintaining it, so you would be better off with solutions delivered as a service

is in the form of savings in administrative HR staff costs and maintaining a lower HR staff to employee headcount ratio. However, this leaves most of the true value out of the equation. A second measure of ROI comes from the savings in executive time spent creating and chasing employee requests and approvals and running HR processes like appraisals and trainings in a pen-and-paper model. The biggest value from implementing technology in HR comes from the significantly higher levels of employee engagement and talent retention that can come from a good HR system. Ultimately, one must recognize that scaling to a higher order of talent management is simply not possible without data, insights, and a tool to implement initiatives -- that is where technology can enable HR.

Interestingly, SaaS which requires zero CAPEX is often a great way to circumvent the whole ROI debate, especially if for whatever reason, HR cannot or doesn't want to get into the ROI debate! **pm**

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Buyer's Profile

Kronos helps organizations across a variety of industries manage their most valuable, and expensive, strategic asset — their workforce. How? By giving them the tools and services they need to help them control labour costs. Minimize compliance risk. And improve workforce productivity. The easy-to-own workforce management solutions and services from Kronos make complete automation and high-quality information a reality and deliver the experience our customers expect.

Our time and attendance, scheduling, absence management, hiring and labour analytics solutions, along with strategic services, give Kronos customers the edge they need to compete in the global marketplace. With thousands of installations in organizations of all sizes — including over half the Fortune 1000® — we're proving workforce management doesn't have to be so hard. To learn more visit www.kronos.in

Overview of Product Features

Kronos workforce management solutions cover the entire spectrum of workforce automation and optimization from workforce planning and allocating labor to tracking and analyzing labor data in an integrated real-time fashion covering the four dimensions of workforce management viz., Time, Absence, Schedule and Activities.

This automation helps you reduce payroll costs, improve labor productivity and manage compliance.

Key Benefits

Kronos workforce management solutions help in:
- Reducing payroll costs by eliminating leakages that can be upto 5% of payroll costs
- Provide real-time workforce visibility to managers to make better deployment decisions
- Help track employee productivity in real-time
- Help improve employee satisfaction by providing blue-collared inclusivity through attendance cum self-service kiosks
- Helps in automating management of all kind of workforce including contract workforce

Key Differentiators

Kronos is unique in its ability to provide complete end-to-end automation for workforce management with the blend of software and hardware to provide real-time integrated data.

Type of purchasing option: License, Host or SaaS

All options available

Integration Details

Kronos Workforce Integration Manager enables Kronos solutions to co-exist with other legacy applications like ERPs or access control systems and provides a seamless connectivity for data flow across systems.

Pricing

To be made available on request

Testimonial/Referrals

Please visit www.kronos.in and www.kronos.com

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Oracle - Oracle Human Resources Analytics
In India, Oracle has been operating for more than 20 years, first through a distributorship and thereafter through its own subsidiary since 1993. Among its various products and solutions, Oracle also offers world-class, award winning HCM solutions for organizations of every size, region and industry.

Company's Profile
Oracle is the world's most complete, open and integrated business software and hardware systems company.

Overview of Product Features
With more than 300 metrics and 600 dimensional attributes, Oracle Human Resources Analytics integrates data from a wide array of functional areas in HR and Finance, presenting the best tools available to better source high quality applicants, and to reduce employee retention and absence costs.
Benefits:
* *Workforce Insight* – Monitor workforce demographics in line with your recruitment and retention objectives.
* *Targeted Workforce Development* – Gain insight into the movement of top and bottom performers in the organization to engage and develop internal talent.
* *Improved Compensation* – Understand how compensation impacts performance, ensure compensation is equitable and consistent across roles, and align variable compensation with your organization's goals.
* **Leave and Absence** – Get a comprehensive view into employees' current, planned, and historical absence events;
* *Better Understanding of HR Performance* – Assess HR's overall performance and employee productivity using industry benchmarks.
* *US Statutory Compliance* – Monitor US EEO, AAP, and Vets100 compliance reporting.

Workforce Planning Details
Oracle Hyperion Workforce Planning software is a special-purpose planning module that makes headcount, salary, and compensation planning fast and efficient across the enterprise.
Benefits:
* *Deploy Quickly* – Simplify implementation and reduce maintenance requirements with prebuilt functionality
* *Improve Confidence* – Address all workforce planning requirements with a fully flexible and open architecture
* *Enhance Accuracy* – Achieve greater accuracy, predictability, and accountability through detailed headcount, salary and benefit planning
* *Optimize Resources* – Assess real-time impact of salaries and associated workforce expenses
* *Save Time and Money* – Reduce workforce planning cycle time by eliminating dependency on spreadsheets

Analytical Models for Business Performance
Oracle Hyperion Performance Scorecard is a balanced scorecard collaborative certified application that helps organizations to clearly articulate strategy and goals, communicate them across the enterprise, monitor key performance indicators, and improve business alignment.
Benefits:
* *Communicate effectively across the enterprise* – Share operational performance management strategies throughout the business
* *Clarify business objectives* – Align the enterprise with corporate strategy, plans and objectives
* *Focus resources* – Improve operational efficiency through a continuous business performance management cycle
* *Increase employee participation* – Promote collaboration and accountability for results
* *Create value* – Build future economic value for key stakeholders

Type of purchasing option: License, Host or SaaS
License

Key Differentiators
* Provides insights from metrics to drive organizational performance that balance cost efficiency with the best ways to develop and deploy an agile and high-competency workforce
* Tightly integrated with Oracle transaction systems to leverage the value of existing data and to eliminate the inefficiencies of data silos.
* Offers seven subject areas (absence, compensation, HR performance, learning enrollment and completion, recruiting, US statutory compliance, and workforce performance), nine dashboards, over 200 reports, over 300 metrics, and over 600 dimensional attributes.

Integration Details
Oracle Human Resources Analytics is tightly integrated with other applications in the Oracle BI Applications family to deliver better workforce information across the organizations to drive better business results.

Pricing
Price to be provided upon request

accenture
High performance. Delivered.

Accenture – Talent & Organization Performance Practice

Accenture is a global management consulting, technology services and outsourcing company. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. With more than 190,000 people serving clients in more than 120 countries, deep industry and business process expertise, broad global resources and a proven track record, Accenture can mobilize the right people, skills and technologies to help clients improve their performance.

Buyer's Profile
CHROs, Business Heads, Heads of Operations, CIOs and decision makers across verticals in the world's leading companies and governments. Accenture works with organizations of all sizes—including 96 of the Fortune Global 100 and more than three quarters of the Fortune Global 500.

Overview of Offering
Accenture's Talent & Organization Performance Practice works with clients globally in the areas of Learning, Talent Management, HR Transformation, Change Management and Organization Effectiveness. Recently there has been a new thrust and focus on building advanced Analytics capability which will cut across all these domain areas:

- ORGANIZATIONAL ANALYTICS: focuses on tracking and measuring overall organization effectiveness and alignment to vision and strategy including the right leadership behaviors.
- WORKFORCE ANALYTICS: deep insight into the workforce including assessment of key drivers of performance and engagement, productivity and optimal staffing levels.
- CULTURE ANALYSIS AND ALIGNMENT: measuring the current and desired state organizational culture and its impact on change processes and overall organizational effectiveness.
- CUSTOM ANALYTICS SOLUTIONS: designed to test and validate specific

hypotheses for people related business issues.

Business Case
Although the field of business analytics has made great strides in recent years, the methods and tools to deliver insights in the areas of organization and workforce performance have traditionally lagged the rest of the analytics field. The typical HR system is not up to the task of analyzing the complex dimensions that involve employee and leadership behaviors, workforce capabilities and numbers, and relevant HR processes. These systems usually look only at past behavior instead of current and future trends. Many companies, therefore, do not effectively measure and manage one of their most critical and expensive assets: their people. The performance of any enterprise arises from a complex set of organizational and human dynamics. Making sense of that complexity is important to generating competitive advantage from an organization's capabilities and people.

Key Differentiators
Based on ongoing analytics work with companies across a variety of industries, Accenture has developed an approach that enables organizations to leverage analytics in a way that improves workforce planning, more closely aligns organizational capabilities with business strategy and ultimately derives better business value from workforce talent. What Accenture calls "human capital analytics" can help companies answer important questions: What programs really drive better workforce performance? After a merger or restructuring, what organizational and talent levers need to be moved to get the company performing at peak efficiency? Which top performers in the organization are at risk of leaving and how might they be enticed to stay? Answers to these questions and others like them can have measurable impacts on performance: cutting HR expenses, reducing workforce costs, increasing employee productivity and improving service to customers.

The key differentiators are therefore:
- Data driven insights using advanced statistical and data modeling tools
- Business outcomes focused
- Predictive and forecasting capabilities

adrenalin® 4.0
zölog®

Connect
Motivate
Synchronise
Win

Human Capital Alignment Software

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Adrenalin is a web-based Human Capital Alignment Software that automates processes designed to boost productivity. It maximizes profits by effecting rapid savings- by optimizing Human Capital Alignment with intelligent working systems. It delivers next-generation enterprise applications for Human Resources, Payroll, eRecruitment, Performance Management, Training Management and more. Simple and fast, Adrenalin is available in stand alone modules and as a complete Human Capital Alignment suite. Adrenalin is brought to you by Adrenalin eSystems Limited, a Polaris Group Company. Polaris Software Lab Limited is the world's first SEI CMMi Level 5 Company and is featured in the Forbes list of best companies under US $1 bn.

The company is a Silver Certified partner of Microsoft and has strategic alliances with IBM, Oracle & HP.

Product Features
Adrenalin is a web-based software and is browser-independent. It automates critical business-to-employee strategic and administrative processes. The system is workflow-based and has necessary self service features to cover employee-to-business transactions and vice-versa. Adrenalin is easy-to-use, scalable, rapid to deploy and has the lowest total cost of ownership amongst comparable systems. The latest Adrenalin 4.0 is also powered by ZOLOG, a patented technology for innovative user interface to Business Applications. ZOLOG provides a menu free access to Adrenalin functionalities. With the menu-free approach of ZOLOG, performance is now available on demand. Organizations can now Connect, Motivate, Synchronize and Win even before they say it! Adrenalin is available on Microsoft. Net and IBM Lotus platforms. It spans the entire HR process spectrum and offers the following modules:

- Organization Structure
- Personal Information Management
- Employment Life Events
- Awards & Recognition
- Compensation & Benefit Management
- Position Management
- eRecruitment
- Performance Management
- 360 Feedback
- Goal Tracking
- Training Management
- Employee Self Service
- Manager Self Service
- Letter Generation
- Absence / Leave Management
- Travel Management
- Claims, Reimbursement
- Survey Management
- Asset Tracking
- Application Management
- Attendance & Shift Management
- Payroll
- Report Writer & Analytics

Key Business Benefits
- Ease of use - So you can do more in less time
- Automates all HR processes
- Shorter learning curve, very user friendly
- Shorter implementation time frame
- Flexible and scalable basis business needs
- Real time dynamic CXO reports

Type of purchasing options
Adrenalin is available in both License and SaaS model. Companies have the flexibility to choose the model based on their requirements

Pricing
Available on request.

Implementation Time
Ranging from 30 to 90 days

Integration Details
Integrates with all leading ERPs

Service support
Support process is driven through a 24 X 7 portal system managed by a dedicated back-end team.

A POLARIS Group Co.

Technology so interactive that it thinks along with you.

The ZOLOG framework is an intelligent human language interface with an innovative gadget based portal. It is a result of the constant innovation focus at Adrenalin eSystems. In a day and age, when software or application users demand more ease, ZOLOG tops it up with interactivity too. It powers people to do what they want, and be at their best. It is interactive, efficient and intelligent. It offers predictive search apart from type forwarding to help you work faster, smarter. Performance, now has a ZOLOG code.

adrenalin® 4.0
zolog®
Human Capital Alignment Software

Connect
Motivate
Synchronise
Win

EmployWise
Maximise ROTI™

EmployWise™ is an award winning, integrated SaaS employee life-cycle management software. Its key modules can handle all aspects of human resource needs from recruitment to retirement. EmployWise™ helps you manage and optimise your organization's human capital efficiently. It boosts employee and manager productivity through simple, employee self-service and manager self-service HR software modules.

Buyer's Profile
EmployWise™ is ideal for growing businesses, which can select modules that they need most and subscribe to the rest at a later point. Medium size businesses prefer to use it in conjunction with their ERP solutions.

Overview of Product Features
- EmployWise™ is highly configurable with a wide range of functionality in all of its modules.
- Employee Information Portal hosts more than your basic employee data. It can host your training manuals, handbooks, succession details, company assets issued with options to control editing rights.
- Recruitment module integrates seamlessly with your corporate site allowing businesses to recruit relevant talent, schedule interviews, and manage candidate and consultants all in one place.
- The Leave and Attendance module saves HR time, by automating your entire leave and attendance policy, even handling work delegations and supporting decisions.
- Time Sheets module keeps a track of each individual's time spent on particular projects, which is ideal for consultancies or business service firms.
- Our PMS module can adapt to your system, whether it's based on KRAs and KPIs, 360° feedback, or multiple ratings and balanced scorecards.

- With our L&D module, you can plan, track, and assess employee training, feedback, and development; including nominating employees for training based on performance review parameters.
- Travel and Expense module speeds up your travel and reimbursement approval processes – keeping employees happy and giving you the right picture on costs.
- Compensation and Benefits module gives HR the focus to grow your business instead of processing claims all the time.
- Employee separation module ensures smooth exit workflows and maintains your alumni database.
- Each module has dashboards that gives you the insights and analytics you need to make informed decisions.

Key Benefits
- No installations, no maintenance fees, no additional staff needed with Zero CAPEX.
- Easy to use with an intuitive user interface.
- Fast to implement.
- Reduce cost and time for sourcing, recruiting, developing, and retaining talent.
- Grow your organization with maximum HR efficiency.

Key Differentiators
- Modular, so your business can grow and still have an integrated HRIS when you need it.
- Weekly feature releases and updates provided to all our customers so you're not left behind by technology changes.
- Built-in HR best practices with continuous additions by a growing community of HR pros.
- Flexibly adapts to HR workflows according to your business needs.

Type of purchasing option
Software-as-a-Service (SaaS)

Pricing
Starts at Rs. 50 per employee per month.

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Talent Management That's Fast, Easy and Affordable.

EmployWise™ is an award winning, integrated Software-as-a-Service (SaaS) for integrated employee life-cycle management. EmployWise™ boosts employee and manager productivity through simple employee and manager self-service modules from recruitment to separation and everything in between.

Talent Discovery
EmployWise™ recruitment helps you build your employer brand equity. It manages the entire hiring process to attract and select people who are most likely to be long term talent assets.

Interactions Management
EmployWise™ enables your employees to seek information and transact across the entire employee life-cycle. The relationship starts from the point they apply to your organization and even long after they have separated and remain as alumni.

360° Talent View
EmployWise™ combines employee profile information with data gathered through employee interactions to give you a 360° perspective of each employee.

Connecting the Dots
EmployWise™ brings out very powerful insights into talent; what capabilities and potential they have, how suited they are to their job roles and how engaged are they with the organisation.

Engage and Develop
EmployWise™ provides the tools and capabilities that enable you to engage with talent fully, assessing their capabilities, and developing their potential to meet business growth challenges.

Fast, Easy and Affordable
EmployWise™ is fast to implement and can be up and running in just days. Its best-in-class usability makes it a pleasure to use with little or no training. EmployWise™ needs no hardware or software to be bought, no AMCs to be paid and needs no support from IT.

EmployWise
Maximise ROTI™

www.employwise.com
+91 124 478 9988

HRMantra.com
Lets Lead

HRMantra is India's most detailed, fully web based HR & Payroll software & probably the WORLD'S MOST POWERFUL ATTENDANCE, LEAVE & PAYROLL SOFTWARE! You can get HR Business intelligence using 3D dashboards on real time basis. We are also the 1st such software in the world to have come out with a mobile version.

Company's Profile
HRMantra is 100% into HR software development & has spent over 500 man years in R&D. It is a profit making, debt free firm and has over 175 clients having employees totally in lakhs.

Overview of Product Features
It automates all the HR activities from candidate entry till employee exit like staffing, psychometric testing, HRIS, Attendance, Leave, Claims, Administration, Payroll, Funds, Appraisals and Training management. It replaces at least 4 different softwares.

Key Differentiators
HRMantra was recently rated amongst the top 8 SaaS leaders in Asia Pacific. It has at least 75 features better than other such Indian software-the details of which can be seen on our website. For e.g.: HR Business intelligence using 3D dashboards on real time basis. Employees can use their HR software from cell phones. So user friendly that employee, HOD and HR self-service can be done from the homepage in 2 or 3 clicks. Attendance data from swipe card being picked up on real time basis. We have an inbuilt report designer. Powerful formula builders used to set any kind of rules in appraisals, leave, payroll, etc.

Integration Details
It can be integrated with all ERPs and access control systems using web service or database.

Pricing
Pricing is based on the number of employees and modules opted and whether it is on SaaS or Licensed basis.

Testimonial/Referrals
Refer the website

OFFICE IN INDIA

3 offices in India and many more partners.

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     022 28608888

HRMantra
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In a very few clicks, using their cell phone employees can do their self service functions like leave, OT, Attendance Regularization, OD etc besides polls, helpdesk, alerts, planners and employess data updatations. So 100% of your employees will be online even if they do not have an access to the computers or are on the fields.

It can be easily upgraded, scalable to any company size and parameterized as per your growing needs.

HRMantra has atleast 75 major features better than other such softwares. To know these and for a FREE online demo please fill up the enquiry form on our website.
e-mail: info@hrmantra.com www.hrmantra.com Tel: 022-28608888

monster.com

Buyer's Profile
- Pioneer in online recruitment (since 1994)
- The 454th URL ever registered
- Operates in more than 50 countries - across the Americas, Europe, Asia Pacific, Middle East and Africa
- Over 140 million resumes across the globe
- Innovative hiring solutions powered by superior technology
- The most trusted online recruitment partner, globally

Monster.com India has a registered base of 29.46 million with more than 17000 jobseekers registering every day. Monster has 45,000+ jobs live jobs on any day and 20,000+ customer base.

Value Proposition
Monster India, the leading online career and recruitment resource, connects quality job seekers with leading employers in the country. Monster's innovative Magic Filter and Magic Search technology provides relevant profiles to employers and relevant jobs to jobseekers.

Product Offerings
Resume Database Access Powered By MagicSearch Technology
Monster Resume Database gives access to 27 million registered jobseekers spread across geographies, industry verticals, educational qualifications and experience levels. Revolutionary search engines – MagicSearch, PowerSearch, IT skill search and search by role help you pinpoint the right talent from millions of jobseekers.

Job Posting with 3 layer quality check
Profile Targeting: job post is exposed to only the targeted prospect jobseekers

Barrier Prompt: Jobseeker not meeting your job requirements but attempting to apply to your job post will be prompted with a caution message

MagicFilter: Screens down the irrelevant applications and provide you the close matches to your job post

Monster Branding Solutions
Right talent gets attracted to great employer brands.

Monster offers a host of innovative and revolutionary online Branding Solutions to help its client become 'The Employer of Choice'. Monster Branding Solutions help position the employer brand to the right target audience efficiently and effectively.

Brand Booster
Monster Brand Booster is designed specifically to target the audience the employers wants to interact with and intelligently follow them across Monster.com, displaying them messages, and effectively positioning the recruitment brand on top of their minds.

Monster Shoskele
A dynamic animated banner with multiple frames, displayed on the Monster Home page which gives the employer the opportunity to showcase their communication in the most creative way.

Video profile
Employer Video Profile is a tool to position the employers organisation as a great place to work. The Video Profile allows to showcase the work culture through an audiovisual presentation.

Microsite
Allows an employer to showcase his organization to prospective jobseekers

Talent Management Suite (TMS)
A tool which manages the entire gamut of HR functions, from sourcing to performance management to learning and development. Also, part of the TMS is career site hosting where Monster manages the online career section of an organization.

Monster Mirror
An online survey tool designed to assist HR professionals in getting insights from job seekers - on what they perceive about the employer brand.

Monster Poll
A way of getting instant insights from jobseekers on important questions that employers have been struggling to find answers for. It lets jobseekers who come to this page cast their vote.

Key Srengths
RECRUITING SOLUTIONS ON A GLOBAL SCALE

A VAST POOL OF RIGHT TALENT: Monster India gives access to a vast pool of 27 million registered jobseekers.

INNOVATIVE RECRUITMENT TECHNOLOGY: Revolutionary MagicSearch technology and Job Posting with 3 Layer Quality Check, pinpoint the right talent from millions of jobseekers in no time at all.

BEST IN CLASS CUSTOMER SERVICE: Monster always goes an extra mile to make sure that you reap the best of benefits out of Monster's recruitment solutions.

MAXIMIZED RETURNS ON INVESTMENT: Employers find the right candidate, more economically.

Pricing
Available on request

TIMESJOBS.COM

TimesJobs.com, the leading job portal of India is one of the best selling online ventures of the Times of India Group. Conceived and launched in 2003, this job portal provides unparalleled job opportunities to jobseekers across India while being a leader in the e-recruitment domain across the corporate sector. TimesJobs.com currently has a candidate database of more than 17 million registered jobseekers across levels and functions. Well known for its product innovations and unmatched deliverables, it has also pioneered concepts like 'Job Fairs', 'Dial BPO jobs', 'TechGiG.com' and many more.

TimesJobs.com – A Snapshot
- 17 million resumes across functions and locations
- 20,000 new resumes added daily
- Over 150 million page views in a month
- More than 300,000 unique visitors daily

Buyer's Profile
Companies from across sectors viz. IT, BPO/ITES, Manufacturing, BFSI, Engineering, Retail etc. requiring skilled professionals across levels and functions

Overview of Product Features
a) Smart database search technology ensures effortless reach to the desired candidates
b) Intelligent application filtering system delivers only quality applications
c) Innovative search tools reduce recruitment time and efforts by upto 60%

Key Benefits
a) Intelligent e-recruitment solutions deliver faster and effortless recruitments
b) Strong media presence across various channels gives matchless branding and response to employers

Key Differentiators
a) TimesJobs is the No.1 job portal on 'Total Unique Visitors' across all the major e-recruitment portals in India (as per comScore Inc* reports for Dec '10, Jan '11, Mar '11, Apr '11)

*comScore is a global leader in measuring traffic for online portals.

b) Fastest growing active resumes in the industry ensures faster closures while recruiting
c) Smart database search technology delivers you the desired candidates in a SNAP

Type of purchasing option: License, Host or SaaS
Primarily License.
'Host' for a few options.

Integration Details
Integration capable with third party HRMS

Pricing
Online Recruitment Solutions vary from ₹2000/- to ₹50 lac

Testimonial/Referrals
- ..."found your job portal to be efficient and professional which met our requirements in time."..
  ..."The innovative features, recruitment concepts & the co-operation extended from you & your team are highly praiseworthy."..
  - Shamjith VK, *Managing Partner, ATG Corporate Solutions*

- "..satisfied with the services of timesjobs.com."
  "..closed 20 Positions till date."
  - Nitin Nagaich, *CEO, Convate*

- "..portal is well organized & user friendly.."
  "..utilized candidates' profiles selected by Timesjobs for positions in logistics, HR-managers, payroll executives & front desk administration to name a few."
  - Avila Chandran, *AM - Recruitment Deccan Aviation Ltd*

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Goals are real, only when people performance plays along.

Performance can now keep pace with dreams. Adrenalin 4.0, the latest version of India's leading Human Capital Alignment software, brings in smart working with the power of automation and interactivity. It comes equipped with a powerful workflow engine that provides the facility to set escalations & reminders. It is multi-lingual, facilitates easy access to various forms in the application, allows you to design new reports & analytics and recognises your time zone. Now, connect with your employees at ease, motivate them, stay synchronised to a uni-dimensional goal and win with the power of alignment.

ADRENALIN MODULES

- Organisation Structure
- Personal Information Management
- Employment Life Events
- Awards & Recognition
- Compensation & Benefit Management
- Position Management
- eRecruitment
- Performance Management

- 360 Feedback
- Goal Tracking
- Training Management
- Employee Self Service
- Manager Self Service
- Letter Generation
- Absence / Leave Management
- Travel Management

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Connect
Motivate
Synchronise
Win

Human Capital Alignment Software

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