Garima Sharma
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PROFESSIONAL EXPERIENCE

-13+ years of experience as a senior human capital professional
- Extensive experience in rapidly setting and scaling up expertise based teams in research, analytics and consulting space
- Strong program management, client engagement and senior stakeholder management skills, both on-site and offshore

Fractal Analytics
Director, Human Resources   **May 2013 onwards**
- HR Business Partner role for BUs across the globe
- Design, launch and review Goals for Fractal at the beginning of Financial year
- Formulate people principles for Fractal Analytics
- Responsible for Fractal Gurgaon and Bangalore office operations
- Talent Management and engagement
  - o Responsible for designing competency framework across levels
  - o Help design allocation principles at organization level
  - o Design and launch people development focussed performance management process across Fractal
  - o Implement people principles across Fractal Analytics to improve engagement
- Learning and Development
  - o Design training program to be delivered jointly to client team and Fractal
  - o Identify training needs of managers across Fractal and designed program to be delivered by industry experts
  - o Designed Gamification of Analytics training in the form of learning credits
- Client exposure
  - o Run client presentations from Human Resources standpoint
  - o Pitch for HR Analytics project to large FMCG clients
  - o Helped set up Analytics centre from resources standpoint of a large FMCG client of Fractal

iDiscoveri Education
General Manager, Human Resources   **Jun 2012 – Feb 2013**
- Build talent at National level - ensuring retention by appropriate deployment
- Collaborate with CEO to build competency mapping framework and refine the performance evaluation process in the organization
- Design and implement processes and protocols for measuring performance and targeting 100% utilization for the organization
- Design and roll-out guidelines and policies across organization

Grail Research, a Monitor–Deloitte Company
Head, Human Resources   **Oct 2006 – May 2012**
- Talent Management
  - o Create comprehensive competency framework and mapping talent across levels in India, China and Africa
  - o Design and implement Human Resources strategy with focus on hiring strong talent across delivery centers in India, China and South Africa - scale the organization from 15 to 300+ employees over 4 years
  - o Execute 'Learning and Development' programs across location based on business needs
    - ▪ Core research skill based learning and development programs are delivered at some client locations as well
- Change Management
  - o Lead the integration process for Research business during ownership transition from Monitor Consulting
    - ▪ Manage HR integration including policy changes, designation mapping and introducing new processes
    - ▪ Communication management during the acquisition phase – ensure smooth transition for employees including profile changes for some senior management
- Business Outcomes Management
  - o Design the budget for the organization while maintaining margins (per industry standards) and managing costs
    - ▪ Adapt strategy over the year to manage the cost structure and gross margin
  - o Maintain employee productivity and high operations utilization rates in order to meet the monthly revenue targets across offices (approx $ 14 – 16 MM in a year)
    - ▪ Convert the revenue targets to number of employees required to run the operations team and balance recruiting mix, learning and development process and staffing accordingly

- o Manage the allocations function which is responsible for staffing and professional development of the research teams across location
  - ▪ Optimize employee productivity and utilization through business reports generated by the team
- Organization Design
  - o Lead multiple organization structure changes during the evolution of organization
  - o 15 member HR team at delivery centers in India, China and South Africa
    - ▪ Cost benefit analysis of the optimal talent mix in the local market (hire locals v/s transfers employees from other locations)
    - ▪ Set up the remote delivery team model to successfully run operations across these locations

Evalueserve
Senior Associate, Human Resources   **July 2003 – Oct 2006**

- Helped scale up the organization from 125 people (in July 2003) to 1450 people (in October 2006) through strategic manpower planning with group heads including forward planning with respect to campus and lateral recruiting
  - o Responsible for hiring International Analysts from various Universities and industries across the globe and their integration in India operations
- Core team member of the Information Security group of Evalueserve, responsible for getting ISO 27001 certification for the company. This required conceptualizing and streamlining all HR processes like recruitments, joining, training, evaluation, documentation etc.

EDUCATION
2001 - 2003 **PGDBM (Human Resources & Finance)**, NIILM, Delhi, India
1997 – 2000 **Bachelor in Science**, Sri Venkateswara College, Delhi University, India

ACHIEVEMENTS
- Lead Fractal Analytics to an employer of choice list 'Great Place to Work 2016' in the professional services category by Economic Times and GPTW in June 2016
- Featured in Economic Times showcasing People Principles on behalf of Fractal Analytics (March 2014)
- Worked with Harvard Business School professors as Grail Research (Monitor – Deloitte funded firm) was selected as the topic for Human Resources case study to showcase the way the business and HR processes were set up (Alcacer, Juan, and Jan W. Rivkin. "Monitor's Opportunities in India (B): Grail Research." Harvard Business School Case 708-483, March 2008)
- Lead Grail Research into NASSCOM EMERGE 50 awards in which NASSCOM shortlisted 50 most promising companies in India (2008)
- Between 2009-2010, received multiple Industry Award for 'HR and Corporate Excellence' for Grail Research from Amity Business School