



Bench Policy

DOCUMENT CONTROL

DOCUMENT NAME	Bench Policy
ABSTRACT	This document details the Policy and Guidelines on our Bench Policy and establishes the steps that users should follow to initialize, support, and move Invenio employees to the bench.
DOCUMENT REFERENCE	

AUTHORISATION

Process Owner	Reviewed By	Authorized By
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SECURITY CLASSIFICATION: Company Confidential

DISTRIBUTION LIST

Master IT Department Copies

Electronic only

VERSION HISTORY

VERSION	DATE	PREPARED BY	CHANGES C REASONS FOR CHANGE
Draft 1.1	18 Dec 2024	Richard Miller, Jeevraj Pimpare, Tracey Roberge	Initial policy drafting and implementation.
Final 1.1	3 March 2025	CEO, CTO, HoD, RMG,MD, HoC,	Final

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Policy Overview

The **Invenio bench policy** has been developed to manage employees who are not currently assigned to billable client work or funded internal projects as authorized by the CEO\Directors — referred to as being "on the bench." The policy has three main objectives:

1. **Maintaining Profitability and Margins:** By effectively managing bench time, the company can reduce non-billable hours and improve margins.
2. **Attracting and Retaining Talent:** Providing opportunities for employee development, upskilling, and career growth makes the company more attractive to potential and current employees.
3. **Effective Use of Talent and Resources:** During bench periods, employees are encouraged to engage in development activities, work on internal projects, or contribute to product development, ensuring their skills and capacity are put to productive use.

The policy not only helps Invenio manage resources efficiently but also focuses on employee development and marketability, ultimately benefiting both the company's profitability and talent retention efforts.

1. Bench Duration

- **Time Limits:** Policy will specify how long an employee can be on the bench before actions are taken, such as assigning them to internal projects or rotating them to different teams. The following guidelines and actions should be taken when an employee is assigned to the bench.
 - **Within 5 business days**, employees on the bench are required to:
 - Update their CVs or resumes with the most recent project assignments, certifications, or learning experiences.
 - Update their skills profiles in Darwinbox, including proficiency levels and any new certifications.
 - This ensures that the RMG team and Practice Directors have an accurate understanding of the employee's current skillset and career desires, which helps in placing them on new projects efficiently.
 - **Within the first 60 days of being on the bench**, employees are expected to:
 - Work with Practice Managers/Directors: Collaborate on identifying educational opportunities for upskilling, based on the demands seen by the RMG and delivery leadership in the project pipeline.

- **Actively Reach Out:** Employees should connect with Program Managers, Project Managers, and Service Delivery Managers to see how their skills can be used during downtime.
- **Review Internal opportunities:** Practice Directors/CTO team assignments, which may include:
 - Small internal projects
 - Preparing demo systems
 - Developing content for proposals
 - Participating in internal product development

2. Resource Allocation and Training

- **PTO:** Many employees may be rolling off of long term or challenging projects and are encouraged to use any accumulated leave time. They should work with their L1 managers to coordinate and approve such time. The use of PTO will help them to ‘refresh’ before undertaking training, or new assignments.
- **Skill Development:** Employees on the bench are encouraged to use their downtime for professional development, such as completing certifications, learning new tools, or attending workshops. This time is to be coordinated and approved by the Practice Directors as well as the Training Academy. *Any self-study* should result in the consultant developing materials that may be used by others. This should be coordinated via the Training Academy.
- **Cross-Training:** To enhance employability across a wider range of projects, consultants shall be offered the chance to cross-train in new modules, submodules, or technical areas depending on the employee’s career goals and pipeline defined by delivery leadership.

- **Mentorship:** Senior staff shall provide guidance and mentorship to employees on the bench to ensure that they are ready for new opportunities. Senior employees on the bench shall mentor others in the organization. Additionally, senior staff (senior consultants and above) are expected to work with the Talent and Acquisition Team on L1 interviews for prospective employees.

3. Internal Projects (Product Development)

the company directors may fund

new product development which is coordinated through the CTO's office.

Employees on the bench should actively seek these assignments where practical.

4. Bench Performance Monitoring

- **Bench Review Meetings:** The RMG will produce a weekly report to circulate with Delivery Leadership via the Global PMO to identify projects where these resources may be used. Employees are expected to do regular check-ins with Practice Directors to ensure proper utilization and upskilling is occurring. Additionally, if any blockers exist, these teams can help to address them.
- **Tracking / Reporting:** Tracking metrics related to bench utilization, time spent on the bench, and redeployment success rates will be part of internal performance metrics and recorded in OpenAir.
- **Pro-active Engagement:** Employees are encouraged to follow the bench policy diligently by updating their resumes, pursuing internal opportunities, and engaging in upskilling or training. Should an employee face challenges in adhering to these guidelines, we will work collaboratively with the Practice Director and the Head of Delivery and Services to provide support. We value proactive efforts and are here to assist in ensuring everyone finds the right opportunities for growth and contribution.

5. Proposed Communication to Employees on the Bench

Hi (Name),

Your allocation on (project name) had ended as of (date). Your efforts and contributions to your project have not gone unnoticed. Thank you! As you are now considered to be on the bench, please follow the guidelines below to expedite placement on a new project:

1. **One on One** – Please setup a one on one with your direct manager and/or Practice Director to discuss your career desires and growth opportunities as well as to learn about the needs of the business to align your training with our joint goals.
2. **Resume** – you are required to update your resume based on your latest experience and share it with RMG. The resume template is attached. This is to be completed within **5 business days**. Be sure to include your latest project achievements and any new certifications you may have obtained since the last update. Be sure the resume is representative of your skills and is written such that it can be presented to prospective clients for placement on projects.
3. **Skills** – update your latest skills and certifications in Darwinbox. Please login to Darwinbox and follow – Profile >> Personal Details >> Experience C Skills >> Click on “Add” button. Please be sure to update your ‘level of proficiency’ as well as any new skills you may have obtained since your last update. This includes any certifications. You may be asked to provide proof of certifications for our records.
4. **Schedule time off**. After a long engagement, you may be tired, please take this opportunity to recharge and schedule your annual leaves by coordinating with your L1 or Practice Managers.
5. **Timesheets** -
 - a. **Internal: Unassigned-Bench Time** - book your bench time under this project code in OpenAir. Please include any notes on activities you are performing while on the bench (updating resume Presales, Product development, etc.)
 - b. **Timesheet submission** - Timesheet needs to be filled regularly with due diligence at the end of the week with clearly citing the tasks performed every day.
 - c. **Resignation only** - If you have resigned and serving notice, whilst you are on the bench, it is important that you book your time until your LWD in the organization.

- d. **Presales** - If you are working on any RFP/RFA/RFI, please do let RMG know. RMG team will assign you the relevant project code subject to approval from the Presales team.
 - e. **Internal project** - If you are working on any internal project (usually under the direction of the CTO), even on an ad-hoc basis, you should inform RMG. We will assign you the relevant code to book the time. This time must be approved in advance by the CTO as he has a limited budget for product development.
 - f. **Holiday calendar** - follow the holiday calendar based on your base location and be available during the general shift.
- 6. **Darwinbox** -Review Darwinbox for accuracy; if a practice manager or a dotted line manager has been mapped incorrectly, please reach out to RMG to correct the same.
 - 7. **Training** - while on the bench, it is your responsibility to get yourself aligned with various training programs to upskill/reskill yourself. You need to touch base with your Practice Manager and the Academy team to explore the training opportunities for yourself. These requests will be reviewed based on our sales pipeline to help with your placement on a new opportunity.
 - 8. **Certifications** – Renew your certifications and update the same over Darwinbox.
 - 9. **Other Training** – while on the bench it is a good time to do any internal trainings such as the Prevention of Sexual Harassment, Compliance Trainings, etc.
 - 10. **Train Others** – Involve with Academy team to impart the trainings to junior associates.
 - 11. **New opportunities** - Stay connected with RMG and Practice Directors and Project Managers to find and explore new opportunities for you. You should reach out at least weekly to identify areas where you may be of assistance with other engagements.

Please DO NOT work on any assignment before consulting with RMG as you need to record your time properly in OpenAir for proper expense alignment.

Key Contacts:

- Project staffing and opportunities: Practice Manager / Practice Director / ibs-rmg@Invenio.com
- Timesheets/OpenAir: open.air@invenio-solutions.com
- Training: academy@invenio-solutions.com

- Darwinbox/leave/holiday calendar: admin.darwinbox@invenio-solutions.com
- Talent/Academy contact Stephanie Smith (stephanies@invenio-solutions.com).
- People Services, contact Katy Quilter (kquilter@invenio-solutions.com) or your HR Business Partner.

While you're temporarily on the bench, we see this as a valuable opportunity for you to focus on further enhancing your skills and exploring areas that align with upcoming opportunities. This period can be a great way to build on your expertise, whether through internal projects, training, or certifications that will set you up for future success.

We encourage you to take full advantage of this time to sharpen your skills or engage in activities that can help you grow professionally.

If you have any ideas or areas you'd like to explore, please don't hesitate to reach out. We're here to support you and ensure you're ready to take on your next challenge with us.

Thank you for your continued dedication, and we are looking forward to seeing how you grow during this time.