



zensar™



Implementation of the SGO Model

FAQ Document for Associates



Ownership Model

1. What are SGOs?

SGOs are “Strategic Growth Opportunities” which define areas of customer spend and business growth for Zensar. These SGOs will serve to focus our energies, resources, and investments to ensure the maximization of results and ROI. SGOs can also be understood as “Horizontal” service areas. SGOs were created last year, in line with our new organization strategy. There are 6 SGOs:

1. Experience Services
2. Advanced Engineering Services
3. Data Engineering & Analytics
4. Application Services (SaaS)
5. Application Services (ADM / AMS / Testing / Domain)
6. Foundation Services

2. What is the rationale of creating the SGOs?

SGO model is designed to address two primary drivers needed for our next phase of growth:

1. To bring more in-depth and focus into the identified technologies and service lines. Created a fully integrated unit comprising of practice and delivery coming together to bring seamless and greater value to our clients from Pre-Sales & Solution design to Delivery Experience.
2. To bring more rigor and focus to associates learning, collaboration, career growth, sense of ownership in specialist areas.

3. How will I benefit out of the SGO structure (What’s in it for me)?

Upskilling/Competency Building: With the SGO model, the focus has is on building relevant technical skills (in SaaS, Digital, AES, Data, App Services, CX, etc) to ensure client delight in the identified focus areas. This will lead to a well-trained (certified)/competent workforce.

Dedicated Communication Channels: The SGO leadership will ensure consistent communication through formal and informal connections (EBM’s/FGD’s/Reskilling initiatives/1-1’s/HR connects etc)

Increased growth opportunities: The SGO structure will bring growth to the Organization (in terms of newer clients, technologies, etc) that in turn will create newer career paths for Zensarians. Associates of the SGO will have access to mentoring opportunities by the SMEs, focussed career discussions and planning, and multiple opportunities to contribute to expanding the breadth of the SGO and initiatives contributing to fulfilment of organizational goals. All of these will lead to enhancement of the engagement levels and “happiness” at work.



4. What do we mean by SGOs owning the associates and how is it different from the current situation?

In the absence of the SGO/Horizontal structure till mid FY'22, most delivery associates were aligned to the verticals (HTM/CS/BFSI) and this alignment continued until the end of the project. Thus the associates were aligned to a unidimensional hierarchy dependent on the tenure of the project. With the introduction of the SGO structure last year, associates have been mapped to the SGOs basis their technical skills. This association is continuous and is not subject to the end dates of assignments. Even when deployed on projects, associates will continue to have a "home" in the SGO that they are mapped to, irrespective of the project being owned by Vertical or SGO. Each SGO is focused on building the skill/tech competency to futureproof Zensar's delivery excellence, enabling career development for its associates and resilience to deal with the changing technology landscape.

5. Does the SGO mapping change with changes in project allocation?

No, SGO mapping doesn't change with a change in allocation/end of the project. It is an association driven by the core technical skill set of the associate and therefore provides permanent residency to the associate during her tenure with the organization.

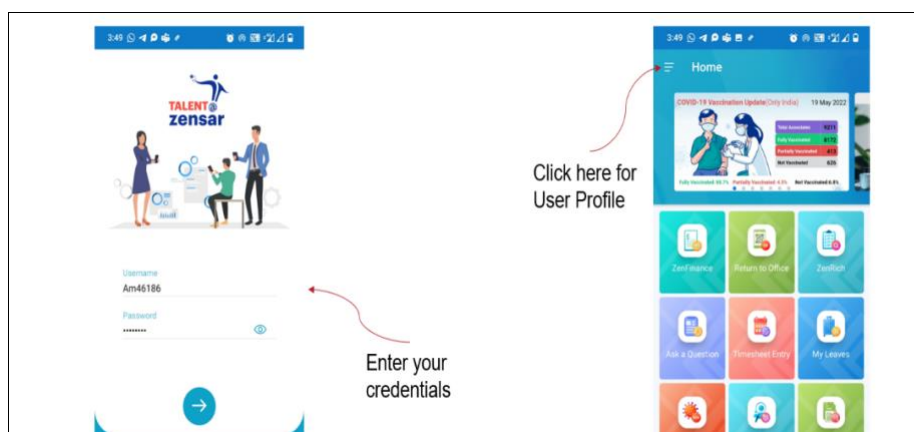
6. Does the "home" SGO have ownership of ensuring billability of associates?

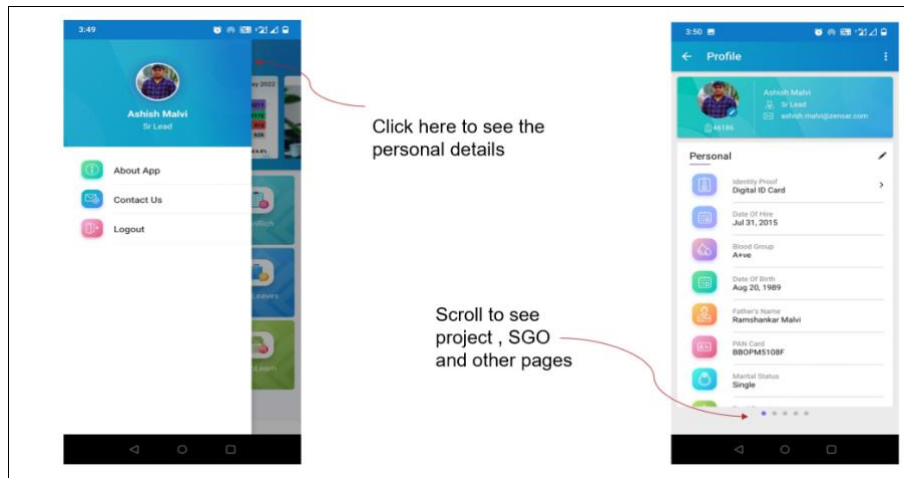
Yes, this is an important responsibility of the SGO in coordination with the Verticals. Associates mapped to any SGO will get opportunities to work on SGO-led projects/Vertical led projects in relevant technologies across Zensar. To do this effectively and efficiently, SGOs will need to plan and continuously focus on skilling, re-skilling, and up-skilling their associates in alignment with the market and organization's growth strategy in the relevant technology space.

IMPACT

7. How does an associate know which SGO she has been mapped to? And, by when?

Associate can view her SGO mapping in T@Z app effective 27th May. Please refer to the access path illustrated by screenshots of the app:





8. Will the associate's reporting change, as per this model?

There is no reporting change with this model coming to life. In fact, there is enhanced ownership for associates in technical roles. The project leadership provides oversight for operational matters like timesheets, leave management, expense claims etc. The SGO manager or the "home" manager provides oversight for matters pertaining to career planning, role rotation, technology mentoring, training and certifications.

9. When will this ownership model come into effect?

This model of ownership is live effective 27th May.

10. Can an associate request for a change in the SGO mapping on acquiring a set of skills different from the one possessed currently?

The TSC function will publish the norms for adjudicating requests for changing the SGO mapping due to changes in the skillset of the associate.

11. Will all fresh engineering graduates also be mapped to SGOs?

Yes, all freshers will be mapped to one or the other SGO depending on the skills acquired at the end of the mandated training schedule.

12. What will be the implication of this change for associates working in business enabling functions?

The SGO ownership model is only applicable to associates in the Delivery stream. This will not be applicable for associates in the business enabling functions.

13. Will this change be specific to any region or will it be applicable globally?

This ownership model will be applicable globally.

14. Would this lead to a change in my reporting relationship as it is set up today?

No, there would be no change in your project-specific reporting relationship.

15. Would this impact any responsibilities that my current manager has with regards to closing FY22 performance reviews, promotions, and compensation decisions?

No, the changes will only impact FY'23 processes onwards. Each process will be evaluated to incorporate the role of the SGO Home Manager appropriately for delivering high impact experience of the process. Revisions to the respective process workflows inclusive of changes in supporting systems will be communicated to all stakeholders for awareness and execution enablement.

16. Will SGOs be involved in deciding onsite opportunities and movements for associates?

Yes, SGOs will play a major role in rotations and also determining onsite opportunities for their associates. This is in keeping with their charter to ensure the ready availability of skillsets to staff projects globally at scale.

17. Will SGOs be responsible for associate trainings, especially for freshers?

SGOs will plan and execute initiatives to train, upskill and re-skill their associates (all levels) to meet the customer's expectations and the goals of the organization. These initiatives will be executed in partnership with Technical Training and TSC functions.

The training of freshers will be managed by the TSC function. However, respective SGOs will provide enabling support by defining the training curriculum, providing SME support as faculties for training, post-training assessment support, and deployment opportunities on completion of training.

18. Whom should I reach out to, in case of any questions about this change?

The following DLs have been activated for responding to queries from associates regarding the model and the implications for them. All questions will be responded to by the members of the DL within 48-72 working hours of receiving the request.

SGO	DL
AES	AESConnect@zensar.com
DE&A	DE&AConnect@zensar.com
Enterprise SaaS_Oracle and SAP	ORCSAPConnect@zensar.com
Enterprise SaaS_SFDC	SFDCCConnect@zensar.com