

Leading the Talent Driven HR Agenda

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Attrition Management: Retaining Vs Fresh Hiring
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Safe Harbor

Certain statements made in this Meet concerning our future growth prospects are forward-looking statements, which involve a number of risks and uncertainties that could cause actual results to differ materially from those in such forward-looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding fluctuations in earnings, our ability to manage growth, intense competition in the industry including those factors which may affect our cost advantage, wage increases in India, our ability to attract and retain highly skilled professionals, time and cost overruns on fixed-price, fixed-time frame contracts, client concentration, restrictions on immigration, industry segment concentration, our ability to manage our international operations, reduced demand for technology in our key focus areas, disruptions in telecommunication networks or system failures, our ability to successfully complete and integrate potential acquisitions, liability for damages on our service contracts, the success of the companies in which Infosys has made strategic investments, withdrawal of governmental fiscal incentives, political instability and regional conflicts, legal restrictions on raising capital or acquiring companies outside India, and unauthorized use of our intellectual property and general economic conditions affecting our industry. All the statements made in this presentation are the views and opinions of the speaker and is in no way a representation of the views of the organization.

Talent – THE ASSET



Our assets walk out of the door
each evening.
We have to make sure that they
come back the next morning!

N. R. Narayana Murthy
Chairman and Chief Mentor, Infosys.

The India Growth Story...

- Minor dip in overall jobs
- Construction & Engineering sectors clocking impressive growth
- Other major industries like IT sees minor dips
- BPO & ITeS sees dip in April of close to 16%

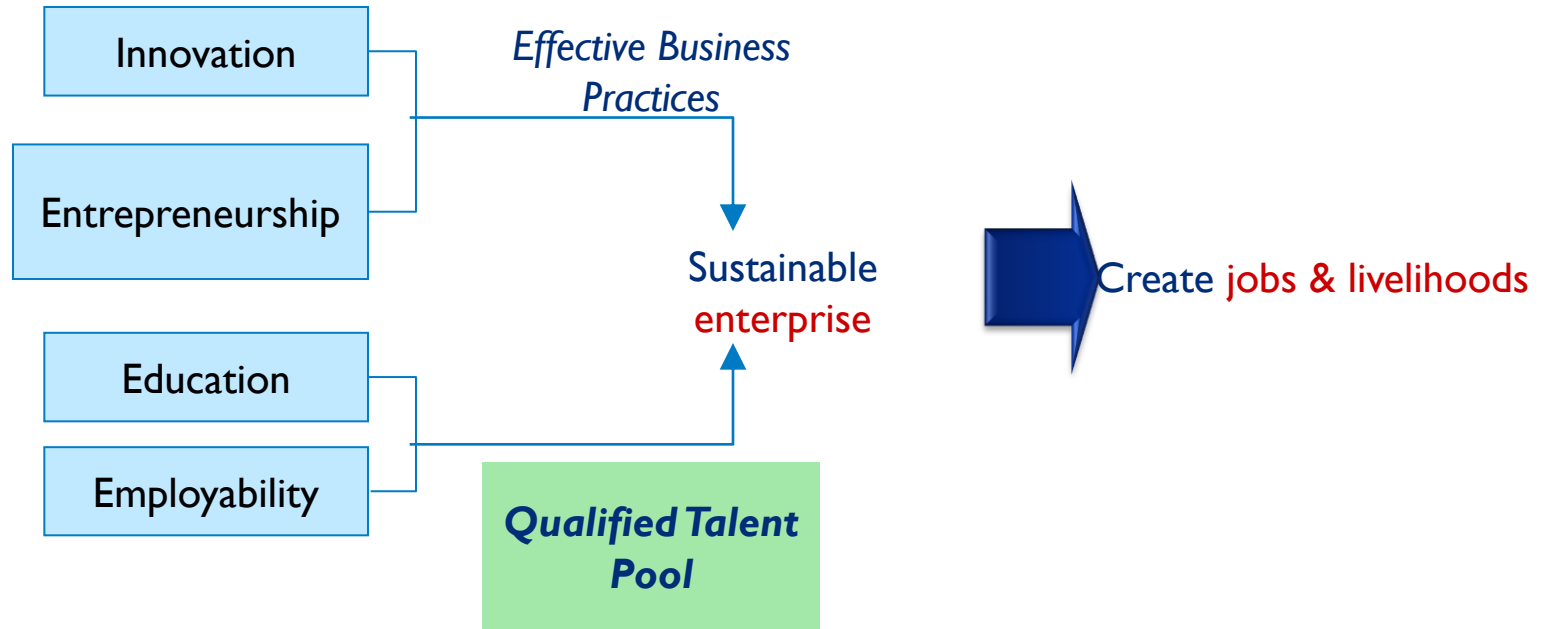
Top Sectors		
▼	IT- Software	1.00%
▼	Oil & Gas	2.00%
▼	Auto	2.00%
▼	ITES	16.00%
▲	Construction & Eng	9.00%
▼	Capital Goods	1.00%
▼	Telecom	2.00%

Industry	Jul 08	Mar-09	Apr-09	Jul 09	Mar-10	Apr-10	Feb-11	Mar-11	Apr-11
IT- Software	1000	↓670	↑698	↑727	↑888	↑1033	↓1145	↑1198	↓1185
BPO and ITeS	1000	↓869	↓681	↑711	↑930	↑979	↓960	↑1021	↓853
Construction and Engineering	1000	↓671	↓659	↑723	↓718	↑730	↑805	↓760	↑830
Auto and Auto Ancillary	1000	↓580	↑582	↓663	↑884	↓825	↑1051	↑1124	↓1100
Banking and Financial Services	1000	↓538	↓590	↑699	↑912	↑987	↓892	↑928	↓907
Oil and Gas	1000	↓797	↓778	↑834	↑848	↑942	↑985	↑1022	↓1001
Telecom	1000	↓875	↓875	↓812	↓784	↑791	↓638	↑664	↓650
Insurance	1000	↓660	↓586	↑671	↑967	↑1069	↓374	↓423	↑514
Capital Goods	1000	↓808	↓794	↑873	↑911	↑996	↓975	↓976	↑987
Pharma & Biotech	1000	↑1012	↑1041	↑1042	↑1247	↓1062	↑1337	↓1144	↓1027

No. of new jobs posted in July '08 for each industry was scaled to 1000; all months have been compared with July '08

*Source: A report on hiring activity in India (Naukri)

The Talent Landscape



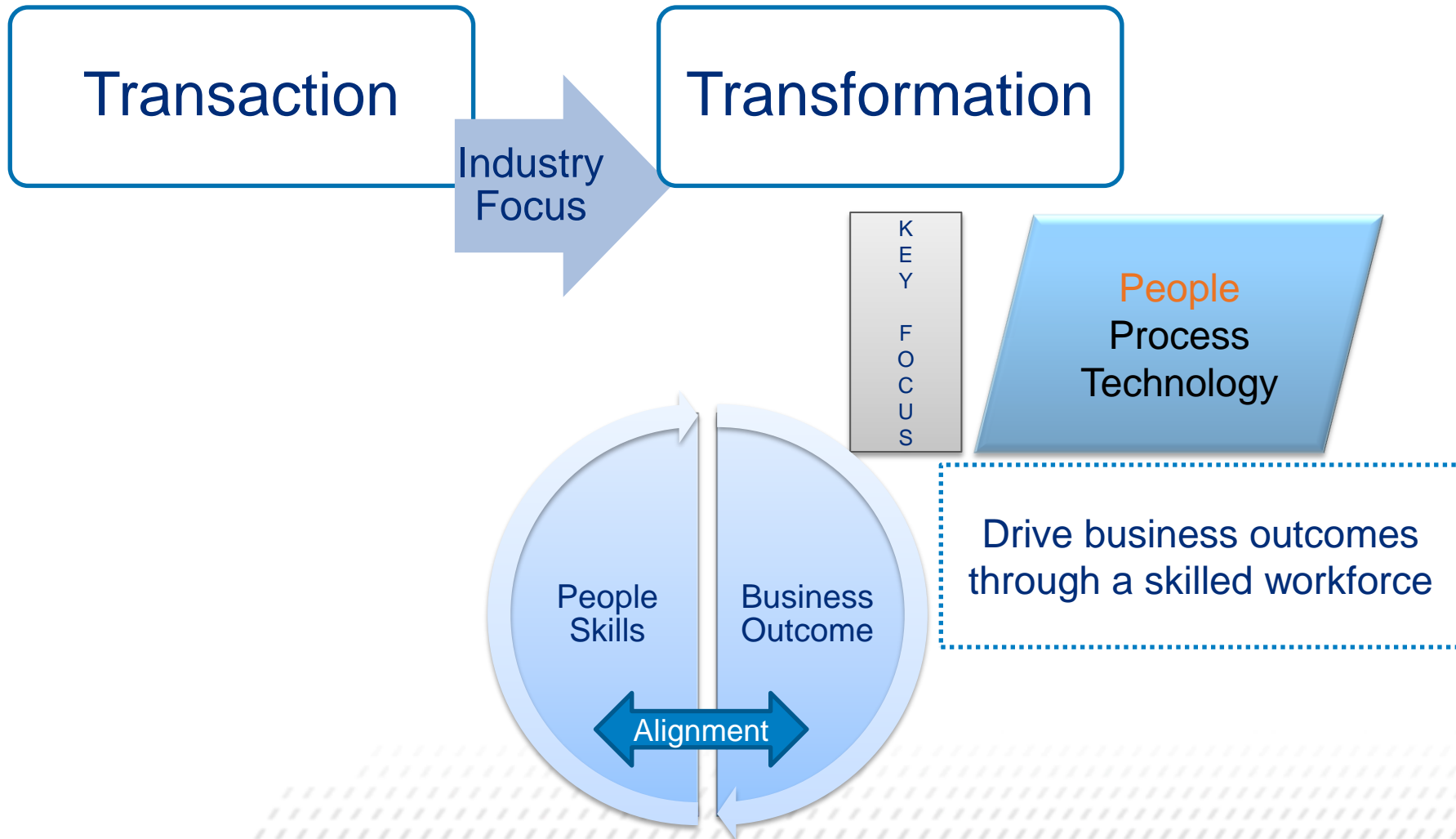
*Source: CII's Agenda 2011

Key to Talent Attraction & Retention



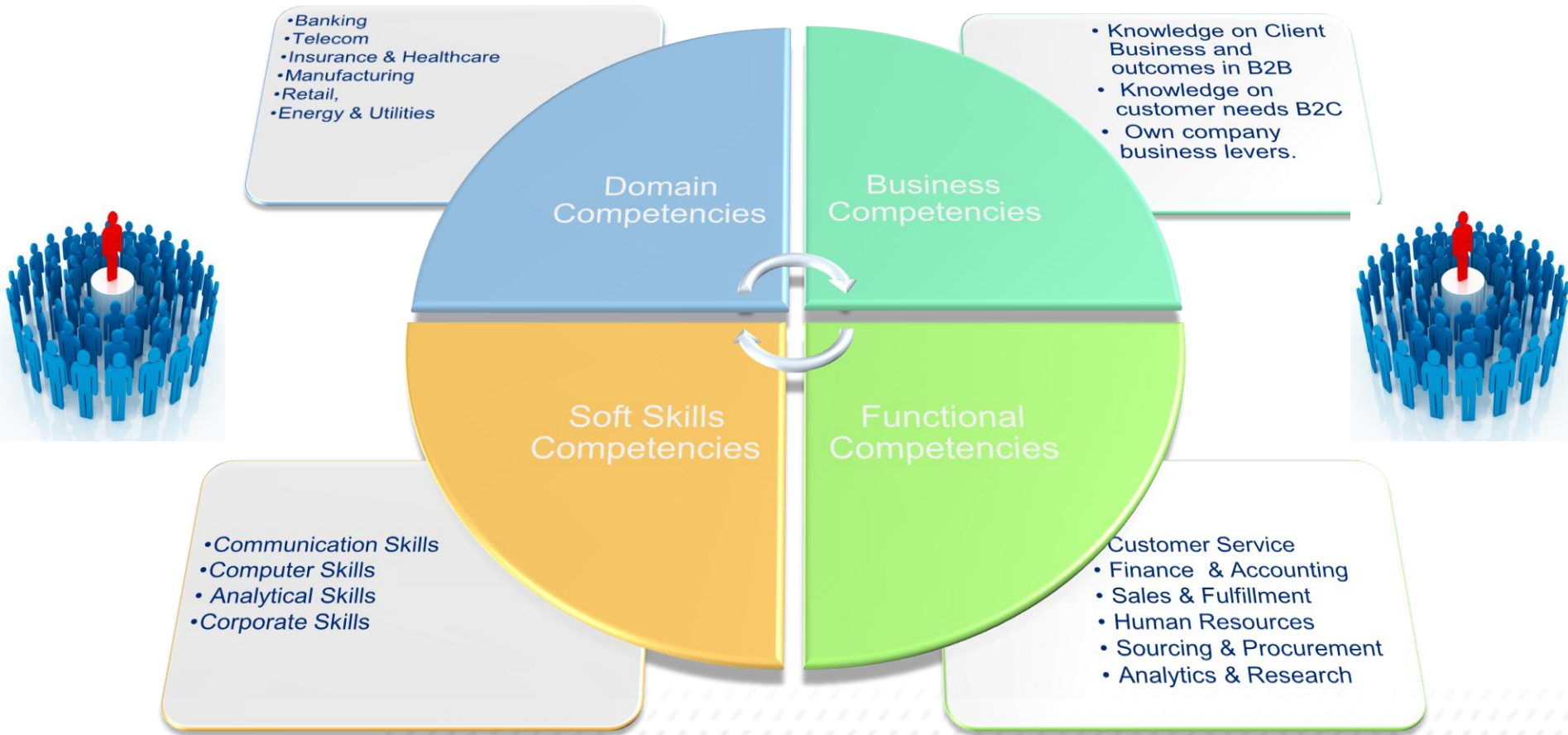
“The recruitment, selection & retention process must be driven by clear policies, accountability, shared responsibility and by professional who have the capability to deliver....”

Talent Attraction: A critical step towards enhanced revenues



Talent Availability & Employability Equation

Market Mix \neq Demand Mix



Build Vs Buy

Short Term
Fresh Hiring



Get the RIGHT Talent

Talent is A Combination of Performance and Potential !

Long Term
Retention



*Develop skills &
Competencies*

*A perfect balance between the hiring & the retention strategies
enables talent to deliver on business outcomes*

What Happens when we Buy Talent?

Fresh Perspective

New hires bring fresh perspective & energy to the organization

Outcome Focus

In an accelerated growth environment, business needs may drive external hiring

Niche Skills

Unavailability of certain skill sets within the organization for new lines of business

Time to Deployment

External hiring could have a long timeframe to deployment owing to induction/training etc

Right Fit

Finding the right fit in terms of skills, qualifications, motivational levels etc may be a challenge

Infant Mortality

High risk owing to attrition of employees in the first few months

Key Recruitment Trends impacting Staffing...

E-Recruitment: Job Portals, Social Media etc

Use of Technology: Process Efficiency- Using Recruitment Platforms

Internal Recruitment: Focus on internal talent pool through Employee referrals & IJPs

Shared Services Model- Focus on segregation of core and non core activities

Competency Based Selection: A norm

Inclusivity: Tier 2 cities, Gender, Differently-abled



Talent Retention

Do we make decisions about our people with the same rigor, logic and confidence, as our decisions about money, customers, product and technology?



Building Talent and growth from within.....

Developing Pride
Builders

Creating a sense of belonging among employees

Creating Employability

Leveraging on training to create employability

Succession Planning

Developing leaders to drive business outcomes

Motivation

Ensuing high levels of motivation & drive

Growth Avenues

Identifying & implementing talent strategies to ensure avenues of growth for employees

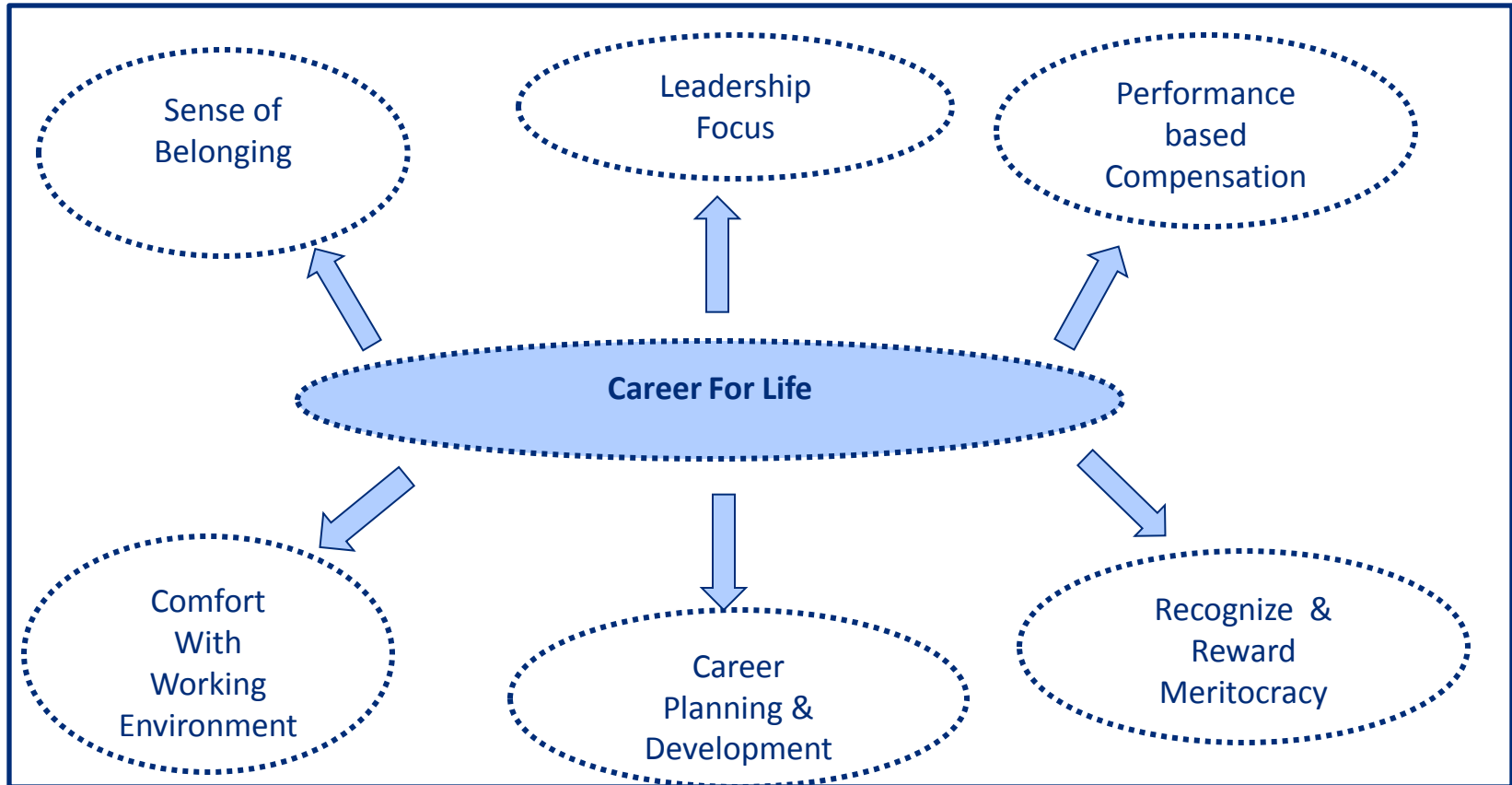
In-breeding

Hinders innovation and creativity

Fresh Thinking

Loss in agility and new domains

Talent Management Levers



Transactional Delivery

- Executing the Transaction
- Efficient and Error Free

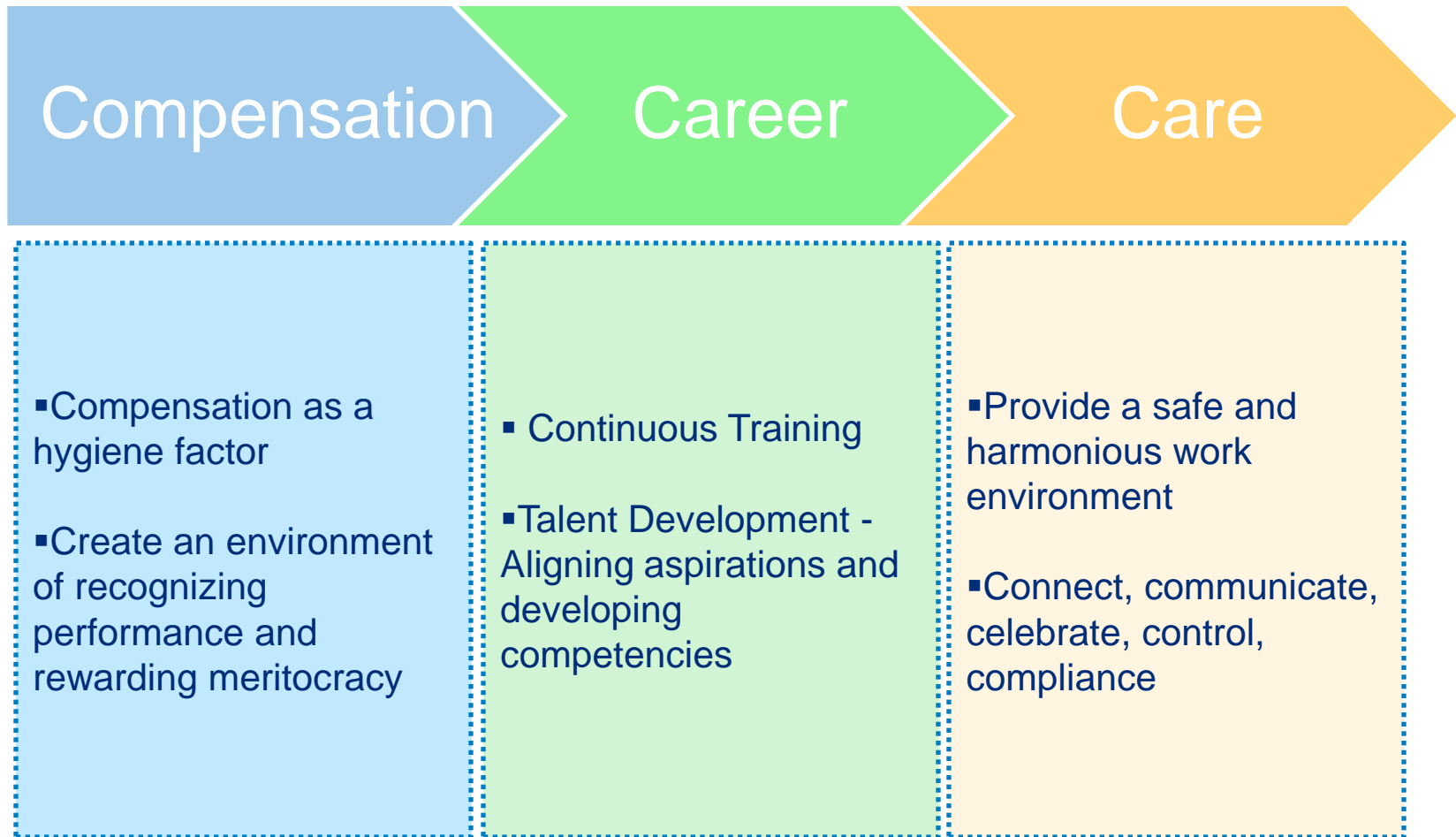
Functional Expertise

- Business Functions Knowhow
- Process Impact

Business Outcomes

- Thinking Clients Business
- Business Impact

The 3 Cs of Talent Engagement



Developing Pride Builders

Competency / Role Based Training

Certifications

The structured assessment and certification framework helps develop, demonstrate and get certified for process, domain and behavioral skills

Availing of the various training programs provided, can help build technical, domain and behavioral competencies for the current and next role

Internal Job Postings

IJP's offer employees opportunities to move into different functions, processes, roles and gain diverse exposure within the organization – *hire from within before getting someone from outside is the philosophy*

- Internal Transfers

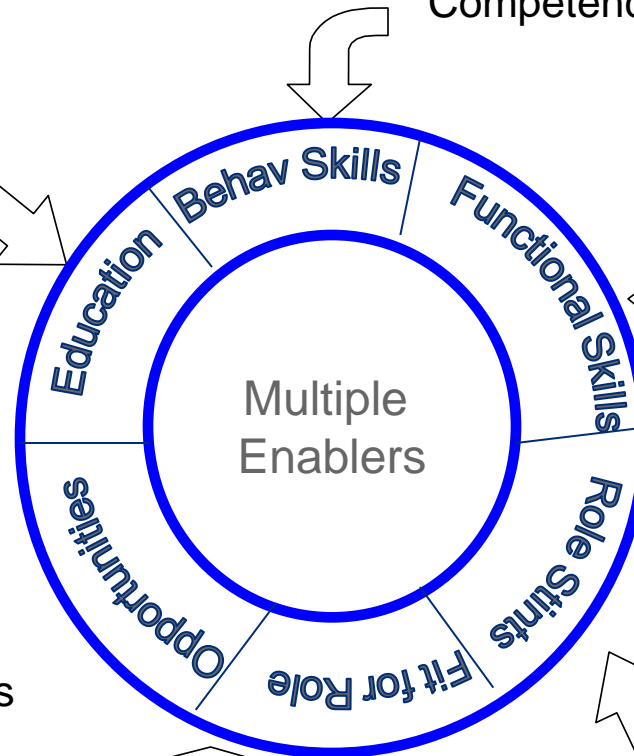
Skill based movements- to give opportunity for onsite and new clients to deserving employees

Mentoring Assignments

The PDF feedback process assigns a mentor under which they taken on an assignment /project on competencies that need improvement

Higher + Executive Education Opportunities

It provides opportunities to address career aspirations by enhancing education in desired area. It encourages to upgrade skills and competencies through relevant and formal system of education – IIMA Certificate Program in Business Management



The Infosys Story

The 70-30 Principle



External Hiring Vs Internal Growth: The 70-30 Principle..

Movement from within to ensure growth for employees: Clearly defined career architecture

Substantiated by a strong training framework: The mandatory training grid

Competency assessment for growth from one level to the other

Provision for 30% external hiring to ensure fresh talent & potential flowing into the organization



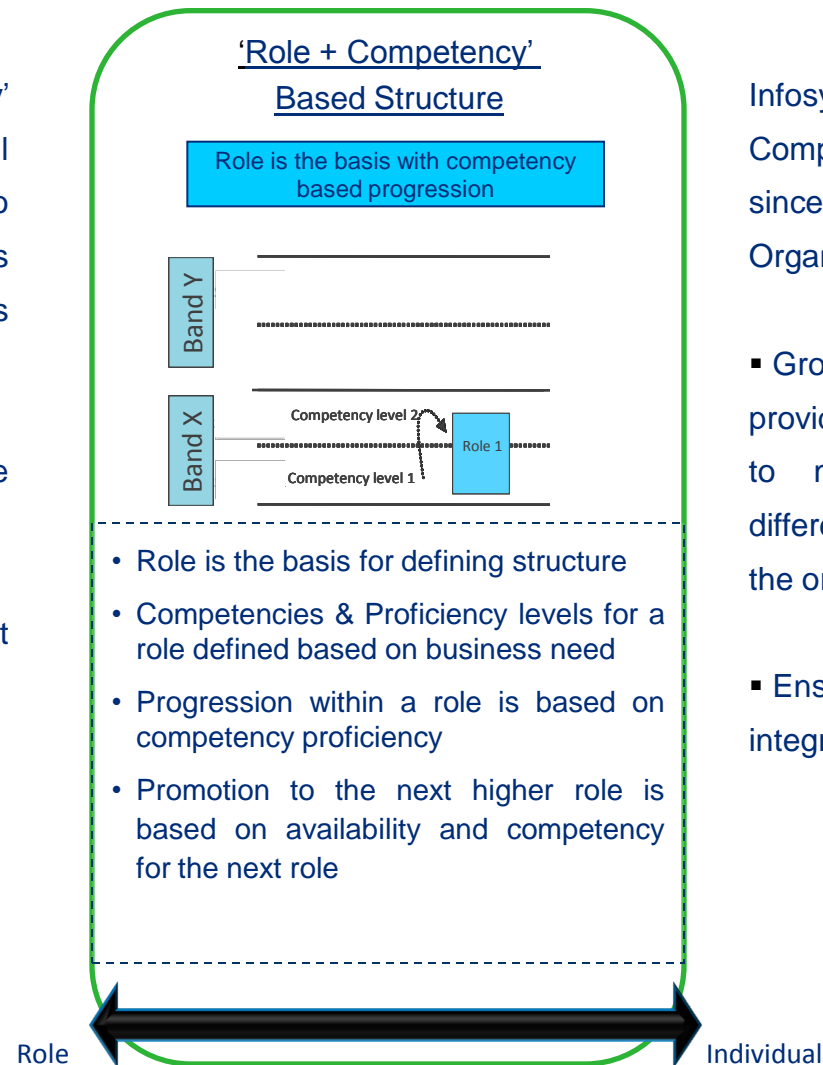
...and more

**Source: NASSCOM HR Summit*

Having the best of both the worlds...

A hybrid 'Role + Competency' structure was adopted, that will provide a unifying solution to address structure requirements of different Infosys businesses and BEFs, and will also:

- Allow for mobility of people within the businesses.
- Ease change management effort within the organization.

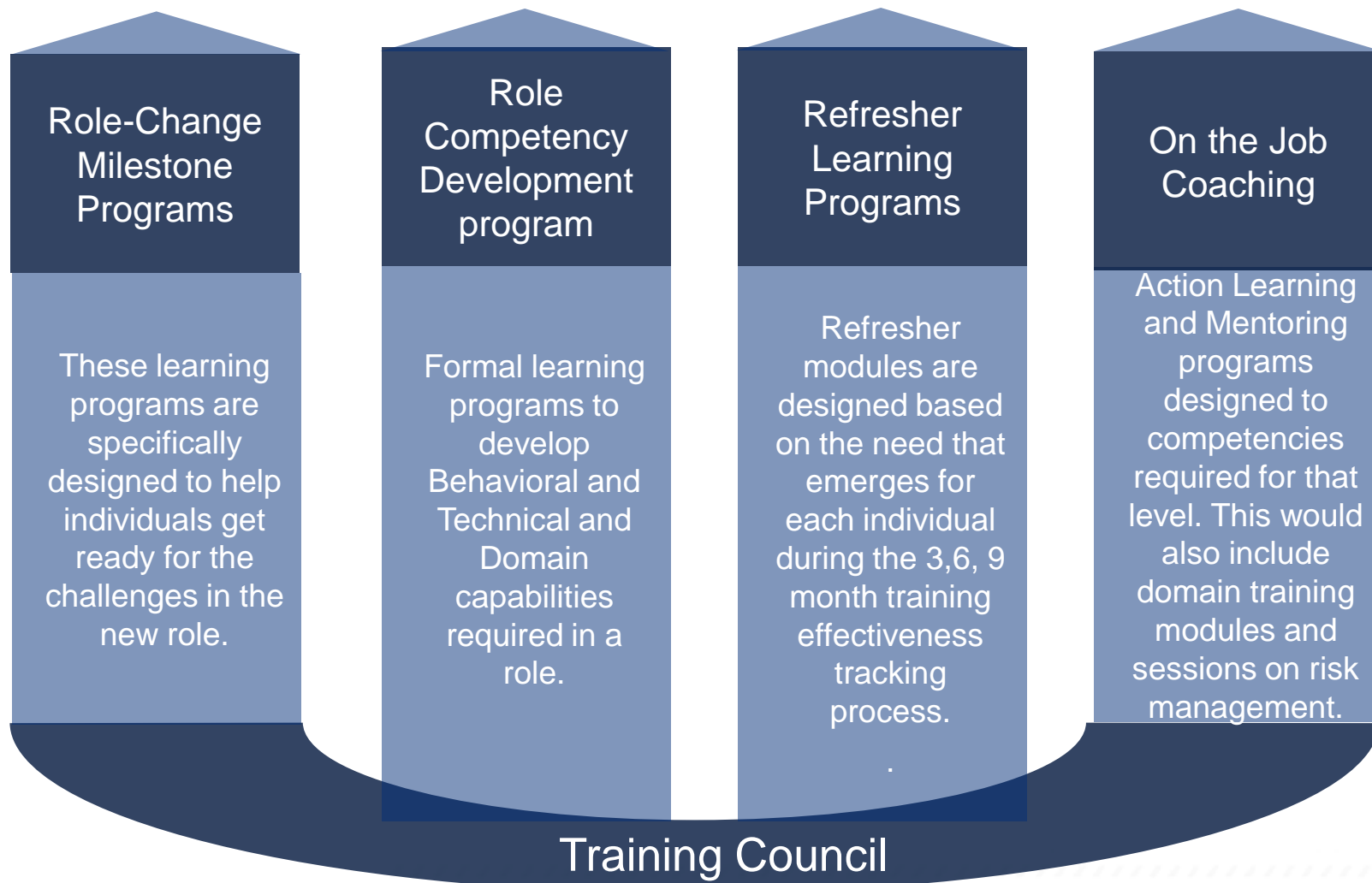


Infosys BPO has been a 'Role + Competency' based structure since it moved to the Role Based Organization.

- Group wide out roll out will provide one common framework to meet differing needs of different career streams within the organization.
- Ensure we strengthen and integrate across HR Practices.

Career Path Architecture Role + Competency Based Structure

The Hybrid model



The Real People Dimension

WALK THE TALK

Client Value

Leadership by Example

Integrity

Fairness

Excellence



Testimonials of our Success



NATIONAL OUTSOURCING ASSOCIATION AWARDS

Award for Corporate Social Responsibility



OPTIMAS WORKFORCE MANAGEMENT AWARDS

Award for Corporate Citizenship



BRANDON HALL EXCELLENCE AWARDS

Excellence in Talent Management – Silver Award for Best On-Boarding & Induction Program



ASIA PACIFIC HRM CONGRESS AWARDS

Award for Innovative HR Practice - Identifying, Assessing and Developing Managerial Talent using Assessment Development Centers to Drive Organization Excellence



ASIA'S BEST EMPLOYER BRANDING AWARDS

Award for Continuous Innovation in HR Strategy at Work



ASIA'S BEST CSR PRACTICE AWARDS

Award for Support & Improvement in Quality of Education



GOVERNMENT OF MAHARASHTRA IT AWARDS

Award for IT enabled services(BPO/KPO)



Thank You

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