Integrating InGRAIN within Employee Induction

This document recommends steps to introduce basics of Employee professional development and growth at Innovaccer to all new hires. It covers foundation of Performance Review and InGRAIN Career Rubric.

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Content of this document

1. 5-step approach to introduce/reinforce/familiarize new hires with performance and competency progression

2. Learning materials (Slides, Video and Quiz)

3. Reference material for learners : FAQs on Confluence

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1. 5-step approach to introduce/reinforce/familiarize new hires with performance and competency progression

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1 **5 step approach to introduce/familiarize/reinforce new hires on performance and competency progression**

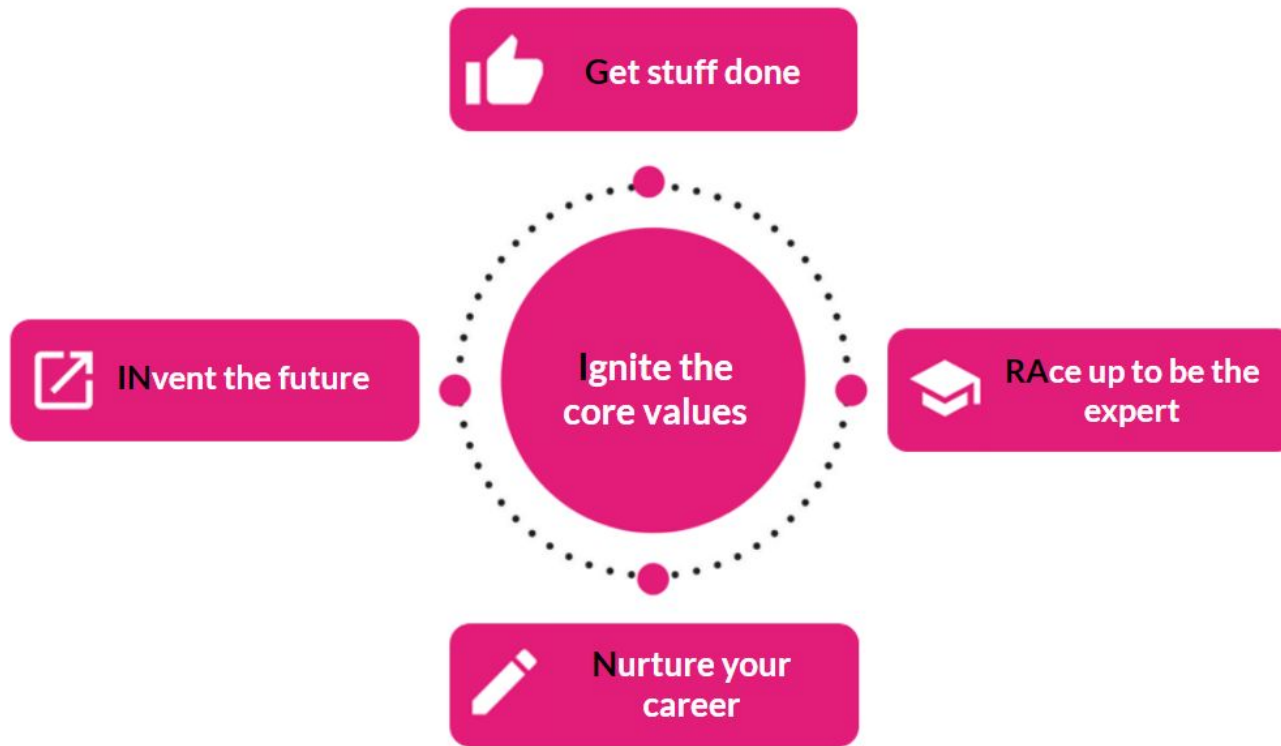| Step	When	What	Type of Intervention	Objective
1.1	Onboarding Session on Policies by Natassia	Include 1 slide on InGRAIN as FYI & more to follow	Instructor Led	Introduce
1.2	Within Week 1 of on-boarding	Video Tutorial on InGRAIN and Development Plan followed by Quiz	Self-learning	Familiarize
1.3	Within 2 weeks of On-boarding	Small group sessions including Doubt clarification around Employee performance and Development and reinforcement of learning	Instructor Led & Facilitated Session with PX BP and / or Performance+InGRAIN SPOC (Kim)	Familiarize
1.4	Within ___ weeks of on-boarding	Check-in with CPO/PD SPOC	Facilitated Conversation	Reinforce
1.5	Within 4 weeks of on-boarding	1-0-1 with PX BP to check if Development plan is created	Facilitated Conversation	Reinforce

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1 slide to be embedded in Onboarding Session on Policies by Natassia | Instructor Led

Title: Professional Development @ Innovaccer

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Footnotes in the next slides capture the key messages per slide

InGRAIN answers the "How" to achieve our OKRs

Get stuff done

INvent the future

Ignite the core values

RAce up to be the expert

Nurture your career

5 competency clusters & 18 competencies

InGRAIN details a set of core skills, behaviors and values required by all employees to successfully perform our OKRs and achieve Innovaccer's goals and strategic plans.

This helps:

- understand **what's expected from us across different competencies** (skills, behaviors, attitudes)

- gauge where we're currently with respect to meeting these competency expectations and **what is expected of me at the next level**

- **create development** (skill training) and **growth** (promotion) plans

You'll learn more about InGRAIN through a self-learning Module which will be shared by L&D Team

Video Tutorial – | Self Learning

A 10 mins video covering the following:

- InGRAIN quick intro
- Holding 1-0-1 on Lattice
- Reading/Viewing InGRAIN on Lattice
- Creating Career Vision and Growth Plan on Lattice
- Followed by <u>Quiz, next page</u>

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Access the video here:
https://drive.google.com/file/d/1woGQmp8K4TR_s3-mXhcUYW5Iv_zMc-LK/view?usp=sharing

Quiz as a part of Video Tutorial to gauge understanding of the learner

1. **InGRAIN stands for which of the following**
   a. Invent the future, Get Stuff done, RAce up to be the expert, Ignite the Core Values, Nurture your career
   b. Ignite the future, Get Stuff done, RAce up to be the expert, Invent the Core Values, Nurture your career
   c. Invent the innovation, Get Shit done, RAce up to be the expert, Ignite the Core Values, Nurture your career
2. **G, Get Stuff Done has which of the following competencies**
   a. Communication, Innovation, Problem solving
   b. Communication, Decision Making, Problem Solving, Project Management, Process Excellence
   c. Communication, Stakeholder Management, Problem Solving
   d. Communication, Stakeholder Management, Problem Solving, Project Management, Process Excellence
3. **How many total competencies are a part of InGRAIN?**
   a. 12, 5, 18, 10, 23
4. **There is one InGRAIN Rubric common for both Individual Contributor and Manager roles**
   a. True or False
5. **Where can I access InGRAIN rubric?**
   a. Confluence, Rippling, Lattice, Empulse, Slack

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Slide deck & working session with groups of small hire By PX BP or InGRAIN/PD SPOC | Instructor led

Title: Professional Development @ Innovaccer

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Building blocks of Performance Culture @ Innovaccer

1. Bi annual performance review with 5-point rating scale evaluation

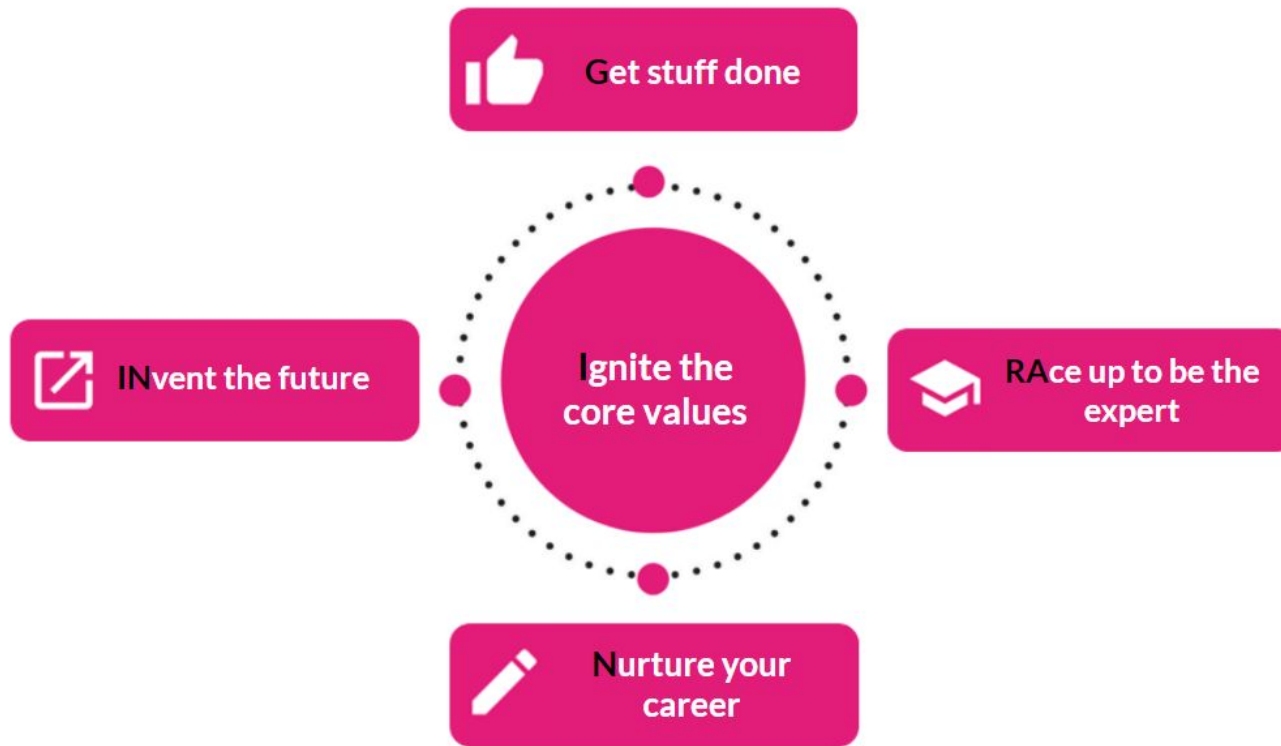2. 360 degree feedback for wholistic inputs

3. Clarity on 'What' to perform through Objective & Key Results (OKR) exercise

4. Established 'How' to perform through InGRAIN Rubric that captures competencies and career progression

5. Create and track Development plans & hold 1-0-1 through Lattice, performance tool. Regular learning interventions through Innovaccer Academy.

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InGRAIN answers the "How" to achieve our OKRs

Get stuff done

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RAce up to be the expert

Nurture your career

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This helps:

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InGRAIN answers the "How" to achieve the goal

One needs all the building blocks (competencies) at every phase all the time. The proportions or proficiency may vary

For e.g. if the goal is to get from point A to B

building blocks (mind, energy, muscle, senses etc.)

Each level is mapped to '2' proficiency progression		IC1		IC2		IC3/M2		IC4/M3		IC5/M4		IC6/M5		IC7/M6		E1		E2 & E3	
		Beginner	Proficient	Beginner	Proficient	Beginner	Proficient	Beginner	Proficient	Beginner	Proficient	Beginner	Proficient	Beginner	Proficient	Beginner	Proficient	Beginner	Proficient
Example Role				Asssociate TPM		TPM / Manager of Manager		Sr TPM / Manager of Manager		Principal TPM / Sr Manager TPM									
	Competency Category																		
Be the Experts	Job Mastery																		
	Industry Expertise																		
Own your career	Building & Supervising Teams																		
	Coaching & Mentoring																		
	Promote Continuous Learning																		
	Accountability																		
Get Stuff Done	Communication																		
	Stakeholder Management																		
	Project Management																		
	Problem Solving																		
	Process Excellence																		
Create the Future	Innovation																		
	Comfort with Ambiguity																		
Core Values (Operating Principles)	Making Customer Heroes																		
	Transparency																		
	Empathy																		
	Take Moonshots																		
	Win as a team																		

TPM: Technical Program Manager

Career Growth Phases

Detailed view of InGRAIN in the build stage

Read the Rubric from left to right

A

B

Level Mapping		IC1		IC2		IC3/M2		IC4/M3		IC5/M4		IC6/M5		IC7/M6		E1		E2 / E3
Competency Clusters	Competency Categories	Beginner	Proficient	Beginner	Proficient	Beginner	Proficient	Beginner	Proficient	Beginner	Proficient	Beginner	Proficient	Beginner	Proficient	Beginner	Proficient	Beginner / Proficient
Invent the Future	Innovation																	
	Comfort with ambiguity				C													
Get Stuff Done	Problem Solving																	
	Stakeholder Management																	
	Process Excellence																	
	Project Management																	
	Communication Skills																	
RAce up to be the expert	Job Mastery																	
	Industry Expertise																	
Ignite the Core Values:	Making Customer Heroes																	
	Empathize																	
	Transparency																	
	Win as a team																	
	Take Moonshots																	
Nurture your Career	Promote Continuous Learning																	
	Building & Supervising Teams																	
	Coaching & Mentoring																	
	Accountability																	

A : 5 competency clusters

B : 18 competency Categories

C : **Behavior Indicators :** Each cell captures a behavior or skill indicator

TRACKS *IN LATTICE*

TRACKS

InGRAIN | Custo...

Competencies

	Associate Beginner	Associate Proficient	Senior Associate Beginner	Senior Associate Proficient	Speciast Beginner	Speciaist P

RAce up to be the Expert: 🔗

Have the functional, technical, business and sectoral knowledge. Apply that knowledge to deliver on core tasks & continuously upskill self

| **Job Mastery:** 🔗

Knowledge of Job & skills to perform the tasks one is hired for; understanding of...
Show more | • Basic understanding of financial modelling
• Ability to communicate with and present to different stakeholders
• Analytical bent of mind
• Driven and self motivated
• Understanding of SQL, Python and of tools like JIRA, Gainsight, Hubspot, Salesforce
• Meets timelines mostly and works with minimal supervision | • Comfortable with financial modelling
• Experience in communicating with various stakeholders
• Experience with analytical projects
• Driven and self motivated
• Understanding of SQL, Python and of tools like JIRA, Gainsight, Hubspot, Salesforce
• Meets timelines consistently and delivers independently on routine tasks | • Is comfortable with internal tools, protocols, guidelines and compliances
• Meets timelines mostly and works with minimal supervision
• Possesses basic understanding of financial modelling, is learning to develop analytical and financial models for the CX org
• Has the ability to communicate with and present to different stakeholders
• Possesses analytical bent of mind
• Is driven and self motivated | • Knows fully the internal tools, protocols and guidelines.
• Meets timelines consistently and delivers independently on routine tasks
• Is Comfortable with financial modelling- Develops and enhances analytical and financial models for the CX org across. Perform analytics to identify unfavorable trends in data and problem solve to improve the experience of our customers
• Is experienced in communicating with various stakeholders
• Is driven and self motivated
• Helps team to build presentations for enablement and communication of new process or improvements to the larger CX org
• Builds and develops relationships with all CX employees (and cross functional) for increased efficiency and effective responsiveness across existing operations
• Captures notes & action items to share with stakeholders and drive completion of those across all CX cadences | Proficient of Senior Associate +
• Meets timelines mostly and works with minimal supervision
• Analytics: Beginning to show proficiency at Financial modelling; built 1-2 analytical models
• Biz Ops: Is beginning to be the SPOC for CI metrics
• Is beginning to collaborate with cross-functional stakeholders in driving process improvements, establishing tools and systems, key organizational metrics, and executing other operationally strategic projects.
• Builds and maintain Manager relationships across functions
• Is beginning to drive Weekly/Monthly/ Quarterly CS Cadences like the OKR calls, QAMs, Town Halls, etc and proactively set agendas | Beginner of S
• Meets timel
delivers indep
tasks • Analy
Financial mod
analytical mo
• Process: Ha
completed 2 f
functional/int
improvement
supervision
• Biz Ops: Pe
drives improv
metrics
• Collaborate
some supervi
functional sta
process impr
tools and sys
organizationa
executing oth
strategic proj
• Drives Wee
CS Cadences
QAMs, Town
proactively se |
| **Industry Expertise:** 🔗

Industry / technical understanding and knowledge of market & competitor etc....
Show more | • Limited interest or awareness of industry terminology, news and events around business operations, project coordination, program management and / or healthcare
• Basic familiarity with Microsoft Office suite, especially Excel | • Is somewhat aware of industry terminology, news and events around business operations, project coordination, program management and / or healthcare
• Strong understanding of Microsoft Office suite, especially | • Is beginning to understand Innovaccer markets, solutions, categories and business model
• Has strong understanding of excel & powerpoint (or G-suite tools) | • Fundamental understanding of tools like JIRA, Gainsight, Hubspot, Salesforce
• Understands Innovaccer markets, solutions, categories and business model
• Is experienced with analytical | • Sound understanding of tools like JIRA, Gainsight, Hubspot, Salesforce
• Begins to maintain some of the systems and tools
• Sound understanding of SQL, Python and of tools like JIRA, | • Works heav
done walkthr
JIRA, Salesfo
Gainsight; Ma
systems & to |

? Help

Steps:

1. **Go to**: https://innovaccer.latticehq.com
2. Click on People
3. Click on Grow
4. Go to Career Vision, click Edit
5. Capture Strengths, Development Opportunities (**3 areas to brood over**), Long term and short term career plan
6. Add Growth Areas from InGRAIN *(next slide)*

Steps:

1. Add Growth Areas from InGRAIN
2. Click to add competency
   e.g. Problem solving
3. **Add Title**
   e.g. Overcome roadblocks quickly
4. Add Description
   e.g. Learn to pre-empt problems in discussion with colleagues and manager
5. Add Growth Period
   e.g. 3 months
6. Add Actions
   e.g. Take at least 50% of automation tasks..

Doubt clarification around Employee performance and Development and reinforcement of learning | *Facilitated*

Conversation

1. Questions to ask the new hire
   a. Have you gone through the video Tutorial on InGRAIN?

   b. Did you review your track?
      i. If Yes, what did you learn about your competency expectations? Have you spoken to your manager about your expectations?
      ii. If No, ask for challenges if they're facing. Open lattice and quickly review it with them

   c. Have you attempted building Development plan around InGRAIN competencies?

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1.4

CPO Check in within ____ weeks of on-boarding |
Instructor Led

CPO drives for Director ++
Kim (SPOC PD) drives for rest hires

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Within 4 weeks of on-boarding | *Instructor Led*

1-0-1 with PX BP to check if Development plan is created

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1. 3 step approach to familiarize new hires with performance and competency progression

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FAQ (1 of 2 slides)

1. **How does one decide Beginner and Proficient levels for an individual? Who decides? When is this going to be decided and announced?**
   Ans. Beginner or Proficient would be decided by your manager based on your current competency levels and the potential for the future. Set up a 1-0-1 on Lattice and go over InGRAIN to understand which level you are at in your current role.

2. **Why do we need two proficiency progression at each level?**
   Ans. An individual matures in a role after repeatedly doing the role over a period. However, the individual may not fully be ready to take on a new or higher order role. This Rubric helps fill this gap by identifying an individual's competency movement by recognizing them as proficient and at the same time allowing time to start showcasing signs of the next level.

3. **Some cells with behavioral indicators of say Job Mastery have the same content between two levels. Why so?**
   Ans. Yes, your observation is right. Some cells across certain competency categories may have similar content for two reasons:
    i) in some cases the competencies may not differ significantly as we move to next level and hence an overlap;
   ii) the Rubric for a level has multiple competencies and hence while some may remain the same, other competencies differ or progress as we move ahead, and we need to be aware of those and begin to perform on those. It's worth noticing that sometimes the Job mastery may stay the same however other competencies differ from one level to the next and we need to advance our skill around those.

4. **There are too many competencies and a lot of expectations across these. How do I do all of this?**
   Ans. It might be overwhelming to see InGRAIN for the first time and see so many behavior/skill indicators against each competency. If you take some time and read through the expectations against your title, you'd realize that such detailed indicators make your life easy. It clearly shows what are the different things I need to do in my job and what additional I need to do for my growth and development to next level

5. **I don't see my Career Rubric currently, when do I get that?**
   Ans. Your Rubric is in the final stages of completion, come back next week to check.

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FAQ (2 of 2 slides)

1. **What if someone is in between Beginner and Proficient?**

   Ans. Go over the entire column of expectations under your title at each beginner and proficient level. Identify in each of these columns, behavioral indicators that you're performing well. You'd typically fall under the column which has maximum checks (ticks). In case of further clarity, talk to your manager to discuss and arrive at the beginner / proficient level.

2. **Is Manager to Senior Manager a promotion? Can I go to Associate Director directly from a Manager title?**

   Ans. Yes Manager to Senior Manager is a promotion. Please do note for promotion, one needs to have showcased performance against InGRAIN competencies achieved OKRs and there has to be a Business need

3. **Do we perform at all the expectations across 5 competency clusters before moving titles or there is a percentage say 70% expectation meet to move to the next title?**

   Ans. While one is expected to perform against the majority of the InGRAIN competencies, it is important to note that for different roles / titles there are critical competencies which one must excel in order to move to the next title (E.g. Young team members; Job Mastery is a critical competency whereas as you tenure People Manager needs Building & Supervising teams and Stakeholder Management as a critical competency. It could also be role specific.

   For a promotion, one must check all the indicators for the current level and demonstrate performance across critical competencies (e.g. Job mastery, stakeholder etc.) competencies of the next level

4. **How do I know my title? Where can I see these?**

   Ans. Through the 2022 increment letters we've communicated titles to all existing employees. For any confusion or missing information, please reach out to your PX BP and Kim.

5. **How much time does it take to move from one title to the next?**

   Ans. Promotions are not time bound rather milestone driven. Typically 12-18 months to prove oneself and have the right experiences to perform fully to the expectations of the next role. This may also vary depending on the level meaning entry level vs manager vs leadership level.

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Thank you!

Reach out to PX BP and Rubric Champions for questions around InGRAIN

Product Management

Varun	Aniruddha
Jess	Akhilesh
Sayyam	Kishan
Raj	Gaurav

Product Engineering

Anand	Manmeet
Vijendra	Ajay
Prasath	Dhruv
Shubham	Abhishek
Rahul	Krishna
Sasi	Sameer
Rohit	Kunal
Aneesh	Prasath

GTM

Adwait	Charu
Bharat	Apoorv
Shashank	Nikita
	Adrienne

Customer Success

Vikram	Deepak
Raju	Priyank
Dan Roberts	Drabir
Anchal	Vibhuti

People eXperience

Garima	Saqib
Siddharth	Anjali

Marketing

Hitesh	Prerna

Finance

Stephanie	Mahesh
Dan G	Dan C
Omar	Ajit

CMO

Dr Nace	Shobha	Gina

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