CHAPTER V

EMPLOYEE MANAGEMENT AND EMPLOYEE RETENTION IN THE ORGANIZATIONS

The previous chapter made an attempt to have an overview of the technological and business profiles of the nine organizations covered under the study. These are the organizations which have been the leaders in their chosen domains and have been in the IT business for the last several years and have carved a niche for themselves. Among them there are organizations like the Wipro who employ large number of persons (120,000) and there are organizations employing a couple of hundred persons. The employees in all these organizations have acquired professional excellence helping their respective organizations to continuously improve their presence in the market. The organizations without exception have given right importance to managing the employees as they have given due importance to their business and technology. Wipro has been the first information technology company to be awarded the PCMM Level 5 certificate outside US.

The management of people in the IT industry in general has been given a significant importance especially in the context of labor scarcity. The managements are more concerned about keeping the employees happy, satisfied and moving in their careers. The employers in addition to good and attractive salary packages are providing the employees with several benefits, rewards and motivating incentives. The total efforts of the managements are aimed at retaining the employees. In this Chapter, an attempt is made to present the people management dimensions while referring to different aspects of employee management – with an overview approach. At the same time, the efforts are also to take note of the problem of employee attrition and study the various measures being designed and implemented to retain the employees. In conclusion section an attempt would be made to identify several retention strategies and practices of these companies to retain their employees and examine whether the IT organizations have any common strategies for retaining employees.
5. 1. CISCO COMPANY

Company Vision: “Changing the Way We Work, Live, Play and Learn “

Build global culture people and organizational capabilities to sustain competitive advantage through market transitions

Company Mission

Shape the future of the internet by creating unprecedented value and opportunity for our customers, employees, investors, and ecosystem partners.

Build your character and build your organization.

Inspirational Goal

Best in the world, best for the world.

Cisco Culture

Cisco culture is built around innovation, new technology religion, collaborative team work, and drive change. Continuous improvement/stretch goals, profit contribution (frugality) market transitions, and empowerment, Quality team, giving back/trust, fairness, integrity, fun inclusion, and open communication. On the achievement of this culture the customer satisfaction and company success depend.

Recruitment policies: The Company recruits its employees only from Grade A engineering and technical colleges in the region through the campus recruitment system. First level recruiting with vacancy creating departmental;. 2nd level of recruitment with senior of the vacancy creating department, 3rd level recruitment with senior most of the vacancy creating department, 4th level interview with senior manager, the level is also with senior manager, 5th level with director, 6th level and 7th level HR Manager. 8th level meeting with validness agency 9th level and 10th level staffing heads 11th vendor round then offer letter will be given.

Flexible allowance and salary: Basic 50% and allowance 50%, annual increment, salary 85% to 90 percentile of market standards - Ranked number one. No company gives compensation equivalent to 100 percentile. Portal development, soft skills, etc,
average reduce to 50 percentile. Minimum salary is 5.5 lakhs to 6 lakhs per annum for BE graduates and 12 lakhs for M Tech. The number of people the company has - 62,000 employees all over the world 18000 in India and 6000 in Bengaluru alone. Every year 10% of total strength will be added. Attrition rate is low at 6% and never crossed two digits as per NASSCOM IT the industry attrition rate is 16%.

Employee Management

Cisco is the Employer of Choice. Best of the best colleges and their students say “we want to be in CISCO, this is our Dream Company, world class people will give the training for both technical and non-technical, job rotation change rotate in job location; even a fresher also will be sent abroad with assignments - Japan, Canada, Australia, China”. This is the only company which will not take any service bonds from the employees. Transparency in decision making is what the employees like most. The employee stock option scheme is more beneficial for employees. The employees are provided with free laptops which they can take with them even after they leave the company. Education leave is granted to the employees interested in pursuing higher education and he can come back and join the company any time after completing his education. After higher education they can occupy higher positions. For women employees extra maternity leave is granted to enable them to take care extending for a period 3 or more in addition to the statutory 3 months; and in some cases it could be for another period one or two years. The company has also extensive welfare facilities.

Appraisal systems have taken care of target measurement; monitoring the work, mid year career discussions (MYCD), open door discussions are a part of this system. Vice president Goal is the goal for all sub activities. And therefore every body’s goal is the same or similar to that of the vice president. The company gives ample time and opportunity to the bottom performers to improve their performance. Employees are classified as bottom achievement, best performer, excellent performer, top outstanding performer using the Harvard performance classification. The bottom performer is allowed 30 days grace time to improve their performance. After this period if they do not show any improvement they would be removed from the company.
In addition to these the employees concerns and problems are managed through the following means, which are grouped under the Employee Engagement Programs:

1. Regular monitoring.
2. One to one meeting every week.
3. Give feedback immediately.
4. Employee assimilation program.
5. Mentorship program.
6. Classroom training.
7. Employee car pick up and drop.
8. Stretch yourself beyond cross function projects.
10. Behave as a part of team.
11. Opportunities to take over leadership.
12. Women welfare schemes.
13. Cisco pride at Cisco.
15. Spot one time financial awards by managers to their fellow employees—normally up to $ 500 but subject to a maximum of $ 1000.
16. Tremendous work motivation programs.

Managerial Functional Scope

In Cisco one HR manager handles 5000 employees. The managers do not administer the payrolls, recruitment agencies will take care of employment needs, corporate will take training and development leads, statistical checking to monitor the work is in progress and in right direction. Managers and HR Managers function without secretarial assistance. Audio and video conference across the country is frequent thereby saving time by using audio visual conference.

Ethics and Corporate Responsibility

The management responds to the changing environment and environmental problems as well as to tech problems of people. The people in Cisco do not believe in giving bribe, no liquor, they donate liberally as part of corporate social responsibility. Some of the recent instances of ethical and CSR works of the company include: Project
Employee Attrition and Retention Management

Cisco being a pioneer company in networking and internet services has been able to recruit professionals with high standing and commitment. The labour market for Cisco is certainly global. It has always been recruiting high quality graduates passing out from top ranking professional colleges. The passing out graduates from such colleges simply wait for the recruitment season to start and register them for campus recruitment. The HR chief manager of Cisco in Bangalore also claimed that they go only to top ranking educational institutions to get their annual quota filled. The graduates subsequent to their recruitment joining their jobs are put to rigorous training which makes them highly qualified and committed internet/network engineers. Additionally various types of benefits provided by the management further add to the commitment quotient of the employee and make the employees highly committed to their jobs and the organization. The management also provides the employees the opportunities to work on-shore and also in the parent company in US. Equally important has been the highly rewarding salary package. The employees are given the freedom to pursue their career interests both inside and outside Cisco. The employees may leave the company but they are welcome if they want to join the company after working for a couple of years in other organizations. This step on the part of the management creates further bondage between the employee and the company.

Resultantly, Cisco Bengaluru has been one of the companies with a low rate of attrition. It was claimed by the management representatives that the attrition rate has always been a single digit figure even during the global recession – say around 6 to 8 percent, while the industry rate has been 16 to 18 per cent as the NASSCOM data puts it.

The small percentage of employees who quit Cisco do so, as the exit interview data given to me by the HR Chief, do so for the following few reasons:

1. Higher studies
2. Family reasons
3. Change of City due to family reasons or compulsions to be with the spouse in the same city.

These reasons are not at all linked to the job, and the company policies and managerial practices. They are purely person oriented. It also indicates that the employees leave the organization only when there is total compulsion arising from personal and family compulsions. This is a positive gain for the company in managing their employees and restricting employee attrition to an absolutely low manageable level. The policies and HR practices of this company are worth Benchmarking by other organizations and companies in the industry. But the question is what retention strategies the management of this organization has in place or practice?

The management of Cisco believes in creating a strong sense of work-life-balance among the employees. They allow the employees to work from anywhere. The employees are provided with laptops embedded with the internet facility. The management meets the expenses on internet facility. Connectivity is good. When the employees are in Bengaluru, they are not required to go on leave; leave is required only when they go out of Bengaluru on personal work. No attendance register and list of employees are maintained. Only the productivity is to be ensured and the productivity should be high. Though working hours are supposed to be from 8 AM to 4.30 PM, the system of Flexi Time is very much in place and the employees are allowed to work from any branch office or work place in the city. However, the employees are provided with Security Cards to prevent the unauthorized entry of people. The employees have the advantage of car pick up and drop.

Thus the Cisco has successfully created a brand name of the company, created good bondage with the employees, provided them good and pleasant work culture and work environment, pays them good compensation and benefits, a strong feeling of work-life-balance among the employees, created an environment of effective communication, a sense of belongingness and respect for the individual, openness, etc. In fact this list is endless. In short it may be stated that the retention strategies adopted and practiced by CISCO Bengaluru are simply good and effective.
5. 2. DOVER SOLUTIONS INDIA (DSI)

"To promote and nurture excellence in services provided to the customers which in turn provides them a distinct and sustainable competitive advantage in their marketplace leading to superior customer satisfaction" is the Vision/Mission of Dover Solutions India.

"We explore advanced technology for business development and continuous improvement" is their superior goal.

People and Workplace

People at DSI are young minds, committed to provide innovative solutions to the customers. The DSI family is driving ahead with a visionary leadership to create values for better tomorrow. DSI recruits and nurtures highly competent people who are energetic and stimulating. The employees are trained to provide high quality deliverables to the customers consistently.

DSI has a work culture where in people can fulfill their desires around the tasks. This is a workplace with high morale and motivation - and thus high productivity. At DSI people have established a reputation to work with creative energies. Regular training is provided for the employees to hone their critical skills set. Team building activities are conducted to foster a greater working spirit among the employees. Above all a strong will of confidence is placed on the people to work as a family.

Careers

Imagine being able to work on software, testing, engineering design for leading edge products across the diverse Dover Corporation businesses. Imagine teams, side by side, working on Electronic manufacturing systems, Semiconductor test equipment, ATMs, Oil and Gas production monitoring equipment, Automated color management solutions for large presses, refrigeration systems, heat exchangers – to name a few. You can do it here at the Dover Solutions India. Recognized for its contributions within the Dover Corporation, its developer teams are working on the frontiers of innovation, technologies and products, which impact the product development and customer satisfaction for Dover Corporation.
DSI teams have contributed handsomely to development and testing of many products and technologies since its inception. A unique aspect about DSI is the close working relationship with the respective R&D of the parent company. This has enabled close integration with the parent company teams and also enabled teams at DSI to take up increasing ownership of a range of challenges faced by the Dover Corporation companies, whether in design, development, testing, analysis or even implementation.

DSI's success to date is built on its quality employees and the Dover business values. Dover's business values encourage employees to take initiatives, to continuously improve quality without losing focus on timelines, to continuously learn and innovate, to maintain a productive and challenging work environment. This makes DSI a great place to work, with focus on self discipline, results and customer orientation. The open work culture at DSI enables employees to focus on performance and quality, and offers excellent growth prospects to the right candidates.

**Compensation benefits:**

The management of DSI provides the following compensation benefits to its employees:

1. Loan for an employee - 1 and a half months gross salary; refundable in 12 monthly equal installments. The rate of interest charged is a flat rate of 3 percent.
2. The Company also gives 30% subsidy on transportation and 25% subsidy on lunch

**Attrition Rate and Retention Strategies:**

DSI is another organization that claims a low attrition rate of 5 to 6 per cent per annum. The management claimed that the attrition rate is low compared to the industry and regional rates. They have been able to retain their employees without much difficulty.

The employees are retained in the organization by following two broad measures: (1) providing on site opportunities to the employees, and (2) putting employees on job rotation. However, the kind of work the employees are engaged in and the compensation package also act as retention measures.
5.3. KTtwo Technologies

KTtwo Technologies has been predominantly in the domain of health care. It needs to have professionals with a difference - professionals who are committed and who stay longer in their jobs and service the customers effectively. To that extent, recruiting committed professionals and retaining them for longer period of time is critical to the success of the company. Though the company is hardly five years old, it has been able to achieve these objectives fairly effectively.

Basic Philosophy

KTtwo’s strategy is built on a sound philosophy emanating from a unique combination of entrepreneurial drive and innovative thinking. KTtwo’s philosophy underlines:

• A business development strategy based on expertise, entrepreneurial zeal and win-win business relationships
• An organization structure comprised of independent "product units" to build global innovative products.
• An employee motivation strategy built on empowerment, personal relationship and wealth sharing.
• A quality assurance strategy to meet world standards with customer participation at early stages of product development.

Vision

“To enhance the quality of life by building world class products and solutions through innovative application of technology” is the Vision of KTtwo.

Mission

• Be a globally dominant product Brand in the industry and segments of our choice by 2012.
• Be globally recognized as an Indian Origin Products brand and hence become the template for others to harness India’s IT prowess in the global products space.
• Be a dream destination for every innovator to unleash their creativity by fostering a world class environment.
• Be a predominantly Employee Owned Organization.
Values:

- Highest Order of Ethical Business Practices.
- Value based mutually beneficial relationship with all stakeholders.
- Provide for recognition of individual brilliance within the context of team-play.
- Freedom to Innovate.
- Tolerance for failure – Concept of “Fast Fail”.

Quality Policy:

Since the KTwo is in the domain of Health Care and Audio, it has also adopted a quality policy. The quality Policy includes the following:

- KTwo is committed to building cost effective, quality products and solutions that enhance the quality of life, by innovative application of technology. KTwo shall consistently meet stated and implied needs of its customers.
- KTwo shall build relationships with its customers, stakeholders and employees to achieve a sense of belongingness.
- KTwo shall create and foster a world class work environment to its employees to innovate and unleash their creativity.
- “Delivering Quality” is the spirit of KTwo.

Human Resources

In KTwo, Human Resource mainly focuses on Human Capital. Human Resource ensures that human capital is treated right and motivates them to reach its full potential. KTwo’s management make sure that employees’ abilities are correctly and optimally nurtured that contributes towards the growth of individual and the Company. The management believe in working professionally with casual approach with fun at work.

Career @ KTwo

KTwo offers most exciting and challenging learning opportunities for individuals with initiative and drive for growth. KTwo believe in creating a new world and they have initiated an environment to support the organizational goals. So here is a place where
ability meets potential, responsibility meets independence, and achievement meets fulfillment.

The exposure that the employees receive on varied projects broadens the employees’ skills base and expands knowledge at the pace in which technology is speeding today. A workplace that gives the employees extensive challenges in designing and developing products, where implementing new and innovative ideas is an exhilarating experience.

**PMI Certified Project Management Professionals**

Professional project management procedures are keys to project success. PMI certifications help us execute projects faster, smoother, make better decisions and deliver more value to our customers. The skills learned through the program ensure better resource management, risk management, knowledge management and clear, open communication management. We have created opportunities for PMI certification by providing adequate training facilities.

**Code of Conduct**

Under no circumstances may employees give, offer or authorize an offer, to pay any money, gift or anything of value, to customers, vendors, government officials, etc., that would be perceived to, directly or indirectly, improperly influence a business decision or take an improper advantage.

A business courtesy, such as a gift, contribution or entertainment, should never be offered under circumstances that might create the appearance of an impropriety. Gifts to officials and employees from and to the client will be regulated and often prohibited.

Before giving or receiving anything of value to or from a customer, vendor or a government entity, please contact the Human Resources Department and confirm whether the payment or receipt would come within the acceptable norms of KTtwo.

All employees are warned to watch out for all transactions or requests that reflect
a) Abnormal packing, marking or routing of goods.
b) Unusual security or safety measures.
c) Asking for accepting goods without supportive procedures / documents that assures compliance with global legal requirements.
d) Violating national, regional or local government regulations – in India and abroad.

5.4. PHILIPS ELECTRONICS INDIA Ltd.

**Philips vision for 2015 is:** “Be a global leader in health and well-being, becoming a preferred brand in the majority of the chosen markets”.

The Mission of Philips is “to improve the quality of people’s live through meaningful innovation. We care about the well being of people and place then at the centre of everything we do”.

Philips believes that Philips is uniquely positioned for growth through stability to simply make a difference to people’s lives with meaningful sustainable innovations. The values of Philips are the four Ds:

- Delight Customers,
- Develop people,
- Deliver great results,, and
- Depend on Each Other.

The 4 D’s, are like a compass – guiding us in how we behave every day, and reminding us of the attitudes we should have towards our work, our customers and our colleagues, living and working according to our values will be crucial for Philips as a company and in helping us realize our vision 2015 ambitions

**DEelight CUSTOMERS:** We anticipate and exceed customer expectations

1. We demonstrate passion for Philips and “Sense and Simplicity”
2. We create superior customer experiences, based on deep insights
3. We act as One Philips ambassadors all the time.

**DEvelop PEOPLE:** we get best from ourselves and each other

1. We attract the best players to create strong and diverse teams
2. We take risks by giving people stretch assignments to accelerate their development
3. We personally invest significant time to coach and recognize people
DELIVER GREAT RESULTS: we continually raise the bar

- We play to win big and always set ambitious targets
- We challenge the status quo and experiment with new ways
- We take clear decisions and implement with speed and discipline

DEPEND ON EACH OTHER: we deliver more value by working as “One Philip”

1. We think as One Phillip and act as owners
2. We trust and empower each other to contribute our best.
3. We team up and allocate resources to the most promising opportunity.

Great Place Great People: At Philips –We are engaged!

Engagement is about creating an inclusive and high-energy working environment, where all employees are aligned and energized to contribute to business success. An engaged workforce delivers a competitive advantage – our people are highly motivated to give their best every day

At PIC, innovative HR practices allow you to grow on the people management ladder as well as a technical ladder. The choice is yours. While a “Coffee with the Boss” helps you discuss your career with the boss, Annual Days and Olympics help you connect with your colleagues in a casual atmosphere. Technical talks by the best speakers stimulate your thought and contribute to better your performance.

Talent Development

We provide talented employees with support to steer their career and realize their potential through challenging new assignments. We offer special learning curricula for high and top potentials, designed to hone their leadership skills. We also offer special development programs specifically for executives.

Development of talent at Philips is a key success factor in achieving our goal of sustainable growth. We are working hard to create a shared culture of entrepreneurship, measured risk taking, creativity and inspiring leadership.

Philips’ innovations are meaningful because they apply their brand promise of sense and simplicity through their three pillars of designed around the employees - easy to experience and advance. They are organized around market and not product
Philips constantly looks at issues and trends in society to ensure that people’s needs remain at the heart of our thinking. Taking this view means we remain loyal to our DNA as a sustainable enterprise. Philips’ values based culture: The 4 D’s delight customer, deliver on commitment, develop the people and depend on each other. They are the corner stones.

**Resource of people:** walk-in interviews, advertisement, ascent, newspapers, social network, job portals, consultants, employment bureau (private agency) 20 recruiters agency viewing profiles in net.

The company acknowledges employee referrals with blue 32” TV Flat screen, Referral bonus.

Role: 4 interview for technical, one at top level, 2 technical level and 1 HR level

Every year promotion policy, right management consulting, case studies, report and feed back, assessment, talent hiring, once they select, on boarding process will start. 98% of work introduction will be completed on 1st day itself. HR Operator, seating arrangement laptop, table and chair, everything will be ready before one week for report. Employee will fill up the application forms, PF forms, ID cards, declaration forms pension forms, and some information will be filled by the applicant directly in the system. Tools, insurance page, HR Page, formation of account, leave applications, approval formats, transport formation, reimbursement forms PIC, employee engagements, credits, gold setting, loyalty page for 3 years good achievers, one month gross salary will be given, 5 years service watches and one month salary, for 10 years of service clock and acknowledgement certificate + cash award.

**Retention Strategies:**

Total number of employees - Contract basis 1000 and permanent employees 1024 in Bangalore. Recruitment companies are MAFOI, BOSCH, WIPRO, etc.

Loyalty pay, Bonus, key contributor plan for performance oriented people. Grade K C B plan, paying Rs 1 lakh in 3 years period i.e. 1st year Rs 50,000, 2nd year 25 thousand, 3rd year 25 000/-. RAMP-UP $ 300.
Different opportunities in overseas, and relocation according to their choices in India, career sections, short term assignment to travel, superannuation facilities, Basic, HRA, flexible benefits, PF, gratuity, etc. No transport will be given; of course, if employees will pay Rs 2200 for transportation then they will be allowed to come by cab or taxi.

Towards Training: need based learning systems, global management learning systems and performance based training will be given by experts. Many times NIIT is organizing T&D program.

In the training program two sessions: (1) Technical Behavior and management behavior, (2) English Communication. Introduction, evaluation feedback programs will be taught at 3 levels, i.e. E-coach, virtual class and contact class. Values living results, dependency on each other, approach, developing people. And delight customer.

5.5. PROFESSIONAL ACCESS

Professional Access’ journey has been a continuous rendering of a celebration called “Life”. PA is a harmonious congregation of professionals, who are at geographically disparate locations, with diverse religion and varied culture. PA foster cross culture bonding and team collaboration through numerous initiatives and programs from time to time.

Skills Galore: A Technical convention that promotes innovation across the organization. This event showcases PA’s technical brilliance and underlines our commitment to excellence.

Renaissance: Annual day celebration at PA where PA’s global spirit of fun, enthusiasm, energy, dynamism and success is at an all encompassing transformational best.

PA believes in recognizing talents that challenge the normal thinking. PA nurture aptitude that evokes tangible difference in the way PA conduct business and the way they accomplish their responsibilities. PA’s “Rewards and Recognition” initiative inspire and motivate this lateral thinking. PA helps people charter their growth
through “Professional Development Programs”. PA’s HR practices are aligned to Alumni:

Once a “PAite” always a “PAite”. The management of PA are immensely proud of the relationships they build with clients and their people. PA’s Global network is always with the employees to tap into at any point in their career.

The management invites the employees to join the PA’s Alumni network and take advantage of alumni events and stay in touch with employee network of co-workers.

**Recruitment:** Need based employment (recruitment); presently 650 employees are working. Every year 100 persons will be added;

**Attrition Rate:**

The Professional Access is not free from employee attrition problem. In fact, the rate of attrition in this organization is almost equal to industry rate, i.e 16 to 18 percent. Yet the management claim that the rate is below the market rate.

**Why People Leave?**

The reasons which make the employees of Professional Access to leave their jobs in PA, as identified by the HR executives of the organization through the exit interviews are:

1. Leave the manager
2. Better brand
3. Boundary is limited
4. Better professional
5. Loyalty
6. Retiring of people
7. Death
8. Transfers.

**Employee Retention Measures:** The employee retention measures in Professional Access Include:
Employee Engagement Initiatives:
- Fun at work.
- Annual Day Celebrations.
- Family Day.
- Technical event festival for employees.
- Increase life span of an employee in an organization.

Compensation and Benefits: The Professional Access provides to its employees include:
1. Leave Travel Allowance (LTA)
2. Medical Insurance
3. CTC over dues
4. PF
5. Gratuity
6. Fixed Salary and no bonus

Career Development:
The management of Professional access takes several measures toward the career development of its employees. They are positively interested in helping the employees to improve their career prospects within the organization. The steps they are taking up to improve the careers of their professional employees include the following ones:
1. Appraisal
2. T & D needs are recorded
3. Need based training
4. Regular training for new commencement
5. Refresher training
6. Technology training
7. Role maturity minimum 2 years in one grade
8. Technological model planning
9. Management model planning
10. Software engineering training for grade 1 and 2
11. Senior software engineering training for grade 1, 2 and 3
12. Special technical skills training
HR Philosophy:

The management of PA believes in people; holds people as their assets; pays salaries on par with the industry levels. It has in practice the open door policy and encourages employees to meet the managers and executives at anytime they feel like to get redressed their problems. Yet it does not want the employees to skip the hierarchy of management. The management also believes in recognize and reward. It is also a fact that they believe in trust and freedom as a matter of their philosophy. Finally, we may note that the Empowerment has in place the for employees - both technical and management

The management of PA also believes in working for Customer delight; it is its major philosophy.

Grow With the Company: The management of PA expects the employees to grow with them (the management). It says: “We invite you to become part of PA-family and enhance your credentials by working for top clients and advanced technology areas. The PA’s broad industry focus, worldwide reach, track record of expertise and extensive exposure to the newest technologies provide a plethora of opportunities to enhance the employee’s skills”. They also state that “At work, we treat challenges as opportunity areas for innovation. The PA’s clients trust us for the work we do and the success we help enable. Our recognition and growth is accelerated through empowered teams, who take decisions in the best interest of the client. PA’s rewards and recognition programs acknowledge personal contributions and achievements for the benchmarks we set in the services we provide. Inclusivity, adaptability and flexibility have allowed PA to leave a global footprint in such a small time. PA is expanding globally at a rapid pace”. Further, this policy reiterates: “We invite you to join us and succeed in the global arena. Explore exciting opportunities with us and realize your inherent potential”.

5.6. SIEMENS Information Systems Ltd.

SISL is a global player in industry, energy, health care, Space which impacts the livelihood of people across the globe. Siemens has the mission “to create and attract best talent and customers to come and grow together by working toward realization of individuals and organization goals”.

One needs to take note of the fact that Siemens Information Systems Ltd. has been taken over by ATOS ORIGIN. The actual take over is scheduled for July 2011. It will perhaps be known as NewSIS. The values of the new management are:

1. Act globally as one company
2. Deliver on its commitments
3. Employees first
4. Quality of delivery
5. Always innovate.

NewSIS has already worked on the new principles to be followed in its dealings with the employees and customers. These are:

**Entrepreneurship** – NewSIS s our own, self contained company and we capture its full growth and profit potential.

**Customer Focused and Sales Led** – Only the customer counts and every one of us has to serve customer needs.

**Accountability** – We set clear responsibilities, we decide effectively and once decided we execute consistently.

**Excellence** – We implement quickly –q quality, efficiency and pragmatism drive our success.

**Leadership and People** – We lead by example – we attract, develop and retain the best talents and act as a global team with one voice.

These values and principles are bound to take the organization to forward and to great lengths in its business and management of employees and employment relations.

**Why Siemens?** The following six factors make Siemens a preferred employer and trusted partner in the market.

1) **An integrated technology company** – For over 160 years, Siemens has stood for technical excellence, innovation, quality and reliability across diverse business sectors. Leveraging the future-oriented technologies and solutions of
Industry, Energy and Healthcare, we embark on newer challenges and novel opportunities everyday. All these to answer the toughest questions of our time.

2) A global entity - Siemens, a fortune 500 company with presence in 190 countries, provides customers the competitive edge by enabling them with innovative technologies and comprehensive know-how in core industrial sectors. Over the years, this has translated into seamless transition of technology leadership and cross-industry expertise across the geographies for all Siemens employees.

3) An inventor par innovator - Siemens is home to one of the largest teams of researchers, scientists and engineers focusing on futuristic technologies, products and applications. Over the years, Siemens has evolved its research and development activities to build a pro-innovation atmosphere and include more than 55,000 patents.

4) A responsible corporate citizen - Environment: Siemens is taking a new look at the planet with technology that empowers it and enhances sustainability for life. For this, across the globe, Siemens is pioneering green technologies that enable nations and enterprises alike to control their carbon footprint and optimize the consumption of natural resources.

5) Society: Siemens takes pride in nurturing a culture that inspires employees to be an active participant in the development and welfare of the society. Siemens’ sponsored CSR programs comprise of three types of social developmental activities – Long-term projects with employee volunteering, Crisis Actions during Natural disasters and Health emergencies and Short-term projects promoting the cause of Environment, Senior citizens, Handicapped Sports, Arts, Culture and Music.

6) Investors: Siemens strives to create lasting value for its shareholders. Siemens’ continuous, open dialogue with their investors has not only fostered transparency in their entrepreneurial decisions but also forged stronger relationships.
SIEMENS’ Workforce

The many faces of innovations - a diverse, highly qualified team of people.

As a global company, Siemens is continually recruiting and integrating best and brightest people across the 190 countries the Company is present in. It is no wonder that it has one of the world’s most diverse workforces: men and women from different nations, age groups and social milieus representing a rich variety of ethnic backgrounds.

The ongoing transformation of the employee structure reflects Siemens’ aspiration to create and maintain a first-class workforce worldwide.

Empowering minds. Evolving leading-edge expertise.

In some of the largest countries across the globe, Siemens is instrumental in providing vocational education, and also are pioneers of the Siemens apprentice programs for youth.

Siemens’ constant endeavors to set the standard for excellence in knowledge enhancement, and sustained investments in the development of human resources have resulted in nurturing a talent pool that’s ambitious, unique and futuristic.

The HR Policies of Siemens are established in the form of working protocol with references to:

1) Business conduct guidelines (Dos and Don’t),
2) Corporate occupational Safety and environmental policy,
3) Protocol our communication,
4) Documentation policies,
5) Dress code policies,
6) Employment team policies,
7) Gender workplace policies,
8) Rules of conduct,
9) Transfer policy,
10) Working hours policy,
11) Holiday policy,
12) Compensation and benefits policy -
   a) Salary Policy,
   b) Car Policy: Cell Phone, Land Phone, Data Card, VOIP (voice over internet protocol),
   c) Credit Card Policy,
   d) Tax Benefit Policy: i) Medical Coverage - 5 lakh to 10 lakh ii) Reimbursement of Insurance, Petrol, Travel & conveyance, newspapers bills,

13) Full and final settlement policy: Travel insurance policy, PF, Gratuity, Superannuation, performance base bonus, loyalty bonus, mile stone bonus, any other bonus,

14) Professional concession policy: Full area of activity, job related only,

15) Family Dependence: Father, mother, self spouse, children,

16) Exit policy: Resignation, Retrenchment, VRS Retirement, Death of employee then information will be gathered by family members and friends,

17) Canteen policy,

18) Medical policy, dispensary, AMA Scheme,

19) Welfare Policies:
   a) Marriage gift,
   b) Picnic arrangements,
   c) Social Gathering,
   d) Medical Checkup,
   e) Social and cultural organization,
   f) 5 star & 10 star awards = service awards,

20) Policy towards learning -
   ✓ Training and development,
   ✓ Project management compliances,
   ✓ Compliance training as compulsory,

21) Career Development policy: 20% of people will be promoted every year, career mapping, where the employee is at resent and where he wants to reach internet,

22) Retirement policy, i.e. 60 years. However, the term of the Board of Directors will be extended by two years.
23) employment status in the market: Brand, work life balance, aggressive business Model, SAPs model, and industry number one, around 5400 employees out of which 4000 are professionals, 200 are staff and 600 are management officials and attrition rate is 33%.

**Talent Management in Siemens:** Siemens manages its employees’ talent through the following steps:

1. Talent development: Mentoring, coaching, executive coaching, CEO Comment,
2. Assessment (MDC), MTs, Senior Talent, induction, industry career development,
3. Learning Management: Behavioral training and technical training,
4. PMP=Performance Management Programs,
5. Leadership Development: Leep, Ascend, PBM, SCDP, SLEP, 360, upward feedback, team building,
6. Communication and change: Cultural Transformation, and communication, value, deployment.

Similarly, this organization manages the performance of its employees

1. By Business.
2. By location.
3. By grade and by designation.
4. By clustery.
5. Top talents.
6. By experience.
7. By qualification.
8. By succession planning a) Step-in b) next –step c) Mid –term d) realization of steps.

**Leadership Development**

1. Program-location, grade.
2. Coverage - Number of people to be covered.
3. Cost per programs / participants cost.
Recruitment Policy and Procedures: Siemens has been following the campus recruitment policy and procedures. It recruits bright students from leading engineering colleges. Every year 20% is added to the payroll through tier one institutions like IIMs, IITs. IISc, Xavier Institute Management, Bhubaneswar, XLRI, Ranchi, etc.,

Employee Attrition:

It is surprising to know that the rate of attrition this organization has been experiencing is also 20%. This is also the rate of attrition the industry in general has been experiencing at present. An important reason advanced for this higher rate of attrition in this organization has been the change of management from Siemens to Autos Origin. The employees are not sure of the new management, its policies, approach to people, and the opportunities the new management would provide. Hence, they are taking the first opportunity to get into another organization that is perhaps equally good as the Siemens has been. The other reasons as revealed by the exit interviews conducted by the HR executives from time to time are as follows:

1. For Higher Education,
2. People are going for higher salary outside,
3. People are going for onsite opportunities,
4. Petty reasons,
5. health reason,
6. Marriage,
7. Location constraints,
8. Accommodation problems (housing),
9. Starting one’s own business,
10. Maternity/child care responsibilities,
11. Personal reasons such as elderly parent responsibilities,
12. Desire change in function to match one’s interest/abilities,
13. Need for more flexible work schedule,
14. Lack of recognition for work,
15. Unpleasant working conditions in the company and the department,
16. Relations – conflicts with superior,
17. Compensation,
18. Poor culture,
19. Lack of growth opportunities,
20. Change in field/industry, e.g. FMCG, IT, etc, and
21. Was not consciously looking for a job, got a better offer.

It needs to be noted that when an employee decides to leave his job in one organization and join another, he looks for:

- Better compensation,
- Better designation/position,
- March/fit with his interests/abilities,
- Better working conditions,
- Better benefits/perks,
- Better career opportunities, and
- Better location and Better facilities.

**Retention Strategies:** Although a whole lot reasons lead to employee attrition in an organization, the concerned management takes only a select few steps to prevent the employees leaving the organization and retain them. The oft-repeated steps taken by the management of Siemens are:

1. Bonus,
2. Lunch with CEO,
3. Higher roles and responsibilities,
4. Lateral promotion,
5. Onsite opportunities,
6. Salary increase,
7. Employee engagement programs,
8. Welfare and benefit programs, and

Yet many organizations have not been able to restrict the employee attrition rates since during the last couple of years once again the IT industry is experiencing growth and shortage of manpower supply. The opportunities to the professionals at the global level are increasing. Certain percentage of attrition for the industry as a whole is inevitable.
5.7. SonicWALL

The Company believes security solutions should be intelligent enough to adapt as organizations evolve and as threats evolve--dynamically and globally. SonicWALL believes customers around the world should have the ability to control, manage and protect their global network easily and automatically. SonicWALL believes the customers should be able to receive and share threat and defense data around the world so they can anticipate and stop attacks before they happen. SonicWALL wants the customers to be able to secure any user, any device, using any application from anywhere so they can collaborate securely across different networks. All this needs to be achieved with maximum ease of deployment and at the best economic value and in a compliant framework.

Corporate Culture:

1. High performance company
2. Trust is given not earned = we trust you to do your job and do it well
3. Early conflict early resolution – challenge the process = speak up
4. Team and collaboration – working together to achieve success
5. Ethics and character – As a business our greatest statements is made through our ethics and character

SonicWall Values Transcend Time:

1. Customer satisfaction – making the customer our first priority
2. Integrity- doing what we say
3. Innovation - - new applications, new markets, new opportunities
4. Teamwork = creating relationships of trust
5. Execution = doing what you committed to do and doing it well
6. Passion = energy, excitement and belief in what we do.

Employee Strength and Attrition Rates:

The Company is a small size organization in Bengaluru. Around 250 people work in Indi. But globally, more than one lakh people are employed in the company. The recruitment policy of SonicWALL is to provide Equal opportunity for every body, recruit only on merit – influence has no place. It has also the campus recruitment
system in place. Every year the management visits the campuses in Bengaluru, Mangalore, Coimbatore and Bhubaneswar. It also gives due consideration to employee referral but keeping in view the merit what is good for company only will be considered. It does not have a head hunter culture. For fresher beginning salary is minimum 3 lakhs. More importantly, on select basis the select categories will get bonus when company makes profit.

Number of people hired every year 45 lateral entry and 35 fresher. It engages only specified category of professionals. Yet the attrition rate the company has been experiencing is currently just 8%. The previous year it was 11%. SonicWALL has experienced a high rate of attrition in the past – 23%. It was gathered that 25 people resigned in 2009-10.

**Career plans:** Every year based on performance appraisal promotion is guaranteed. There are two categories of employees: a) technical support, and (b) engineering support:

- **Technical support:**
  1. Associate product support executive
  3. Senior PSE
     - Team Lead – (i) Manager, (ii) Sr. Manager
     - Technical Lead – a) Product Analyst,
       b) product Manager,
       c) Product Specialist

- **IInd Category Engineering**
  a) Associate Engineer
  b) Senior Engineer
  c) SSE
  d) Team Lead – Manager, Senior Manager, Director
  e) Technical Lead - principal engineer, manager, senior manager, director.

**Training:** Orientation training, induction training, leadership training

**Employee Engagement**

Regular training program in each and every aspect including serving coffee is in practice. Training for project engineers by classroom method; all technology inputs
will be given by the director and internal resources. Leadership training for minimum 25 people and on 25 different topics

Fun Friday cake cutting; Theme month - for example January Pongal, February Shivarathri, March Ugadhi, April Good Friday, and October Dussera, Vijaya Dashami, etc. Company will give special leave for 3 days to employees on their first marriage and paternity leave up-to 2 children. For women employees additional 10 days leave will be sanctioned over and above maternity leave.

**Retention Strategies:**

The management of SonicWALL though does not face a double digit attrition rate like many other companies, a few employee retention strategies are put in by its HR executives. These include: Good Compensation and salary benefits. The HR management also believes in and provides ‘equal pay for equal opportunities’. More importantly, the management believes that treating the employees in a fair manner is very important in retaining the employees. This is a change from the earlier culture of the organization. In the past the employees did not enjoy freedom at the workplace – even rest during their leisure time. They were not treated well; were not allowed to sit and mingle with people in common area. No public interaction was witnessed. Now it is open door system, transparent honest and approach towards employees are good, id cards punching systems, attendance systems signature with time entry system, time in and time out system hence 15% attrition not allowed to sit in open systems papers were supplied economic times and times of India. Now flexi times contradicting policies removed only one register for all employees only directors will not sign in the attendance register. And hence a big change was brought in the organization to reduce attrition.

Medical insurance, life insurance, accident insurance for immediate family and parents, father mother, and dependent children below the age of 18 years, self and spouse. SonicWALL is the one among 5% of companies who have introduced this - medical visits, online support 24x7 accesses to doctors and it is tied up with medical agencies. PF, Gratuity starting from the second year of service itself, superannuation benefits, LIC program, etc., are also in place.
The employees are provided with the benefit of Car pick up and drop; 24 hours free Local food from Halli Mane, fruit juice, fruit bowl breakfast, evening snacks, lunch and dinner are provided to all employees.

Star awards based on performance appraisal to the performing employees are given once a year subject to a maximum of US $ 5000 (INR 2 lakhs) along with certificates.

**5. 8. Symphony Services**

Symphony Services has been in Bengaluru since 2005. Though it is headquartered at Paulo Alto, California, the Bengaluru campus is the major site of the company employing about 2300 persons. It is a leading global specialist, providing software product engineering outsourcing services to Independent Software Vendors (ISVs), software enabled businesses and companies whose products contain embedded software. These companies partner with Symphony Services to achieve their business goals, by relying on Symphony’s commitment to drive real business results and Symphony’s proven ability to deliver high-quality services and support throughout the product lifecycle.

Symphony Services are ranked Number 1 in every software Product Engineering Study. The Company has made it to the leadership position in the global software engineering services vertical.

**Strategic Staffing**

Symphony Services is the recognized global leader in software and hardware product development services. Symphony is 100% focused on the full product development lifecycle for Enterprise Software, ISV’s, and Embedded Systems.

Symphony’s Strategic Staffing division identifies and provides the hardest to find hardware, firmware, and software consulting talent for the most demanding clients and their contractor requirements. Their nationwide network of technology experts work on site with their customers under their daily direction.

Symphony invests in the future by providing training and education to create technical and domain leaders and effective managers. They also provide career development programs to help each employee reach his personal potential.
The Executive Vice President and Chief People Officer of Symphony SV holds that: "Our employee referral network accounts for 50% of our recruitment. This says a lot about how our people feel about building their careers with us".

**Employee Attrition and Retention:**

Symphony Services hires only the people with work experience. An important aspect of the recruitment of employees in this organization is that the prospective employees are interviewed by the customers of the company before they are finally selected. As a matter of fact, the organization does not suffer much from the problem of attrition. Yet the rate of employee attrition has been around 15%. Consequently, every year about 400 persons are added to the payroll. The employees are well trained in-house.

**The Employee Retention** strategies of Symphony Services revolve around 4 Cs, viz. Culture, Communication, Compensation and Career. The employees in Symphony experience a different type of work culture since the company is not in software development business; they are engaged in software development products. They are also guided by the larger values of the organization, its mission and vision, approach of openness. The vision of Symphony has been “The undisputed Market leader in product engineering and R & D Globalization services”. On the other hand, the Mission is: To create unprecedented value for all stakeholders through innovation, collaboration, operational excellence in partnership with clients who embrace globalization to boost engineering and R&D performance and optimistic value across the full product and life cycle”.

The Core Values of Symphony are:

1. Employee empowerment.
2. Innovation and entrepreneurship.
3. Integrity.
4. ESPRIT-DE-CORPS.

The employees of Symphony totally identify themselves with this culture and internalize its values and take pride in being a part of Symphony.

Communication in Symphony is top-down, bottom-up, and circular, face-to-face. Being an IT organization intra-communication network functions to the full capacity
and employees have instant communication on every aspect of the organization and their role and responsibilities.

Thirdly, compensation system also acts as a strong retention strategy and measure. Compensation is externally competitive and internally motivating and comprehensive. In fact, it is the Total Reward System. Symphony’s Total Rewards compensation philosophy helps the Company attract and retain the best talent.

- They benchmark themselves against top companies in compensation surveys to make sure we remain competitive.
- Symphony provides individual and team rewards: appreciation for service excellence, leadership, contributions to client innovation and many other formal rewards and recognition programs.
- Employees also enjoy higher education assistance and comprehensive health insurance

Beyond compensation the employees are also entitled to benefits such as stock options. The compensation package of Symphony is around 70th percentile of the industry compensation package.

Lastly, as for career as a retention strategy is concerned, the management strives to provide an atmosphere of learning and growth to every employee. The employees have three streams of career – Technical stream, the project management stream, and product management career stream. The employees enjoy the freedom to select and work towards a career of their choice once they are in Symphony. In fact, the management engages international career experts like Ernst & Young to prepare and recommend career plans for the employees. The Chief Peoples’ Officer is also planning to identify the Career Coaches (similar to Mentor) in the Company and allow the employees to choose their Coaches and work under their guidance for the development of their careers.

5. 9. WIPRO

Wipro recognizes that it is essential to make its policies firm yet people-friendly. This is because these policies provide guidance and encouragement to employees at all levels.
**Wipro's Equal Opportunity, Employment Policy and Policy Prohibiting Discrimination and Harassment.**

Wipro's policy is that applicants are considered for employment solely on the basis of their qualifications and competencies. Wipro's hiring policy is geared to ensure that Wipro hires employees without regard to their race, color, religion, national origin, citizenship, age, sex, marital status, ancestry, physical or mental disability, medical condition, socio-economic background or sexual orientation.

Wipro understands the need to provide equal opportunities to all persons without discrimination. This policy states the organization's position on equal opportunity in all aspects of employment, including recruitment, training conditions of service, career progression, termination or retirement and acts like a beacon to employees at all levels to act fairly and prevent discrimination.

Wipro's greatest asset is its employees. It is committed to attracting, retaining, and developing the highest quality and most dedicated workforce possible in today's market. It strives to hire and promote people on the basis of their qualifications, performance, and abilities, and is determined to provide a work environment free of any form of illegal discrimination both direct and indirect, including sexual harassment. Further, Wipro is committed to maintaining a workplace where each employee's privacy and personal dignity are respected and protected from offensive or threatening behavior including violence.

**Wings Within:** Your career at Wipro is what you make of it. Wings Within, a transparent job posting system is a tool that gives you flexibility to apply for the job of your choice and map your own career. All open positions are made visible to employees, thereby encouraging those eligible for a job change. Very few organizations can match Wipro's capability to offer the kind of flexibility and opportunity to pursue multiple careers and unhindered growth, while a person continues to work in the same organization.

**Flexible Benefits:** Wipro believe that the employees are entitled to the best of benefits. Hence, the employees are at liberty to choose their flexible benefits plan, to help them plan their taxes through their salary stack; Quarterly Performance Linked
Compensation is a variable component in the salary stack which would be paid out on a quarterly basis. The employees are also eligible for interest-free loans and contingency loans under specific case.

**Health**

The Medical Assistance Program and the Medical Benefit Scheme cover the employee, his/her spouse and the children and is a reimbursable amount. The employee will also be eligible for the Catastrophic Medical Assistance Plan and Mediclaim benefits. Under the Life and Accident cover, the employees are entitled to the Group Personal Accident Insurance Program, Group Life Insurance Program and Employee Deposit Linked Insurance (EDLI) Program.

**Work-Life Balance**

- To give the employee a perfect balance of work and life, Wipro has initiated elements like paid holidays, maternity benefit with extended leave of absence and sabbaticals.
- The employees are also encouraged to be a part of various Corporate Social Responsibility campaigns under the banner 'Wipro Cares'.
- 'Mitr', Wipro's counseling initiative, helps the employee cope with crises faced in their personal and professional life.
- Kids@Wipro provides the employees’ children a fun way of learning new things.
- The 'Fit for Life' initiative gives insights into the right diet, best exercises for the body and soul, and a wide variety of useful tips to keep you fit.
- Wipro is driving a self transformation initiative to create an ecologically sustainable organization and the 'Eco Eye' campaign continuously tries to influence all its stakeholders and communities to move towards ecological sustainability. We encourage you to be a part of this green initiative as well.

The company claims that the policies mentioned here are policies of the company as of today; this is subject to change in future as policies of the company evolve from time to time.
Benefits & Growth Prospects

Wipro offers challenging assignments, world-class working environment, professional management and ample opportunities to train, learn, and execute the most demanding projects, and in turn, get recognition in the form of exceptional rewards. As the employee scales newer peaks of achievements, Wipro provides the employees with many benefits. At every step of success there is a special incentive awaiting the achieving employees.

Wipro’s responsibility towards new employees does not stop at salaries and compensation alone. They offer all possible help to facilitate the employees’ settling down. They provide interest-free loans mainly intended to cover housing deposits or the purchase of a two wheeler. They also provide contingency loans for marriage, illness, or death of a close family member.

As a part of employee empowerment, we offer stock options to deserving employees. The Wipro Employee Stock Option Plan (WESOP) allows us to make employees share with us the rewards of success.

People Investment

Wipro believes investing in people's growth reaps the best dividend. Wipro provides state-of-the-art programs in Leadership and Learning for its employees. Addressing the ever-changing needs of its employees, Wipro has created an e-learning solution available to all its employees. It is a virtual campus with a 'Training on Demand' facility enabling individuals to be in complete charge of their own learning experience.

Wipro ensures that the education of the employees is never hampered on joining Wipro. The management help the employee build on their existing qualifications as the management are associated with some of the best institutions in the world like BITS Pilani.
Opportunities

At Wipro the management provides the best opportunity to build a flying career with 'Wings Within', a transparent job posting system. It is a tool that gives flexibility to apply for the job of the employee’s choice and map their career. All open positions are visible to employees encouraging the eligible to look for a job change within Wipro.

Wipro offers the employees career opportunities in core business divisions such as Enterprise Solutions, Finance Solutions, Product Engineering Solutions, and Technology Services. In Technology Services, there are stimulating jobs in E-Enabling, ES-eEnabling, Enterprise Application Services, Technology Infrastructure Services and Testing Services.

Best Life-Work Ethos

It is Wipro’s Life-Work ethos that distinguishes them from others. Pride, passion and integrity are integral features of their everyday life at work. The joy of working on cutting-edge technologies and a sense of ownership of work, set in an environment of transparency, fun and fair play makes Wipro one of the most desirable workplaces.

Wipro’s 360-degree appraisal system provides feedback at all levels; from peers, subordinates and superiors, which help in the overall development. This open-minded approach to all their endeavors helps bring out the best in the employees. It ensures that the employee’s position is decided upon by a fair and open merit system and not by extraneous factors.

Wipro’s energy, free spirit, social responsibility and commitment to human values have played a significant role in their success story so far. They instill these qualities into every new member of the Wipro family. Active, unhindered participation bring them closer to each other and to themselves, making work both fun and fulfilling.

Accessibility

Wipro ensures that all its offices and information systems are constantly revamped to incorporate the accessibility needs and requirements of all its employees. It maintains
an open system where employees can requisition reasonable facilities for comfortable working/interview environment.

It provides opportunities to all employees and interview candidates to voice their concerns regarding accessibility to ensure that there is appropriate infrastructural or process oriented changes made to make it an inclusive environment where employees feel their differences are respected and valued, not just tolerated.

**Wipro Perks in a Nutshell:**

1. Pride of being a Wiproite.
2. The challenge of being at the forefront of cutting-edge technologies.
3. Work alongside some of the biggest names in the IT world, in an ambience that fulfils the employee’s heart's desire as much as it stimulates their intellect.
4. Freedom to initiate and realize goals and reap the benefits as the world watches.

**Life @ Wipro: A Daily Pursuit of Excellence**

People, Practice and Processes are the three cornerstones of Wipro’s pursuit of excellence at Wipro. Wipro keenly promotes an open culture, encouraging feedback, and they respond actively to transform it into action. The management believes that excellence is not a destination but a journey of continuous improvement.

Understanding that in a competitive world the company can neither afford to be complacent nor rest on past laurels, the management at Wipro listen frequently to what the Wiproites have to say. Through formal surveys as well as informal discussion, the managers listen to feedback and suggestion. Based on the responses of some of these, they cull out the core 'Strengths of Wipro', the key factors that make Wiproites talk with pride about Wipro as an employer, reasons that make them stay in Wipro and strive for excellence. The answers the managers find entirely reinforce the saying, 'Indeed why would I want to be anywhere else?'

Wipro believe in individual growth and overall development. Potential is recognized and opportunities for further learning are provided. The training programs are on par with elite universities and every year a large number of fresh graduates are galvanized into thorough professionals in their chosen fields. Wipro Academy of Software
Excellence (WASE), the first of its kind in India, is aimed at preparing some of the best Bachelor of Science students for the applications programming environment. The course equips fresh graduates with necessary skills to work in applications in a growing software company, instilling the need for a quality process.

Wipro Infotech Master of Science (WIMS), another unique model of employment offered by Wipro, aims at preparing fresh BCA and BSc graduates for IT infrastructure Management services. It is an effort where training in Information Technology/System Engineering is offered to the students with practical exposure to the Infrastructure Management Service industry.

These programs register every student for an 8 semester Wipro sponsored MS course with the Birla Institute Of Technology and Science (BITS - Pilani). Candidates will get to work on live projects and earn a monthly stipend.

**Wipro Leaders Program:**

Wipro not only grooms employees’ talent but also bring out the leader in the employee. Wipro’s Leadership Program gears the employee to take the challenge for successfully heading large and strong teams. The program is designed to identify the specific actions and attitudes that constitute the Wipro leader's qualities. It examines how each manager rates against these qualities, provide an understanding of how the required skills and competencies can be developed and plan what each individual can do to strengthen his or her leadership qualities.

**WIBGYOR - Competency Framework:** WIBGYOR which stands for Wipro's Career Bands Gives You Opportunities & Responsibilities defines the behavioral competencies that need to be demonstrated. These competencies are defined role wise.

**Recreation:** The best workouts according to fitness experts are the ones that include the mind, spirit and body. Wipro offers the employees a state-of-the-art gymnasium and recreational facility-The Arena. The recreation facilities like basketball/tennis/indoor games and mini gym (whenever available) can be availed free of cost. There are no membership/batches required for utilizing these facilities.
Work Recognition - Wipro's Equal Opportunity, Employment Policy and Policy Prohibiting Discrimination and Harassment: Wipro's policy is that applicants are considered for employment solely on the basis of their qualifications and competencies. Wipro's hiring policy is geared to ensure that Wipro hires employees without regard to their race, color, religion, national origin, citizenship, age, sex, marital status, ancestry, physical or mental disability, medical condition, socio-economic background or sexual orientation.

Wipro understands the need to provide equal opportunities to all persons without discrimination. This policy states the organization's position on equal opportunity in all aspects of employment, including recruitment, training conditions of service, career progression, termination or retirement and acts like a beacon to employees at all levels to act fairly and prevent discrimination.

Wipro's greatest asset is its employees. It is committed to attracting, retaining, and developing the highest quality and most dedicated workforce possible in today's market. It strives to hire and promote people on the basis of their qualifications, performance, and abilities, and is determined to provide a work environment free of any form of illegal discrimination both direct and indirect, including sexual harassment. Further, Wipro is committed to maintaining a workplace where each employee's privacy and personal dignity are respected and protected from offensive or threatening behavior including violence.

Recruitment Strategies

Wipro today employs as many as 120,000 persons and every year 25 to 30 thousand persons are employed. Its primary strategy is to recruit non-engineering graduates, in addition to engineering graduates and make them fit into the slot. It is also a strategy to have a mix of 60 % freshers and 40 per cent experienced in the workforce. The Company has also the campus recruitment in place. The recruiters from Wipro visit various colleges in and around Bengaluru as well as outside Karnataka. In fact, the Wipro technologies have a sizeable large HR Department with a larger Recruitment division. The number of employees to be recruited every year – both for new jobs created and the vacancies created by the leavers – necessitates the larger recruitment wing within the HR Department.
It is also a fact that Wipro’s HR solution enables end to end Recruitment Process Outsourcing (RPO) model enveloping sourcing to position closure activities. Wipro’s onsite and off-shore campus recruitment supports clients in US, India, UK, Switzerland, Hong Kong, and Singapore. They help clients on project hiring drives, job fairs, mapping competing organizations, researching niche job boards, etc.,

**Employee Attrition and Retention**

The people in employment of Wipro are put to different job roles and an employee is supposed to be in one role for 18 months. After 18 months he is required to move to another role. It is a phenomenon in Wipro that after 3 years of stay in Wipro, people move out. This indirectly implies that Wipro is constantly experiencing the problem of employee attrition. The rate of attrition in Wipro, the HR manager claimed, is calculated per quarter unlike other organizations which have the practice of working out the rate of attrition per annum. The attrition rate in Wipro was around 6 to 8 percent a coupe of years – during and soon after the global economic downturn. But it has shot up to 18 to 20 percent as of now. Yet it is claimed the rate of employee attrition in Wipro is much lower than the industry situation. According to this claim the employee attrition rate in the industry is 25 to 30 per cent per annum.

As for the **retention of employees** in Wipro is concerned, it was found (and also claimed) that the most important retention strategy measures include: (1) the Brand name of the Company, (2) the career development opportunities the employees have in Wipro, (3) the onsite opportunities the employee gets, and various benefits the management provides to the employees in general. Of these certainly the Brand Name of the Company and the career opportunities provided stand apart. To these may be added the employment security the people in the company enjoy. The employees have the benefit from Wipro Academy Software Excellence (WASE); they will continue their studies in BITS Pilani for 4 years in MS program or any other course. Every Wiproite is required to undergo training for 40 hours per annum as designed by the company.

Retention Strategies also include social security benefits like the : PF, Gratuity, Medical Benefits, and bonus (a small percentage) scheme for high performers, stock option opportunity, medical insurance, accident insurance, LIC, non monetary and
monetary benefits. Personalized rewards are given by teams to anybody in the organization. The employees can decide what reward can be given. Employees are given service awards for 5, 10, 15 years. Business level rewards, best performance awards, CEO Level awards are also given in recognition of the role played by the employees.

At every step, Wipro has been built by individuals who have gone beyond the limits of personal goals and leaped across boundaries. It is the freedom provided to every individual at Wipro to learn, grow and create a career path that makes Wipro an organization of opportunities beyond boundaries - beyond boundaries of region, age, gender, ability and routine rewards are given.

A very unique career promotion for the Wipro employees is the WASE. WASE provides opportunities to young non-engineering graduates to pursue their MS studies at BITS Pilani. Such of the employees will be working on global projects and cutting edge technology. This education helps them to stay ahead of their peers and become professionals with in-depth IT knowledge and vast experience. This opportunity no other IT organization in India and Bengaluru provides. It serves as a strong tool and strategy to retain the employees who get converted as IT Professionals of high caliber and quality.

Conclusions:

The analysis and discussion of the people management policies and practices in the nine organizations covered under this study shows one thing very clearly that the IT organizations are conscious of the need to manage people with care. They know that it is advantageous to have better people management practices. They not only have implemented good salary/compensation packages for the employees, but more importantly they take care of the career needs of the employees. Taking career needs of the employees is rather more beneficial to the organization itself. There are companies like Symphony Services who involve international experts and consultants to design the career management strategies and programs. A third important strategy adopted by these companies has been Communication. It is facilitated by the information technology itself and communication is rather of 360 degree dimension.
In addition to these general strategies different organizations have their own strategies such as awards and rewards, family involvement, employee engagement activities, regular and frequent meetings between the employees and the top management executives including the President of the Company, recognition from the President of the contributions the employees make.

But one important factor that has helped large number of organizations to retain their employees is the Brand Name and the Image of the Organization. Whether it is Wipro, whether it is Cisco, whether it is Philips, whether it is Siemens Information Systems Ltd, or whether it is Symphony Services the employees think twice before leaving their jobs and the company. Not only have these organizations given them a good employment in addition to good pay packet and benefits but more importantly a social status and recognition in the society. There are cases of employees who have returned to the organization after a few years of working in other organizations.

Lastly, it may be pointed out that the employee retention strategies in practice in the IT organizations in Bengaluru, when compared to the employee retention strategies advocated by international experts seem to be less extensive. Yet in the given context they do have their own impact. We cannot just dispose of them as of less significance.

In the next chapter an attempt is made to present the perceptions of the employee of the nine organizations on employee retention strategies identified and advocated by Greg P. Smith of US. These strategies under the seven headings are posed to our respondents from these organizations – both the managerial and the non-managerial professional employees - and their views, perceptions are obtained to know how do they react to the retention strategies in practice in their organizations and find out whether they appreciate the retention strategies advocated by Greg P. Smith. If they appreciate, what should be done?