

# SUHAIL BASHA

Senior Human Resource Manager & Employee Relations Head, India

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- Dynamic and strategic HR leader with a proven track record of elevating organizational performance and fostering high-impact, people-centric cultures. As an expert in **Employee Relations, Talent Management, and Organizational Transformation**, I excel at addressing complex challenges with innovative, results-driven solutions.
- Recognized as a **Culture Architect** and **Retention Strategist**, I specialize in crafting and implementing policies that drive engagement, enhance employee well-being, and align seamlessly with business objectives. My expertise spans **Performance Management, Succession Planning, Crisis Resolution**, and **Global ER Standardization**, ensuring consistency and compliance across diverse markets.
- With a commitment to excellence, I bring a **Data-Informed, Empathetic** approach to **Coaching** leaders, **Resolving Conflicts**, and navigating **Change Management** initiatives. My collaborative leadership style empowers teams to thrive, fosters transparency, and cultivates an inclusive environment where talent flourishes.
- Highlights include leading large-scale **Workplace Investigations**, designing globally consistent yet locally compliant **HR Policies**, and spearheading **Employee Wellness** and **Talent Development** programs that deliver measurable impact on retention, satisfaction, and organizational resilience.
- I am dedicated to driving transformative HR strategies that not only address today's challenges but also position organizations for sustained success in the future of work.

## PROFESSIONAL SUMMARY

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- Transformational HR leader with over 7 years of expertise in driving strategic initiatives across **Performance Management, Succession Planning**, and **Talent Development** to fuel organizational growth and resilience. A recognized **Culture Architect** and **Retention Strategist**, I specialize in building inclusive, high-performing workplaces through innovative HR solutions and forward-thinking leadership.
- Renowned for **Grievance Resolution, Workplace Investigations**, and **Crisis Management**, I deliver unbiased outcomes that reinforce trust, integrity, and compliance. My expertise in **Global ER Practices** and **Policy Standardization** ensures seamless alignment across geographies, while my passion for **Employee Wellness** and **Talent Management** fosters engagement and sustainable retention.

### Highlights include:

- Leading complex and sensitive employee investigations
- Pioneering globally consistent yet locally relevant HR policies, driving efficiency and compliance at scale.
- Designing succession planning frameworks that build future-ready leadership pipelines.
- Leading impactful change management initiatives, ensuring seamless transitions with minimal disruption.
- Driving cross-functional collaborations to deliver measurable improvements in retention, performance, and employee satisfaction.
- As a trusted advisor to leadership, I bring a blend of **Strategic Vision, Data-driven decision-making**, and **Empathetic Coaching** to empower teams, champion **Innovation**, and cultivate a **Culture Of Excellence**. My commitment to balancing employee advocacy with business imperatives consistently delivers transformative results.

## SKILLS

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**Technical Skills:** Talent Management, Employee Relations, HR Strategy, Performance Management, Change Management, Talent Acquisition, Employee Engagement, HR Policies, HRIS, Labor Relations

**Core Competencies:** Strategic HR Leadership, Employee Engagement and Retention, Change and Culture Management, Stakeholder Management, DEI Program Design S Implementation, Leadership Influence S Stakeholder Collaboration, Performance Management, Policy Development, Succession Planning

**Soft Skills:** Communication, Leadership, Problem-Solving, Teamwork, Adaptability, Negotiation, Conflict Resolution, Empathy, Time Management, Emotional Intelligence

# WORK EXPERIENCE – 7+ years

Mar 2025 - Present

## Senior Human Resource Manager

SizeUp Software Services (Bangalore, India)

### • Strategic Workforce Insights and Retention:

- 1) Analyzed trends in employee turnover and identified critical areas for intervention, developing data-driven retention strategies that reduced attrition and enhanced employee tenure.
- 2) Conducted stay interviews and exit analyses to uncover root causes of turnover, translating insights into actionable engagement and retention plans.
- 3) Crafted well organized EWS plan to determine the stability of employee with 100% intervention.
- 4) Data driven implementations for better results.

### • Employee Relations and Grievance Management:

- 1) Acted as the first point of contact for employees to voice concerns, fostering an open environment for communication. Mediated complex disputes between employees or teams, addressing conflicts, rebuilding trust, and ensuring alignment with organizational values.
- 2) Analyzed grievance trends to proactively implement preventive measures, such as updating policies, conducting training sessions, and launching employee awareness programs.

### • Investigations and Compliance:

- 1) Led comprehensive and impartial investigations into workplace concerns, including harassment, behavioral issues, and policy violations, ensuring strict adherence to employment laws and corporate ethics.
- 2) Partnered with legal, compliance, and ethics teams to ensure investigations were regulatory-compliant and aligned with organizational standards.
- 3) Delivered actionable post-investigation recommendations, addressing root causes to mitigate recurrence and enhance workplace integrity.

### • Employee Lifecycle Management:

- 1) Oversaw end-to-end employee lifecycle processes, including onboarding, internal movements, confirmations, and exits, ensuring seamless and positive experiences.
- 2) Streamlined and standardized HR operations for designated business units, enhancing efficiency and alignment with organizational goals.

### • Employee Engagement and Communication:

- 1) Designed and executed dynamic programs to foster a collaborative and engaging workplace culture, such as team-building activities, recognition initiatives, and well-being campaigns.
- 2) Led communication forums, including town halls, surveys, and workshops, to amplify employee voices, gather feedback, and drive continuous improvement.
- 3) Established recognition frameworks to celebrate employee achievements and milestones, strengthening morale and loyalty.

### • Workplace Culture and Inclusion:

- 1) Implemented initiatives to nurture an inclusive, positive, and high-performing workplace culture, embedding values of collaboration, respect, and innovation.
- 2) Partnered with leaders to deliver training programs that promoted diversity, equity, and inclusion, driving cultural transformation.

### • Performance and Talent Development:

- 1) Collaborated with managers to design and implement performance management frameworks, aligning employee objectives with business strategies.
- 2) Delivered coaching and feedback sessions to empower employees, enhance skill development, and build a robust talent pipeline.

### Data-Driven Decision Making:

- 1) Utilized analytics and dashboards to track employee engagement, grievance resolution timelines, and other key HR metrics, providing actionable insights for leadership.

### Talent Acquisition

- Led recruitment strategies, vendor management, and employee referral programs, resulting in enhanced hiring efficiency and cost optimization.
- Participation in recruitment drives across the country including job fairs.

- Forecasted and fulfilled manpower requirements, developing strategic sourcing mixes and conducting workforce productivity analyses.

**Achievements:**

- **Karnataka state business award** for Excellence in HR & Team Development 2025.

**Deputy HR Manager (Contract)**

Oct 2024 – Mar 2025

Conneqt Business solutions (Bangalore, India)

- Led a team of 5, managing HR operations for 800+ employees, ensuring smooth onboarding, grievance management, and exit processes, reducing attrition by 35%.
- Conducted post-salary sessions addressing salary grievances and resolving conflicts, enhancing employee satisfaction by 50%.
- Planned and directed employee engagement based on interests, boosting morale and retention.
- Planned Reward & Recognition programs (Extra Mile Award, Spot Award, Monthly Champ, Quarterly Champ), increasing satisfaction survey scores by 50%.
- Authored HR SOPs for different departments, to maintain consistency in HR operations and compliance.
- Supervised comprehensive training programs, including sexual harassment awareness and anti-drug/alcohol use, achieving 100% employee participation.
- Directed a retention plan based on trends from EWS connects, reducing attrition rates.
- Partnered with senior leaders to develop corporate and HR policies and procedures.
- Created business partnerships and built trust with HR executives and employees, resolving grievances and conflicts by 35%.
- Identified performance issues, rewarded high performers, and aligned leader's actions with business strategy.
- Authored the Passion Club initiative, allowing employees to pursue interests in dance, music, sports, photography, and art.

**Assistant Project Manager (Regular + Free lancing)**

Jul 2024 - Jan 2025

Indian Institute of Technology Bombay (IIT Bombay). (Mumbai, India)

**HR Generalist**

- Acted as the primary point of contact for resolving employee concerns, grievances, and disputes, cultivating a transparent and supportive work environment.
- Designed and implemented tailored HR policies that aligned with the dynamic needs of a startup environment, ensuring scalability and compliance with industry standards.
- Mediated conflicts between employees and teams, fostering collaboration and mitigating disruptions to productivity.
- Provided coaching and advisory support to managers on sensitive matters such as disciplinary actions, performance improvement plans, and terminations, ensuring fairness and alignment with organizational values.
- Monitored and reported grievance trends and compliance metrics, equipping leadership with actionable insights for continuous improvement.
- Conceptualized and executed high-impact employee engagement programs, including team-building activities, recognition platforms, and wellness initiatives.
- Launched "Pulse Check" surveys and focus groups to understand employee sentiment, translating feedback into actionable engagement strategies.
- Designed and implemented a startup-focused performance management system, ensuring transparent goal setting, regular feedback, and meaningful appraisals.
- Delivered workshops and one-on-one coaching sessions to enhance managerial capabilities and align individual growth with business objectives.
- Created scalable HR policies and procedures tailored to the unique challenges of a startup, ensuring alignment with legal requirements and industry benchmarks.
- Collaborated with legal advisors and compliance teams to establish workplace standards and mitigate risks associated with rapid growth.
- Standardized onboarding, exit, and performance review processes, ensuring a consistent and professional employee experience.
- Partnered with founders and department heads to forecast workforce needs, optimize resource allocation, and support expansion plans.

**Senior Specialist, India**

Jun 2018 – Jul 2024

[24]7.ai (Bangalore, India)

• **Employee Engagement S Culture Champion:**

- 1) Executed groundbreaking initiatives such as **Happy Hearts** and **Just 16**, leveraging actionable data insights to achieve

**94%+ ESAT** scores over five consecutive years, significantly boosting employee morale and reducing attrition.

2) Pioneered innovative engagement platforms, including **I'M Culture**, **HUM Premier League (HPL)**, and **Passion Clubs**, achieving a **93.5% satisfaction rate** and reducing engagement costs by 29%, while fostering a collaborative and vibrant workplace culture.

#### • Retention Strategist:

1) Orchestrated retention strategies that reduced average monthly attrition by **1.3%** in FY23, **Saving \$125K Annually** and stabilizing workforce strength during critical business cycles.

2) Conceptualized and implemented the **Trainee Experience Framework**, introducing 19 interventions that reduced trainee attrition by **3.8%**, resulting in **\$275K in Annual Savings** and enhancing onboarding satisfaction rates.

3) Led data-driven **Stay Interviews** and **Exit Interviews** projects, uncovering root causes of attrition and developing personalized retention plans that increased employee tenure and fostered citizenship behavior.

#### • Workplace Investigations and Grievance Management:

1) Directed complex and high-stakes **Investigations** into **Sexual Harassment**, **Behavioral** concerns, and **Policy Violations**, ensuring unbiased resolutions that safeguarded employee trust and organizational compliance. Collaborated with **Ethics and Legal** teams to address policy matters, regulatory compliance, and controls.

2) Created a transparent and empathetic **Grievance Management Framework**, resolving cases swiftly and fairly, enhancing employee confidence in HR processes, and reducing repeat grievances by **23%**.

#### • Performance Management and Coaching Excellence:

1) Overhauled **Performance Management Frameworks**, introducing **SMART** goal-setting, regular feedback mechanisms, and 360-degree reviews, leading to a **21%** improvement in overall employee performance ratings.

2) Provided **Coaching** and **Mentoring** for senior leaders and HR teams, fostering leadership development and ensuring consistent application of performance standards, resulting in a **15%** improvement in managerial effectiveness.

#### • Global Leadership and Standardization:

1) Spearheaded the **Global People Review Project** across India, the Philippines, and LATAM, collaborating with the Global CHRO to align regional HR practices with global objectives, enhancing governance and operational synergy.

2) Designed and deployed globally consistent yet locally adaptable HR policies, improving policy adherence rates by **27%** and ensuring seamless HR operations.

#### • Crisis Management and Business Continuity:

1) Managed multifaceted crises, including **Medical Emergencies**, **Mental Health** challenges, and **Business Continuity Disruptions**, ensuring employee safety and operational resilience with minimal downtime.

2) Established robust **BCP frameworks** that enhanced organizational readiness, reducing response times by **32%** during critical incidents.

#### • Change Management Advocate:

1) Led organizational restructuring initiatives, including **Manpower Rationalization** and **Process Optimization**, embedding robust change management practices that increased operational efficiency by **19%**.

2) Managed transitions with minimal disruption, achieving a **95%** employee retention rate during restructuring phases.

#### • Talent Development and Pipeline Building:

1) Developed comprehensive **Succession Planning Frameworks**, identifying and grooming high-potential talent, resulting in a **28%** increase in internal promotions and a strengthened leadership pipeline.

2) Delivered targeted **Development Programs** that enhanced leadership capabilities and aligned talent growth with business objectives, reducing external hiring costs by **22%**.

#### • Employee Wellness Advocate:

1) Designed and launched **Wellness Programs**, addressing physical, mental, and emotional well-being, leading to a **16%** increase in productivity and a **35%** reduction in wellness-related grievances.

2) Cultivated a workplace culture of **Inclusion** and positivity, reflected in consistently high **Employee satisfaction scores**.

#### • Cross-Functional Collaboration:

1) Partnered with HODs and senior leadership on **Workforce Planning**, **Risk Mitigation**, and **Retention Strategies**, ensuring alignment with long-term business objectives and reducing staffing gaps by **18%**.

2) Facilitated seamless cross-departmental collaborations, driving innovative solutions and enhancing **Operational Efficiency**.

#### Achievements:

• Conceptualized and implemented the globally acclaimed **Top 10 People Practices** including Supervision Governance Model, Employee Experience Framework delivering measurable improvements in employee engagement and organizational outcomes.

- Developed and implemented a **Grievance Redressal Framework**, reducing case turnaround time.
- Revolutionized engagement strategies with the launch of '**Just 16**' Program providing actionable insights to enhance retention, satisfaction and employee well-being
- Successfully resolved **High-risk employee relations cases**, maintaining compliance with local labor laws and organizational policies.
- Inducted into the **Founders Forum** (2022), an exclusive league for Top Global Talent celebrating exceptional leadership S contributions to organizational excellence
- **Most Promising Debut 2019** – recognized for delivering outstanding performance within the first year at [24]7.ai
- **Leadership Excellence Award 2023** – honored for demonstrating exceptional leadership S strategic HR contributions
- **Best Team Award 2023**

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## Digital Interaction Specialist, India

[24]7.ai (Bangalore, India)

Sep 2017 – Feb 2018

- Managed telecom operations for customer service, maintaining accurate records of employees and channel partners.
- Ensured client requirements adhered to regulations and guidelines, enhancing compliance.
- Addressed negative performance trends and behaviors, implementing improvement action plans.
- Coordinated smooth transitions between different departments; conducted post-salary sessions to address payment grievances.
- Developed weekly and monthly projections for effective planning and resource allocation.
- Addressed annual maintenance queries for timely resolutions for the Employee queries.
- Implemented Reward & Recognition programs (Extra Mile Award, Spot Award, Monthly Champ, Quarterly Champ), increasing employee satisfaction.

## EDUCATION

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### MBA (HR & Marketing)

PISM, Bengaluru North University  
(2021)

### B.Sc.

Kalinga University, Raipur (2017)

## Certifications

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- **Blueprint**, [24]7.ai
- **Bedrock**, [24]7.ai

## Projects

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- A study on Work-Life Balance
- A study on usage of Solar water heater usage in Bengaluru City
- PHO (Pre-Hire orientation)

## LANGUAGES

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English, Hindi, Kannada, Telugu and Urdu