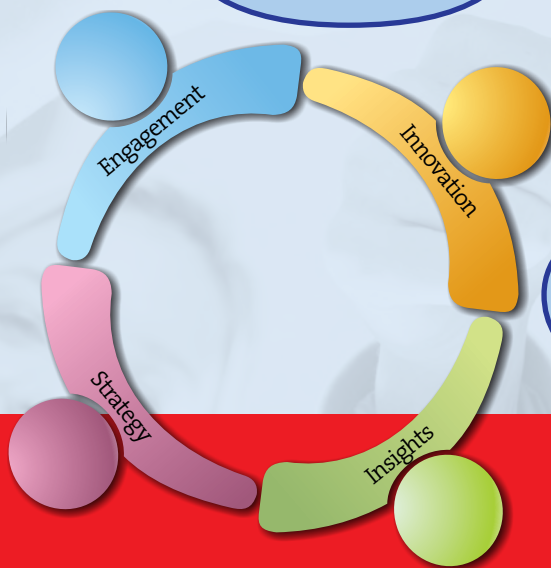


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Dear Reader,

Warm Wishes for the Festive Season!

We are happy to share with you that our first four editions of Sodexo **Engage** were received well by the HR fraternity. I strongly believe that Sodexo '**Engage**', our humble initiative for the HR community, is a step in the right direction towards unleashing insights on people practices and views of HR experts on emerging trends. It gives me great pleasure to share with you the fifth edition of '**Engage**'. We look forward to your continued support and patronage.

We thank all of you who have come forward to contribute to the newsletter. It is through our collective effort that we will be able to make the newsletter an interesting platform for sharing our experiences and learning.

This fifth Issue of Sodexo **Engage** covers the following sections:

HR Best Practices features an interaction with Mr. Shiram Darbha, Head - Human Resources, BSE Ltd on the HR practices in the company

Global Insights - Innovative HR features innovative people practices at Sporting Goods company, Adidas.

Quality of Life discusses how a company should reward employees in the 21st century

Work Matters brings you face to face with Dr. Gayatri Puranik, Director - Human Resources, JM Financial Services Ltd

The Executive Life gives the readers a peek into the life and career journey of Mr. Augustine Justin, Vice President - HR (India) & Global HR Change Leader - IT, WABCO INDIA Ltd.

Success Story presents a case study which discusses the story of how one of the largest cement manufacturing companies benefitted from the Customized Gift solutions from Sodexo.

I hope that you find this newsletter insightful and informative. I would also urge you to contribute in the coming issues of this newsletter to make it a truly participative effort and a shared platform for the business community.

Please write to engage.in@sodexo.com to show your interest in sharing your experiences and learnings through Sodexo Engage.

Best Regards,

Rajiv Warriar

MD

Sodexo SVC India Pvt. Ltd.



competencies. The PMS system is devised in such a manner where the managers set Quantitative and Qualitative KRAs for their subordinates at the beginning of the year. At the year end, during the performance appraisal, the employee does a self-appraisal and thereafter the Manager (Immediate Reporting Manager) and the Reviewer (HOD/Second Level Reporting Manager) appraise him.

Please tell us about your key initiatives towards L&D.

The outcome of the PMS helps employees to discover & develop their talents and shows a road map for career & personal growth. Inputs drawn from the annual appraisal form part of the development plan and annual training plan.

BSE's training programmes are outcome of Performance Management Process derived after discussion between employees and their Immediate Manager. We have chalked out Annual Training Calendar which was derived from approx. 350 Training Needs Identified and received from all verticals. The focus areas of training are product updates, technology updates and interpersonal developmental skills etc.

What are BSE's best practices to boost employee motivation & engagement?

Some of the key activities towards effective employee engagement include Diwali Celebration; Cricket - Inter Company Rolling Shield; Take a Break Policy: Teams across organization can go for paid lunches once in six months; Job Rotation/transfers; Long Service Awards; Sensex scholarship scheme to promote higher education; BSE Star kids for meritorious employee kids; Holiday home facility where officers can take a free vacation for 4 nights at pan India locations; Free Annual health check-up, etc.

Please tell us about the organizational culture at BSE Ltd. What are your top priority HR initiatives?

The strong Brand of BSE will continue to be a source of inspiration and a sense of pride for all our employees involved through the journey of growth over 140 years. Our Vision **"Emerge as the premier Indian stock exchange with best-in-class global practice in technology, products innovation and customer service."** is shared strongly amongst employees in not only the assigned jobs they do but the commitment and loyalty expressed in feeling and behavior towards the three components of the vision statement i.e. world class technology, product innovation and customer service.

Some of our top priority HR initiatives include: **Streamline the HR function** / Set up and strengthen standard Systems & Processes; **Uniform System of Organization Structure**/Charts/Levels/Grades/Standard Designations/Titles/ for each dept. OBS & WBS; **Performance Management System:** Set KRAs, review with appropriate metrics for all functions/Depts./Positions, Training on PMS/Performance Assessment; **Important HR policies:** Policy Manual/ Employee Handbook; **Compensation & Benefits:** Uniform pay scales/BANDS benchmarked to comparable market. Error Free Payroll Administration; **Training & Development:** TNI/TNA, Training plan with Technical/Soft skills/communication; Organization Communication System: Schedule of team meetings/formation of committees/task forces/Departmental/Cross functional team/HR SPOCs/Employee Newsletter/ 'THOUGHT EXCHANGE' etc; and **Employee Engagement:** Annual day/Sports/Lunch meetings/ Employee focus groups/Town hall meets etc.

What are your key leadership development initiatives to nurture future leaders from within the organization?

In the last 10 years post demutualization and corporatization of BSE, lot of young professional talent has been brought in at all levels. Top performers and high potential talent has been moved up the management ladder. Senior management team is encouraged to attend various world class conferences/training programmes for continuous learning, sharing best practices and for employer branding.

Please share some of your best practices in Performance Management.

We have adopted a mechanism of Online Performance Appraisal System which helps employees to discover & understand their

Would you like to share insights on any other HR practices followed at BSE?

"THE THOUGHT EXCHANGE" where interested employees meet on 'A Sharing Platform' to voluntarily exchange ideas/suggestions/solutions to work related issues/concerns every month on a chosen day at a common place. This basically serves the purpose of interactive learning much better than any classroom training by a faculty for more practical learning and continuous improvement at work.

This platform is introduced basically to sustain a habit and culture for open communication, continuous improvement of work life at BSE with complete commitment and voluntary involvement of open minded/progressive Officers and Managers. It was in a sense an official gossip platform. It has significantly helped in reducing grapevine and gossip that otherwise happens anyway anywhere. It fostered Team Building and Interdepartmental coordination for smoother work flow and improved effectiveness at work.

adidas Group: Empowering Employees

Germany-based adidas Group is a global leader in the sporting goods industry, with a broad portfolio of footwear, apparel and hardware for sport and lifestyle. Thanks to its employee-centric policies, adidas has been recognized as the 'Employer of Choice' in Germany and China, for a second consecutive time by the German magazine, Focus. In addition, the Top Employers Institute in China has ranked adidas as one of the country's leading employers for the third time in a row.

Nurturing Diversity

With nearly 55,000 employees worldwide, adidas places diversity at the heart of its core values. The company strongly believes that individuals with different ideas, strengths and cultural backgrounds are a prerequisite to its success. As such, various in-house initiatives are actively undertaken to drive forward development in areas of gender, nationality and age. With employee-interests being paramount, the Group conducts regular surveys to establish and analyse latest trends and concerns among employees. Each year 'Diversity Day' is celebrated to highlight the importance of diversity and integrity, as both these factors are important features of an 'employer of choice', and hold the key to corporate success.



Innovative Workplaces: Inspiring Creativity

Engaging Employees

For a company that attaches great importance to employee empowerment, effective employee-employer communication is crucial. The Group has established various work councils, whose members are elected by the workforce, in Germany and other EU countries for managing employee relations. adidas' Internet-based 'Ask the Management' forum gives employees an opportunity to raise



concerns and post questions to the top management. Besides, employee committees regularly meet with the management to review staff issues to ensure maximum employee involvement at all levels. The Group offers a comprehensive range of learning and development tools for improving both individual and team performance. Be it professional

training or personal development, the company endeavours towards one goal: to train and develop all its employees to be 'Fit for Today'.

Creating Workplace of the Future

Committed to build the next-generation workplaces that stimulate flexibility, collaboration and engagement, the adidas Group recently launched 'PITCH', a project to design and test different workplace concepts in order to create optimal workplace solutions through user feedback. According to Herbert Hainer, CEO of the Group, "Our ambition is to create the best working environment, also in order to attract talent from all over the world to our Group."

Based on an open-design concept, the workplace offers various flexible areas to meet different employee needs/activities. With no designated desks, individuals are free to choose what best suits their current tasks. There are areas dedicated to concentrated working while others are meant

to promote creativity and teamwork. There are retreat and relax zones designed to eliminate hierarchies and foster informal get-togethers. Once concluded, the concept will be rolled out at all its global offices.

Redefining the Learning Curve

Fun, engaging and sustainable is what learning is meant to be at adidas, which launched its 'New Way of Learning' program last year. Stemming from the belief that "learning does not only take place in the classroom" and that "most of the learning takes place informally through on-job experiences or when an individual works with a mentor or coach", the new system revamped the way its leaders and employees share, teach and learn.

Moving out of the confines of a classroom, adidas took learning to a different wavelength through social media and interactive online learning modules that employees can have access to anytime, anywhere. These modules are delivered in the form of videos, PDFs, quizzes etc through blogs, YouTube and TED resources, and are rated as 'most popular' or 'highly recommended' based on user feedback.

adidas' work-integrated learning vision gives employees full control of their L&D, and also inspires leaders to take active participation and to embed learning, teaching and sharing in all of their interactions with team members.

Rewarding Employees in the 21st Century

Appreciation is a basic human need. At workplace, employee appreciation through rewards and recognition can do wonders – a little pat on the back or a simple 'thank you' can go a long way in making employees feel valued and motivate them to excel. In fact, rewards and recognition has become a key tool of employee retention program, helping employers to form a culture of appreciation that drives performance, productivity, gains and pride. The millennials, particularly, crave recognition and expect regular affirmation in the workplace. Hence it is imperative that a company's reward system is aligned to make its employees happy and more productive.

Building an Effective Employee Reward Strategy

Rewards can be a great way to achieve company goals by showcasing desired behaviours to employees. Through strategic reward management, you can build equitable reward systems in line with your company's strategic objectives. As a first step, you may want to set up your employee value propositions, to keep employees motivated and to evolve the workplace into something that employees love coming to each day.

How to create an effective Rewards & Recognition strategy?

Understand the difference: Rewards & recognition are powerful tools to encourage your employees. While verbal/written praises can be incredibly effective and boost morale, you should also introduce some sort of monetary reward for keeping your workforce motivated.

Keep everyone in the loop: Involve all your employees, perhaps through a survey, asking them how they would like to be rewarded. This will ensure transparency between you and your employees while you develop, implement and revise the reward programs.

Reward specific performance/behaviour: You know your employee needs to be rewarded for the remarkable role he/she played to solve a particular problem. Let everyone know what he/she is being rewarded for, and you would be creating a culture of doing the right thing!

Attach rewards and recognition to your company's objectives/values: Create a connection between a particular core value of your company and the award. So, instead of saying "Great Job on demonstrating Customer Service", illustrate how the employee demonstrated exemplary customer service by going out of his way. Rewarding a particular behaviour lets your employee know exactly what attribute is being appreciated. Moreover, it also demonstrates the actions that are tied to your company's core values.



Get Innovative! Think out of the box

From being a mere year-end ritual, R&R programs have evolved dramatically to reflect a company's unique culture and creativity, with innovative ideas ruling the roost. Companies, today, are waking up to the fact that they need to integrate reward practices into their core functions if they wish to stay ahead of competition.

Peer-to-Peer Rewards - Zappos.com lets co-workers award each other extra bonus each month. It has also created a reward currency called 'Zollars', which employees can use to purchase merchandise from the company store.

Social Recognition - Steria's R&R package includes Leader Board & Hall of Fame – snapshot of most recognised, rewarded and appreciated employees; Employee Spotlight – entire history of social conversation amongst employees; and eCard Centre- personalized greetings to fellow colleagues.

Virtual Gratification - 'Idea Street' is an online game that employees of the UK's Department for Work and Pensions play to post ideas, suggestions and feedback to gain points. They earn more if the ideas are implemented.

Celebrating Failures - Intuit Inc. hosts a company-wide award ceremony, the 'Failure Award', which

is awarded to the team whose idea failed, but resulted in valuable learning.

Exotic Rewards - Some organisations like Westin gift exotic five-day holiday trip to the employee with best idea. Others like DDB Worldwide reward outstanding performers with premium champagne.

End note

For an employee rewards program to be successful, it is important that all stakeholders work together in forming, implementing and reviewing the existing programs. With a balanced approach, you can ensure you have all the right 'carrots' available to keep your workforce motivated and coming back for more.



“Treat Employees Like They Make a Difference, And They Will” - James Goodnight, Co-founder SAS Institute



Please tell us about the organisational culture at JM Financial. How has HRM evolved in your organisation over the years?

At JM Financial Services, the values of integrity, teamwork, innovation, performance and partnership shape the corporate vision and drive it to its purpose. In addition to our core values, our unique organisation culture is driven by Transparency, Self-Awareness and Team Focus. Today, the HR function is no longer an administrative function and has evolved and integrated with the primary business functions and manages human capital for the firm.

The HRM landscape in India is undergoing a paradigm shift and necessitates HR Leaders to think out of the box to attract and retain talent. Please share your thoughts on this.

The HR landscape is registering a slow but a steady change. Trends unknown till date, are surfacing in the Indian business scape and we are gearing to meet the challenge.

We believe that retaining top performers begins with hiring the right talent in the first place. Employees who are hired keeping in mind that they are perfect fit for the position tend to stay with the organization for a longer term.

We invest in their development on a continual basis and encourage them to make a difference. They are also rewarded on the basis of meritocracy. Employees are nurtured to work on the projects on the basis of their skill and passion which ultimately fosters Intrapreneurship.

What are the key people related challenges faced by the industry in which you operate? What strategies have you adopted to bridge the demand-supply gap in skills?

The scope of services provided by domestic broking/advisory houses has moved up the value chain from mere execution & settlement to cover the full range of financial products to meet the diverse needs of customers, who are better educated and better aware about Personal Financial Planning. We groom our talent pool to balance client expectations even in challenging economic conditions.

Developing intellectual capital is a key challenge in the current dynamic broking environment. Hiring and training adequate resources will be a game changer for the serious long term players.

We encourage Job rotation wherein people get more opportunities and gain job enrichment. We also strive to achieve and create work/life balance initiatives.

JM Financial prides itself on its culture of a stable employee base, long average tenure of senior management, and near zero forced attrition over the past decade.



Dr. Gayatri Puranik
Director – Human Resources
JM Financial Services Ltd.

“People management is of utmost importance to us; as you can have the best strategy in the world, but if you don't have the hearts and minds of the people who work with you, none of it comes to life.”

What are your HR team's top three effective practices to boost employee motivation and engagement?

For JM Financial, recognition and rewards not only come by way of promotions, bonuses and awards but manifests in more ways than one. We have an annual R&R Program which appreciates and recognises talent.

We also have an online platform for celebrating co workers by recognising their contribution to customer service and collaboration called as iCheer. Employees are also encouraged to take time off and spend quality time with their family. They are also given mutiple avenues to look after their health and overall well being.

Important days like Birthdays, long service anniversary, womens day, festivals are celebrated all year around. All in all, there is never a dull moment.

What according to you, would be the 3 key trends to transform people management in India in the coming years? What forces will drive this change?

The world is going to be run by 20 somethings in the next decade, driven by quick results and lesser turnaround time. They would expect the organisation to invest in them and their careers.

Taking home a good package will become secondary as they would take into account other 'X' factors, before joining a firm. In future, employees will “expect” the companies to understand their need for taking time off.

In India, we will also see a disconnect between academic learning and insight/skill required to perform. Companies will need to bridge this gap with on-the-go Learning & Development programs.



Awards & Accolades

- **Strong Commitment to HR Excellence - CII (2011)**
M/s. Tube Investments
- **Strong Commitment to HR Excellence - CII (2013)**M/s. WABCO INDIA
- **“40 Most Influencing HR Leaders” - World HRD Congress (2014)**
- **“Life Time Achievement Award”** towards outstanding contribution to Industrial Peace - INTUC (2015)

Mr Augustine P Justin

Vice President - HR (India) & Global HR Change Leader - IT, WABCO INDIA Ltd.

Please take us through your professional journey.

- M/s.Raptakos Brett & Co (Pharmaceutical) - Sr. Personnel Executive
- Rane (Madras) Limited (Automotive) - Dy. Manager - HR
- BGR Energy Limited (Power and Infrastructure) - Sr. Manager - HR
- Tube Investments Diamond Chains (Automotive) - General Manager - HR
- WABCO INDIA Ltd (Commercial Vehicle) - Vice President - HR (India) & Global HR Change Leader - IT

Leadership Style

My leadership style is more of a collaborative approach with an ability to anticipate and see through the smoke ahead of me. As one of my top key strengths is Empathy, as a HR leader I'm able to accomplish my objectives and work through any given situation. At the end of the day I practice “walk the talks”.

An Important Leadership Lesson Learnt

Have a personal “Obsession” and plan your strategies/ actions towards accomplishing that.

On Time Management

In today's context, managing your time professionally and personally is one of the key elements. I believe that if you plan your day well in advance, though in reality there could be some exigencies that you might have to attend to, largely you will be better off in managing your schedules.

On Work-Life Balance

On work-life balance, I adhere to it strictly. Weekends and vacations are personal time for me and my family. I normally plan my vacations in periodic intervals that help me to have a good break from the routine and I encourage the same for my team.

Managing Stress at Work

- Emotional Intelligence helps you to be more agile
- De-stress by taking a short stroll around the corner
- I listen to my favourite ghazhals during breaks and while I drive back home

Fitness Mantra

I hit the health club regularly every morning for an hour and that is the best time for your body and mind to re-coup to prepare you for the rest of the day. During weekends given an opportunity, I go for swimming which keeps you really fit.

Favourite Holiday Destination

There are two destinations that I really love to go again and again; Penang (Malaysia) and Las Vegas (USA). I love travelling and always wished if I can get an opportunity like Anthony Bourdon to go places and taste the ethnic cuisines.

Favourite Book

“Who will cry when you die?” by Robin Sharma. After reading this book, I began to reflect about myself and have consciously made efforts to transform myself. The thought of leaving behind a good legacy was adopted from this book.

Favourite Gadget

My iPad and iPhone

Most Admired Leader

Mahatma Gandhi - People followed his belief and not him as a person.

Favourite Inspirational Quote

“Open your eye & close your I factor”

Advice to Young Leaders

Have one “Obsession” and work with passion to achieve that; of course ethically! Do not forget to be humane in your approach and be sensitive to people around you.



Delivering Customised & Value Added Gifting Solutions for Enhancing Dealer Performance

The Client is a leading cement manufacturing company, which has been operating in a highly competitive market environment and carrying out its sales activities by using the same dealer network as its competitor companies.

Given the highly competitive nature of the cement business in India, the Client was looking to increase its share of wallet by motivating its dealers to promote their brand more aggressively as compared to its competitors.

As an industry practice, the Client was gifting gold coins to its dealers as an incentive. The Company's objective was to offer a more lucrative reward than its competitors in order to enhance sales, and wanted a better gifting alternative than gold coins. At the same time, it wanted to ensure that there are no logistics hassles, budget is under control, and most importantly, there is better value proposition for its dealers. The target included 1,200 dealers across 50 locations in Tamil Nadu & Kerala.



Solution by Sodexo

Sodexo offered Customized Gift Vouchers with gold scheme branding & communication, facilitated by a vast network of 1,500 jewellery outlets for redemption and 8,500 outlets in other categories. To make it even more convenient for its dealers, Sodexo also provided communication on how to use the voucher along with a customized jacket in regional language.

To cater to the Client's needs of a customized program and value addition towards its dealers, meal vouchers were presented with special envelopes for low value incentive winners in remote areas. A suitable meal voucher network was also ensured in those small towns.

The Results

The Solution resulted in tremendous value creation for the Client, by enabling faster turnaround time of sending the reward vouchers within 5 days of announcing the results. It also made it possible for the Client to save on costs – by way of lower logistics costs and fewer hassles, and taking care of fluctuations in gold price.

For the dealers, it was happiness delivered, as they now have the freedom to choose their rewards.

The success of the Channel Incentive solution offered by Sodexo can be measured from the fact that over ₹18 million of target incentives were won by the Dealers and distributed through Gift and Meal Vouchers. The incentives offered spurred the Dealers to maximize the Client's objectives.

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Sodexo SVC India Pvt. Ltd.

Indabrator Building, Nesco Complex, Western Express Highway, Goregaon (East), Mumbai - 400 063, INDIA
Sodexo. World leader in Quality of Life Services - www.sodexo.com | Tel - 022 4321 4321 | Fax - 022 2685 5973