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| Varadarajan  **E-mail**: [varadarajan.375486@2freemail.com](mailto:varadarajan.375486@2freemail.com) | Raja 0097 35X45mm |



**CHIEF HUMAN RESOURCE OFFICER**

Transforming cultures, building corporates, and engaging employees proactively to maintain harmonious employee relations.

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| **PROFILE & VALUE**   * Over three decades experienced Senior Human Resources Leader, who has shaped high-performing cultures at major growth brands with technical business acumen, prolific communication and robust development programs. Works in partnership with senior management to orchestrate cultural development, harmonious employee relations and organization change initiatives that address corporate goals and strategies * Employs current human capital practices to attract and retain high-potential talent and maintain harmonious employee relations across all levels of workforce Develops executable strategy and deployable plans that motivates teams to exceed corporate objectives * Insightful experience and continual success in global environment and maintaining impeccable integrity for organization development; driven by a deep desire to see individuals and businesses grow * On a personal level, seeks out new ways to encourage cross-fertilization and work with stakeholders to share common goals in shaping and implementing innovative solutions * A Leadership and Life Coach | **QUALIFICATION & EXPERTISE**  HR Strategy  L&D, Cross-culture Building  Employee Communication  Employee Relations  Contemporary HR policies  Organisation Design  Leadership Capability Development  Business Excellence  Corporate Social Responsibility  Corporate Communication  Public Relation |

**CAREER PROGRESSION**

**June 2017 till date Rajahrpro.com, Gurgaon, NCR (Advisory & Consulting Services)**

**Strategy & Talent Enabler; Life & Leadership Coach**

**Highlights**

Providing solutions to drive client's transformation agenda by addressing the factors affecting an organization's ability to reach its strategic objectives. Assisting in the development and implementation of strategy, business initiatives, and organizational and cultural change for leadership alignment, change leadership, stakeholder and employee engagement, organization performance, and communication. Life & Leadership Coaching  
  
Focus areas are:  
1. Advisory services for start ups   
2. Strategic HR consulting  
3. Execution support to Management  
4. Leadership Assessment and development  
5. Executive Coaching and Mentoring at CxO and senior levels of Management

**Feb 2014 - Dec 2016 TATA SIA Airlines Limited, Delhi NCR CHRO & Head of Corporate Affairs**

**Highlights**

* Invited to the TATA SIA Board and member of Nomination and Remuneration Committee
* Led the creation of vision, mission and values  and setup the organization structure for the start up
* Developed and implement a successful and robust business and people strategy
* Created listening posts and proactive employee practice to ensure non formation of unions in permanent employees
* Played counsel to outsourced agencies in managing a peaceful and vibrant employee relations environment
* Created a compelling EVP and a favorable employer brand
* Lead the creation of a winning culture and a service excellence philosophy in the company
* Instrumental in the launch of the airline in record time of 9 months from date of application by ensuring talent absorption
* Member of Tata Group Employee Relations Council – Part of a critical taskforce that helped closing a 7 year old dispute and restoring a cordial industrial relations environment for a leading company in the Tata Group

**Jul 2011 - Feb 2014 Tata Teleservices Ltd (Tata Docomo), Delhi NCR Executive President - HR**

**Highlights**

* Part of the 3 member management team of a $2 billion telecom services company
* Steered the entire reorganization of the mobility operations including the retail operations to optimize and make the operations profitable; achieved positive EBIT in 18 months
* Led the restructuring of functions/businesses - business excellence / facility management/ IT / customer service operations / synergy across SME and Enterprise businesses
* Conceptualized and implemented the formation of the integrated HR function. Scaled down workforce by almost 3500 nos. over a year to get rid of redundancy without a single dispute being raised
* Led a job evaluation exercise to increase productivity through an optimized organization and increased span of control
* Acted as Counsel on labour relations to the outsourced agencies to ensure positive environment

**Jul 2005 - Jul 2011 Quatrro Global Services, Delhi NCR Executive VP & Chief HR Officer**

**Highlights**

* Key member of the Quatrro founding team and senior management team
* Participated in conceptualization and in all key financial and non-financial decisions in the company
* Supported the CMD in day to day management of six diverse business lines (retail tech support, F&A, mortgage, risk & fraud analytics, knowledge services, interactive entertainment, and legal)
* Played a guiding role for New Product Development in all key decision making
* Ensured that no unions were formed through proactive employee relations practices
* Participated in due-diligences of all four acquired companies and led the integration of the companies to Quatrro across India, US, UK and Canada without any employee fallouts
* Developed and implemented ‘Best Practice Sharing & Deployment Framework’ across the multiple acquisitions that had taken place in different businesses to ensure smooth integration of employees
* Scaled up the workforce from 0 to 3500 employees in 4 years time
* Put in place innovative retention practices aimed at increasing employee bonding to manage attrition

**Jun 2000 - Jul 2005 Wipro Spectramind, Delhi NCR Vice President - HR (member of Startup team)**

**Highlights**

* Part of the promoting team of one of the first third party outsourcing company in India. Involved from the conceptualization stage and assisted in development of the business case for the company
* Championed the creation of the mission statement and the values.
* Part of the core team in implementing the COPC and Quality certification across locations
* Spearheaded the resourcing initiative and implemented innovative ways of hiring quality resources. Grew company from 0 to 3000 employees in 2 years and to over 16500 employees in five years
* Created proactive employee relations practices and listening posts to ensure that no employee unions were formed in any of the centers across the country which worked 24 x 7
* Facilitated an innovative reward and recognition culture in the company and put in place innovative retention practices aimed at increasing employee bonding to manage attrition, which was lowest in industry
* Member of the Wipro Group HR Council
* Facilitated the development and implementation of the Ombudsperson initiative across Wipro

**Jun 1999 - May 2000 Tata Group, Mumbai Member of the Group Executive Office - HR**

**Highlights**

* Member of the Group Executive Office for Human Resources for the Tata Group, directly responsible for overseeing and facilitating the Group HR initiatives in the IT and Telecom businesses covering over 25,000 employees and 11 Tata Group companies (TCS, Tata InfoTech (formerly Tata Unisys), Tata Technologies, Tata Elxsi, Tata Interactive, Tata Cellular, Tata Teleservices, Tata Telecom, ISP India, Tata International and Tata Projects)
* Facilitated the implementation of Group HR initiatives in above companies

**Jun 1996 - May 2000 Tata Cellular & Tata Teleservices Ltd, Hyderabad Vice President HR**

**Highlights**

* Part of the startup team of both the companies. Developed organization structure and manpower plans
* Benchmarked and designed the compensation structure to attract, retain and motivate the best of talent in the industry
* Championed the recruitment and induction of the entire manpower in the organization (about 690 employees including 35 expatriate employees from Canada/UK)
* Championed the employee satisfaction survey and action planning exercise. Both the companies had a satisfaction level of over 70% in the first year of survey
* Involved and assisted the CQH in the preparation of the compliance plan for JRD QV implementation
* Ensured no unions were formed among the service technicians and sales force through proactive employee practices

**May 1994 - Apr 1996 American Express Bank Employee Relations Manager India & Area Countries and later Process Manager - Compensation, Benefits & Transactions Management, ASEAN/South Asia (India, Sri Lanka, Bangladesh, Thailand, Malaysia & Indonesia)**

**Highlights**

* Played a lead and key role in the successful completion and implementation of the five year Collective Bargaining Agreement which pioneered path breaking concepts in the banking industry towards improvement of employee productivity aimed at enhancing customer satisfaction
* Actively involved in the design, development & implementation of flexi-compensation package for unionized staff including procedural aspects and liaison with legal/tax consultants Enhanced service delivery of all compensation and benefits in the context of worldwide compensation philosophy to all businesses viz. bank, TRS and FRC
* Provided a leadership role for the HUB in the area of compensation and benefits including incentive planning
* Implemented compensation changes for 1996 to retain talent through competitive compensation in all the markets in the ASEAN / S.Asia hub

**Apr 1992 - May 1994 KPMG Peat Marwick, Muscat, Oman HRD Consultant**

**Highlights**

Held consulting assignments in

1. Organization restructuring
2. Compensation restructuring
3. Development of Personnel Manual & Service Regulations
4. Executive Search and Selection

**Nov 1990 - Mar 1992 Price Waterhouse, Chennai Senior Manager - HRD**

**Highlights**

* Set-up the recruitment cell for the Southern zone covering 4 States of India and developed business from scratch
* Approved human interaction skills Trainer for PW World Firm
* Conducted organizational effectiveness review for clients
* Drew up job descriptions, specifications and set up personnel systems & procedures for clients

**Apr 1988 - Oct 1990 Sundaram Clayton, Chennai Asst Manager - HRD**

**Highlights**

* In charge of campus/direct recruitment for the unit & designed suitable induction programs
* Was member of Total Quality planning team, played a critical role in the corporate planning process and linking human resource planning and development to achieve business goal. Interacted with Suzuki who were in a JV with us for manufacture of motorcycles in Hosur
* Designed, organized and conducted training programs on self-analysis, communication, group behavior, team building, TQM, etc., for supervisory and unionized employees – conducted a flagship training program for Union leaders
* Worked closely with HR head in maintaining harmonious industrial relations in the factory

**Apr 1983 - Apr 1988 McDowell & Co (UB group) Bangalore Personnel Executive**

**Highlights**

* First HR professional in the Group,
* Setup the Personnel Department from scratch and evolved systems and procedures
* Compensation review and design- periodic review of market to ensure competitiveness
* Managed industrial relations for four factories across India (Hyderabad, Goa, Hatidah & Shertalley) and assisted local management teams in their long term settlements
* Successfully negotiated two long-term settlements with the staff unions including the transition of HO from Chennai to Bangalore

**SELECTED ACHIEVEMENTS**

* **Best HR Professional**, World HR Congress for thought leadership and contribution to the field of HR (2009)
* **NHRDN President’s Award** for contribution to National HRD Network (2010)
* **Seasoned HR Professional Award** from National HRD Network in recognition of the significant contribution to the field of HRD (2012)
* **100 Most Talented Global HR Leaders** at the 23rd edition of **World HRD Congress** (2015)
* **Best Employer award**, BPO Excellence Awards (2010)
* **Top 5** of the DQ-IDC survey on **employee satisfaction** in BPO companies
* Most **innovative HR practices,** World HR Congress (2003)
* **Innovative HR practices** that have had direct impact on business performance by Watson Wyatt Rewards & Recognition & Performance Management (2002 & 2003)
* In **top 20 of Best Employers 2003** by Hewitt & Business Today
* In **top 10 of Great Places to Work Survey** 2003 by Business World

**EDUCATION & CREDENTIAL**

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| **Bachelors** | **Vivekananda College**, Madras (1981)   * Graduate in Commerce |
| **Diploma** | **Indian Society for Training & Development**, New Delhi (1991)   * Diploma in Training & Development |
| **Post Graduation** | **Xavier Labor Relations Institute (XLRI)**, Jamshedpur (1983)   * Post Graduation in Personnel Management |
| **Courses**  **Certification** | * Diploma in Labor and Administrative Law (1986) * Master's degree in Commerce (1987) * **Hogan Certification / Independent Director Certification** |

**ADDITIONAL INFORMATION**

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| **Additional Roles** | * Ex Regional President - North & Past National Secretary of National HRD Network * Ex President of Delhi Management Association |
| **Interests** | * Avid follower of Formula 1 racing, EPL soccer, cricket and tennis |
| **Date of Birth** | * December 15th, 1961 |
| **References** | * Available upon request |