

CATEGORY – HR PRACTICES – Innovation in HR Technology Award

Nominee Organization/Company: Neeeyamo Enterprise Solutions

A summary of why the team/organization should be considered for the Innovation in HR Technology award:

Typically, multi-national organizations with global workforce process payroll at a country-level. This means, the global organization has a decentralized set up and the management finds it impossible to make comparisons between entities. This is why, more and more global organizations are turning towards a unified approach for their global payroll. Neeeyamo's global payroll solution delivers a single-source data model that allows management of multiple countries, currencies, languages and processes from within a single platform, to deliver greater efficiency, faster processing time and increased visibility to key metrics at reduced costs.

Neeeyamo's innovation lab launched a simplified solution for the multi-national payroll requirements. PayNComp is a proprietary global payroll platform that is architected as a holistic suite of technology and service offering to bring synergy to an organization's global payroll strategy. Neeeyamo delivers global payroll services using PayNComp to more than 100 countries.

PayNComp is a disruptive solution for addressing complex payroll needs of a multi-national company. The Highlights are:

- Extended Payroll Support – upstream integration for payroll input to downstream integration for compliance
In majority of the payroll operations, even if outsourced, the more complex and time consuming input preparation process is managed in the back-end by the customer team themselves and supplied to payroll vendors or uploaded in the payroll system for processing. Well, in that case the whole process including the input preparation can be automated with PayNComp. Our service goes beyond paying employees to include compliance management and fund management.
- Long-tail countries support – for employee population as low as a single employee per country!
Multi-national companies often face challenges in providing HR services to small countries with limited population. These predominantly impact the global payroll operations as they are fragmented with autonomous processes and involve multiple service providers and software systems. Therefore, the service quality and the level of employee satisfaction vary from country-to-country.
Neeeyamo's global payroll solution has the ability to go the extra mile in addressing the complex long tail countries' payroll needs. Adding a new country is parametrized in the system that can be done on the fly. This ensures that the system is available across long tail countries. Furthermore, this system can function as a single truth of record and this can be seamlessly integrated into buyer's global technology landscape. The ESS/ MSS module and the payroll helpdesk are highly unified allowing employees from any corner to reach HR through email and chat or raise ticket from within the singular system. The system also allows power users to access global database and dashboard on a real-time.
- Robust universal (proprietary) platform
PayNComp allows real-time as well as scheduled data synchronization to capture data change directly from the HRIS such as joiners, leavers, and master data changes including compensation changes. The platform works on a multi-tenancy cloud-based architecture. This architecture allows high degree of data security through encryption techniques and data availability through secured access.
- Open integration of products and services including support for Global EOR (Employee of Records) and HR Helpdesk
PayNComp is a highly flexible tool that allows easy integration with buyer's HRIS, TLM or other third party applications. We have built an inventory of re-usable integration adaptors for all major HRIS including SuccessFactors, Oracle Fusion amongst others. PayNComp serves the critical needs of the global EOR system which captures the base employee information including compensation, allows compliance related activities and global payroll processing.

- Integrated compliance management

Neeeyamo's "triangulated" compliance framework addresses global as well as local compliance. The framework consists of three sources of inputs. We have a central team of dedicated compliance experts to oversee and manage all compliance related activities. We also have partnership with leading global audit firms to warranty 100% compliance and to stay abreast in various aspects of compliance management. In addition, we have foot-on-the-ground presence in each and every jurisdiction through a network of carefully shortlisted in-country partners to guarantee last mile connectivity and to liaise with local statutory bodies. We are an ISO 9001:2008, ISO 27001:2013 and SSAE 16/ ISAE 3402 certified organization. We have a fully automated proprietary compliance engine to support multi-country and industry specific requirements from within a single tool which is integrated to PayNComp.

- Synergized yet centralized international payroll – enabled by a cloud based singular platform

Neeeyamo's platform enabled global payroll service model brings synergy into accountability, contract, governance, SLAs, and reporting. Furthermore, the single source data model allows management of multiple countries, currencies, languages and processes from within a single platform, to deliver greater efficiency, faster processing time and increased visibility to key metrics at reduced costs.

- Best-of-both-the-Worlds – disruptive platform supplemented by a service-oriented global payroll delivery model

PayNComp is architected as a holistic solution – innovative platform and world-class service delivery. Neeeyamo's payroll center of excellence is an amalgamation of rich pool of certified payroll experts delivering services round-the-clock from global and remote locations on the Glocal (Global-Local) delivery model. Our dedicated support services imbibe best practices drawn from various payroll engagements and is geared to address seasonal and geographical peaks factoring local as well as global factors concerning payroll operations. Our complete value-chain focus of global payroll provides us the ability to provide upstream (like input preparation) and downstream (like compliance) value additions and treat payroll like an "employee" centric process rather than a transaction.

List the major contributions and accomplishments that the recruitment team made:

With the collective experience, we have established the payroll Center of Excellence (CoE) to address the complexities of varied payroll transactions with domain knowledge and subject matter experts (SMEs). The payroll services are delivered by certified payroll specialists and supported by empanelled local partners for global reach and compliance requirements.

The critical contributions include:

- PayNComp platform facilitates the automation of the pre-payroll process, which is a clear area of concern for customers for two reasons:

- o The input preparation process resides with the customer's team as the payroll vendor sees it as a pre-payroll activity and hence they do not handle input management.

- o The complex input preparation process which is error-prone (due to manual intervention) and time-consuming (consumes 60% of the overall payroll process) are eliminated by automating the entire process. The automation is further extended to support payroll (gross to net calculation) and post payroll(Compliance) activities within a single platform

- The team that is involved in delivering the payroll services across various engagements contribute to the innovation practice at Neeeyamo which works on transforming valued ideas into feasible solution component. Similarly, the team has helped in developing disruptive solution such as PayNComp (Global Payroll Platform), HR Compliance+ (Global Compliance Platform) and many more to Neeeyamo's portfolio of proprietary applications.

- The platform has a highly scalable architecture that allows adding a new country with minimal configuration using Neeyamo's RDS (Rapid Deployment Solution). This enables the multi-nationals to add or remove countries according to their business requirements that can be easily managed in PayNComp.

Accomplishments:

- HR Compliance+ is another disruptive solution in-progress to support the multi-country compliance requirements. This triangulated framework includes central compliance team, global audit firms and in-country compliance partners to ensure the entire framework is robust and compliant

- We have helped several global customers in consolidating/ centralizing their payroll operations

- Neeyamo has been recognized as “High Performer” in RR&R (Rewards, Recognition, and Remuneration) Blueprint of 2014

How they have contributed to the overall mission, strategic plan, and/or brand of the organization:

We intend to be the dominant provider in supporting long-tail countries HR requirements. Global payroll and global compliance are definitely the two critical cogs in the wheel. Our integrated solution has the capability to support both the components at a global level. The product has the ability to facilitate the emerging trends such as Social, Mobile and Collaboration to the multi-generational workforce. Global Payroll as a standalone solution has opened entryway into new geographies for Neeyamo to strengthen its service proposition.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

Business Challenge:

A leading management consulting, technology & outsourcing company had a highly fragmented payroll process scattered across geographies including APAC, EMEA & LATAM with no central system in place. The payroll processes were handled by multiple vendors across locations.

The vendors lacked competencies to match to the global requirements standard resulting in various complexities which also included compliance. Each country / region were operating in silos that the management had no visibility. The other challenges included scaling up to global requirements expanding to new geographies, managing local vendors and adhering to local laws and compliance.

Neeyamo's Solution:

We integrated our PayNComp platform with client's HRIS and Time and Attendance systems through a non-invasive integration i.e. not disturbing their global HR landscape. The platform allowed multiple users to login their payroll inputs directly in the system and the system was in-built with necessary controls and validations. The key feature to mention was the “Maker-Checker” validation that allowed the payroll team to perform various levels of validation to ensure that the input data was accurate and compliant.

The system became a single source of truth for all employee information achieved through integration with client HRMS (SAP). This integration led to fully automated process from input collation to gross-to-net. We also administered local tax rules.

The system provided a consolidated & transparent real-time reporting and monitoring via dashboards to manage and control highly complex workflows.

Benefits achieved:

- The payroll data accuracy was increased to 99.99%
- The complex input preparation process was automated and the time-taken was reduced to one-third
- Eliminated slippages and adhered to the client's payroll calendar
- The system could generate adhoc reporting in addition to the standard reporting with minimal configuration
- Added 6 new countries after the phase 1 successful go-live
- The overall cost dropped by 15% in the first year

Explain why your team/organization should be considered an industry leader in this category – What are you doing that other organizations are not?

- Our PayNComp is tested and proven; various organizations and thought leaders across the globe are embracing this patent-pending product as it is unique and demonstrates deep understanding for HR process and culture.
- This tool is extended further to support the global compliance to ensure that this is the best available solution for organizations who are looking for end-to-end global payroll solution for their universe
- The platform is highly flexible and scalable (such as adding new countries, creating multi-user logins etc.) that not only satisfies organization's need for payroll solution but also end-user preferences
- PayNComp can be integrated seamlessly with all major cloud-based HRIS and any number of third party systems such as Time & Attendance and Benefits platform.

Supporting documents:

http://www.hrotoday.com/association/wp-content/uploads/2016/04/Neeyamo_Global-Payroll-Overview-Presentation_2016.pdf

CATEGORY – HR PRACTICES – Recruitment Team of the Year

Nominee Organization/Company: Manulife

A summary of why the team/organization should be considered for the Recruitment Team of the Year award:

Today, Manulife Financial Corporation is a leading international financial services group providing forward thinking solutions to help people with their big financial decisions. Operating as John Hancock in the United States, and Manulife elsewhere, we provide financial advice, insurance and wealth and asset management solutions for individuals, groups and institutions. Our principal operations are in Asia, Canada and the United States where we have served customers for more than 100 years. Manulife is number 212 on the Fortune Global 5001.

- After the Global Financial Crisis, Manulife realized it needed to change. Feedback from an Employee Engagement Survey said that the company took too long to make decisions, that management was not as effective as it could be and that Manulife could be a slow-moving organization. Manulife wanted to become a lean and nimble organization that could take advantage of changes in the marketplace and serve its clients better than any competitor.
- Manulife's established Asian operations presented significant growth opportunity, however its Asian businesses operated with little global or regional oversight so HR first needed to transform itself and the organization globally in order to ensure the business was capable of growing headcount by several thousand over the next 3-5 years and unlock the region's potential.
- Manulife Asia's recruitment process was disjointed with numerous manual steps involved for users. Hiring requests were typically raised manually through email or paper form and then passed to generalist HR teams to manage with limited involvement from hiring managers.
- Across geographies communication between hiring managers and recruitment teams was inconsistent due to the limited existence of any standardized systems that both parties could commonly access, and hiring managers frequently complained about how the process to initiate recruitment was unclear as well as regularly having to chase HR for status updates.
- Our global in-house recruitment model is based on increasing our own direct sourcing capabilities and providing our employees with access to internal career development opportunities.
- In order to deliver on the new Bancassurance partnership at the same time as our other distribution businesses were also achieving significant growth we recognized the importance of partnering with external vendors where it makes sense to.
- Hence, we augmented our recruitment team with the support from a Recruitment Process Outsourcing organization that was able to provide both onshore and offshore sourcing capabilities to help us secure strong talent pipelines. This team came together from very different cultural, social and professional backgrounds and over the duration of an 8-month period worked together solidly to deliver a significant milestone project for Manulife and DBS. It's more than the 'what' they achieved though, and about 'how' they did it.
- Operating with professionalism, commitment to achieving a challenging goal and with respect for each other they delivered a significant business outcome which has since left the rest of Manulife's Global Talent Acquisition teams humbled and inspired.

List the major contributions and accomplishments that the recruitment team made:

Applying a Diverse Hiring Strategy

- The DBS project opened up a lot of opportunities for our internal staff locally and globally. Before going to the external market to hire talent, all of our new roles were posted internally and we received a tremendous response from our internal staff.
- Indeed, it was a very good opportunity to enable some of our staff to further develop their careers and move into new positions resulting from the various DBS project requirements.

- We also relocated several employees to Singapore that possessed critical skills which aligned with our global mobility strategy to ensure we are developing people that can work across different markets.
- Externally, we hired many good people in the local market as a result of a refreshed employee referral program that we launched.
- Moreover, we strategically looked at creating a talent pool of contractors to help us deliver on our business strategy within the tight timeline.

Use of a Blended Sourcing Strategy

- To support our various hiring strategies we applied a blended sourcing strategy. A blended sourcing strategy meant investing in multiple sourcing channels to ensure we had a healthy talent pipeline available to fill positions at different levels.
- We quickly revamped and automated our Employee Referral Program (ERP) in May 2015. Prior to that, our ERP was administered and processed manually. Ensuring the referral incentive levels were competitive was equally important. The strong support and buy-in from our Senior Leadership Team, assisted us to successfully launch our new ERP enabling us to fill more than 30% of all external vacancies via referrals.
- Furthermore, given the average unemployment rate in Singapore was as low as 1.9% in 2015 and the talent market was intensively candidate driven, we also undertook a proactive and creative approach to acquire passive candidates by leveraging our offshore sourcing colleagues in Manila to build candidate pipelines.

By the end of December 2015, we successfully delivered 100% of all new hires required to support the new DBS project.

Cost Saving

- In 2015, Employee Referrals and Direct Sourcing were the most successful sourcing channels used to hire people externally in Singapore. The team was so effective that they changed the sourcing mix from the previous year whereby the top external source of new hires made in Singapore in FY14 were largely via Recruitment Agencies (30%). The bottom line result was cost avoidance of over SGD 840,000 due to their tenacity with filling positions directly and launching a successful Employee Referral Program.

By the end of December 2015, we successfully delivered 100% of all new hires required to support the new DBS project.

How they have contributed to the overall mission, strategic plan, and/or brand of the organization:

Our 2015 hiring project was implemented with the following team principles:

- Every team member is a Subject Matter Expert in his/her role.
- Every team member can be successful if they're clear about our collective hiring targets and kept abreast of the latest weekly progress being made. Any changes made to hiring timelines and headcount status needs to be communicated to each and every team member straight away. We do not keep anyone in the dark.
- Our teams success depends on our ability to provide a seamless end-to-end recruitment process for our stakeholders that ensures the quickest possible turnaround time at every step so that we can hire and onboard new joiners ASAP
- We will cascade communications in advance to all of our hiring stakeholders confirming that the hiring for the DBS project takes priority over any other hiring given the delivery of an increased workforce is part of our contractual commitment to DBS.
- To help our business quickly build, the hiring of leadership positions is prioritized over other job levels
- We will communicate any potential hiring shortfalls as early as possible together with our recommended mitigation strategies.

Team Success Factors:

- Clear plan, objectives and timelines
- Strong collective recruitment expertise enabling us to talent pipeline internally and externally
- Strong collaboration among TA team members
- Strong collaboration between all HR groups
- Regular communications and projects updates amongst each other and with our key stakeholders
- Weekly team meetings enabling us to send out weekly hiring status reports to key stakeholders

- Bi-weekly meetings with our key stakeholders to discuss the hiring progress and solutions on any potential issues
- Teamwork to prepare monthly detailed hiring status reports to the steering committee

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

As Manulife Singapore's Recruitment function we are responsible for providing Talent Advisory services to our business leaders ensuring we help Manulife deliver on its talent strategy. We do this by sharing our labor market knowledge and expertise to ensure our business leaders hire the right people at the right time and in the right way.

Some of our team members possess skills with how to find the right people using a variety of online and offline tools, whilst others understand how to negotiate the right outcomes, leverage technology to manage the hiring process more efficiently and ultimately ensure we operate without risk.

Hence, we augmented our recruitment team with the support from a Recruitment Process Outsourcing organization that was able to provide both onshore and offshore sourcing capabilities to help us secure strong talent pipelines.

The DBS project opened up a lot of opportunities for our internal staff locally and globally. Before going to the external market to hire talent, all of our new roles were posted internally and we received a tremendous response from our internal staff.

Indeed, it was a very good opportunity to enable some of our staff to further develop their careers and move into new positions resulting from the various DBS project requirements.

We also relocated several employees to Singapore that possessed critical skills which aligned with our global mobility strategy to ensure we are developing people that can work across different markets.

Externally, we hired many good people in the local market as a result of a refreshed employee referral program that we launched.

Moreover, we strategically looked at creating a talent pool of contractors to help us deliver on our business strategy within the tight timeline.

To support our various hiring strategies we applied a blended sourcing strategy. A blended sourcing strategy meant investing in multiple sourcing channels to ensure we had a healthy talent pipeline available to fill positions at different levels.

We quickly revamped and automated our Employee Referral Program (ERP) in May 2015. Prior to that, our ERP was administered and processed manually. Ensuring the referral incentive levels were competitive was equally important. The strong support and buy-in from our Senior Leadership Team,

In April 2015, DBS and Manulife entered into a 15-year regional distribution agreement covering four mutually significant markets, namely Singapore, Hong Kong, China and Indonesia. For DBS, Singapore is the largest market among all with estimated 4 million customers out of 5.2 million as the populations. Therefore, Manulife put a strong focus on growing our workforce in Singapore for 44.5% by the end of December 2015 in order to cope with the aggressive business growth driven from the strategic bancassurance partnership with DBS. For Singapore alone, 138 new headcounts were created with the breakdowns as follows:

- Sales and Distribution: 32
- Technology: 35
- Operations (Underwriting, Claims and Case Management etc.): 44
- Corporate Supports (Actuarial, Marketing and Legal & Compliance etc.): 27

The hiring targets were on monthly basis in which our hires are defined as "commenced" rather than "contract signed" or "offer accepted".

Besides hiring for the new headcounts for the DBS project, we also supported the expansion of our Regional Office in Singapore and Wealth & Asset Management (WAM) business. Two of the key highlights are the launch of Manulife Regional Innovation Lab in Asia and the expansion of our distribution channels for our WAM business such as wholesales and Institutional clients etc.

In April 2015, DBS and Manulife entered into a 15-year regional distribution agreement covering four mutually significant markets, namely Singapore, Hong Kong, China and Indonesia. Singapore is DBS's largest market and the new partnership deal required Manulife to grow its Singapore workforce by 44% by the end of December 2015 in order to cope with the aggressive new business growth driven by the strategic Bancassurance partnership. For Singapore this equated to an increase in more than 150 new and experienced headcount across the areas of Sales & Distribution, Technology, Operation and Corporate Support areas.

- In addition to supporting the new Bancassurance partnership we also supported the expansion of our Regional Office in Singapore, our Wealth & Asset Management (WAM) business and the launch of Manulife's Regional Innovation Lab in Asia located in Singapore.

Explain why your team/organization should be considered an industry leader in this category – What are you doing that other organizations are not?

We're a blended team of 8 people (1 TA Lead, 4 Recruiters, 1 TA Coordinator and 2 Off Shore Sourcing Specialists) and are a truly cultural group comprised of 6 different nationalities (American, British, Chinese, Filipino, Malaysian and Singaporean) reflecting Singapore's globally diverse business community.

Our team formed quickly during the month of May 2015 when DBS and Manulife entered into a strategic Bancassurance partnership requiring us to increase our business headcount by more than 40% over an 8 month timeline. Prior to May, our team had consisted of 1 Recruiter handling all hiring activities across our Singapore business.

From Day 1, we tackled some challenging monthly hiring targets in order to deliver the people required to support the new business deal. In addition, we also supported a series of global HR initiatives in line with our global Transformation journey which required us to regularly adjust to new ways of working. In true Singaporean spirit, we embraced these changes together operating as a highly adaptable, trustworthy and collaborative group.

Our success has been all about teamwork and working through challenges together

Our 2015 hiring project was implemented with the following team principles:

Every team member is a Subject Matter Expert in his/her role.

Every team member can be successful if they're clear about our collective hiring targets and kept abreast of the latest weekly progress being made. Any changes made to hiring timelines and headcount status needs to communicate to each and every team member straight away. We do not keep anyone in the dark.

Our teams success depends on our ability to provide a seamless end-to-end recruitment process for our stakeholders that ensures the quickest possible turnaround time at every step so that we can hire and onboard new joiners ASAP

We will cascade communications in advance to all of our hiring stakeholders confirming that the hiring for the DBS project takes priority over any other hiring given the delivery of an increased workforce is part of our contractual commitment to DBS.

To help our business quickly build, the hiring of leadership positions is prioritized over other job levels

We will communicate any potential hiring shortfalls as early as possible together with our recommended mitigation strategies.

Team success factors

Clear plan, objectives and timelines

Strong collective recruitment expertise enabling us to talent pipeline internally and externally Strong collaboration among TA team members

Strong collaboration between all HR groups

Regular communications and projects updates amongst each other and with our key stakeholders

Weekly team meetings enabling us to send out weekly hiring status reports to key stakeholders

Bi-weekly meetings with our key stakeholders to discuss the hiring progress and solutions on any potential issues

Teamwork to prepare monthly detailed hiring status reports to the steering committee

Lessons Learned

Along the way there were inevitable hiring hurdles (e.g. changes made to candidate start dates, candidates declining offers, last minute changes made to hiring requirements etc.) however the team always somehow managed to find humor in the situations and work together to come up with solutions or workarounds.

Learning to work effectively with colleagues based off-shore wasn't always easy either and required the team to better understand individuals differing work styles and preferences. Time was unfortunately, something that wasn't in abundance so to address the need for the team to work cohesively early there were several team building sessions scheduled once the recruitment team was first formed. What was interesting to note was that the challenging hiring targets actually brought the team more closely knit together. Despite already spending long working hours together, the team frequently met up socially outside of work which contributed towards the strong collaboration and friendships formed.

We became a team with true purpose. Not only were we delivering on targets, more importantly we were looking for many people to put into meaningful jobs that would help two organization's achieve commercial success (and maintain the employment of several thousand people). More importantly the work we were hiring people to do was about helping to deliver better ways for Singaporeans to manage their important financial decisions in life.

Supporting documents:

[Manulife Submission - Recruitment Team of the Year HRO Today.pdf](#)

CATEGORY – HR PRACTICES – Excellence in Engagement Strategy

Nominee Organization/Company: Public Service Division, Prime Minister’s Office, Singapore Government

A summary of why the team/organization should be considered for the Excellence in Engagement Strategy award:

PSD believes strongly in developing and engaging our officers so that they can continue to serve ably and passionately. PSD approaches employee engagement through the following:

- a) Anticipating and addressing employees’ needs at different career stages and life phases, as well as recognizing their contributions at work;
- b) Using a mix of online (e.g. intranet, email broadcasts, online surveys and clusters’ whatsapp chat groups) and face-to-face engagement;
- c) Using a mix of one-on-one engagements, focus group engagement sessions, as well as corporate townhall sessions; and
- d) Using both one-way information dissemination to build awareness on key issues and thematic staff discussions to co-create organisational outcomes.

List the major contributions and accomplishments that the recruitment team made:

Pre-boarding and Onboarding

From Day One in PSD, officers are engaged on their career and development needs and how PSD supports their development and growth.

i) Systematic pre-boarding and onboarding provide new officers with essential information and training to help them adapt smoothly and quickly to PSD’s work and the workplace. In addition, all new officers are assigned workplace buddies to help them assimilate to PSD’s culture.

ii) Career Development

a. Structured Career Development Framework and Individual Development Plan enable and empower officers to better plan their career and learning plans. Officers are encouraged to discuss their career aspirations with their supervisors. Apart from internal job rotations, officers can also request for external postings to other public agencies to gain exposure, or go for further studies by applying for PSD’s Training Award and Sponsorship Scheme for postgraduate, degree and diploma studies, and professional training.

b. Mentoring Programme in PSD allows officers to meet their career mentors to seek guidance on their career plan and personal development. . Supervisors are also equipped with coaching skills to hold meaningful career conversations with officers.

c. Engaging the Middles – The middles play an important part in the overall organisational engagement as they are the ones who interact directly with the officers. PSD has put in place a series of engagement and equipping platforms to develop our team leaders as effective people developers:

- Newly appointed team leaders will be assigned a career mentor who would guide them on their first leadership journey. They will also be sent to key developmental courses to upskills their soft and managerial capabilities (e.g. coaching skills, career conversation skills, leadership and management skills).
- “Middle Managers’ Connect” is a platform where team leaders come together to connect with one another, share best practices and learn from a senior officer on his/her leadership journey.

- Annual clinics are held to brief team leaders on PSD's performance management and career development systems. On top of sending supervisors for training to become more effective coaches, HR has also developed a career conversation toolkit to guide supervisors to hold meaningful career conversation with their officers and ensure proper follow-ups to these conversations.

- Line managers are systematically involved in all levels of the HR planning and review process and are also involved in the Senior Management Retreat where we chart out our organisation's key priorities for the year ahead. This provides an opportunity for them to develop a better understanding of the key forces of change and our organisation's key priorities, thereby enabling them to communicate the same message to their officers, aligning them to the larger organisational goals.

iii) Multiple Engagement Platforms help officers keep abreast of PSD's key work priorities, and provide avenues for them to voice their concerns and suggestions for workplace and policy improvements. Some examples are:

- Internal PSD Townhalls to announce and discuss key organizational changes by our Permanent Secretary (PS) and Deputy Secretaries (DSes). Often, Departmental Directors will also hold follow up dialogue sessions with their officers to address the issues in depth in smaller discussion groups.

- Weekly Senior Management Meetings are chaired by PS and officers have the opportunity to be involved in PSD's policy discussions. Meeting materials and notes are also made available online.

- Tea Sessions with Senior Management Team (PS and DSes) where various segments of staff are invited for a chat.

- People Matters Internal Newsletter was newly introduced since May 2015. It summarizes the happenings in PSD for the past month and highlights important announcements and events. There is also a segment where we interview officers to get to know them/their work better, and the topics are wide-ranging.

How they have contributed to the overall mission, strategic plan, and/or brand of the organization:

- Empowering Officers through Flexible Work Arrangements where officers can better manage their work and other commitments. This is done through the provision of a range of flexible work arrangements to support organisational goals and workplace effectiveness, with 3 guiding principles for effective implementation of flexible work in PSD.

- PSD Active Day is an annual event where PSD officers keep fit by embarking on physical activities (indoors/outdoors) such as adventure hunt at the zoo. It promotes officers' physical well-being and emphasizes the importance of healthy living.

- We recognise employee role models as well as teams via various staff awards, some of which are pegged at national level. Award winners are featured on our social media channel such as PSD's Facebook page and through our internal PSD e-platforms such as emails and intranet.

- As part of our Corporate Social Responsibility initiatives, officers reach out to the community through our PSD Serve Programme where officers serve the poor and needy. Officers had also shared that these activities have helped them to know fellow colleagues better and also build a stronger sense of belonging to PSD.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

Explain why your team/organization should be considered an industry leader in this category – What are you doing that other organizations are not?

iv) Organisational Culture of Innovation and Collaboration

- Bi-monthly Breakfast Learning Talks & PSD Conversations where officers can co-create and crowdsource on emerging/new policy ideas or workplace issues and for information sharing.
- I-Suggest is a PSD staff suggestion scheme where officers can put forth implemented suggestions on work innovation and experiment with new ways of working with colleagues across work units.
- Officers are involved in the workplace improvement decision-making process. For example, staff opinions were sought on the choice of the office mobile phones; all officers were involved in our culture and values conversations.

v) Supporting Infrastructure for Work-life Harmony: To create a sense of belonging, a series of staff welfare activities are organised annually by Chill@PSD – a ground up committee made up of volunteers from different clusters. A holistic work-life framework was articulated focusing on 4 components – Self, Family & Friends, Work and Community. The framework guides our planning of staff engagement and work-life activities.

CATEGORY – STRATEGIC HR – Excellence in Business Partnership

Nominee Organization/Company: HCL & PeopleStrong

A summary of why the organization(s) should be considered for the Excellence in Business Partnership award:

PeopleStrong is India's leading human resource (HR) solutions and HR technology company, enriching experience of over 175+ corporate customers and over 500,000 users. With the vision to simplify work life, PeopleStrong delivers its technology and services in one offering, using its on-demand technology product PeopleStrong Alt, which has distilled tens of thousands of hours of 'natural research and development (R&D) — a decade long experience of servicing the HR functions of top Indian companies. , whereas HCL Infosystems Ltd. is India's Premier Distribution and IT Services and Solutions Company. It has one of the largest sales & distribution network in the country and provides value added distribution for partners including last mile connect and support in marketing and promotions for Telecom, IT , Office Automation and Consumer Electronics products covering more than 15000 towns across 664 districts in India. Their distribution business has an unparalleled network that reaches more than 100,000 retail outlets, over 800 Direct and Micro Distributors and over 12400 Channel Partners across India.

A seven-year partnership began in 2013 between PeopleStrong and HCL Infosystem with the aim to manage a diverse workforce and complex operations spread across 20+ states, and Simplify the work life for all the users. Below was the scope of the partnership:

- HCMS- Human capital management system:
- Alt Recruit
- Alt Organize
- Employee Life cycle transactions
- On-boarding and Personal File creation
- Exit/Separations management (with tool)
- Transfers & Relocations
- Confirmations
- HR database management
- HR Helpdesk
- Payroll process management and reimbursements
- Statutory compliance management
- SAP-Alt Integration

The relationship was entered into with the strategic intent to build large scale, efficient HR Processes, create value added services for employees, while maintaining quality of experience, better reporting & governance, sustained focus on improving HR processes & policies through faster & better analysis.

The engagement which covered different facets of Cloud based HR Shared Services solutions achieved the covenant of:

- Employee delight
- Making employee productive on day 1
- Ensuring a smooth exit experience so that employee leaves as an alumni or brand ambassador for the organization.
- Allowing easy access to employee shared services to remote and travelling workforce
- Zero Noncompliance for all statutory and labor laws
- Cost control on T&E reimbursements by ensuring adherence to norms and eliminating misuse and fraud
- Reduce cost of shared service

List the major contributions and accomplishments and their impact to the organization(s):

PeopleStrong-HCLI relationship was aimed at providing a potential competitive advantage to the organization supported by the ability to rapidly respond to the changing talent needs, reduce risks and operational costs and gain expertise to develop and support future business strategies.

Keeping this philosophy in mind the PeopleStrong-HCLI partnership has been able to deliver significant business benefits while supporting HCLI HR in creating a framework that takes away the burden of day-to-day transactions, while allowing both Managers and HR to drive the agenda of a better HR Management while making it “hassle free” for employees and HR Managers.

Driven with such ambitious and indefatigable approach, the results of the partnership started becoming evident from an early stage.

Major accomplishments in these areas are listed below:

Employee delight & making employee productive on day 1

Onboarding

- Processes were studied and all non-value added and Non Value added activities were removed.
- Technology was then implemented to reduce the time spent on transactions and improve new joiner experience
- On an average 600 Joinings are being handled per month across locations.
- Pre Joining engagement activities such as call connect are managed, which has resulted in a significant improvement in the joining ratio.
- E Kit is provided to candidates for completion of forms and onboarding portal for all new joiners to upload the documents, so that day one can be made more productive and interesting.
- Due to automation of document collection and joining formalities; Employee Code is created on day 1 with complete resource allocation (email ID, seat & Laptop)
- Online P file helps in managing the document flow in a seamless manner.
- Onboarding Survey to capture the new employee satisfaction score.
- Dashboards are maintained and circulated to track the progress and inform the stakeholders.

Smooth Exit Experience Exit

- Complete exit process is automated without any manual intervention.
- Business relevant dashboards to review the situation at the BU level.
- At the beginning of the project, where 6 resources were maintaining exit formalities, today all the SLA are being met with only 50% of the initial resources.
- On an average around 430 F&Fs are closed on monthly basis.
- 100% of the letter generation happens within SLA to provide smooth exit to the employee.
- Quick closure of employee queries.
- At the beginning the processing time of F&F processing was 45 + days which has been reduced to one week as on date. Easy access to employee shared services to remote and travelling workforce Helpdesk
- Employees of HCLI can approach helpdesk through telephone as well as email.
- Volumes handled during 2015-2016 has been around 30,000 calls and more than 10,000 email queries.
- Where the Average call handling time has been reduced to three minutes from initial 5 minutes; the FCR (First Call Resolution) rate has improved to 93% in 2015-2016 from 88% in 2014-2015. Resource optimization has also happened where only 66% of the initial manpower deployed is able to manage the helpdesk as on date.

Attendance

- Completely automated attendance system for 12,000 employees
- Employees are able to mark their attendance through SMS as well as web punch.
- Employee can register their mobile numbers from any location for attendance purpose by sending authorization SMS.
- For providing the attendance, employee can SMS input code such as IN, OUT & ON Duty etc.
- Automated reports are sent through emails to reporting manager

Compliances Compliances

- Complete statutory & payroll compliances for HCLI is managed by PeopleStrong
- Compliances are being maintained for all the HCLI offices located in 45 cities in 21 states/ UTs.
- Completed the audits at all locations to check and get the needful done to be fully compliant
- As on January 2016; 100% compliance being met for the critical statutory acts according to government of India.
- 95% of overall HR compliances are being met for HCLI.

Reduce cost of shared service

Business Reimbursement Claims

- Significant time and cost savings. For eg The Expense management process:
 - o 20k expense claims received per month
 - o Print cost of claim voucher booklet @20p per page | Approximate cost of 4K to 5K per month
 - o Couriers from 40 locations with per courier cost approx. INR 250/- | Approximate cost between 1L to 1.2L per month
 - o RAO's time saving of 3hrs per week – Approximate INR 510 per week cost @ 30K salary for min 20 locations

Process Improvements

- Completely automated expense management process
- No paper voucher required, complete saving of printing and paper cost
- No requirement of physical transfer of bills, complete saving of courier cost
- No Involvement of RAO in the BRE process

Ecological Impact

- Monthly Savings of 1.6L; Annual Savings of 20L
- Saved 3 trees every month; 36 trees in a year
- 2500 liters water saved in a month; 30,000 liters water saved annually

How the organization(s) has contributed to advancing the HR profession and/or industry:

In a traditional organizational setting, HR in a large MNC Organization begins with a small team at the corporate level which manages and is responsible for all the corporate issues. Maximum chunk of the operational HR is carried out at the national level. This function is frequently devolved to the branch-offices level, which are in turn supported by a small on-site department. However, a more efficient setting would be an established HR Shared Services center which functions centrally and remotely from the subsidiaries of the firm.

Centralization of administrative aspects of the HR function, HR leaders and senior Human Resource professionals can drive their focus towards providing strategic input to the organization. This is the most widely stated benefit of HR Shared Services. Amongst the lesser mentioned ones are the benefits such as; a) Enhanced cross-group learning and sharing of good practices through having a common information base, b) More efficient resourcing through economies of scale in staffing and facilities, c) Greater efficiency and professional provision of HR services through streamlining and simplifying services, and d) Improved career development for HR Staff.

The PeopleStrong-HCLI Partnership had full scope of Cloud based HR Shared services. The partnership resulted in a successful implementation and delivery which led to effective segregation and management of administrative and strategic HR activities among Human Resource Business Partners, Centers of Expertise, and Shared Services and Local Human Resource Team members responsible for day to day delivery.

This relationship has changed the way HR shared services was performing for HCLI. From being the operations center for HCLI, it has become an experience center for all its users – Employees, Candidates, Line Managers, CXOs. With this engagement in place, HCLI is able to scale and ramp up effectively as per the business demands. HR Shared services offerings have now expanded and overall turnaround time is reduced while maintaining the overall quality. Another important aspect that was touched upon in this process of HR transformation was integration with SAP. To keep business growing at the dramatic rates, it is essential to have all HR applications integrated around a single database and process. The advantages of designing your systems in this manner yield tremendous cost savings and improved business productivity, including:

- Process efficiency across the organization

- Dramatically improved visibility
- Significant IT time and cost saving
- Accelerated Growth
- User-Driven innovation

This partnership is a true example of value creation for all the stakeholders involved, as well as for the industry. As this relationship move from here on, we look forward to the impact of right time analytics as it enables decision making much more data driven

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

For any process of Business Transformation to be successful, process compliance and getting the process right as expected becomes a prerequisite. HCLI is a large and complex account and providing the one employee experience to the large number of employees located across India using the simplicity of technology and managing the change was one of the major challenges of this project given the size and scope of the project.

The Scenario

Of the various processes where PeopleStrong partnered with HCLI to provide the wow experience to the employees, one of the complex and cumbersome process was employee expense reimbursement process. The process includes travel as well as other general expense reimbursements which were completely manual and had vulnerabilities which could be misused. There was a central team of 8 people and 20+ RAO across PAN India location taking care of this process for which the cycle time was around 45 days. Also each voucher was manually entered into SAP.

Process Improvement

PeopleStrong automated the complete workflows of reimbursement and removed the non-value added activities to streamline the process. Today approximately 25,000 claims per month are being processed with near to 100% accuracy. Employee are able to scan and upload the documents and raise the reimbursement through the automated system. Approximately 5000 rules were defined basis the grade and work level of the employee and the exception scenarios were built according to which the eligibilities are calculated automatically in the system.

SAP integration was completed to ensure the continuous workflow and remove any manual intervention in the process. Reconciliation process was also inbuilt.

Impact

The reimbursement cycle time got reduce to less than one week. Employees are able to track their claims online. Team productivity was enhanced and currently a team size of 3 people is able to achieve the efficiency.

The complete process is also integrated with SAP to ensure that continuous workflows. The automated system is also able to generate reports for various Audits.

To ensure the implementation and adherence of the new process, PeopleStrong conducted training sessions for employees across India at minimum 25 locations.

CATEGORY – STRATEGIC HR – Thought Leadership Award

Nominee Name: Wendy Siew Inn Tan, Founding Partner

Nominee Organization/Company: Flame Centre

A summary of why the organization(s) should be considered for the Thought Leadership award:

Flame Centre has been working in the space of innovating psychology and technology for learning advantage. Our learning architecture model guides learning and development professionals to use technology guided by pedagogic principles to design effective and efficient learning solutions that stick in organization practices.

List the major contributions and accomplishments and their impact to the organization(s):

The impact of this work to our clients are:

1. Improve training effectiveness and efficiency
2. Enable consistency in customer service and operations
3. Scalability
4. Happier and more confident workforce

How the organization(s) has contributed to advancing the HR profession and/or industry:

Our work helps organizations make sense of the myriad of technology based solutions, e.g., elearning, mobile game, gamification, game based learning, virtual reality, so that they design learning experiences that help employees:

- 1) Understand the What and Why;
- 2) Practice the How
- 3) Apply the How in Context, and
- 4) Reflect on What More.

This learning process is different from Kolb's learning styles, because the Kolb's model on "Experience" is too broad, and does not differentiate between practice (offered by virtual reality, game based learning or even role plays at workshop) and actual on the job experience.

With the development of technology, simulations, virtual reality and game based learning become more prevalent.

In addition our Learning Architecture model has three components:

- 1) Learning based on pedagogic principles
- 2) Enabled by technology
- 3) That sticks in organizations

So this recognizes that we need to go back to first principles on what really helps people learn, e.g. retrieval, interleaving, generation effect, use of reflection, as supported by brain science. So we use technology to enable these learning principles, and do not get seduced by technology.

Lastly, the technology based learning system has to stick in organizations, as something that employees use in everyday work, rather than a fanciful white elephant.

Provide an example of a specific challenge, solution, and the outcome using specific data and/or metrics (where possible):

We consulted with SaladStop! (a healthy fast-food salad and wrap chain) to propose a total learning solution. Their challenge was lack of consistency in service standards and a robust training system to enable them to scale their operations in the region via franchising.

Our solution was to produce On the Job Training videos (Understand), game based learning to help employees practice (Practice), workplace coaching to support application at work and an e-learning platform, that uses gamification principles.

Our proposal won the Spark Award at the Innovplus Challenge, organised by Institute of Adult Learning.

Please post any links to articles, whitepapers, speeches, or other published content to support the nomination. You may also upload supporting PDF documents below:

https://drive.google.com/open?id=0B_DHli8mOTyeM1V6anMtTWZRWEU

Supporting documents upload:

[clarity awards.pdf](#)