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Bikramjit Maitra - Session I

Bikramjit Maitra

Good afternoon and sorry for pushing Amitabh out, but I have a tough time to be within the time and that is why I did that. I will quickly go through the slides and if you have any questions I can take that after that, of course you have read it many times. These are the things we are going to cover, managing the scale and in there we are going to talk about the talent acquisition, everybody is talking about the talent shortage and how we are going to handle that. We are going to talk about the competency enabling, what are the things we are doing, the certification and the programs by which we are enhancing the competency of all the employees we have. We are talking about the different challenges, the complexities of doing business, the employee compensation, this is a very, very paid topic of all the newspaper articles, the attrition, another paid topic in anybody who covers HR and the complexity of doing global business, that people movement across the border is becoming more complex, so obviously how do we do the talent deployment in different geographies. Managing the diversity for a global organization like ours having a global aspiration, if you look at our employee profile, still now we are primarily, 97% of the employees are Indians and we have less number of gender balance, only 30% is women, so the diversity is always critical for us and focus area and lastly when you have such a big number of employees in HR you have to focus on execution because every transaction such as employee with attrition, with other things in there, it is a very, very critical item to be talked about.

First of all, talent acquisition, you know bare number if you look at, if you look at the Indian scenario there are large number of people available, there are almost 500,000 people, the sources of course throw a different number, HRD ministry is talking about 500,000 number of people who will be available every year, who are engineers, so the number of people is not really what is very critical, what is very critical is to find out that how many of them are really employable, so you know that there is a estimate is that around 180,000 people every year is getting into the workforce and those are the people who are really employable, so idea is how you select the right people for your own organization. We have cast our net quite wide but we have made our testing process, our process of training much more critical, much more intense such that the people who are coming out of those training after being recruited are of the same standard, we are now going to more number of engineering colleges, this year we have gone to almost 250 engineering colleges, actually sort of got hold of campuses of more than 1000 and you know when we go to these colleges we gather people from multiple campuses in there and recruit from there so that is what we are doing. We are also looking at how we can augment the engineering workforce along with people coming from as they say in US, the people who are from science background and they call it liberal arts in US, so you know we are getting into that scenario.

We are looking at new geographies, last year we went to US to recruit from the campuses, this year we have gone to UK to recruit from campuses, they are not large numbers yet, but they are very critical and very strategic for our talent requirement. I will talk about in diversity areas, it also does immense help, when we get those people in India and do the immersion program so they get exposed to not only Infosys way of doing work, but also our large number of Indian employees get exposed to work side-by-side with people from different culture, so that is a very important aspect of the diversity.

We have this flagship program of Campus Connect, I believe that is already mentioned that we have gone to almost 350 campuses, we have got connected with and we do the Faculty Enablement Program that students can register, can see our artifacts, our training artifacts and they get the ability to get trained on those artifacts so that helps both way you know, that creates larger number of people who are employable so that is the kind of the thing, we are going to go to more number of institutes and these people are not forced to join only Infosys they can join any other organization. If they join Infosys and if they could pass a test which can cutdown their training by 4 weeks they also get recognized for that, the campus which produces that student also gets recognized for that success, so that is what we are doing.

We are doing lot of projects through this portal, students can do those project work during the study, we mentioned all these, the first bullet point I have already covered. Now, one of the things today in India and other places, one

of the main important factor is how do you source your talent you know other ways of talent sourcing is becoming more difficult so obviously in India the advertisement and walk-in and all this works okay with Infosys, however, the more successful thing in Infosys is our employee get employee scheme and I think that is a global benchmark, we have more than 40% of our lateral recruit coming from that source, so it is it only shows that our employees are engaged and they are ready to sort of refer somebody who they know of and that is our biggest source. This is what we call the diamond of training in Infosys and this is one of the most important aspect of Infosys employee engagement, it is also the most important aspect of employee growth in Infosys. If you look at the 5 sides of the diamond the left hand corner, we talk about the programs, which are meant for people who are directly joining from different institutes. This is a 14-week program traditionally, we are extending it to 16 weeks because as we said that we have gone to more number of institutes, which many of them are not from the cities, which are interior townships, so we are extending our finishing school program which used to be 1 week, we are now extending it a couple of weeks, of course these training programs are benchmark against US institute so normal engineering degree along with these training convert a person to be capable of doing what US graduate in computer science could do so that is what this will enable a person to do. Apart from that this training also is having a Go/ No Go test in between, so there are generally around 1 to 2% of the employees who go through this training program are not been successful at the end of the training, so you will see that when we talked about the attrition there is a certain portion of involuntary attrition out there, which is around 1.4 to 1.5%, part of that gets contributed from here because the training, they could not completely successfully go through the test after the completion of the training program.

We have appraisal mechanism, along with the appraisal there is an individual learning program, people have to do, they have to plan along with their manager what are the training program they need to go through during the year and that along with the certification completes the training mechanism of an individual. The way a person moves in their career depends on what work they do, what is the kind of performance they could bring in along with what they are learning and what training they are going through because to be contemporary is absolutely necessary for this particular profession and that training program along with certification is what makes us ensure that people are doing that.

Last year 34,000 employees completed successfully the certification program, so each employee depending on their position needs to go through a certain level of certification and that is what is done in conjunction in these two. Of course we have higher education programs with different educational institutes, people can take part-time courses and IMB has a campus in Chennai where you know the dual program people from Chennai and Bangalore can go through this training, it happens in our Chennai campus and you know they are connected over VC so the Bangalore student also can attend. The program, either the faculty will be in Chennai or in Bangalore so that is how those programs are run. I am sure that you have already have heard a lot about leadership institute, we have a three tier program, we select the top Tier from the senior most managers of the organization, this is a selection process, people get selected as per the performance, the potential and the kind of value they bring to the table. It is not a permanent position so people get selected and deselected, every individual who gets selected in the Tier leadership program they have to create their own personal development plan and if they could stick to that development plan then only they could continue to be in that program so that is how this provides the pool for people who will come up and take the more critical positions in the organization.

We are one of the organization who started the variable compensation in our industry, one of the first and today 100% of our employees are covered with some variable program this provides as a mechanism by which we can really enforce the high degree of meritocracy in the organization so the people who are higher performer they see a double upside, not only they yearly compensation gets more for them, they also see that the intensive pay out is more for them so they see a double upside for doing a better performance. This year we have done a significant change in the senior management compensation format, one of the thing we have brought in, what is mentioned there is senior management retention plan, what happens is that every individual, people who have titles they are entitled to a long-term bonus, which means that depending on the performance of that individual, there is a certain amount of money which that person will earn over a period of 12 months and if that person continue to work for another 12 months successfully then that amount will be payable to that individual so there is a deferred payment scheme, which has been designed for the senior managers and this is sum of the money we are talking about is in tune of \$20,000 to \$125,000 so this is a significant amount and that is differed by one year of the successful completion of service in the organization.

We have employee satisfaction survey done every year, this year also we did employee satisfaction service sometime in the last quarter of the last financial year and we have maintained high 60% employee satisfaction as compared to last year actually it is 64% last year and this year we are 63% and we have seen that the area where the employees suggestions have come, we are working on that one of the main area of concern is career clarity that how an employee could grow in the organization so we are creating a career clarity portal so each individual

can go to this portal put their aspiration in that and there will be career coaches, who will come and advice that how they can meet that aspiration, so you know, it is a more personalized and individual laid career opportunities. What we are trying to put to the employees that the career aspiration is an individual can have, it is also important for the individual to really strive to achieve that career aspiration so it is a dual responsibility. The career coaches will give advice that how that aspiration can be achieved; however, the individual also has to put in and make a plan and achieve the plan as per the guidance of the career coaches.

We have intensified our employee communication programs when you have a large number of globally deployed employees and when you are always in the news, it is really a tough challenge, many a time before we could reach through our communication channels, internal communication channel, economic times reach them otherwise and many a time the news which comes in there is not known to us even, so that is a challenge, but I think we are doing much better rather than earlier days.

Everybody has heard a lot about visas, one of the thing is that we have always planned that what will be our requirement of the business and we have planned our visas and work permit well. Even today, when there is very difficult situation in work visas in US our visa utilization is 60%, so we have kept our pool of visas available pretty high and we have at least another 1 to 2 years, which is a horizon you can see in this front is we do not see that this percentage is going to fluctuate tremendously differently so we are pretty comfortable in that regard. One of the thing we have done, we have intensified our recruiting in onsite and we also have a more number of long-term work related documentation available like green card and other possible alternatives that also we have increased comparatively vis-à-vis last year.

This is something, last year we launched 3C program, which stands for 300 employees we wanted to recruit from engineering colleges and the liberal arts backgrounds from campuses in US. We have already done 236 graduates in two batches, right now one batch is going through the training in Mysore. Here it says that UK we are doing, but by that time this PPT is completed actually that batch has also come in Mysore and it is a batch of 26 direct recruit from UK. They will spend 6 months here. Now what is going to happen, the 4 months they will spend in the classroom and this classroom are mixed classroom, it is not necessarily that all the people from the US are in the classroom, there will be people who will be mingling in that, the whole campus will right now have around 5000 people coming from different parts of the globe, almost 4800 is from India so that is where the immersion program really works very well because there is a lot of mixing. The second thing happens is, the second part of the 6 months stay in India they will be actually working in projects side-by-side the Indian employees so that also will teach the cultural diversity to the people who are working in India who have not got exposed otherwise to the cultures of different other societies, so that is one thing we are doing.

We have a very active diversity office and one of the lead program of the diversity office is Infosys Women's Inclusivity Network, but we talk about is IWIN and one of the thing has happened, our percentage of the general balance is not yet to be where we want to be, but even then we have progressed a lot, it has gone from 19% in 2002-2003 to 30%. One of the thing is that if you look at earlier years the supply of engineers, where if you look at the other gender, the woman was much less compared to today, so I think we could do this because in society also in the supply, the sourcing side also there is improvement so that is we are actively pursuing.

Some of the things we are really enforcing is that we are saying that managing the execution is not only the responsibility of the management, it is also equally, the individual employees need to be equally responsible for that. One of the thing, the main driver of that is the utilization, each individual has an utilization target for their time and the performance when we do the performance appraisal, one of the factor being considered is the utilization of that individual.

We first of all came to this you know when 2002-2003 we had a large amount of bench, we realized that there are certain group of people who are really high performer, irrespective of the large bench size they always get utilized so before a project finishes they get allocated to another project so we could realize that utilization has a very tight link with the individual capability so that is why we have now put it in a dual responsibility of an individual and that we do when a person is on bench they can do a lot of training on their own and make themselves more capable such that they can get utilized.

The other side is that we are trying to be much more execution flawless in HR by using our technology even more than we do today. Amitabh was speaking before me and I am one of the large client of Amitabh. We have out sourced a lot of HR transaction to our BPO part and it started showing improvement in that respect because they are looking at those transaction as individual transaction and doing a project, six sigma project by which actually there are number of transactions which are getting into the aided zone is _____ okay this is my last slide I do not need to speak about this.