

# CHR Global



## Corporate Profile

# About Us



# Philosophy

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## **amantaram aksharam na asti**

There is no word that cannot be composed into a hymn

## **na asti mulam anaushadhim**

There is no root that cannot be used as a medicine

## **ayogya purusha na asti**

There is no person who is incompetent

## **yojaka tatra durlabha**

But the converters are indeed rare

## **Rigveda**



# History

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- **Consindia** was founded in 1980 by a team of eminent professionals
  - Vasant Rajadhyaksha, fmr Chairman Unilever India & Member, Planning Commission
  - Dr Ranjan Banerjee, fmr Vice Chairman Unilever India
  - Manuel Menezes, fmr Chairman Railways Board
  - Mantosh Sondhi, fmr Union Industry Secretary
  - Air Chief Marshall P C Lal
- In 1996, Tapash Sengupta acquired the brand and launched a new company, **Consindia HR Services**
- In 2006, Consindia HR Services was rechristened **CHR Global** to reflect its global capabilities and aspirations



# Profile

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- Integrated Human Capital Consulting Firm
- Expertise – 9,000 man months of consulting and 500,000 interviews
- Three Service Lines
  1. OOB™ Search Consulting
  2. Business to People - B2P Consulting
  3. Selection
- Offices in Mumbai, Delhi, Kolkata and Bangalore
- 70 member team (10 consulting professionals)
- Client Diversity in terms of sector representation and ownership
- Proprietary B2P Models and OOB™ (Out of Box) Search Methodology



# Advisory Board

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- **Dr Ashok Ganguly**, Fmr Chairman, Unilever India and ICI, Non Executive Director, British Airways, Reserve Bank of India and Wipro
- **H Khusrokhan**, Fmr Managing Director, Glaxo Smith Kline India
- **S M Datta**, Fmr Chairman, Unilever India, Non Executive Director, Philips, Chairman, Castrol and IIM Bangalore

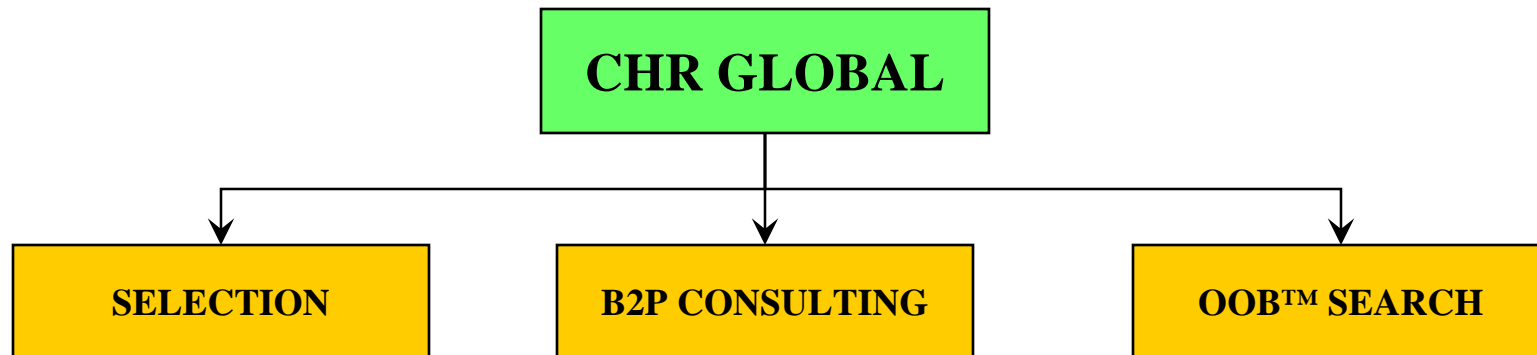


# Executive Team

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- **Tapash Sengupta**, Managing Director, Post Graduate Degrees in Management and Economics, 30 years experience. Introduced Executive Search in India
- **Amit Roy**, Director, BE (Mech), 36 years experience in operations and manufacturing

# Lines of Business





# Clients - Recruitment



# Clients - Consulting



The Leprosy Mission International  
for a world without leprosy

**Business Standard**



GHCL Limited

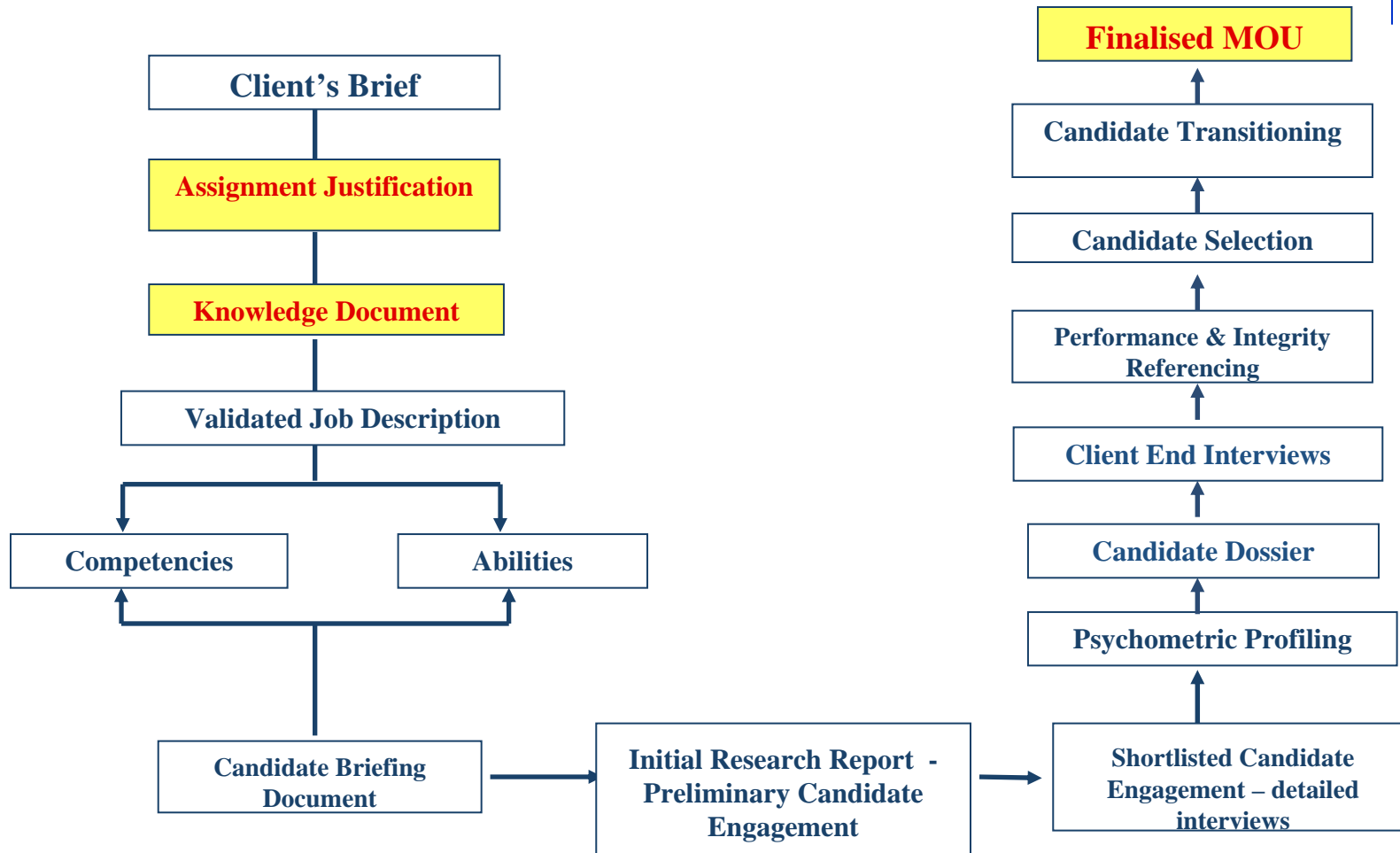


# OOB™ Search



Out of Box Search Process

# POWERSEARCH™ PROCESS





# OOB™ Search Team Composition

<b>CHR Global Team Member</b>	<b>Primary Roles</b>
Engagement Manager*	Talent Mapping, Personal Interviews and MoU
B2P Consultant	Role Clarification and Competency Profiling
Practice Head	Overall Process Assurance and Quality Check
Research Associate	Candidate Coordination and Market Scanning
Experts (as and when required)	Functional Interviews
* Engagement Manager is the single point of contact for the Client	



# Executive Search OOB™

## *Process Highlights*

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- ✓ **Talent Map** illustrating the intra-industry and cross-sector talent sources, demand supply dynamics and identifying levers for attracting top talent
- ✓ **Candidate Dossier** comprising profile, career progression, skills and competencies, assessment report, psychometric profiling and degree of cultural fitment
- ✓ **Referee Report** that seeks demonstration of personal ethical standards and validation of professional performances over time
- ✓ **Memorandum of Understanding** incorporating jointly agreed performance milestones and accountability parameters



# OOB™ Search Process

## *Memorandum of Understanding MoU*

<b>Why</b>	
Address potential dissatisfiers and build trust and stronger common understanding of business challenges and how best to address them and increase engagement and commitment from both sides to “making it happen”	
<b>Process</b>	
Pre-offer Client-Candidate deliberations moderated by CHR Global (preceded by Client Business Presentations and Candidate Agenda Presentation)	
<b>Time</b>	
One week	
<b>Parameters</b>	
Recasted Role and Responsibilities	Financial and Non Financial Objectives
Resource Allocation Timeline	Horizontal Input and Output Linkages
Performance Linked Pay Calculator	Empowerment and Decision Making Authority
<b>Output</b>	
<i>Memorandum of Understanding (Signed by Client and Candidate)</i>	



# Sample OOB™ Assignments

<b>Designation</b>	<b>Client</b>
<b>Chairman – Tax Practices</b>	<b>PriceWaterhouse Coopers</b>
<b>Country Manager</b>	<b>Lazard India</b>
<b>Managing Director</b>	<b>TELCON</b>
<b>Chief Financial Officer</b>	<b>IDEA Cellular</b>
<b>President</b>	<b>TATA Teleservices</b>
<b>Managing Director</b>	<b>Colwell &amp; Salmon</b>
<b>Chief Financial Officer</b>	<b>TATA Teleservices</b>
<b>Group President Finance</b>	<b>Anil Dhirubhai Ambani Enterprises</b>
<b>Group Director: HR</b>	<b>TATA Industries</b>
<b>Global Strategic Sourcing Head</b>	<b>RELIANCE POWER</b>
<b>Chief Operating Officer</b>	<b>Tata Power</b>



# Current Positions

## *Global Emphasis*

<b>Designation</b>	<b>Client</b>
<b>CEO</b>	<b>Retail</b>
<b>Head – R&amp;D</b>	<b>Tyre</b>
<b>CEO</b>	<b>BPO</b>
<b>Head – Manufacturing</b>	<b>Diversified</b>
<b>Head – Product Development</b>	<b>Diversified</b>
<b>CEO</b>	<b>Diversified</b>
<b>CEO</b>	<b>Retail Head</b>
<b>CEO</b>	<b>Telecom</b>
<b>Senior Investment Bankers</b>	<b>Financial Services</b>
<b>CEO</b>	<b>Consumer Durables</b>
<b>Top Team</b>	<b>Telecom</b>

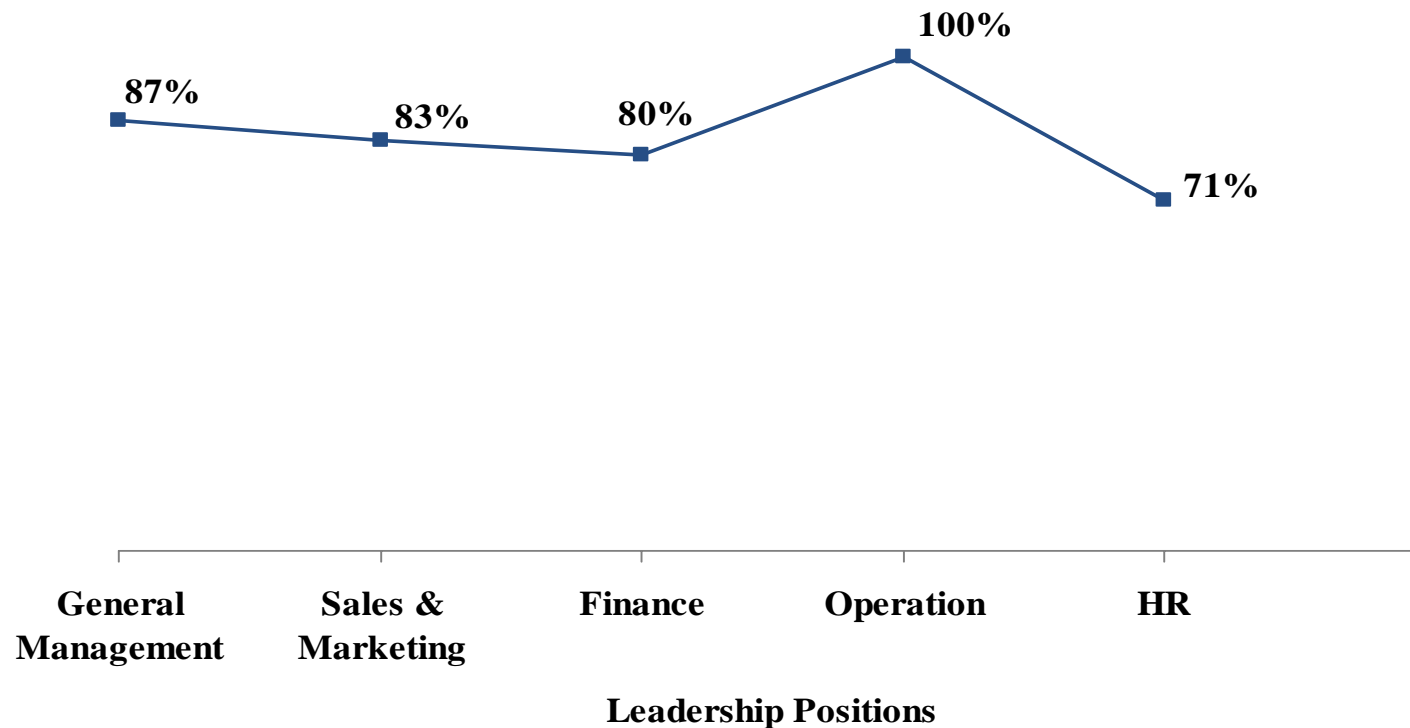


# OOB™ Search Differentiators

Parameter	Performance / Drivers
OOB™ Process	Proprietary Out of Box Search Process
Eminence	Headed by the Pioneer of India's Executive Search Industry
Speed	12 day cycle (mandate to long list of candidates)
Assessment Experience	80,000+ senior management interviews
Past Successes	94% fill rate (assignments closed / assignments mandated)
Client Satisfaction	43% on-going assignments are from repeat clients
Quality	76% long list yield (selected candidates are from first long list)
Candidate Access	Mumbai, Delhi, Bangalore and Kolkata
Sector Width	Functionally organized for multi-sector search capability
Client Selection	Selective strategy offers a large candidate pool and helps speed
Team CHR	Diverse business and functional backgrounds



# Candidates placed in 2003-05 who are delivering as per expectations



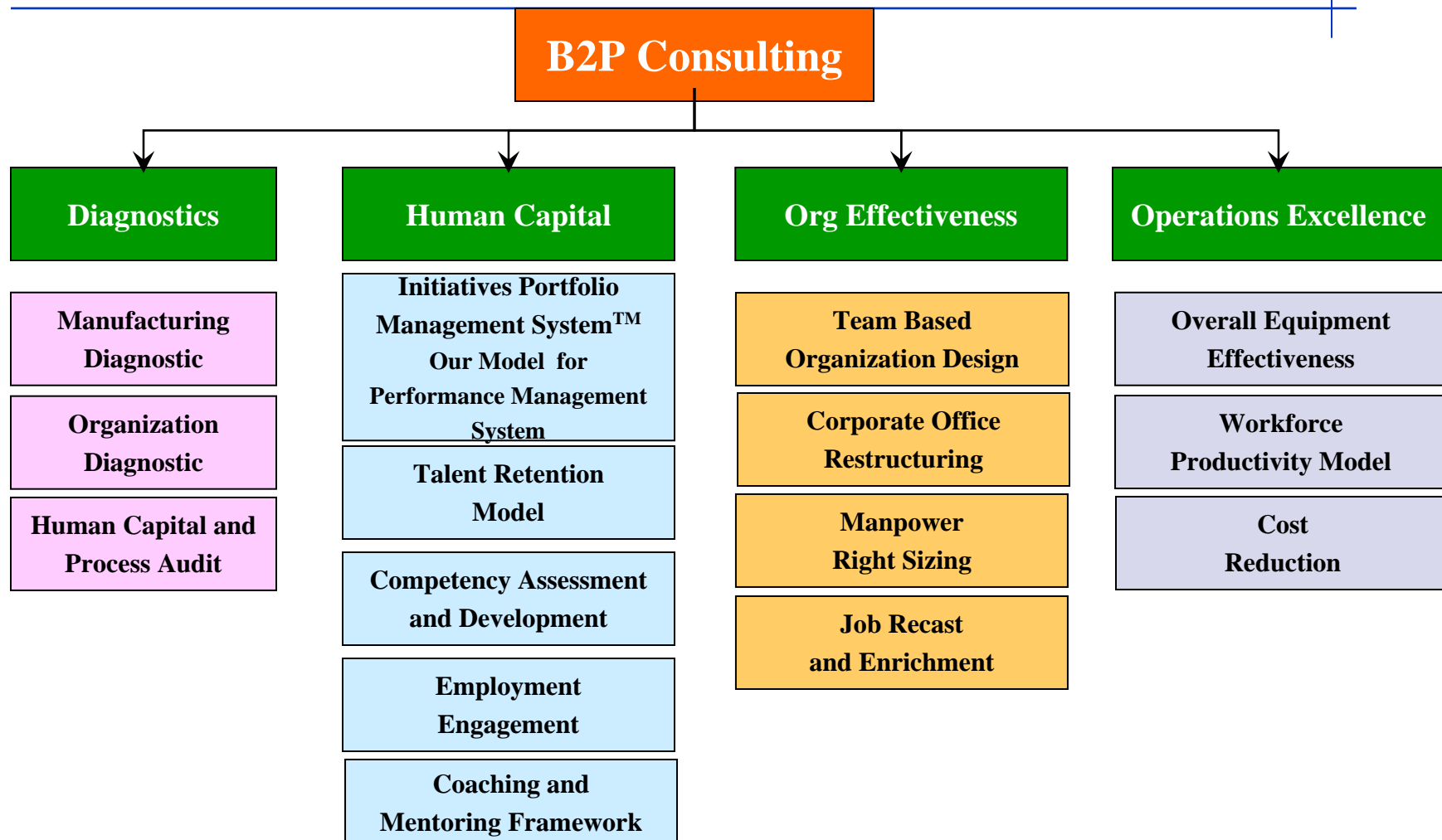
Each percentage represents the candidates (within the classification) in the period 2003-05 who are still retained by the same companies and delivering as per expectations

# B2P Consulting



*Business To People – Consulting with Impact*  
*Proprietary Models*

# B2P Consulting

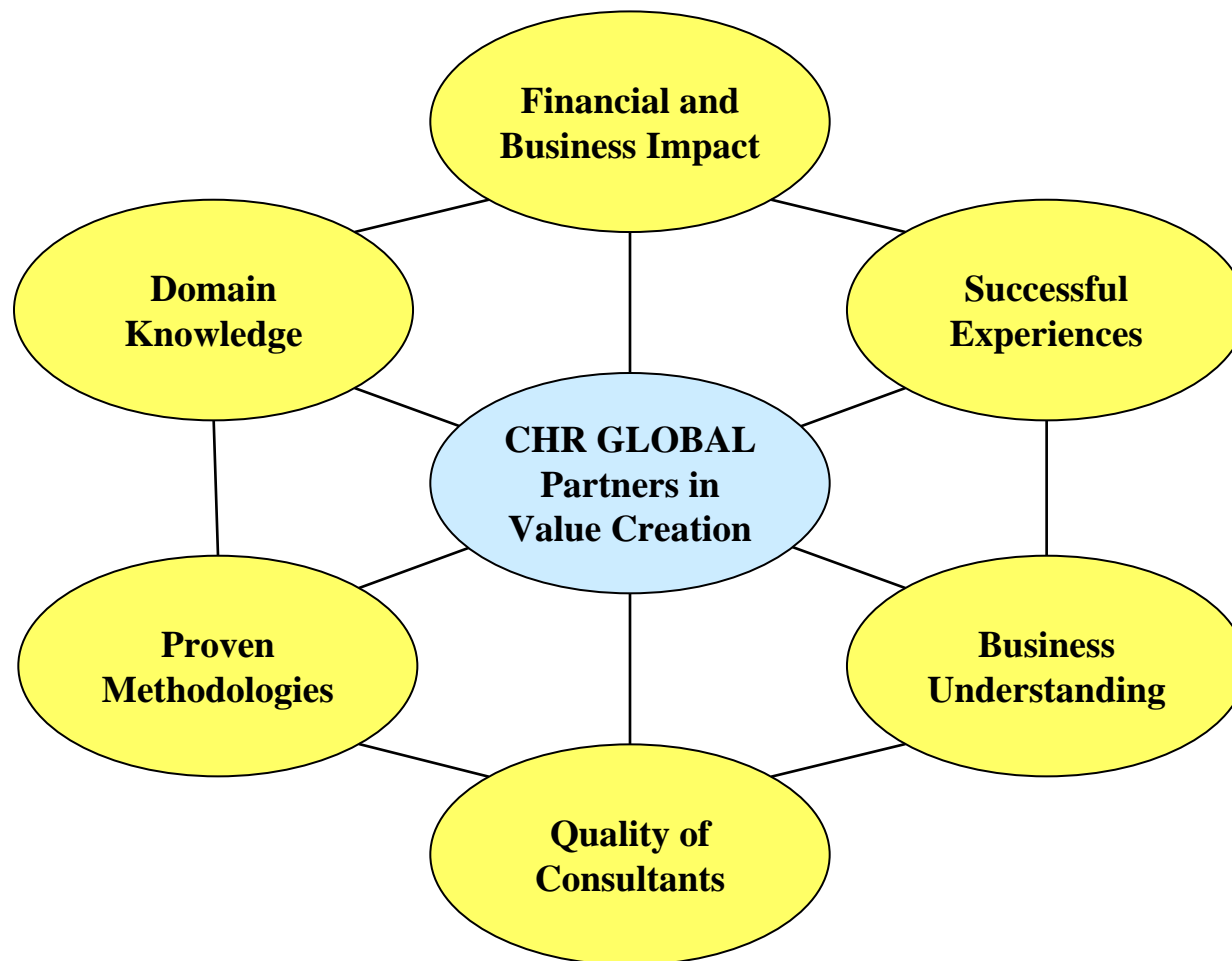


# Consulting Differentiators

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- **Proven expertise in consulting with financial and business impact**
  1. Relate to the business challenges and client situation
  2. Strengthen the strategy-operations linkage
  3. Manage the cultural dimension of change
  4. Execute consulting interventions flawlessly
  
- **Internal capabilities**
  1. Top team of consultants with diverse business and functional backgrounds
  2. Proprietary consulting methodologies and tool kits
  3. Consulting philosophy biased towards simplicity and convenience
  4. CHR specific standard toolkits, yet that lead to customized solutions

# Why CHR?



# Consulting Assignments – Pg 1 of 5



Client	Scope and Terms of Reference
<b>PUNJAB GOVERNMENT</b>	Business process management for developing single window capability for the district collectorate and industries department
<b>PEERLESS GENERAL</b>	Manpower reduction, service center rationalization, customer expectation quantification and process benchmarks for 4800 employees
<b>GLAXO SMITHKLINE</b>	Employee engagement surveys and preferred employer branding strategies
<b>VARDHAMAN SPINNING</b>	Performance management system including variable pay plans for top business units after assessing the maturity and capability of the internal processes
<b>GALAXY SURFACTANTS</b>	Identification of customer centric and value processes, competency models and assessment center process, and formulating three year HR strategy

# Consulting Assignments – Pg 2 of 5



Client	Scope and Terms of Reference
<b>TIMES INTERNET</b>	Customized, self assessable web based performance management software
<b>GUJARAT HEAVY CHEMICALS</b>	Performance management system for the top 50 managers, post organization right sizing
<b>WELSPUN</b>	Human capital solution for 100 employees at corporate office (organization restructuring, job recast, performance scorecards, target setting & variable pay)
<b>TIMEX</b>	Strategic alignment, key result area formulation, strategic initiative and target setting and competency development path for 40 top managers
<b>RIVERBANK HOLDING PRIVATE LIMITED</b>	Three Year HR Strategy and Capability Building Programs

# Consulting Assignments – Pg 3 of 5



<b>Client</b>	<b>Scope and Terms of Reference</b>
<b>TIMES OF INDIA</b>	Manpower assessment for editorial team and process based organization work flow and process design
<b>RELAXO SHOES</b>	Strategic Initiative Mapping-Job Recast-Scorecards-Increment and Variable Pay Linkages
<b>ZICOM SECURITIES</b>	Performance Management System and Job Recast
<b>CROMPTON GREAVES</b>	Corporate Office Restructuring with Centers of Excellence
<b>TIPS INDUSTRIES</b>	Job Evaluation and Enrichment

# Consulting Assignments – Pg 4 of 5



Client	Scope and Terms of Reference
<b>HDFC</b>	Integrated one page performance scorecard and management system for 1300 employees
<b>TRIDENT GROUP</b>	Supply chain process optimization, organization restructuring and workforce productivity initiatives
<b>JK TYRES</b>	Process based organization design, manpower rationalization, multi-skilled workforce development at 4 plants
<b>INDRAPRASTHA APOLLO</b>	Design of innovative patient care centers to reduce time and improve convenience and quality of the discharge process wrt customer satisfaction
<b>BUSINESS STANDARD</b>	Key result area formulation, strategic initiatives, ideal incumbent profile, competencies and migratory path for 140 employees over 3 years

# Consulting Assignments – Pg 5 of 5



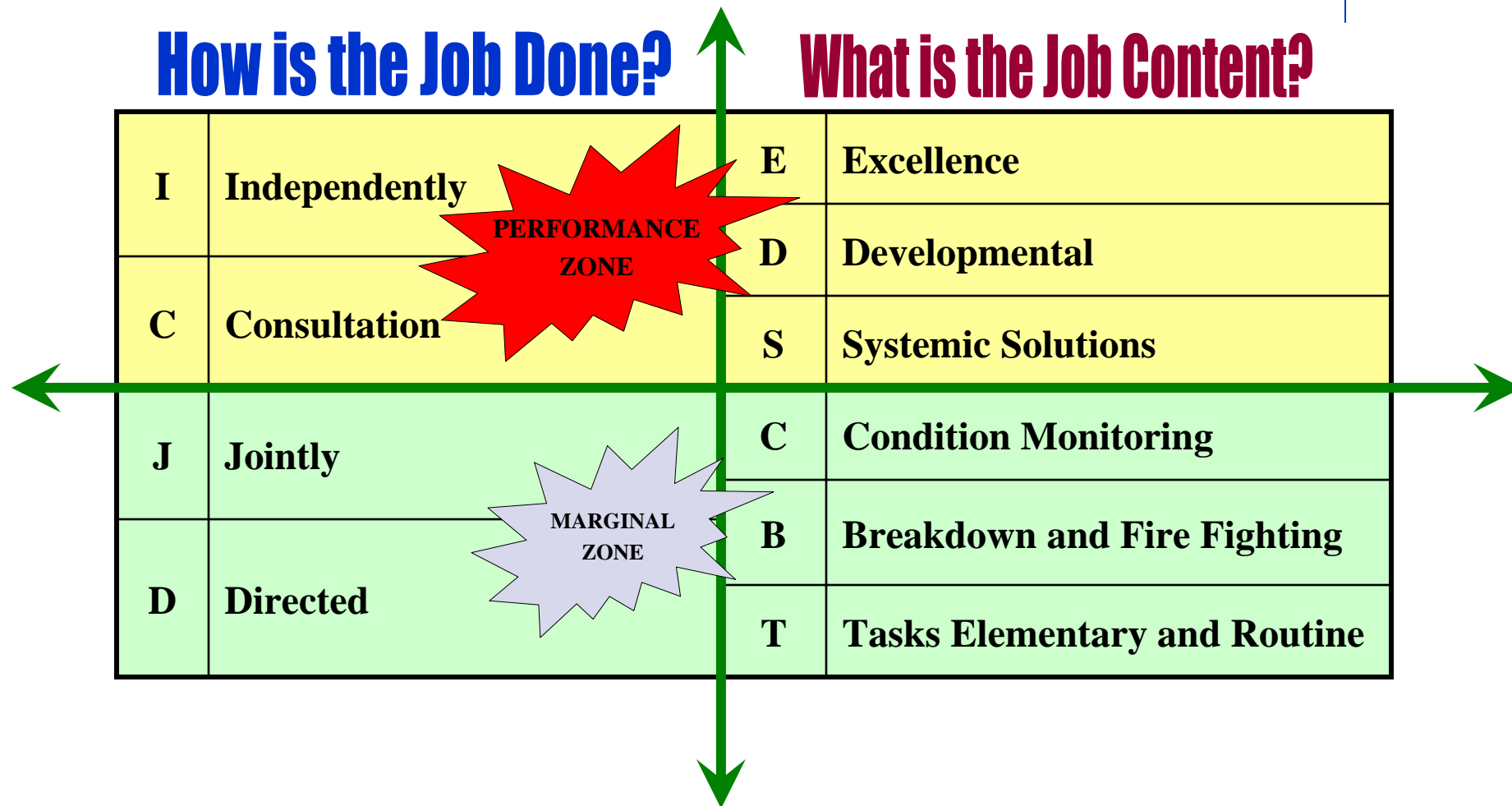
Client	Scope and Terms of Reference
<b>BALRAMPUR CHINI</b>	Process based redesign and reduction of managerial manpower by 30% across all functions excluding sales and marketing
<b>GREAVES</b>	Sales force process optimization and effectiveness measures, incentive schemes, definition of customer satisfaction measures and initiatives
<b>MUKAND</b>	Strategic value map, job alignment and performance management system for the entire managerial cadre of the plant
<b>FACOR STEEL</b>	Strategic cost reduction (machine and manpower), improvement OTIF and OEE parameters
<b>JK CEMENT</b>	Value chain analysis, supply chain strategy and business growth strategy to maximize revenues, cost rationalization and bottom line impact

# Proprietary B2P Consulting Models and Approaches



# Job Recast

*What are your managers doing today?*



# Three Layered Organization Structure

## *KDA Structure*



**Krishna as the Strategist**



**Dronacharya as the Coach**

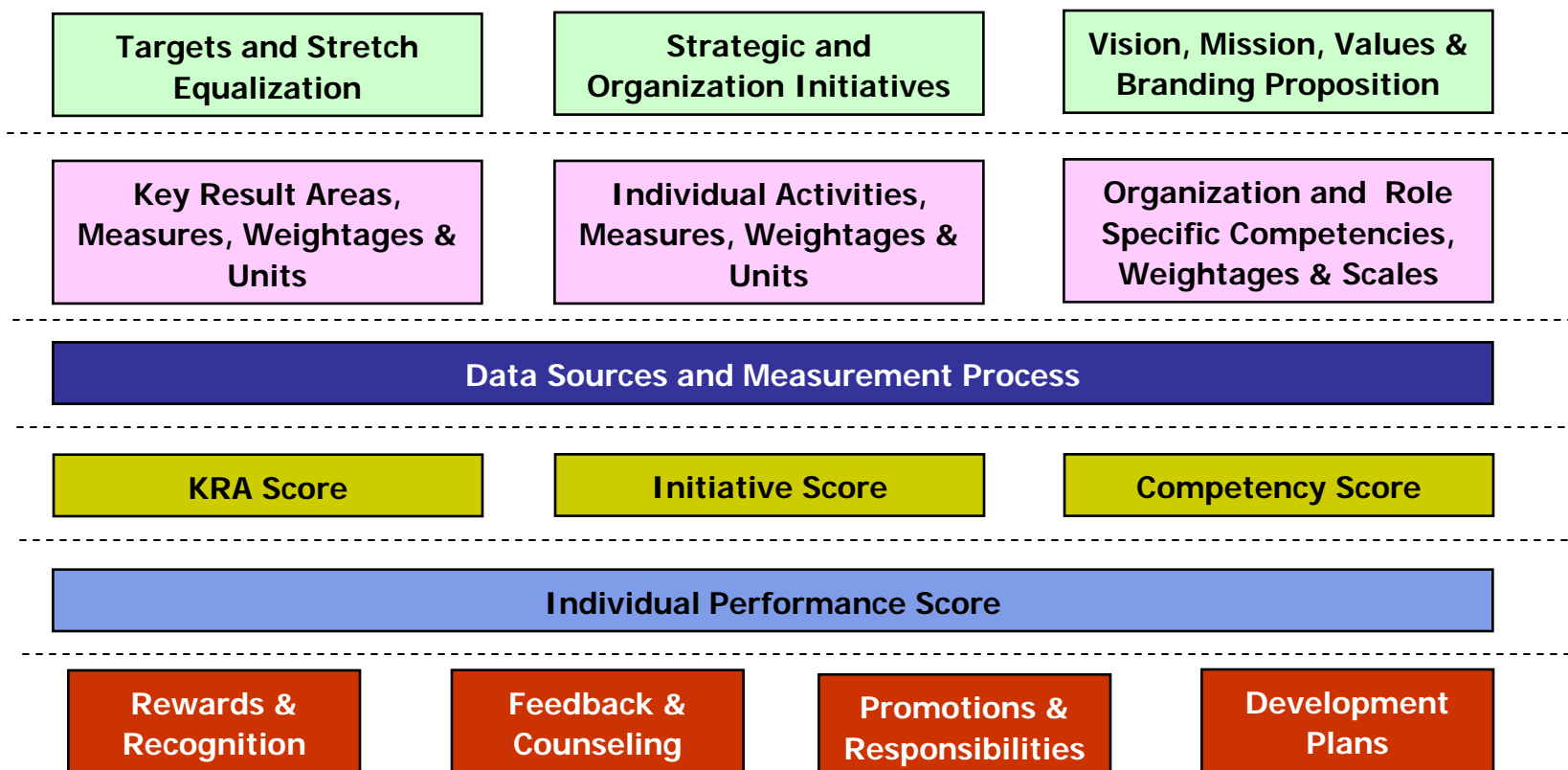


**Arjuna in Execution**



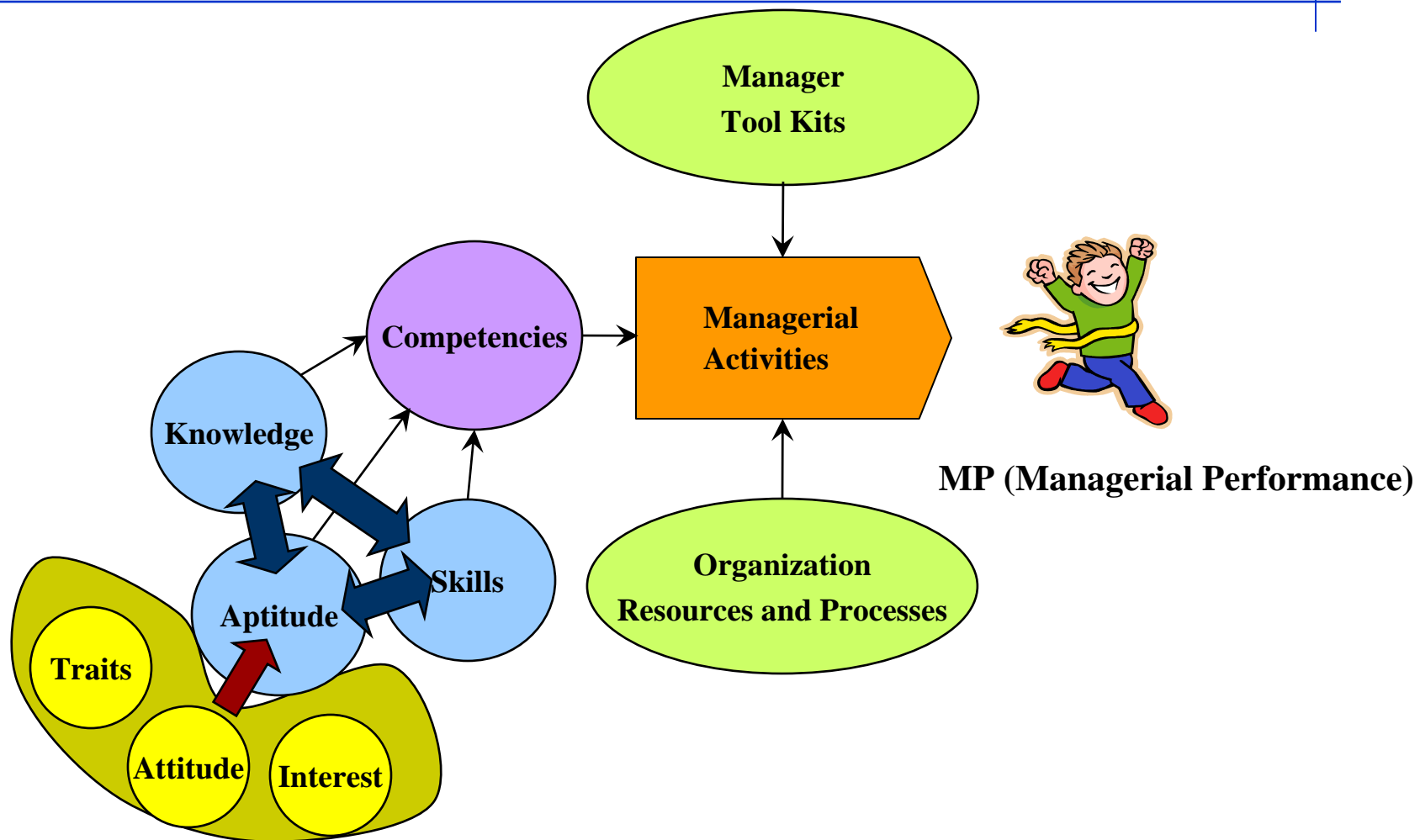
# Performance Management System

## *S<sup>3</sup> Self Scoring for Success Matrix Process*



# Competency Assessment

## *Knowledge-Skill-Attitude-Interest-Trait KSAIT Model*



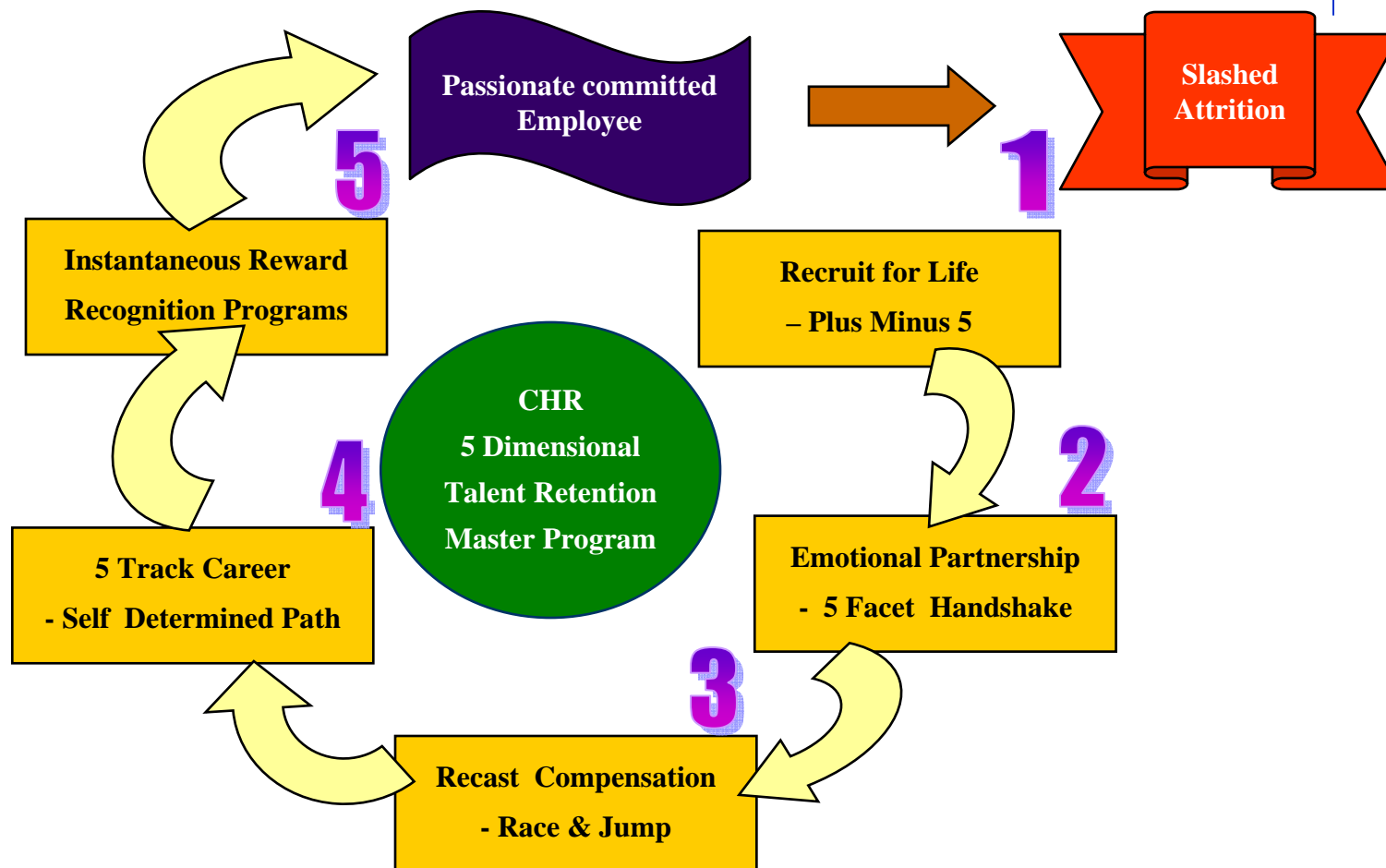
# Competency Profiling

## 9 Block Grid – Performance Potential

<b>Potential</b>	<b>Diamond in the Rough?</b> <ul style="list-style-type: none"> <li>Loose cannon</li> <li>Problem Child</li> </ul>	<b>Future All Round Star</b>	<b>Consistent Star</b> <ul style="list-style-type: none"> <li>Fully Developed</li> <li>Excellent in role</li> <li>Needs more Responsibility</li> </ul>
	<b>Future Utility Player</b>	<b>Utility Player</b> <ul style="list-style-type: none"> <li>Solid Citizen</li> <li>Adequate in role</li> </ul>	<b>Utility Pro</b> <ul style="list-style-type: none"> <li>Fully Competent in role</li> <li>Still Developing</li> <li>Nearly ready for more responsibility</li> </ul>
	<b>Take Action Now</b> <ul style="list-style-type: none"> <li>Not developing</li> <li>Not competent</li> <li>No Potential</li> <li>In wrong Job</li> <li>Move out</li> </ul>	<b>Future Pro</b> <ul style="list-style-type: none"> <li>Still developing</li> <li>Not yet exceptional in role</li> <li>Has potential to improve</li> <li>Monitor development</li> </ul>	<b>Technical Pro</b> <ul style="list-style-type: none"> <li>Fully competent in role</li> <li>Reached their potential</li> </ul>
	<b>Performance</b>		

# Talent Retention

## 5 DTRMP Model



# Workforce Productivity

## 7 Star Model



Star Levels	Star Team Definitions
*****	Industrial Engineering + 5 S + Quality + Maintenance + Self Directed Team + Multi-Skilling 4 Level + 5 Zeroes Achievement + 10 Implemented Suggestions per Team Member per year
*****	Industrial Engineering + 5 S + Quality + Maintenance + Self Directed Team + Multi-Skilling 4 Level + 3 Zeroes Achievement + 10 Implemented Suggestions per Team Member per year
*****	Industrial Engineering + 5 S + Quality + Maintenance + Self Directed Team + Multi-Skilling 3 Level + 1 Zero Achievement + 5 Implemented Suggestions per Team Member per year
****	Industrial Engineering + 5 S + Quality + Maintenance + Self Directed Team + Multi-Skilling 3 Level
***	Industrial Engineering + 5 S + Quality + Maintenance
**	Industrial Engineering + 5 S + Quality
*	Industrial Engineering Norms

# Process Based Organization

## 4<sup>e</sup> Process Model

Acronym	Terminology	What does it do?	Reference Site
<b>BPR</b>	Business Process Reengineering	We look at process from the customer's viewpoint and eliminate all non-value added activities	Apollo Hospital
<b>BPM</b>	Business Process Management	We modify the processes and align them to the multiple expectations of the customer	Punjab Government
<b>BPA</b>	Business Process Automation	We leverage the existing IT solutions and build on its capabilities to improve the processes	Amrit Banaspati
<b>PBO</b>	Process Based Organization	We transition and convert the organization from a functional structure to a process based structure	Polyplex Industries

### CHR Tool Kit

Process based Measurements, Simultaneous Demand, Self-Directed Teams  
 – Front Line Empowerment, Multi Skilling, Multi Tasking,  $P = c (K + S)^A$ ,  
 Club and Combine, Automate, Zero Delay Feedback , Leadership

# OEE and Cost Reduction

## *Machine Performance plus Non Value Add Elimination*

### 1. MACHINE

- Througput Increase
- Changeover Time
- Debottlenecking
- OEE (Availability, Quality and Productivity)

### 2. MATERIAL

- Waste
- Rejection
- Recycling
- Substitution
- Global Sourcing

### 3. ENERGY

- Waste (Generation, Distribution, Transmission and Consumption)
- Alternate Energy Sources

### 4. ENVIRONMENT

- Noise
- Light
- Dust
- Hazards

### 5. TOLERANCES

- Product, Process and Inputs

# Thank You

