**Joseph**

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**SUMMARY**

Over the last 15 years in Human Resources, across Information Technology, Automotive Research & Development, Management Consulting and Aviation/ Airports, I have been able to achieve significant results in different areas as a HR BusinessPartner and Facilitator for the business. Being result oriented, high on initiative, focused and value driven was instrumental in conceptualizing and executing various people initiatives that made significant impact to the organization.



# **Professional ExperiencE**



**Dnata Airport Operations (Emirates Airline Group)** Erbil **Human Resources Manager (Head)**2014 (Airports Ground Handling Services )

As **Head Human Resources& member of the management team** for the**Dnata Airport Services & Travel Services**-**Erbil** for an employee base of 250 (the entire gambit of Human Resources, for Cargo services, Airline Passengers Services, Airport Ramp Operations& Travel services) reporting to the General Manager Operations- Erbil. Kurdistan Region of Iraq

**HR Operations& Employee Relations**

**-**Manage & guide all staff concerns from entry to exit.

- Establishment of all HR policies processes, systems for Dnata Erbil.

-Work closely with staff & managers to support & address people issues.

-Manage all staff separation & exits.

-Advise managers on disciplinary issues, hold disciplinary meetings with staff on work related issues

-Manage all HR related Operations from entry to exit of all staff and managers.

-Adress all staff related mobility across geographies, departments within the Organisation and Emirates Group.

**Recruitment & Selection**

-Planning for the total headcount department wise ( annual hiring mandates)

-Hiring & Selecion staff across departments, in asian & middle east markets. ( India, Srilanka, Philippinees, China, Malaysia)

-Induction of New Hires, Mandatory trainings for all Ground handling staff ( first fews weeks of joining).

**Compensation , Rewards & Benefits**

**-**Plan and review annual compensation across departments with Head Office.

-Implemented the annual pay review/ bonus payouts for Erbil Station, with release of review letters.

-advise managers and business heads on all secondments to Erbil

**-**Maintain compensation data and oversee payroll transactions & advices

**-**Implemented theDnata AppreciationCertificate/Cash Reward forgood Customer feedback& Productivity.

**Talent Management &Performance Management**

**-**Drive the annual goal setting exercise across department, coach and advise managers & staff on goal setting.

-Identify key positions for dnata Erbil and work with top management on succession planning

-advice and coach managers on all performance reviews, discussions, hold performance review training sessions for new managers.

-Launch & Implementation of Goal Setting/PMS exercise for Erbil Station.

- Set up list of all Mandatory trainings programs/Schedule for the Erbil Station across Ramp, PAX, Cargo Staff.

**Special Projects – Human Resources**

-Defined all HR processes & policies for Dnata Erbil from skrech, Implemented the Employee Self Services for Dnata Erbil

-Design Employee Engagement Initiatives including Reward & Appreciation Scheme, Communication- Skip level discussions with staff & top Management.

**Academy of Human Resources Development,** Ahmedabad   INDIA.Fellow Program( Ph. D) in HR & OD

2013

-Pre Thesis Course work - In Person Class Sessions Ahmedabad 2013

-ResearchThesis Proposal Final Defence 2016

-Research Paper“*The Impact of Flexible Working on Job Satisfaction & Intention to Stay – A Study of Indian IT Professionals*”

**Infosys,** BangaloreINDIA**.Senior Unit Manager, Human Resources (HRBP)**

2011-2012 (Information Technology & Management Consulting)

**Infosys Limited**

(As Senior HR Business Partner for the Healthcare business (Manufacturing Vertical, Infosys Limited) 2000+ employee responsible for managing the entire life cycle of the employee from induction to exit, working with a team of 6 HR Business Partners across PAN India reporting to HR Business Leader)

**Employee Relations, Employee Engagement, HR Operations**

**-** Responsible for engaging employees through on boarding, Induction program, one-on-ones; Skips meetings& events.

- Drive the Annual Employee survey across healthcare (LITMUS) & form Action Groups on improvement areas

**-**Administer and Implement the Reward & Recognition scheme, Infosys Milestone Program (service awards) for all quarters.

**-** Address employee concerns, issues, respond to employees queries Interpret and implement HR policies Pan India.

**-** Work closely with the Healthcare leadership of Infosys Limited to support & address people issues, participate in all business   review meetings to understand requisite HR support.

-Manage and coach a team of HR Business Partners across locations for Healthcare.

        -Guide &Address Employees Managers Disciplinary cases, & Other Employee Exists & Separations.

        -Design and implementation of various engagement initiatives \*

-Devise strategies with Delivery Managers, Senior Project Managers in retaining key talent through non monetary measures.

-Manage all Senior Exists and Separations across locations, Exit Interviews & Analysis

-Partner with various other teams in HRD & others on various initiatives programs, and other operational matters with Organization        Development, Employee Relations, Talent Acquisition, Education & Research, Corporate Planning, Finance, & Others.

        - Responsible for all Employee related communication to Healthcare on policies, programs, initiatives and important notifications

        -Guide and Consult Managers on all Transfers, International Relocations and IJP’s (internal movements)

-Manage HR Reporting- Headcount, Talent Snapshot, Attrition, Compensation & Benefits, Performance, Promotions,etc

**Performance & Talent Management**

**-**Manage the Employee Confirmation process for the unit

**-**Facilitate and drive the Performance Appraisal Processesacross Career Streams within the unit up to Title holders

**-**Consolidation of all performance data& Normalisation process.

-Oversee Managers in addressing Performance Improvement Cases.

-Facilitated as part of the arbitration panel, the Arbitration process for aggrieved cases during the performance review.

- Partner with the Business in driving promotions for the Unit, ensuring the promotion slots for the unit to finalising the list based           on promotional criteria.

**Compensation, Benefits & Payroll**

-Manage & Drive Compensation & Benefits for all employees across the unit.

-Maintain compensation data and oversee payroll transactions & advices.

-Responsible for implementing the annual increment exercise across Healthcare for India base employees. (With C &B teams)

-Oversee & manage all Secondment related compensation, mid-year and year-end incentive pay outs for the unit.

      \***Key Initiatives**

1. Successfully piloted High Potential/Long tenure Service initiatives – Bright Sparks & Growth Catalyst for Healthcare
2. Implemented Employee Role Induction –Org wide initiative for 1st time & newly promoted Managers (12 week program)
3. Implemented Hi Po Leadership Connect Program for New Hires Key talent for Healthcare.
4. Implemented 5-5-5 Feedback for New Hires in Healthcare.
5. Launched the Online Unit Leadership Communiqué-Quarterly or Half Year News Mailer with Updates, happenings client successes & Employee Engagement activities

**Infosys Consulting**

(As the **SeniorHRBusinessPartner & LeadforInfosys Consulting India**,responsible for managing the entire life employee cycle, working with my HR Counterparts in US, EMEA, APAC & India with a 5 member HR team reporting to the Global Head Human Resources, Infosys Consulting. As a subsidiary of Infosys, the firm has 750 management consultants based globally with offices in India US, EMEA regions advising Fortune 100 clients across services such as Strategy, information transformation, Information Transformation, Process Transformation & Human Capital Consulting)

**Work Force& Stakeholder Management**

-Oversee all HR operations, working with key stakeholders to define, policies and processes for our consultants

**-**Improve overall efficiency & service delivery through recognition and recommendation of changes in policies & processes

**-**Manage HR reporting, including headcount, quarter-end, and other ad hoc reports as required.

**-**Manageoverseas base location transfers, unit transfers & entity transfers for all IC consultants

**-**Oversee all Deputations & Secondments within the firm and between entities.

-Work Closely with Infosys Consulting Leadership team, Partners & Senior Principals across the global to address people issues

-Liaison with Infosys Limited leaders, HRD Teams, Support Functions & Other business Leaders and managers in addressing   subsidiary issues related to people

**Employee Engagement & Relations**

-Responsible for engaging with employees through On- boarding &Induction program,one on ones; Skips, fun activities           &events, third Friday’s, etc.

-Drive the Annual Employeesurvey across the firm, with Infosys Limited, form Action Groups on improvement areas

**-**Administer and Implement the Infosys Consulting Reward & Recognition scheme for all quarters.

-Address employee concerns, issues, respond to employeesqueries Interpret and implement HR policies for all India base          Consultants

**-** Work closely with the senior leadership of IC & Infosys Limited to support & address people issues, participate in all business    review meetings to   understand requisite HR support.

-Guide& Address withPartners and Senior Principals Disciplinary cases, & Other EmployeeExists & Separations.

-Manage all International & domestic Transfers between Infosys Limited and Infosys Consulting

-Manage and Implement all Training Needs of Consultants together with Global L & D team.

**Compensation, BenefitsPayroll & Immigration**

-Manage& Drive Compensation & Benefits for India based Consultants,Deputees& Secondments.

-Maintain compensation data and oversee payroll transactions & advices.

-Responsible for implementing the annual increment exercise across the firm for India base consultants

-Oversee and manage all Secondment related compensation, mid-year and year-end bonus pay outs.

-Oversee all immigration related issues, concerns and requests from consultants together with the Global Immigration team.

-Work closely with the Infosys Limited C & B team in issues & matters related with Compensation & Benefits

**Performance Management**

**-**Manage the Employee Confirmation process for Infosys Consulting India.

**-**Facilitate and drive the Performance Appraisal Processalong with location HR Managers, Partners and Counsellors

**-**Consolidation of all performance data& Normalisation of ratings.

-Guide Partners, Senior Principals&Counsellors in addressing outcounselled (PIP) Cases.

-Drive the promotions of all India based Consultants together with HR, Partners & Senior Leadership

**Key Initiatives**

1. **New Hire Integration** – Launched “Smiley” – I am your Buddy - Buddy Program for Management consultants

Integration 555 Feedback (5th day, 5th week, 5th month);Practice Selection Tool for New Hires,Designed the Infosys Consulting India Employee Manual& other Integration tools.

1. **Employee Engagement** – Launched Career Counsellors – Career planning anchor and mentor for Infosys consultants

“KUDOS”, Say “Thank You” Appreciation Week; Launched Infosys Consulting Merchandise- As an internal employee branding initiative, HR on the Floor Connect Initiative

1. **Merger ofInfosys Consulting** (an Infosys subsidiary) **with Infosys Limited**As part of the integration team lead some of theIntegration activities, managed employee related information, worked with different stakeholderswithin Infosys consulting & between entities.Facilitated Employee Communication forums, with key leaders, open discussions on the integration Employee integration handbooks, closure of Infosys consulting records, etc.

**Ernst & Young Consulting,** Bangalore INDIA**. Manager Human Resources (HRBP)**

2010                       (Management Consulting Services)

(As the **HR Location Managerfor EY Bangalore**responsible for managing the HR Operations for 650 consultants across Audit, Tax, and Business Advisory & Transactionswith a 6 member HR team reporting to the Associate Director HR. My major stakeholders were Service line Heads/Partners, Managers & Location Head.)

**Recruitment & HR Operations**

-Manage complete recruitment life-cycle from sourcing to on-boarding across Service Lines

       -Plan resource acquisition methodology through multiple sourcing channels with focus on cost, cycle time, gender diversity         and sourcing mix matrices.

       -Drive the Employee Referral & Internal Recruitment Programs, Campus recruitments across Professional Institutes (ICAI,          ICWAI) and B-Schools

-Managed & Lead all Senior Management hiring for the location

-Databank of Consulting Profiles and Mapping Exercise of Consulting Talent Pool,

-Engage & Address Employee issues, concerns & grievances on the floor through 1-on-1, reviews.etc

-Guide Managers& Employees on Policies and Processes

-Overall Guide and manage all statutory employee compliances for the location

-Manage all Employee disciplinary issues, exits, separations, transfers and relocations.

-Worked with Central C &B / Finance team on all Clearances on Separated employees.

**Performance Management**

-Ensure Goal Setting Exercise is undertaken by all managers across Service lines.

-Drive Monitor& ensure Performance appraisals/Moderation exercise for all Service lines.

-Work closely with the Corporate Learning team on identifying training needs across Services lines for the location.

**Employee Engagement & Relations**

-Engage in One-on-One with employees & Managers on the floor to address concerns & issues

-Manage Feedback systems – Focus Groups, Skip Level Town Halls, Multi Source Feedback, and implemented Action   Plans Service Line wise to address issues.

-Manage all Employee Events, HR Communication for the location

-Implemented the **"EY Excellerator”**Rewards Scheme across Service lines.

-Engaged with Professional Institutes (ICAI, ICWAI) on a regular basis on various programs as part of Institute-Firm   relationship

**Employee Compensation & Benefits**

-Compensation negotiations for Candidates, Fixing Managing Expectations, and other relocation benefits.

-Annual compensation revision business unit’s discussions and reviews with business unit heads.

-Work closely with the Central C & B Team on all C & B issues, payroll, employee payments & other benefits.

-Drive and Implement the Compensation Review Exercise for the location with recommendations from Partners/ Service line   leaders ensure the compliance and closure of review exercise.

**Key Initiatives**

1. **Employee work life balance –** Implemented Service Line Support Staff ( pilot)to handle all routine work during peak season for audit and tax consultants( with an option to continue as part of Article ship )
2. **Working late policy**– With this policy on restricting working late, (after 9 pm)during peak audit/ tax seasons, the directive- Lights off was implemented- it was able to control employee burn out & attrition thereby ensure proper work allocation by managers.

**Robert Bosch Engineering & Business Solutions,Bangalore** INDIA**.Assistant Manager, HRBP & SPHR**2004-2010       (IT, Automotive Engineering Design & Research)

(As**HRBP**, responsible for various Business Units-Engineering Automotive Electronics, Business Solutions, and Shared Services, including corporate functions handled 1200 employees (managed anindependent location). RBEI 100 % owned subsidiary of Robert Bosch GmbH, spread over two locations in Bangalore and Coimbatore providing Research Development, Software, and Mechanical Design & Shared Services to all Global Bosch Locations.On a **Special Projects role**, worked on Training Effectiveness& Delivery, Employee Engagement Models&Initiatives,and Talent Planning &Management)

**Role 1 HRBP**

**Talent Acquisition**

-Hiring based on manpower plan of projections & Requirements-Laterals, Contractors & Campuses. (Engineering & B-Schools)

-Worked closely with the Project resource coordinator to recruit the talent on time for all verticals

-Country wide walk ins- major cities, Newspaper based advertisements, Employee referral programs

-Undertake HR Interviews, Referencing, Offers, Joining.

-Integration of new employees with the Bosch culture, (Day One) follow-up & review, setting of initial goals of the new employee with the   manager/supervisor, communication of policies processes and company norms, practices, etc.

-Bosch Management Development Program (Fast track Leadership management Program) working with the BMDP team.

**Employee Data Analysis and Management**

-Maintaining a dash board, whichincludes all manpower requirements & projections, hires, attrition, appraisal data,          employee bandingdetails,

-Compensation data of employees, Appraisals, R &R, Issues and Concerns, Transfers, Promotions, Employee Development          discussions, etc.

**Performance Management &Talent Management**

-Ensure that annual goals of all associates are fixed and submitted on time. Create a culture of setting goal, timely review          and feedback

-Initiate, co ordinate& close the annual performance appraisals (MAG) and discussions at business units.

-Work closely with Bosch developed front-end employee development tools with employees, business heads, managers; through the (MEG) Employee Development discussion, (MES) Assessment Centres & (MED) Potential Appraisal.

-Performance Improvement Plan reviews & discussions with Poor performers with managers.

-Consolidation of Performance data for the business.

-Annual Review & discussions of department promotions with Department heads and managers.

-Moderated the Manager Transition Sessions for new managers for effective manager-team integration.

**Employee Compensation & Benefits**

-Compensation negotiations for Candidates, Fixing Managing, and other relocation benefits.

-Annual compensation revision business unit’s discussions and reviews with business unit heads.

-Payroll- Facilitate the preparation of the monthly & quarterly; overheads, additions and changes for payroll inputs from           Businesswith central payroll team. *(Annual Compensation surveys are done at corporate compensation team)*

**Employee Relations & Engagement**

-Address daily employee concerns and issues, One-on-One with employees

-Responsible for issuing all employees related letters –employee, experience, awards, etc.

-Internal Job Rotations and deployments between projects, teams and departments.

-Facilitate of Location Transfers - Implement the transfer policy within the unit. Addressing transfer requests & bringing it to          closureaccording to the business requirements.

-Employee Communications- Interpret and implements policies and procedures dealing with employee grievances,          clarifying important management decisions.

-Employee Policy Formulation Review and Documentation-Initiation Drafting of New Employee Policies on *relocation,                   transfers, Internal Bosch* *Assessment of employees for senior positions & Absconding Employees*

-Annual Policy Review through employee Feedback / Management Discussions.

-Manage the Monthly rewards & recognition scheme with the business unit, Service Awards of employees completing 5, 10,         15 years in Bosch through an exclusive Awards Evening- “Samshray”

-Employee Exits and Separation Interviews & Feedback to managers, department heads and project teams highlight trends;          review and discussions for returning employees.

-Employee Retention measures aligned to BU needs and talent – hot skill pay, work from home option, Aspiring assignments           & projects.

-Guide managers/employees on handling performance related issues and separations.

-Organize various events focused on associate engagement and satisfaction. De-stressing employees like Chat Sessions,          “Meet the Employee Program”, Fun at Work activities, team picnics skip level meetings

-Bosch Family Day & “Open House”- Family members visit to associate’s workplace.

-Running the employee orientation/Induction program for new employees

-Manage administration of 3rd party associates across India including selection, deployment, grievance handling & MIS          reporting.

-Create relationships with Department Heads and Group Managers; facilitate regular meetings with employees to address          concerns & issues, participate in all business review meetings to understand requisite HR support.

-Joint Counselling sessions with Company psychologist for distressed associates.

-Interface with employees and the training and development team on specialized trainings and certifications, program          dates, schedules, etc.

-“Sanskriti” Cultural Event managed by HR via culture team

-Participation in BeQIK, Tech Days representing team Human Resources (held once every year)

-Employee Branding – initiated Bosch Shoppe

-Annual Associate survey, Monitor & Guide the associates in taking the survey and ensure closure.

-Action Groups – Associate Survey, Monitor and Implement initiatives post survey.

-Collaborate with Central CSR team on various corporate social events & Initiatives for artistians, NGO’s.

**Role 2 Special Projects in Human Resources**

-Evaluation of Training Effectiveness&Delivery- worked closely with Training & Development team, business units.

-Employee Engagement (Concept Design, Classification of talent & Engagement Aspirations)

-Employee Engagement Initiatives\*

-Talent Planning & Management (Core Team) Streamlining &Integration of all Talent Management Processes.

**\*Key Initiatives**

1. “Day One” New Hire Integration Program, aimed at faster integration & available to be deployed with the business  unit
2. Associate Stay Discussion – Identify & reinforce key Stay factors of associates beyond three years, through 1-on-1.
3. Associate Champions- Reward & Recognition Program for associates across RBEI.
4. University Marketing- Bosch Corner, Bosch Medal for best automotive project, “On Track”-Build Formulae Car for students
5. Career Paths – Technical Career Paths, Project Career Paths, Others
6. Long Tenure Service Awards- “Samshray”
7. Training Effectiveness Project- Revamping training delivery, across Bosch India,
8. Talent Process & Management- Integration of Career Conversations (MEG), Potential Appraisals (MED) Performance Appraisals (MAG), Assessment Centre (MES) MDP, LEAD( for Senior Management)
9. Lead & Organised Pan India campus recruitment selection for over nine thousand applicants.
10. CHAT - Initiated Management – Employee Dialogue forum across BOSCH locations.
11. Successfully reinstated changes made to Travel Policy for Spouse travel onassociates on long term assignments.
12. Referral Poster Campaign- Hiring Unit designs the ad campaign with HR.

**IBM Global Services,** Bangalore INDIA**. Human Resources Staffing Partner** 2002-2004       **(Information Technology)**

(As the **Staffing Partner**for Business Application, Package Skills, Quality & Others responsible forsourcing across BU’s for

      IBM GSworked along with the recruitment team on all major recruitment events)

**Recruitment**

-RecruitmentLead –for Businesses in Applications/ERP/ Quality/ Documentation Professionals

-Actively Implemented Employee Referral Bonus Plan (ERBP)-IBM’s Employee Referral Scheme. (Ensured a high participation          from employees via business heads & HR communications)

-Jobs categories Technical recruitment developers [Java J2EE, Lotus Notes, Middleware, Oracle, Mainframe programmers]            Testing  engineers (Seibel), Technical writers, Content developers, Instructional writers, Technical Leads; Process Engineer            quality including various other positions in software development and other Support personnel.

-Maintained all Quarterly Monthly weekly Staffing Reports and MIS for HRIS.

-Checking references, Preparation, co-ordination and rolling out of Offer letters.

-Post Offer follow-up activities ensuring the joining of candidates and other joining formalities.

-Interfaced with all new hires on joining processes, induction and necessary documentation.

- Compliances to all IBM’s Recruitment processes, including maintaining of reports for all audit purposes.

- Managed a team of 35 IBM Vendors across locations for all skills, ensured compliance to lead times & processes.

-Interfaced with Senior Business leaders on staffing requests, progress, lead times and closures, through reports, meetings and          team discussions.

**Key Initiatives**

Hiring Blitz – As part of the team this hiring Campaign on a large scalewith the challenge of rapid ramp up to building  capabilities within different business in IBM, involved massive advertisement campaigns, walk in Interviews, and conducting recruitment drives with multiple interview panels to select and offer on the spot.

**AXA,** Bangalore INDIA**. Process Lead,(HR-Recruitment)** 1999-2002                                                   **(BPO Services)**

   (As a **Recruitment Team member,** I was responsible for the entire recruitment cycle, from projections to joining, for ABS,

Reporting to Head HR. AXA Business Services is a 100% Subsidiary & Shared Service Centreof the AXA Group -France

     Servicingall back office operations & transactions for its insurance products in life, property, casualty & healthcare)

**Recruitment**

-Plan & discuss recruitment Projections for each quarterwith Business Units

-Responsible for meeting recruitment targets at junior to middle level in Operations and corporate functions

-Using various modes of hiring – vendors, job fairs, databases, job sites, advertisements, campus hiring & employee referral

-Undertake screening, short listing, interviews, offers, joining & induction.

**-**Conducted mass recruitment campaign across major Colleges**,** Walk-in’s across major south cities.

**-**Post offer Follow up with new hires, to ensure high acceptance and joining rates.

**-**Anchored all relocation related issues, budgets and costs for new lateral hires.

**-**Interfaced with new hires on all joining related information, processes and documentation

**-**Designed and Implemented a Database of Potential Laterals, across various sources.

       -Maintain all Reports related recruitment metrics, costs and budgets for all HR/ business review meetings

**-**Ensured Compliances to Recruitment processes, including maintaining of reports for all audit purposes

       -Business Review Updates on all recruitment progress, closures and difficult to offer cases.

**Employee Engagement Activities**

-Rewards, Skip level meetings with teams, “AXA Town Hall”, Fun &On the Floor Activities

-Worked closely with the employee satisfaction committee (which had the participation of the M.D) on all Hygiene issues.

**Key Initiatives**

1. Initiated the Employee Satisfaction Committee (E-SAT Committee) post Employee Satisfaction Survey, formed action Plans &Groups to address key issues
2. Campus to Office Connect Program for Fresh Graduates on understanding Corporate work life, Relationships & Practices
3. Implemented Day One Referral – Refer 5 potential candidates, while joining and win free gift vouchers.
4. Implemented Radio Referral Campaign with Radio City – received a good response for all Operation roles.



**Education &Personal Information**



**Education**

Ph D (Management)**– Calorx University, Ahmedabad INDIA**

Fellow Program (HR &OD Doctoral) -**Academy of Human Resources Development(AHRD), Ahmedabad INDIA** (Course work**\***2013;Thesis Topic Finalisation& Title Defence**\***2016

PGDBM (MBA) - **Xavier Institute of Management &Entrepreneurship (XIME)Bangalore INDIA**1997-1999

Post Graduate Diploma in Personnel Management (PGDPM) - **National Institute of Personnel Management (NIPM), Kolkata**

Bachelor of Commerce (B.Com) - **St Joseph’s College of Commerce**,(**SJCC) Bangalore INDIA** 1993-1996

STD XII -**St Joseph’s College of Commerce**, **BangaloreINDIA**1991-1993

STD X - **St Germain Boys High School**, **Bangalore, INDIA**1991.

**Member-**SHRM India,National HRD NetworkIndia.OD Network USA, Indian Society for Training & Development, AOM USA.

**Interests-**Gyming, Photography, Equestrian**,**

**Date of Birth** -13th November 1974.**Marital Status**- Married.