

Genpact's consultative approach to setting up a global business shared services center based on quantified performance metrics (1/2)



Customer Need

- This customer had been on its GBS journey for about 8 years. The GBS organization serviced the OTC, P2P, A2R, and MDM processes, with its hub in Germany. They were setting up a new GBS center in Manila, and Manila being a new geography, was a green field to design best in class talent, L&D, and knowledge management frameworks. This was also a burning need, as Manila is very different from Germany in terms of employee demographics, and the existing talent and learning practices would not have worked to the optimum in Manila.



Solution Approach

- Genpact partnered with the customer to conduct an as-is assessment of the talent and learning organization and practices, as well as existing curriculums at Germany, and also to assess the profiles, including demographics and skillsets, of the Manila employees. Genpact also conducted a benchmarking of talent practices based on the best-in-class metrics of similar organizations.

Design a Talent Development Framework

- Design best-in-class new hire integration processes with appropriate metrics and controls
- Competency plans including a mix of training interventions, coaching and mentoring, and on-the-job experiences, to enable a person to perform the role effectively
- Curriculum outline suggesting training content, durations, training modes, methodologies, proficiency certification for trainings

Training Interventions

- Cultural and Contextual
- Technical - System and Tools
- Process trainings (P2P, O2C, R2R, MDM)
- Compliance
- Soft skills
- Coach new hires through on-the-job trainings and expert-led mentoring

Assessments and Certifications – Leading to LTO (License to Operate)

- 30-60-90 day plan
- Assessment techniques for new hires to certify them with the license-to-operate
- Knowledge Management for:
- Documentation of all existing processes (P2P, O2C, R2R, MDM, HR) performed by individual user personas
- Performance review of documents and updates
- Change control process for any process change, best practices capture
- Technology recommendations

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Training and Development Framework for the Stable State

Ongoing Competency Development and Evaluation Mechanisms

- Trainings with respect to the business objectives
- Competency plans
- Training framework
- Technology and modes of delivery
- Ongoing up-skilling/development plans and learning roadmaps

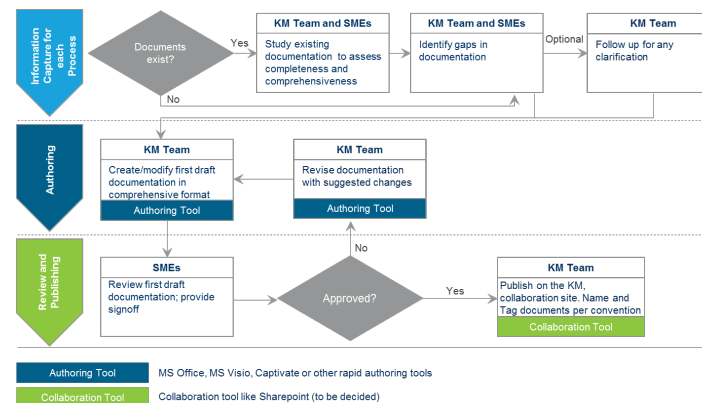
Knowledge Management Framework

- Address KM during resource attrition
- Process for managing and approving SOPs
- Process for capturing best practices

Framework for Measuring Learning Effectiveness

- Use the competency framework to create and assess:
 - Individual career development plans
 - Performance management plans
 - Skill matrices
- Focus on performance and development with a regular rhythm
- Integrate goals, appraisals, talent depth review and 360-degree feedback

Define the Competency Framework	<ul style="list-style-type: none"> Define the objectives, scope, format, structure and success criteria for the framework Leverage people from all processes and domains that use the framework and plan your communication
Gather Competency Data	<ul style="list-style-type: none"> Analyze various profiles, their roles and responsibilities and skills required to perform them Collect data on competency definitions, behaviours and measures Consider business objectives, organisational principles, and regulatory or compliance issues
Assemble the Draft Framework	<ul style="list-style-type: none"> Identify, name, refine and categorise the competencies into Core, People, Technical and Administrative based on the data collected Gather feedback on the draft framework and identify any competencies that are duplicated, vague, irrelevant, incomprehensible or wrongly placed
Validate and Test the Framework	<ul style="list-style-type: none"> Align with business strategies and map jobs based on critical knowledge/skills/behaviours required Select a sample of employees with varying performance levels and assess them against the competency framework Rework the framework if high-performing employees do not display higher competency levels than the low-performing ones
Implement and Rollout the Framework	<ul style="list-style-type: none"> Reward the high-performing employees Coach/train the people and provide necessary supporting materials and documentation Review, update and validate the competency framework on an ongoing basis and assign responsibilities



METRIC	CALCULATION METRIC	OWNER	STATUS%	TARGET%
NEW HIRE INTEGRATION	# New hires attended NHO/ Number of new hires	Training Lead		100%
DOCUMENTATED NEW HIRE LP	# Documented Learning Paths (LP) / Total number of new hires	Training Lead		100%
LTO ADHERANCE	# New hires adhering to LTO/ New hires in the respective period	Training Lead		100%
ASSESSMENT SCORES	# Of new hires passed /Number of new hires attempting Process Knowledge Test	Process & Training Lead		100%
TIME TO PRODUCTIVITY	# Of New Hires productive within defined time/Total number of new hires	Process & Training Lead		100%
PERFORMANCE IMPROVEMENT PLAN (PIP)	# Of new hires on PIP/ Total # of new hires	Process & Training Lead		0%