

PROFILE

Capt. Sanjay Mukerjee



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Apercu : An assiduous & humane veteran, both a seasoned **People & Culture** leader and a being with values & ethos in personal walk of life. Gathered experiences vide exposures in diverse & varied geographical, educational and professional backgrounds, with Armed Forces forming the building blocks of the voyage. Possess adequate business acumen, blended with level-headedness & talent focus, for adding value to organization(s), in today's **VUCA** (*Volatile, Uncertain, Complex & Ambiguous*) world. Adeptly managing various **Human Capital** domain facets for the past **23+ Yrs.**

Career Objective :

- Act as a fulcrum in organizational dynamics & processes, to facilitate positive business results & human capital growth.
- Achieve self-goals thereon, with professional acumen; an ever-positive attitude; never say die spirit & esprit-de-corps.
- Strive for work profile elevation; enhancement and enrichment of professional (*business/organizational strategems*) and personal (*psychological/metaphysical*) vision, via collaborative efforts, evolved competencies & diligent emotional intellect.

Education :

Category	Diploma / Degree	Institute / University	Year
Professional	PGDBA [<i>Post Graduate Diploma in Business Administration (HRM {Major} & Marketing {Minor})</i>]	MIM (<i>Maharishi Institute of Management</i>), Maharishi Nagar, Noida [U. P.], INDIA	1999
	DHMCT & AN [<i>Diploma in Hotel Management, Catering Technology & Applied Nutrition</i>]	IHM (<i>Institute of Hotel Management</i>) Lucknow, Aliganj, Lucknow [U. P.], INDIA	1997
Scholastic	B. A. (Pass) [<i>Bachelor of Arts (English, Hindi, Eco & History)</i>]	School of Correspondence Courses & Continuing Education, University of Delhi	1996

Competencies :

A. Professional/Functional/Role –

**Organisation Development,
Culture & Change Management**

- Understanding of the need and requirement of organizational change. Capability to have on ground implementation of subjective knowledge and interventions to bring about collaborative/participative leadership and development of employees.

**Manpower Planning; Talent
Acquisition, Development &
Employee Life-cycle Management**

- Expertise of conceptualising and executing/facilitating employee engagement activities. Ability to understand queries, working patterns/functionalities of other domains and act as interface between employees and various departments.

Learning & Development

- An effective communicator with clarity in both forms, verbal and written. Efficacy in report generation and professional handling of up/down ward information flow. Excellent relationship building and interpersonal skills by valuable interaction with both external and internal customers.

**Associate Wellbeing, Relations,
Engagement & Connect**

**Organisational and Intra / Inter
Departmental Communication,
Co-ordination & Collaboration**

- Formulation and implementation of organizational systems, processes and procedures, to facilitate smooth overall Intra/Inter Departmental functioning.
- Diverse educational/professional/geographical backgrounds, entailing human psyche understanding, for conflict resolution and help act as a sounding board, so as to have a cathartic effect on team members/employees, while counseling.

**Policies & Processes (SOPs)
Conceptualisation, Comprehensive
Roll Out & Establishment**

- Managing entire gamut of administrative functions. Defining plans, policies and strategies for greater functional/operational effectiveness, resource deployment and subsequent support to internal customers/employees for optimum output.

**Coaching & Counseling; Conflict
Resolution & Management**

- Strive to provide best working environment, through excellent facilities and infrastructural support within organizational parameters to meet internal customer's expectations and act as enablers in Business Continuity Process(es).

**HR Cost (SWB) Budget & Analysis;
Transactional HR Administration**

- Maturity to differentiate between cost saving and optimization. Judicious utilization of allocated cost, emphasizing on optimization & efficacy, without compromising on key deliverables, to derive maximum satisfaction from the internal stakeholders.

**HRIS & HRMS; Transitional &
Transformative Human Resource**

B. Behavioural/Values/Traits –

- Planning – Organising – Execution – Control ;
- Process & System Oriented – Think & then Act ;
- Camaraderie – Team Spirit – Service Orientation ;
- Inspiration to be a Doer – Conviction – Creating Impact ;
- Customer Centricity – Collaboration – Building Capability ;
- Humane – Empathy & Mutuality – High Emotional Quotient [EQ] ;
- Analytical – Eye for Detail ; Problem Resolving – Crisis Management ;
- Adaptability ; Patience – Perseverance ; Astute Listener – Quick Learner ;
- Efficacy in Communication – Co-ordination; Team Player & Leadership ;
- Multi-Tasking – Handling diverse faceted issues – Result/Solution Oriented ;
- Strategic – Ideation – Connectedness – Analytical – Achiever (Clifton Strengths).

Organizational Contours :

1. Apollo Hospitals Enterprise Ltd. 16 Sep 2019 – Till Date

Headquartered in Chennai, India, Apollo Hospitals is Asia's foremost integrated healthcare services provider, which has a robust presence across the healthcare ecosystem. It is the country's 1st Corporate Hospital chain (est in 1983) and is the largest [Units : 72; Beds : 12K+; Employees : 70K+ (Doctors, Nurses, Paramedics & Management staff)] private healthcare service provider, acclaimed for pioneering the modern healthcare revolution.

(a). Corporate Human Resources 13 Jun 2022 – Till Date

Role & Designation : Lead – Labour Law, Statutory Compliances & General Affairs (pan India) / **General Manager Industry / Location :** Healthcare (Corporate Office) / Chennai, Tamil Nadu, INDIA.

(b). Apollomedics Super Specialty Hospitals 16 Sep 2019 – 12 Jun 2022

Joined this 330 bedded multi-specialty, state of art joint venture unit of Apollo Hospitals Enterprise Ltd. & Medics International Lifesciences Ltd., the 1st organized corporate and an Apollo hospital (2nd in North India) in the capitol city of Uttar Pradesh, to strategise, promulgate, steer & lead their Human Capital function, including L&D and organizational Cultural aspects, in challenging & dynamic regional demographics.

Role & Designation : Head of Department / General Manager – Human Resources
Industry / Location : Healthcare (Multi-specialty Hospital unit) / Lucknow, Uttar Pradesh, INDIA.

Key Highlights : (a). Integration & Alignment of unit SOPs (Policy & Procedures) with Apollo corporate ones. (b). HR Tech Transformation – Implementation of KRONOS & Excelity (Attendance & Payroll) software. (c). PMS Transition (Performance Management System) – Manual to Corporate governed, online module. (d). HR Cost %age Ratio (Salary, Wages & Benefits)/Revenue – FY 2022_23 : 15% (YTD May 22); FY 2021_22 : 13%; FY 2020_21 : 15.4% & FY 2019_20 : 23.2%.

2. Yuken India Ltd. 01 Jan 2019 – 14 Sep 2019

Joined this 1976 established manufacturing entity to establish, steer and lead their HR philosophy & practices, including Industrial Relations, Learning & Development, Employee Health & Safety, Physical Security and Administration & Facilities aspects. The organization has a technical collaboration with Yuken Kogyo Company Ltd., Japan (global leaders in Oil Hydraulic Equipment) and is listed on BSE with good track record of rewarding Investors. It is also ISO-9001:2015 certified for all its manufacturing facilities.

Role & Designation : Head of Department / General Manager – Human Resources & Administration
Industry / Location : Manufacturing (Engineering & Machine Tools) / Malur (near Bengaluru), Karnataka, INDIA.

Key Highlights : (a). Renewal of Worker's Union Agreement negotiation(s) for the Year 2019, including long term Wage Settlement and other Charter of Demands. (b). Initiated PDP (Policy Deployment Plan–KRA/ KPI setting, Measure Definitions & Progress Review Process) exercise for HoDs & Above. (c). Employee Skill Level Enhancement by structured Learning Modules implementation. (d). Implementing of HRIS & HRMS. (e). Reduction of HR overheads.

3. Marriott International Inc. 02 Jul 2014 – 31 Dec 2018

Joined Starwood Hotels & Resorts Worldwide Inc., and went to Kingdom of Bhutan as part of the pre-opening Team to open their first hotel in the country with largest room inventory. After having spent a little more than 02 years, transferred back to India, as the property HR leader, to steer the ramp-up phase of the property. Amalgamated both the legacies' (Marriott & Starwood) culture, since their merger w.e.f. 23 Sep 2016.

(a). Sheraton Hyderabad Hotel [a unit of SAMHI Hotels (Ahmedabad) Pvt. Ltd.] 10 Aug 2016 – 31 Dec 2018

Joined this 272keys, the 2nd managed Sheraton of the country as the second HR leader and Executive Committee team member of the property. It is a leading business hotel in the IT hub of the city which became operational on 01 June 2015, with facilities of swimming pool, spa, and three F&B outlets, club lounge and bar services, offering local and international cuisines and drinks to its valued Guests.

Role & Designation : Head of Department / Assistant Director of Human Resources
Industry / Location : Hospitality (5 Star Business Hotel unit) / Hyderabad, Telengana, INDIA.

Key Highlights : (a). Led the **Integration & Change Management** process, post-merger of **Marriott** and **Starwood**. (b). **SWB (Salary, Wages & Benefits) Cost %age to Revenue : Year 2018 – 21.5%; Year 2017 – 26.92% & Year 2016 – 33.13%.** (c). **Attrition : Year 2018 – 23%; Year 2017 – 31.6% & Year 2016 – 36%.** (d). **Associate Training Hours Year 2018 – 51h (Actual) against 50h (Budgeted).** (e). **MPFI (Management Positions Filled Internally) : YTD 2018 – 52%.** (f). **Associate Career Development (transfers within Marriott properties on promotion) YTD 2018 : Transfer In – 21 & Transfer Out – 18.** (g). **2018 Marriott AES (Associate Engagement Survey) score : 100 (Year 2017 & 16 – 93).**

(b). Le Meridien Thimphu [a unit of BHUTAN Hotels Pvt. Ltd.] 02 Jul 2014 – 09 Aug 2016

Joined this 78keys, first property of legacy Starwood Hotels & Resorts Worldwide Inc. in the country with largest room inventory, as the pre-opening member in the senior leadership team. It is a business cum leisure hotel which became operational on 25 Dec 2014, with facilities of swimming pool, spa, two restaurants, lounge and bar services, offering local and international cuisines and drinks.

Role & Designation : Head of Department / Human Resources and Talent Development & Culture Manager
Industry / Location : Hospitality (5 Star Leisure Hotel unit) / Thimphu, KINGDOM OF BHUTAN.

Key Highlights : (a). **ExComs & HoDs** on board by **end of Sep** and rest of the **Team Members** by **end of Nov 2014**, targeted **30 days** prior to opening of the hotel. (b). **Staggered hiring** ensured **lower payroll cost**, much below the Pre-Opening and Operational budgets. (c). Against **Govt. approved 21 Expat positions**, hired **only 16**, localized the remaining with **Nationals**. (d). Opened the hotel with **112 FTEs**, against pre-opening Manpower Budget : 147. (e). Successfully managed the hotel operations in **Year 2015 (1st Year of Operations)** with an **Average Monthly FTEs : 131**; against Budget : 156. (f). Launched **Starwood Careers' GMAP [Graduate Management Associate (MT) Programme]** in a country **outside India** for the first time in the **South Asia Region**. **Seven (07) GMAs** selected [*Five (05) internal Associates*]. (g). **Attrition : Year 2015 – 13.75%.** (h). **StarVoice (Associate Engagement Score) : Year 2015 – 91.66.**

4. Friends Alloys 02 May 2013 – 01 Jul 2014

Role & Designation : Consultant – Human Resources, Infrastructure Management & Physical Security
Industry / Location : Manufacturing (Foundry) / Baddi (near Chandigarh), Himachal Pradesh, INDIA.

5. Ananda in The Himalayas [a unit of IHHR Hospitality Pvt. Ltd.] 27 Jun 2011 – 01 May 2013

Role & Designation : Head of Department / Head – Human Resources
Industry / Location : Hospitality (5 Star Destination Spa Hotel unit) / Narender Nagar, Uttarakhand, INDIA.

6. Sistema Shyam Teleservices Ltd. (MTS) 10 Aug 2009 – 26 Jun 2011

Role & Designation : Vertical Head / Senior Lead
Industry / Location : Telecom (Mobile & Internet Service provider) / Okhla, New Delhi, INDIA.
Area of Responsibility : Delhi – NCR and Haryana.

7. Reliance Money Ltd. 29 Oct 2007 – 30 Apr 2009

Role & Designation : Zonal Manager [South] / Manager
Industry / Location : Financial Services (Online Trading & Distribution) / Bengaluru, Karnataka, INDIA.
Area of Responsibility : Andhra Pradesh, Karnataka, Kerala and Tamil Nadu.

8. ICICI Lombard GIC Ltd. 19 Dec 2005 – 28 Oct 2007

Role & Designation : Area Manager [North – II] / Manager
Industry / Location : Financial Services (General Insurance) / Ludhiana, Punjab, INDIA.
Area of Responsibility : Punjab, Haryana, Himachal Pradesh, Jammu & Kashmir and Chandigarh.

9. The Indian Army 01 Nov 1999 – 30 Sep 2005

Substantive Rank : Captain [completed the mandatory engagement period, 05Years of Short Service Commission]
Date of Commission : 02 Sep 2000 [Post 10 months of training at O.T.A. (Officers Training Academy), Chennai (T. N.)]
Unit / Regiment : 22nd Battalion, The Rajput Regiment.
Locations of posting : (I). Kanpur [Uttar Pradesh] / 09 Months. (II). Suratgarh [Rajasthan] / 33 Months. / Tenure (III). Jammu [Jammu & Kashmir] / 18 Months.
Key Highlights : (a). Quarter Master (Logistics & SCM Officer) of the Unit. (b). Participated in Op-Parakram. (c). 'A' Grade in Military Tactics, YO – 96 [Young Officers Course, Infantry School, MHOW (M.P.)].

Personal Dossier :

Date of Birth/Family : 21 Aug 1975. Married [Mother : 76Yrs (stays in Lucknow), Wife (stay-at-home) & Sons – 02 (school going)]
Leisure time Interest(s) : Traveling, Trekking & Amateur Photography; Reading; Socializing; Philately & Numismatics.
Permanent Residence : Tarak Bhawan, 2nd Floor Sridhar Complex, 48 Tarak Mukerjee Road, Lucknow [U. P.]. PIN–226 018.