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# HR

best practices  
compendium

Curated by NASSCOM and  
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a collection of best-in-class initiatives that have proven to be game changers in the dynamic and evolving world of HR.

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## **R Chandrashekhar**

President, NASSCOM

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The forces of digital have made radical change inevitable. Nowhere is it more evident than in people and the way these technologies are being leveraged by them to drive higher efficiency and engagement. It naturally entails that the function of Human Resource change with the times as well, including technology adoption, talent management, employer branding, performance management and productivity. This report, a compendium of case studies, has come to represent industry-wide best practices in HR, which sets directions for others to follow suit, or face the threat of redundancy.



## **Dr. Moorthy K. Uppaluri**

MD & CEO, Randstad India

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The dynamic and rapidly digitalized business environment is necessitating HR functions to reinvent themselves so that they can appropriately align themselves to a changing milieu; clearly, an organization's ability to re-imagine, re-invent and re-invigorate human capital strategies can be the difference between success and failure. The HR Best Practices compendium, an initiative of Randstad Technologies and NASSCOM captures innovative, practical and replicable insights from across the Technology-BPM industry that will be valuable to the entire HR fraternity who are striving to amplify their impact within the organization by effectively developing their greatest resource- talent.



# introduction

The Indian IT industry, one of the prime drivers credited with changing the face of the nation's economy, stands at an uncharted cross-road. With the world of technology fast gravitating to an on-demand, in-the-cloud, decentralized, digital and sharing based landscape, the industry is grappling with several challenges as it seeks to reorient and, in the process, reinvent its quasi 'set-in-stone' practices and processes to keep up at this time of unprecedented change which has upended established orders and charts out a new 'new normal'.

At the heart of this transformation lies the core of the industry - It's people. HR functions across corporations of every stripe are constantly innovating and experimenting with people management paradigms that generate value for the enterprise while keeping their employees engaged, invigorated and content; across generations. It is in this context that NASSCOM and Randstad Technologies partnered to identify those initiatives and as a consequence those companies who have fundamentally changed their approach towards the critical aspects of the talent landscape.

Five key pillars & associated themes that have the most impact on the HR function were identified and companies were invited to send in their entries detailing the what, why, how and thereafter of their respective case studies.

Of the 53 case studies that were received, we are happy to share with you 20 of those case studies that were innovative / transformative and yielded tangible benefits to the company while simultaneously improving employee engagement.

These case studies were ranked on the basis of rationale, case study articulation, implementation & acceptance within the organization, tangible benefits, supporting material and most importantly ease of replication (keeping with the theme of 'Knowledge shared is power multiplied!!'). Five of the case studies (one from each category) that are part of this report will be felicitated at the NASSCOM HR Summit 2016.

We certainly hope that these case studies will provide your respective organizations actionable insights and possibly a kernel of an idea for what may become your organization's own HR Best Practice.

# key pillars and themes

1 2 3 4 5



## HR Technology Adoption



Technology



Analytics



Social & Mobile



## Talent Management



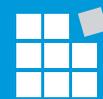
Talent attraction, retention and development



Flexibility @ Work



Millennials engagement strategy



## Employer Branding



Creating a workplace for tomorrow's business



High performance culture



## Performance Management



Innovation in Performance management



## Employee Productivity



Drivers and Initiatives