



The Economic Times – Great Place to Work Survey
21 June 2010

Verticals

INDIA'S Best Companies TO WORK FOR
A Study by
The Economic Times &

ITES

- 1 Ajuba Solutions India Pvt Ltd
- 2 Intelenet Global Services
- 3 Firstsource Solutions Ltd

PROFESSIONAL SERVICES

- 1 MakeMyTrip (India) Pvt. Ltd.
- 2 The Smart Cube
- 3 BMR Advisors Pvt. Ltd.

HEALTHCARE

- 1 Claris Lifesciences Limited
- 2 Quintiles India
- 3 Bayer Health Care

Media & Entertainment

- 1 Viacom18 Media Pvt. Ltd.
- 2 Cactus Communications Pvt. Ltd.

BEST COMPANY IN LARGE ORGANIZATIONS (MORE THAN 10,000 EMPLOYEES)

- 1 NTPC Limited
- 2 Taj Hotels Resorts And Palaces
- 3 Intelenet Global Services
- 4 Bharti Airtel Limited
- 5 Visakhapatnam Steel Plant, Rashtriya Ispat Nigam Limited



Intelnet Global Services

LOCATION: **Mumbai**
EMPLOYEES: **25,810**
GENDER RATIO (F:M): **1:2.27**
VOLUNTARY TURNOVER: **NA**

Workplace Quotient

The organisation is largely considered as a great place to work, considering all the facilities and the support being provided and positively talked about by the employees.

The survey analysis shows that the company has made efforts to ensure that along with adequate facilities, work-life balance is also maintained via fun at work concept, harnessing culture of team and family spirit mirroring opportunities for individual/professional recognition and growth.

Best Practices

The company emphasises the fun at work concept. From having a two-week Employee Appreciation Programme where the employees' families are invited to take part in the activities to having facilities like a gym, diet and nutrition sessions and having counsellors onsite, the company places employee happiness high on its list.

Staffroom

"We all get fair chance to achieve our goals. The management shows interest in our decision"

Flex Reflex

BY Devina Sengupta

Corporate India vies for pole position in the art of de-stressing as employees corner fun at work deals and more

If you have spent around 70% of your work-life staring in sheer shock at the hands of your watch — you've been living the life of the average Joe. Mercifully, there are firms that are looking at ensuring that you breathe more easily when you look at those hands again. A fine balance between work and life is being seen as crucial by few firms who want employees to be self-driven and not directed all the time. By providing flexible working options, these companies are trying to ensure that employees select their work timings which, in turn, ensures that employees do not have to worry about work when they're bogged down with other commitments. "People should be treated as adults and not be regimented as far as work is concerned," agrees Manoj Varghese, HR director for Google APAC. Besides flexible work timings, Google employees are also provided on-campus massage services by the company.

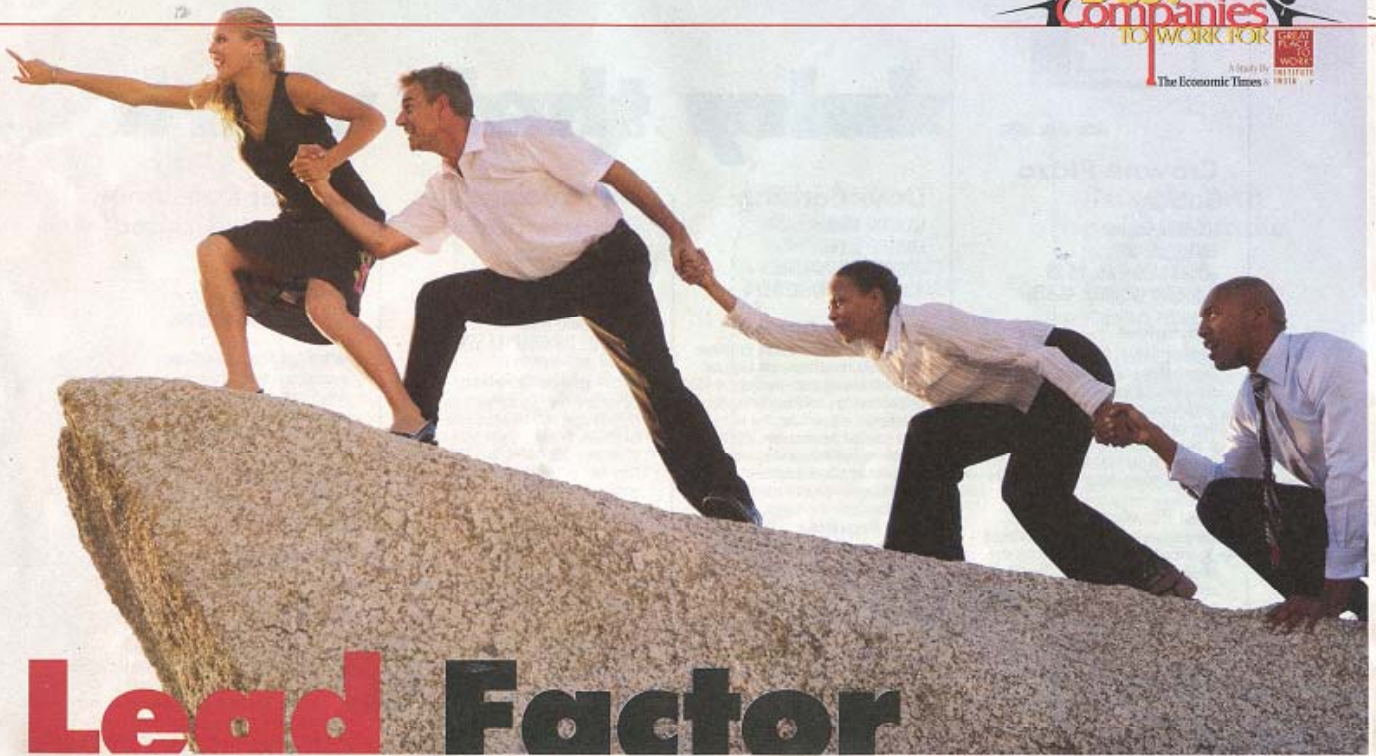
The days when a break from work meant a cup of tea is obviously history. Gyms and onsite doctors are accessible at any given time and some are waking up to the need for counsellors as well. Stress could hamper productivity and by providing for yoga classes and free counselling sessions, among other benefits, employers are walking that extra mile. Nirmala Menon, whose firm Interweave Consulting aims to create diversity and inclusion at the workplace, says firms are ready to bend over backwards to help employees cope better with work and personal demands. "There are regular activities that help employees cope with stressful situations at work," she says. At Ajuba, for example, dental and diabetic camps are regularly held for the benefit of employees. Companies also follow a 'fun at work' approach, where family days are celebrated. At Intel and NetApp employees work for a stipulated period of time with an NGO or follow their hobbies and passion. "Even cooking classes are held for those who always wanted to take them but couldn't due to work pressure," says R Anish, south Asia HR Director for Intel.

Firms are also making their workplaces very different from the cubicle look that ensured hierarchy and red tapism was maintained.

Now colourful bean bags dotting every corner, foosball tables and well-appointed kitchenettes add an energy that employees vouch for. At Intelnet a 15-day employee appreciation programme actively engages employees and their families in contests, events, and entertainment and provides a platform for employees to showcase their talents. For ensuring the mental and emotional health of its employees, Intelnet also has an employee assistance program available to all employees at its Malad centre in Mumbai. For this it has engaged Drishti, an HR services firm. This on-site counselling service is confidential and helps employees find solutions to any problem they may be facing at work or outside, and also provides them with an opportunity to enhance the quality of their lives.

"The BPO industry is people centric industry. Employee engagement and work life balance are key to building a workforce that is motivated and that outperforms on client expectations. Besides this it also aids employee retention. Despite the recession, we have not compromised on employee welfare budgets," says Manuel D'Souza, chief human resource officer, Intelnet.

Qualcomm offers a 'vacation donation program' that allows employees to seek leave donation from colleagues when their own leave balance gets exhausted. It's useful when an employee is going through a difficult personal phase and needs pay continuity. The programme also promotes camaraderie as team members are more than happy to help a colleague in need. Another benefit is bereavement leave where employees are provided paid time off from work to grieve for the loss of a family member. Further, as part of parental leave, parents get fully paid time off to care for and bond with their newly born or adopted child.



Lead Factor

BY Mahima Puri

if only it was as simple as Peter Drucker put it: "leadership is doing the right things". Since it isn't, companies have to spend millions of dollars transforming managers who do things right into leaders who do the right things. Across India Inc, a host of companies are vying to create their own army of leaders. They have come to understand a basic tenet of survival: identifying that someone special who can herd the pack to better pastures. Sifting through reams of organisational *gesselschaft*, we stumbled on certain HR processes that encourage exemplary leadership. For instance, beverage behemoth PepsiCo's mix of leadership development programmes.

Learn Smart allows employees to take charge of their own learning and development needs. It offers them a debit card, through which they can finance their training and development needs. Employees get access to various programmes but have to stick to a limit. Those who fully utilise their budgets are rewarded and laggards get penalised. "We are an academic company that believes in providing electives, such as critical experiences, and the breadth of experiences add to build capability," observes Pavan Bhatia, PepsiCo India ED-HR. The higher potential candidates get access to PepsiCo's leadership academy, interact more often with senior leaders, besides getting to work on critical and futuristic projects.

From a soft drinks seller to IT, the challenges remain universal. Bangalore-based Intel India uses the assess-challenge-support approach to groom its potential leaders. They are kept under the lens through the year and are chosen to lead activities at a business group or site level. It's a proving ground for the next stage of leadership. The senior teams of the corporation interact with a hand-picked few through development discussions, leading taskforces and focus group discussions.

Intel goes beyond just action learning, experiential learning and case study methods. It offers external development opportunities via programmes at IMD, Harvard, Stanford and INSEAD. Says Intel's South Asia HR Director R Anish, "During the last three years, the organisation has demonstrated leadership by successfully executing projects of increased engineering complexity with quality standards. As a result, the organisation was also able to bid for projects that require end-to-end product ownership. This is a reflection

of Intel's increased leadership capability."

The cement and mineral company FL Smidth felt the need for technical and managerial competence when the employee base grew by 800% to 2,500 in four years flat. "The organisation was keen in growing internal leaders due to the importance and significance of technical and people management skills," says RR Krishna, HR head at FL Smidth. This resulted in the formulation of the People Skill Competency Development Model (PSCDM). The programme stipulates that employees who show aptitude and competence for technical specialisation must be supported. Chosen candidates are duly packed off to IIT-Madras for continuing technical education in mechanical, electrical and civil streams. Employees could also pursue Masters or doctorates in their areas of interest in line with the business requirements. As a bonus, employees who show an inclination for people management and managerial skills are sent abroad to international learning sites.

Leadership bandwidth creation is no different at construction equipment major, Hilti Group. The India ops of the Liechtenstein-based global corporation kicked off in 1997 with a staff of just seven. More than a decade later, with a 530-member team, the company's leadership model highlights the importance of grooming top talent from within, with a majority of leaders having grown through the ranks. The organisation follows the develop-and-coach method in its leadership training, that includes steps that sound like buzzwords, for example, peeling the leadership onion, situation leadership, field coaching, leading for results, intent to impact and selecting the right workforce.

At the consumer durable major, Whirlpool India, leadership development has come to be recognised as a critical business tool having a direct bearing on the company's bottom line and future growth. "The game in leadership development is not how many programmes you roll out or whether you are achieving the desired man-days set by the corporation. It's all about the 'grooming experiences' you give leaders during the process of development," says Anil Garg, VP-HR, Whirlpool Asia. The MNC also accepts that every level of management brings with it a new set of challenges, and therefore, requires new skills and behavioral sets. The American toaster-to-microwave maker has its own Learning Academy, which helps the top management in identifying transition competencies and provides the grooming experience, so very critical for successful leaders of tomorrow.

Carving a great leader out of a good manager is a challenge every corporation struggles with. While the end remains the same, there is no one right path. CD uncovers some of the best approaches across sectors

INDIA'S
LARGEST
WORKPLACE
STUDY

JUNE
10