PS ANUJ KUMAR

Associate Project Manager

Human Resource Transformations

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# Career Summary

HR Transformation & PMO professional with 14+ years’ experience driving digital HR solutions, shared services transitions, and payroll implementations across India, EMEA, and LATAM. Proven track record in delivering global projects on time, improving process efficiency, and enabling scalable HR operations using BPMN 2.0, APQC, and Lean Six Sigma frameworks.

# Core Competencies

HR Transformation | PMO Governance | Process Documentation (BPMN 2.0, SIPOC, VSM) | Shared Services Transition | Payroll Implementation | APQC Process Framework | Change Management | Stakeholder Engagement | Service Catalogue Design | HR Operations

# Technical Skills

BPMN 2.0 | Lean Six Sigma Green Belt | PRINCE2 Certified | Visio | PCMM | APQC | HR System | Business Analysis | Excel & Smartsheet

# Professional Experience

*“Leading enterprise-wide HR transformation initiatives across payroll, service delivery, and relocation for 13+ countries, impacting compliance, efficiency, and scalability.”*

## Associate Project Manager | Otis Global Service Center | bangalore Apr 2023 – present

I am currently leading three high-impact initiatives under Otis' **Colleague Services Transformation** program:

1. Workday Connected Payroll 2. Full Colleague Services Transformation 3. Payroll Service Relocation

**Workday Connected Payroll (WCP) Project:**As part of Otis' global payroll transformation agenda, I am leading the implementation of **ADP Celergo**, fully integrated with **Workday**, to replace fragmented, country-specific payroll systems with a standardized, compliant, and scalable global solution.

1. I led the end-to-end implementation of ADP Celergo across six African countries—South Africa, Namibia, Kenya, Botswana, Egypt, and Morocco—solving the challenge of non-standardized, legacy payroll systems and ensuring compliance across diverse regulatory environments.
2. I served as the Single Point of Contact (SPOC) for these countries, acting as a bridge between local payroll teams, Otis’ global transformation office, ADP (the technology vendor), and in-country payroll experts.
3. I facilitated collaboration across 15+ internal and external stakeholders per country, resolving cross-border challenges, maintaining governance, and enabling smooth go-lives with zero critical incidents post-deployment.
4. I drove the successful integration of Workday with ADP Celergo, ensuring accurate, automated data flows through standardized interfaces and rigorous testing protocols—resulting in a 20% reduction in payroll discrepancies and improved SOX audit readiness.
5. I played a key role in standardizing payroll operations across Phase 1 countries, reducing manual effort by approximately 40% and improving payroll cycle times by up to 30%.
6. I am currently leading the Phase 2 rollout in Estonia, where I am conducting risk assessments, aligning local statutory needs with global design standards, and updating the global implementation playbook to guide future rollouts across the EMEA region.

**Full Colleague Services Transformation (FCS) Project:**Whilst the **Workday Connected Payroll (WCP)** project focused on standardizing global payroll systems, the **FCS project** aimed to streamline HR operations by identifying administrative tasks performed by local HR teams and transitioning those responsibilities to the **India Hub** (Bangalore Shared Services).

1. I led the assessment, transition planning, and execution for HR administrative processes across seven countries in Phase 1: South Africa, Namibia, Kenya, Botswana, Egypt, Romania, and Bulgaria (2023–2024).
2. I collaborated closely with local HR leaders to identify the full scope of administrative activities—from contract generation and letter issuance to policy updates, employee correspondence, reporting, and other recurring operational tasks.
3. I was responsible for process documentation using detailed flowcharts and SOPs, performing impact assessments, and understanding localized nuances in employment contracts, labor policies, and compliance requirements.
4. I ensured the India Hub team fully understood and absorbed each process by leading knowledge transfer sessions, facilitating user acceptance testing (UAT), and managing structured change communication plans to minimize disruption.
5. I supported the transition through the hyper-care phase, ensuring service continuity, stakeholder alignment, and issue resolution during the stabilization period.
6. In 2025, I am now leading the FCS transition for Sweden, applying lessons learned from Phase 1 to refine onboarding frameworks, enhance process readiness assessments, and strengthen change enablement.

**Payroll Service Relocation (PSR) Project:**

This initiative was designed as a **“lift-and-shift” transformation**, relocating core payroll responsibilities from non-HR functions to the centralized India Hub. The source countries included **Bahrain, Kuwait, Saudi Arabia, Qatar, and the UAE**, where payroll had historically been managed by admin, finance, or operations staff—functions for whom payroll was not a core responsibility.

1. I led the transition of payroll processes from non-HR functions to the India Hub across five Gulf countries, ensuring operational continuity and stakeholder alignment throughout the process.
2. I mapped end-to-end payroll processes across the **pre-payroll, payroll run, and post-payroll** lifecycle, capturing every activity performed locally to ensure full visibility and accountability during the transition.
3. I led the creation of comprehensive process documentation and flowcharts, ensuring each country's unique statutory and business nuances were fully captured and understood by the India Hub team.
4. I facilitated knowledge transfers (KTs) between local teams and the shared service center, validating coverage of all critical activities and ensuring readiness to assume responsibilities without service disruption.
5. I embedded the **shared services ethos** by identifying and transitioning all administrative tasks indirectly owned by other functions (e.g., finance or admin), driving efficiency and role clarity across the organization.
6. Through this initiative, I supported the long-term goal of **enhancing operational focus, governance, and service quality** by aligning payroll ownership with specialized teams.

## Project Manager- human resource | Conduent, Inc. | Bangalore Sep 2014 – Apr 2023 Joined as Contractor | Progressed through 4 promotions to Project Manager

I began my journey with the organization in 2014, when it was still operating as Xerox Business Services, joining as a contractor to support fundamental HR operations. My early responsibilities included maintaining employee master data in Excel, digitizing new hire documentation into the HCM and payroll systems, and handling employee correspondence and letter issuance.

1. In 2015, as the company transitioned into Conduent and introduced the Shared Services operating model, I was selected as part of the pilot team tasked with operationalizing this new framework—a pivotal shift in the company’s HR delivery model.
2. Over nearly a decade with the organization, I was promoted four times, reflecting both performance and the growing complexity of my responsibilities:

* From Contractor → Senior HR Executive (Contractor to FTE-Oct 2015)
* From Senior HR Executive → HR Specialist (Oct 2015-Mar 2018)
* From HR Specialist → HR Operations & Delivery Analyst II (Mar 2018- Apr 2022)
* Ultimately promoted to Project Manager – Human Resources (May 2022- Apr 2023)

**Process Documentation & Service Catalogue Development – LATAM & India Hub**

In my final role with the company, I was engaged to bring visibility and structure to the already operational Shared Services Hubs in Latin America ([Colombia](https://www.google.com/search?sca_esv=7b702b328b277ae5&rlz=1C1CHBF_enIN1109IN1109&cs=0&sxsrf=AHTn8zq9Q-cjSQNrmbv9IX8leLo7z9yA-Q:1745076055872&q=Colombia&stick=H4sIAAAAAAAAAOMwVGK0_MUo7pxfmldSVKmgr-CTWJKZp-CYm1qUmZz4i4kj3tUvxDMkMn4DC-MrFk4udv1cfYOs9JRXLFxcHCC2oWlaEYJTYFgG55iWGRogOIUVhnCOUbZhEpxjnGGUjDDAzBRhgHlJeRVCJqfYCCFTmZOFZJpFNsKeZHOTVyzcXJwgTpKlQXwRnGdoVl5VjrDWxDQeyd0WxQjzzIvyEJwKI0O4CSkGJlVmCBPSK3MQ9haZl8DDJ8c4Ay5hUpZugdBinpcL55gVGyD0Z5inWb5i4eHiAltakFEZb7mIlcM5Pyc_Nykz8RabJEOYX_jn5zJuh6bZi8Wu4MyRkFq1u05py5o3kzjYobE3iYMXJfYAxPIeL90BAAA&sa=X&ved=2ahUKEwi8v6jzsuSMAxW0RWcHHSyKOUgQ7fAIegQIABAF), [Guatemala](https://www.google.com/search?sca_esv=7b702b328b277ae5&rlz=1C1CHBF_enIN1109IN1109&cs=0&sxsrf=AHTn8zq9Q-cjSQNrmbv9IX8leLo7z9yA-Q:1745076055872&q=Guatemala&stick=H4sIAAAAAAAAAOMwVGIyNP3FKO6cX5pXUlSpoK_gk1iSmafgmJtalJmc-IuJI97VL8QzJDJ-AwvjKxZOLnb9XH2DrPSUVyxcXBwgtqFpWhGCU2BYBueYlhkaIDiFFYZwjlG2YRKcY5xhlIwwwMwUYYB5SXkVQian2AghU5mThWSaRTbCnmRzk1cs3FycIE6SpUF8EZxnaFZeVY6w1sQ0HsndFsUI88yL8hCcCiNDuAkpBiZVZggT0itzEPYWmZfAwyfHOAMuYVKWboHQYp6XC-eYFRsg9GeYp1m-YuHh4gJbWpBRGW-5iJXTvTSxJDU3MSfxFpskQ5hf-OfnMm6HptmLxa7gzJGQWrW7TmnLmjeTONih0TeJgxcl-gCdG5Hb3wEAAA&sa=X&ved=2ahUKEwi8v6jzsuSMAxW0RWcHHSyKOUgQ7fAIegUIABCOAQ) , Mexico and [Dominican Republic](https://www.google.com/search?sca_esv=7b702b328b277ae5&rlz=1C1CHBF_enIN1109IN1109&cs=0&sxsrf=AHTn8zq9Q-cjSQNrmbv9IX8leLo7z9yA-Q:1745076055872&q=Dominican+Republic&stick=H4sIAAAAAAAAAOMwVGIyNP_FKO6cX5pXUlSpoK_gk1iSmafgmJtalJmc-IuJI97VL8QzJDJ-AwvjKxZOLnb9XH2DrPSUVyxcXBwgtqFpWhGCU2BYBueYlhkaIDiFFYZwjlG2YRKcY5xhlIwwwMwUYYB5SXkVQian2AghU5mThWSaRTbCnmRzk1cs3FycIE6SpUF8EZxnaFZeVY6w1sQ0HsndFsUI88yL8hCcCiNDuAkpBiZVZggT0itzEPYWmZfAwyfHOAMuYVKWboHQYp6XC-eYFRsg9GeYp1m-YuHh4gJbWpBRGW-5iFXIJT83Mw8YD3kKQakFpUk5mcm32CQZwvzCPz-XcTs0zV4sdgVnjoTUqt11SlvWvJnEwQ6Nx0kcvCjxCADdKSJp6AEAAA&sa=X&ved=2ahUKEwi8v6jzsuSMAxW0RWcHHSyKOUgQ7fAIegUIABC4AQ)) and India, where a lack of standardized documentation and governance limited management’s ability to understand existing workloads or systematically onboard new processes from country HRBPs.

1. I began by assessing the current-state landscape and **mapped all HR administrative processes using the APQC Process Classification Framework (PCF)**. This enabled a consistent, global taxonomy and the foundation for a comprehensive **Service Catalogue**, classified into four hierarchical levels for clarity and scalability.
2. To drive both visibility and depth, I implemented a **three-stage process documentation approach**:

* **SIPOC models** to provide high-level stakeholder clarity and define process boundaries
* **Value Stream Mapping (VSM)** to identify process inefficiencies and opportunities for optimization
* **Detailed flowcharts based on BPMN 2.0** standards for deep-dive analysis and operational standardization

1. I also facilitated the **setup of a lightweight PMO function** using existing internal resources, defining roles, responsibilities, and cadence. This team was tasked with ongoing engagement with HRBPs to identify and transition additional administrative processes into the hub.
2. At project completion, we had:

* A **centralized Service Catalogue** representing existing workloads
* **End-to-end documentation** for each process using globally recognized frameworks
* A **functioning PMO** equipped to drive future transitions
* And an established **governance cadence**, ensuring continuous collaboration between country HRBPs and the Shared Services team—sustainable even beyond my direct involvement.

## Executive, human resource | Reliance Life Insurance | Bangalore Mar 2013 – Jun 2014

I worked as a field-facing HR generalist supporting high-volume sales operations across two states, handling both employee lifecycle and compliance-related responsibilities.

* I facilitated onboarding, induction, and documentation for new hires, and ensured timely creation of employee records in the HCM system.
* I collected and validated payroll inputs, supported ESIC, PF, and statutory compliance processes, and handled exit formalities including F&F and asset recovery.
* I managed day-to-day employee support for travel, incentives, recognition, and benefits, while coordinating training nominations and collecting feedback.

## Executive, payroll operations | TeamLease Services | Bangalore Feb 2011 – Mar 2013

I supported payroll processing for multiple clients within a shared services environment, ensuring accuracy, timeliness, and compliance with client-specific SLAs.

* I managed end-to-end payroll cycles, including input validation, salary computation, and payment coordination using Excel and in-house HR systems.
* I created payroll calendars and SLAs tailored to each client’s preferences and ensured adherence to timelines across stakeholders.
* I resolved employee payroll queries through a ticketing system, contributing to service consistency and operational continuity.
* I prepared monthly invoicing and ensured payment tracking aligned with service delivery milestones.

# Education

## PGDM (Equivalent to MBA) | Human Resource- Full Time | SIMS, affiliated to AICTE, New Delhi 2008 – 2010

## Bcom | Business Management-Full Time | CMD PG College, GGU University, Bilaspur, Chhattisgarh 2004 – 2007

PRINCE2® 2017 Practitioner | AXELOS Global | Remote 2019

Certified Lean Six Sigma Green Belt (CLSSGB) | Academy division of TÜV SÜD South Asia | Remote 2023

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