

RASAGJNA PRAYAGA

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Languages spoken:

English, Hindi, Telugu, Tamil

Countries worked in: India, USA, & business stints in LATAM & EU

- 15 years of rich experience • Greenfield HR operations set-up expertise • Global exposure
 - End-to-end HR gamut management pedigree • Successful leadership stakeholders' management track record
 - Played sheet anchor in large scale insourcing deals, for successful staff merger and seamless transition
 - Multitude of roles held, with accountability for Change Management & Harmonisation, Org Design, Culture transformation, Talent Management & Engagement, Workforce Planning & Resource Management
 - Adept at working in matrix Organisations, establishing valued relationships and anchoring leadership coaching, enabling digital solutions to employee processes to further business agenda
 - Thomas Intl, & MBTI certified, Six Sigma professional, qualified Design Thinking practitioner, ISABS member
 - All through recognised as a high potential contributor. Received multiple internal and client awards, for HR support in deal due diligence, insourcing, resource augmentation, engagement and process transformation
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CAREER SNAPSHOT

Director – People, MESA region, Smollan India

Since Feb 2019

Drive an overall People excellence agenda, and future-proof the Organisation

My broad priorities are:

- (a) digital re-imagination of critical processes for building efficiencies, and making the People function deft
 - (b) put in place mechanisms to measure effectiveness of all People interventions, & drive continuous improvements
 - (c) building a high performance, agile and open culture
- Reimagined end-to-end employee lifecycle, identified People processes for digital makeover: > 10000 man hours of efficiencies created
 - Org-wide role-grade-competency benchmarking and standardisation exercise taken up, that feeds into career pathing, talent mobility, and workforce planning: Succession readiness index for mid, senior roles at 75%
 - Initiated a campaign to induce aspirational role tagging, and conversations for development: 100% top talent in mid and senior levels covered in first leg. > 40% immediate talent, aging in roles for 3 - 4 years moved to new assignments
 - Deployed two bespoke programs for mid-level managers & senior leaders in association with premier institutes in India. Action learning projects knit to track RoI: 4 sponsored initiatives running post-facto
 - Initiated Corporate Communications in the region: calendarised connects, mass-personalised campaigns launched, leading to 6.5% YoY increase (2018 – 2020) in satisfaction score on this front
 - Employer Branding strategy renewed, Top Employers' award won 3 straight years
 - Affirmative Action charter launched: Gender balance in mid-tier positions a focus area (F:M ratio brought up to 1:3, from 1:5), Differential Hiring as another focus, ~500 frontline members from no/single-income families employed post training
 - Overhauled region-level committees, and equipped with decision-authority for grievance resolving, resulting in 100% closure of matters (zero non-recurrent in last twelve months) with > 35% TAT improvement
 - Reviewing C&B structures for various levels to introduce flexible benefit options, accompanying flexi work routines for office staff

Head of Talent, MESA region, Smollan India**July 2018 - Jan 2019****Set the tone to draw contextually relevant, scalable, new age talent practices in the region**

- Anchored the EVP redefining exercise at region level, and moderated Focus Group Discussions (>90% positive feedback rate)
- Liaised with RASCI (Retailers Association's Skill Council of India) to assess and jointly certify entire field personnel at the bottom of the pyramid: ~9000 covered
- High potential engagement and retention framework drawn, with a bouquet of privileges ear-marked: recognised as one of the best-in-class initiatives at a group level. 7% incremental positive engagement score received, and attrition <4% (>50% improvement in 1 year)
- New R&R program conceptualised, launched across the region
- Put in place focused development program for all mid and senior layers, as a part of which risks assessed and mitigation plan put in place
- Medium-agnostic onboarding journey mapped, by each career stream & role level, with game-based online assessments to gauge assimilation: >95% positive feedback rate; 25% faster TAT for reaching threshold performance levels on-the-job
- Enabled amends to all existing employee/workplace policies to support fresh perspectives: benchmarked with best-in-class
- Set in motion monthly vendor audits: deviations curtailed by >30% post twelve months' period
- Played a part in setting up the CSR foundation, and regularizing funds flow to various activities across identified themes

Lead, HR Strategic Programs & Change Management, TCS**March 2016 - July 2018****Steer flagship HR programs' design and deployment, and RoI tracking**

- (a) Drove the reimagination of the performance enablement landscape at Organisation level
 - Responsible for the entire cycle: from drafting a blueprint of the new philosophy and framework, to erecting the bespoke system
 - Career streams and roles revised as a starting point: Performance parameters, required competencies mapped, role descriptions refreshed
 - New performance philosophy crystalised in collaboration with stakeholders from business leadership and support groups
- (b) Set in motion the HR Analytics team, creating roadmap for the initial 12 – 18 months, in liaison with different functional groups and relevant business teams to chalk out opportunities
 - Steer the current state study of HR reporting, and identification of opportunities for consolidation
 - Data sources, manipulation efforts involved and analysed: needs-to-output map created & overlaps recognised
 - Structure formalized, members assessed, & put into reporting, visualization and analytics/insights streams
- (c) Anchored the design of middle managerial layers' development and succession planning model in Agile project management scenario: reviewing key competencies, assessment applications, feedback dialoguing and setting up learning paths towards aspirational roles

HR Head –Enterprise Business Process Services unit, TCS**Oct 2014 – Feb 2016****Led end-to-end HR efforts for the conglomerate BU (~9000 manpower)**

- 22% positions fulfilled through internal mobilization, of which 31% moved to higher billing projects
- Focus groups put in place to improve engagement: attrition brought to <14% (from ~18% in previous FY); <1% hipot attrition
- Finance & Accounting domain-level learning plan created, individual skill gap analysis made & 87% successfully put through; 40% improvement in impact assessment scores
- Sales leadership selection tightened (selected as a best practice and replicated across all units)
- HR communication efforts reinvented, resulting in 4% YoY improvement in engagement scores

HR Head – Analytics & Insights unit, TCS
Led end-to-end HR efforts for the BU (~4000 manpower)

Jul 2013 – Sep 2014

- Retail Analytics course introduced, MoUs signed with 7 institutes in Karnataka, 19 in Gujarat
- Fulfillment metrics base-lined: grew to >85% within TAT, from < 70%
- Attrition brought down to 15.5% by FY14 end, from 19.7% in previous FY
- Performance Coaching workshops launched: resulted in 47% reduction in band disagreements
- Domain-intensive training programs grew up by 50+%; unique coverage went up to 42% from <20%

Regional Lead, Resource Management Group, TCS
Drove workforce planning and resource management efforts in North America for the largest business unit (on-site manpower increased @ 23% Y-o-Y avg, between FY 11 & FY 13)

May 2010 – June 2013

- Enabled 80% visa utilization overall during the stint; 7000+ resources made L, H visa-ready in total)
- Maintained all vital resourcing parameters: (from 35%-65% senior-junior ratio, brought up to 31%-69%; off-shore leverage at 80%+; on-site utilisation of 95%+; 3% reduction in sub-contracting staff resulting in reduced costs; 17% decrease in allocation TAT of new joiners)
- Played a key role in regularizing staffing vendor audits, and contract renewals. Led online tool deployment that enabled streamlining requirements sharing and CV solicitation, shortlisting

Branch Lead, Talent Acquisition Group, TCS
Spearheaded end-to-end Talent Acquisition services & Induction

July 2008 – April 2010

- Branch ramped up to a tune of 45% YoY in this period during with a mthly avg' of 175 joiners
- Facilitated interviewer trainings, mock drills and calibration, to effect consistent, rightful selection
- Optimised source mix with < 10% dependency on Vendors, > 35% through employee referrals, > 45% home-grown channels, bringing down CPJ by > 55%

Regional Lead, Resource Management Group, TCS
Set up the function focused on drawing annual workforce plan, devise internal staff augmentation, structure rationalization, competency management

June 2007 – April 2009

- Augmented internal mobilisation to the tune of 25%; unit-level utilisation > 94%; Span of Control @ bottom of the pyramid improved from < 1:8 to > 1:13; > 85% of the staff tagged to respective roles & competencies mapped
- Hi-potentials' management and career counseling: >30% of aging hipots moved to new assignments

Team Member, Talent Acquisition Group, TCS
Augmented the entire team for Chennai BPO unit which was ~15 by end of stint, with clear role descriptions

Jan 2006 – May 2007

- Set-up end-to-end hiring process, established online MIS to track efficiencies
- Kick-started campus hiring for the unit, having formulated the Academic Interface Program (AIP)

Business HR officer, TCS

May 2005 – Dec 2005

- Responsible for managing employee welfare, engagement, performance enhancement & retention activities for a business unit, ~1000 staff

ACADEMIC DETAILS

2003 – 2005	Master of Business Administration:	PSG Institute of Management Studies, Coimbatore (TN), India – Anna University
2000 – 2002	Bachelor of Business Management:	P.B. Siddhartha College of Arts & Science, Vijayawada (AP), India – Nagarjuna University