

ANNUITIES BENE SERVICES DUE DILIGENCE - AS IS ANALYSIS REPORT

12-Jan-2021 to 04-Feb-2021

Feb 08th 2021



PROCESS OVERVIEW AND WORKFLOW

PROCESS OVERVIEW AND SIPOC – FOLLOW UP LETTERS



Process Overview

Prudential receives notification of death through various methods, undeliverable mail/returned check process, DOI reporting, or via natural reporting (someone calls, emails, mails or faxes Prudential with a death notification). Follow-up procedure applies to all death notices, except for those received via RSA.

Follow-up Claims team will attempt to locate beneficiaries on each contract in which Prudential is notified of death. If there is any contact with the beneficiary, or someone representing the beneficiary, they will send three follow up letters after the last contact, once every 30 days. If they are unable to determine a beneficiary to claim funds, the money will be paid to the APO team at Prudential.

Prudential Delivery Location in the U.S.



Dresher

3 FTEs currently on WFH

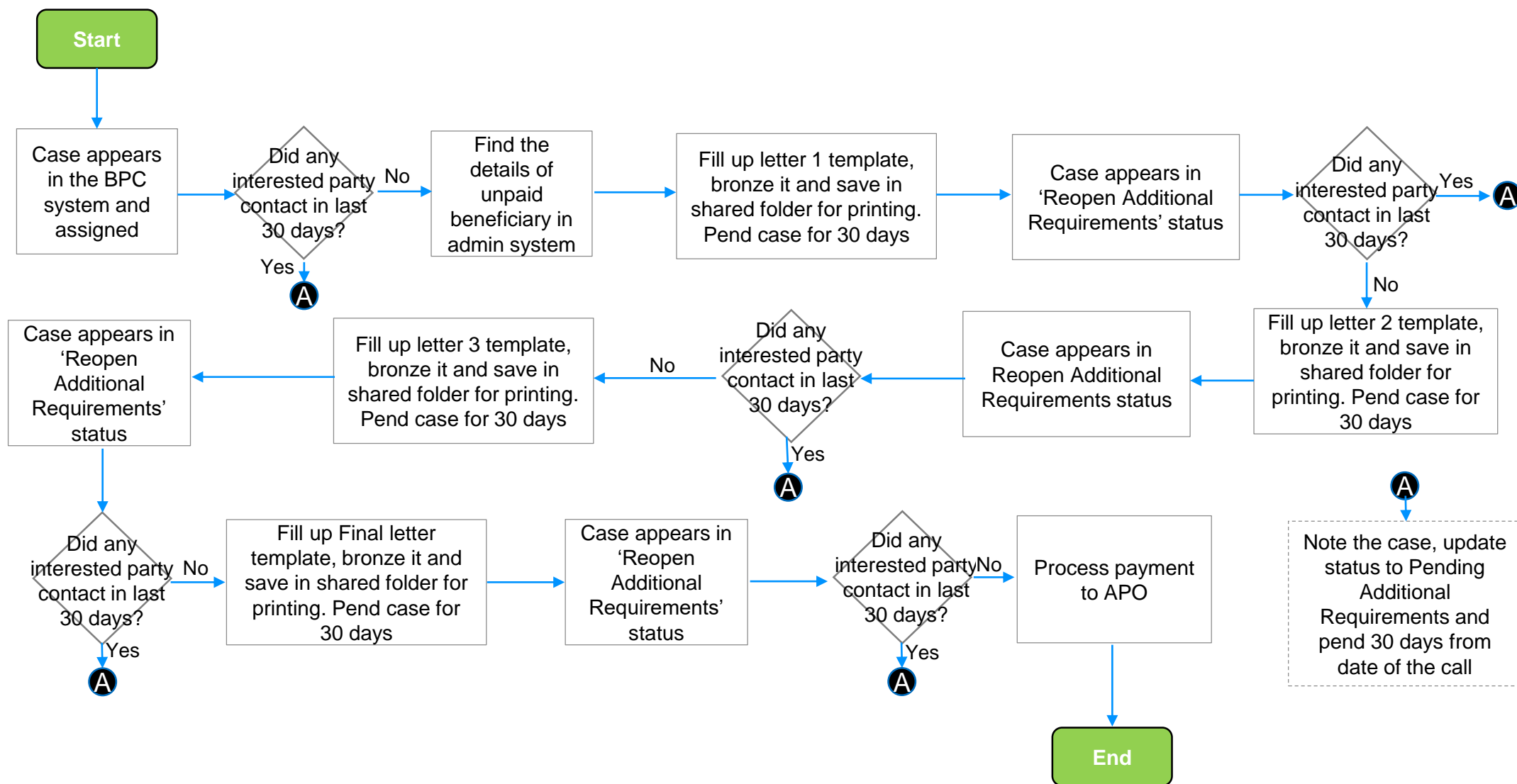
SIPOC (End-to-End)

Supplier (S)	Input (I)	Process (P)	Output (O)	Customer (C)
Contact Center	Undeliverable mail/returned check	Review notes for any contact by Interested party	Letters to Beneficiaries	APO
Scanning and Indexing	DOI reporting	↓ If contact found pend case for 30 days	Payment to APO	Beneficiaries
		↓ Send 1 st , 2 nd , 3 rd and Final Follow up letters and pend for 30 days after each letter		
		↓ Pend case for 30 days if contacted anytime after the letter was sent		
		↓ If no contact 30 days after the final letter. Process payment to APO		
	Calls			
	Emails			
	Mails			
	Faxes			
	Death Certificate			

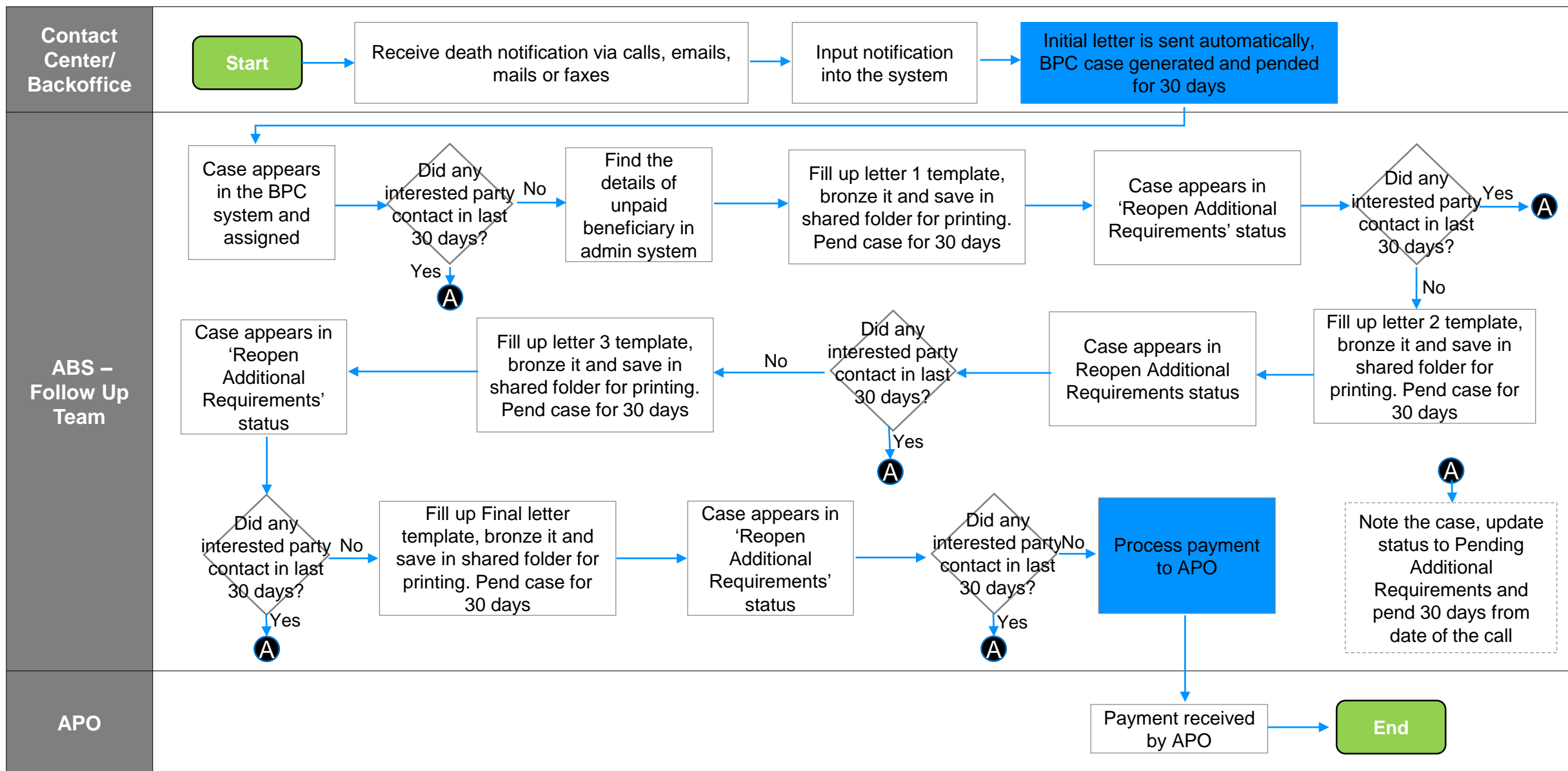
HIGH LEVEL PROCESS MAP – FOLLOW UP LETTERS



ABS –
Follow Up
Team



PROCESS WORKFLOW– FOLLOW UP LETTERS



PROCESS OVERVIEW AND SIPOC – APO



Process Overview

Contracts become payable to APO when the 30/30/30 Days Follow Process has expired or the Outreach Process has expired.

The APO (Abandoned Property Operations) is responsible for obtaining sufficient proof of death. The team also ensures that the correct number of reach outs were made before processing the payment to APO. They research for the email address of the Beneficiary and also send email if required. If no positive contact is made they process the payment to APO and share the updates with Tax and APO unit.

Prudential Delivery Location in the U.S.



Dresher

3 FTEs currently on WFH

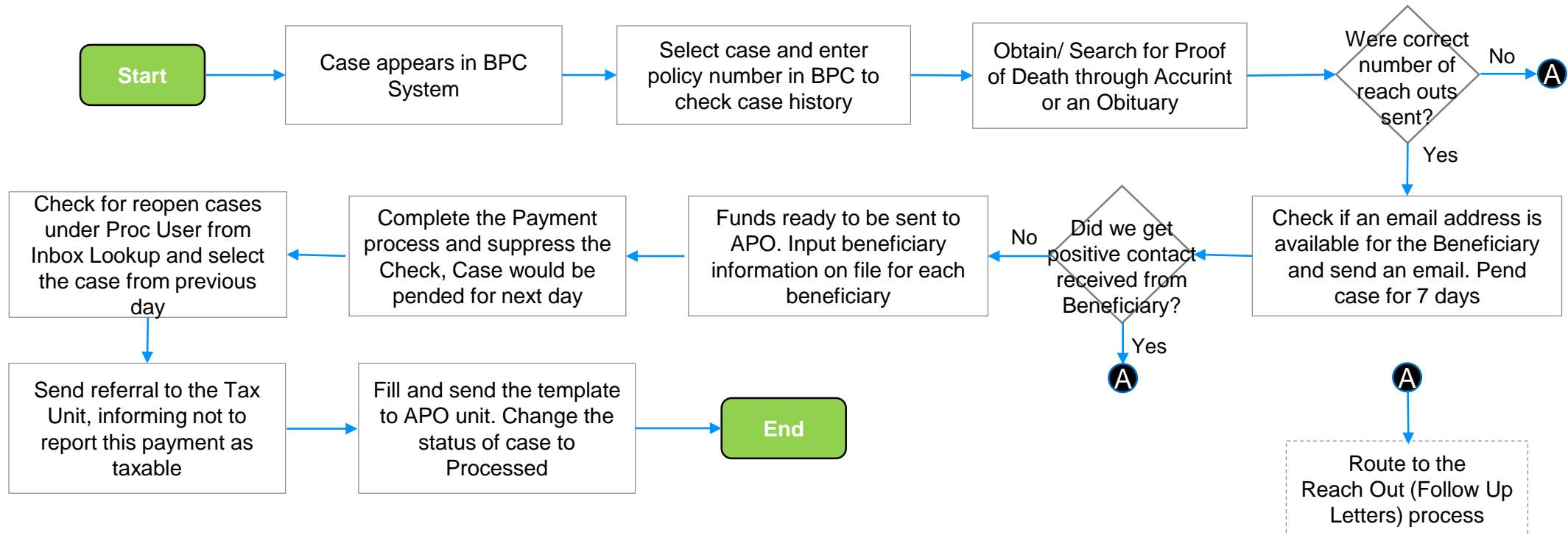
SIPOC (End-to-End)

Supplier (S)	Input (I)	Process (P)	Output (O)	Customer (C)
Follow up Team	Proof of Death Records of calls/ letters sent to Beneficiary Beneficiary contact and details	Search for Proof of death through Accurant or Obituary	Email to Beneficiary	APO Unit Tax Unit
		↓ Verify the correct number of reach outs made	Referral to Tax Unit	
		↓ Check for email address of Bene. If available, send email and pend case for 7 days	Payment to APO	
		↓ If no contact, update beneficiary details, process payment to APO, suppress the check	Updated template to APO	
		↓ Send referral to the Tax unit		
		↓ Fill and send template to APO unit		

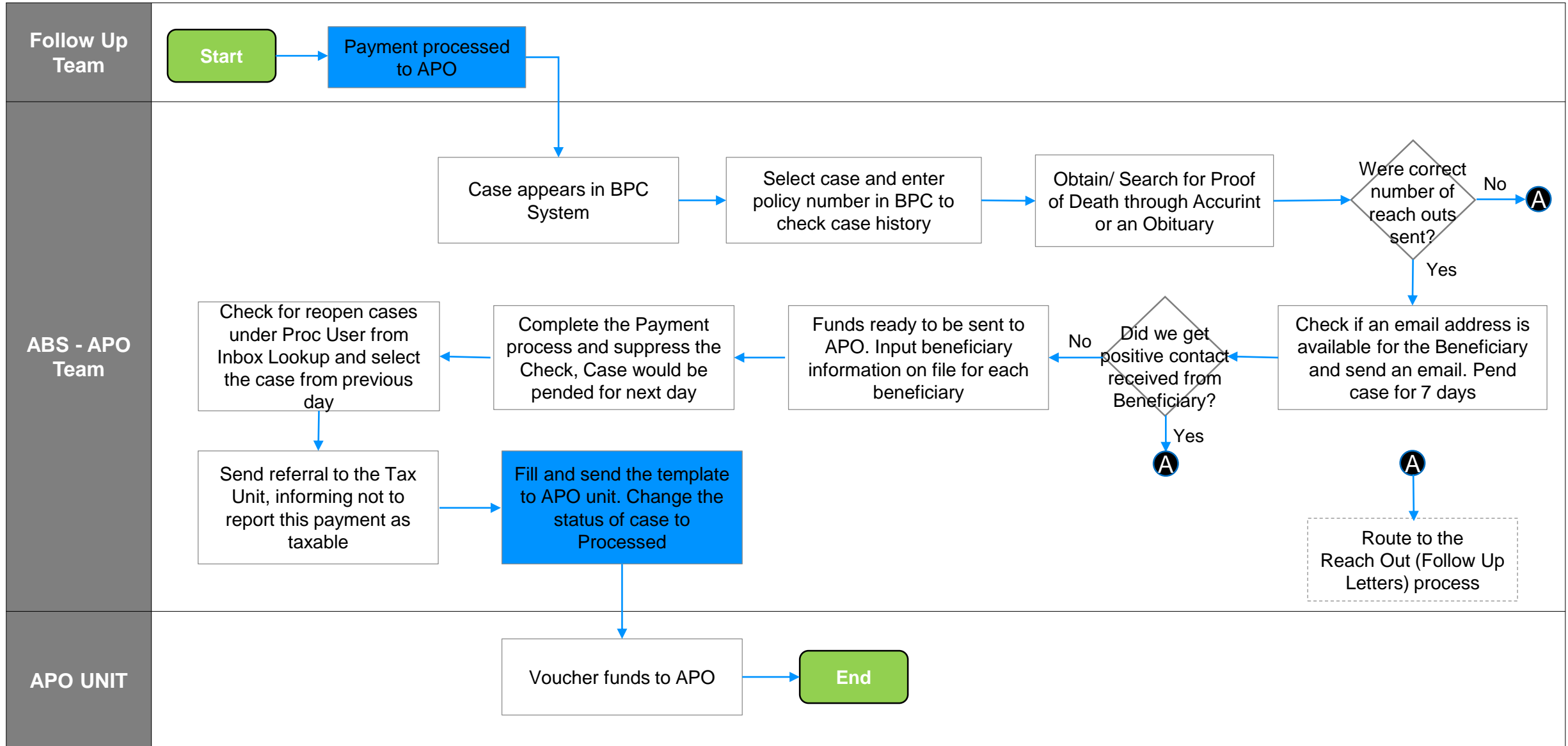
HIGH LEVEL PROCESS MAP – APO



ABS - APO
Team



PROCESS WORKFLOW– APO



PROCESS OVERVIEW AND SIPOC – LUMP SUM



Process Overview

Once the annuitant of an Annuity Contract passes, the beneficiaries are owed the remaining contract value. Under one of the payout options, the beneficiary is entitled to receive the remaining contract value as a lump sum.

The Lump Sum team is responsible for reviewing the case history for lump sum requests. They research to locate multiple policies, death certificate and claim forms. They perform a good order check and process the payment if all conditions are met. If the information is not in good order, then they send a turn down letter or call to collect the missing/ incorrect information.

Prudential Delivery Location in the U.S.



Dresher

4 FTEs currently on WFH

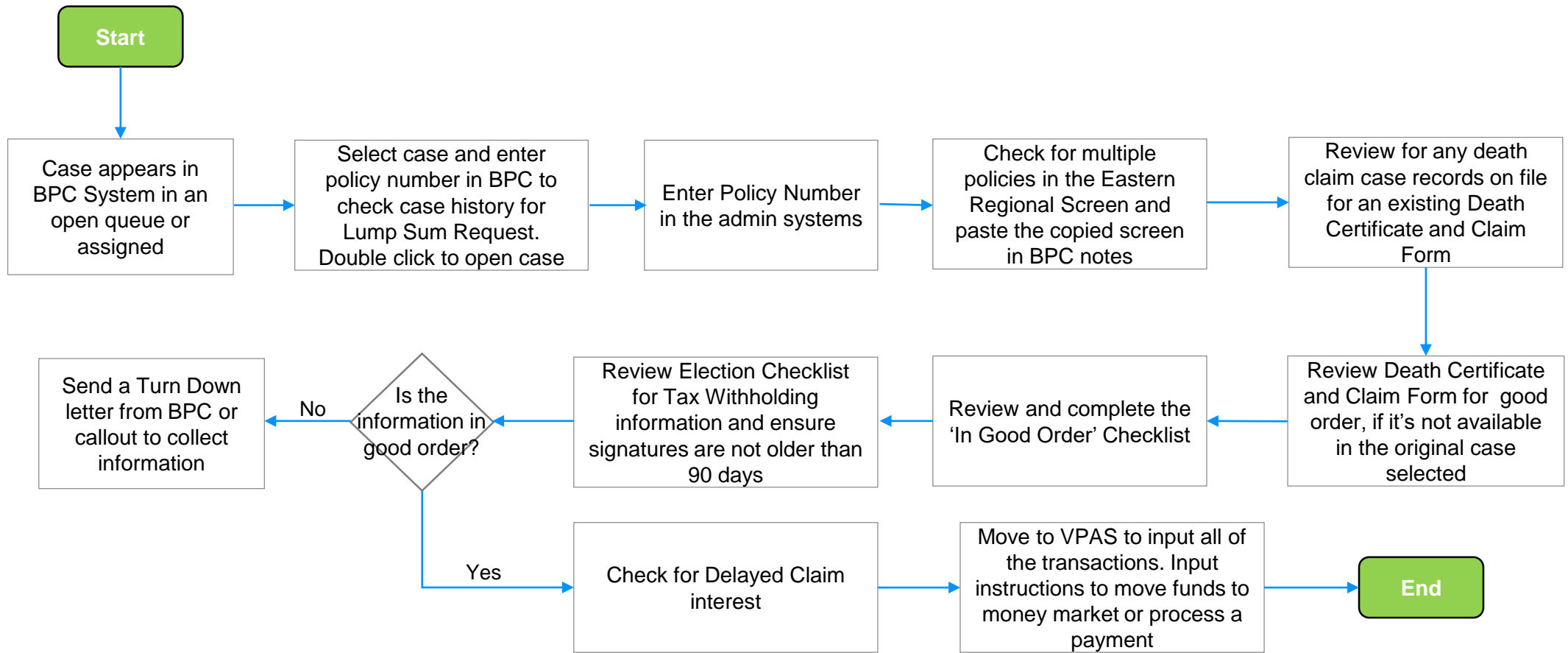
SIPOC (End-to-End)

Supplier (S)	Input (I)	Process (P)	Output (O)	Customer (C)
Scanning and Indexing	Case History in BPC	Review case history in BPC for Lump Sum requests	Turn Down letter	Beneficiary
	Client information in Eastern Regional Screen	↓	Movement of funds to Money Market	Money Market
		Check for Multiple Policies in Eastern Regional Screen		
	Death Certificate	↓	Payment	
		Search for Existing Death Certificate and Claim Form on related policies		
	Claim Form	↓		
		Review Election Checklist for Tax Withholding information and date of signatures		
		↓		
		Review and complete the 'In Good Order' Checklist		
		↓		
		Send a Turn Down letter or direct to the Onshore team if NIGO		
		↓		
		Input instructions to move funds to money market or processing a payment		

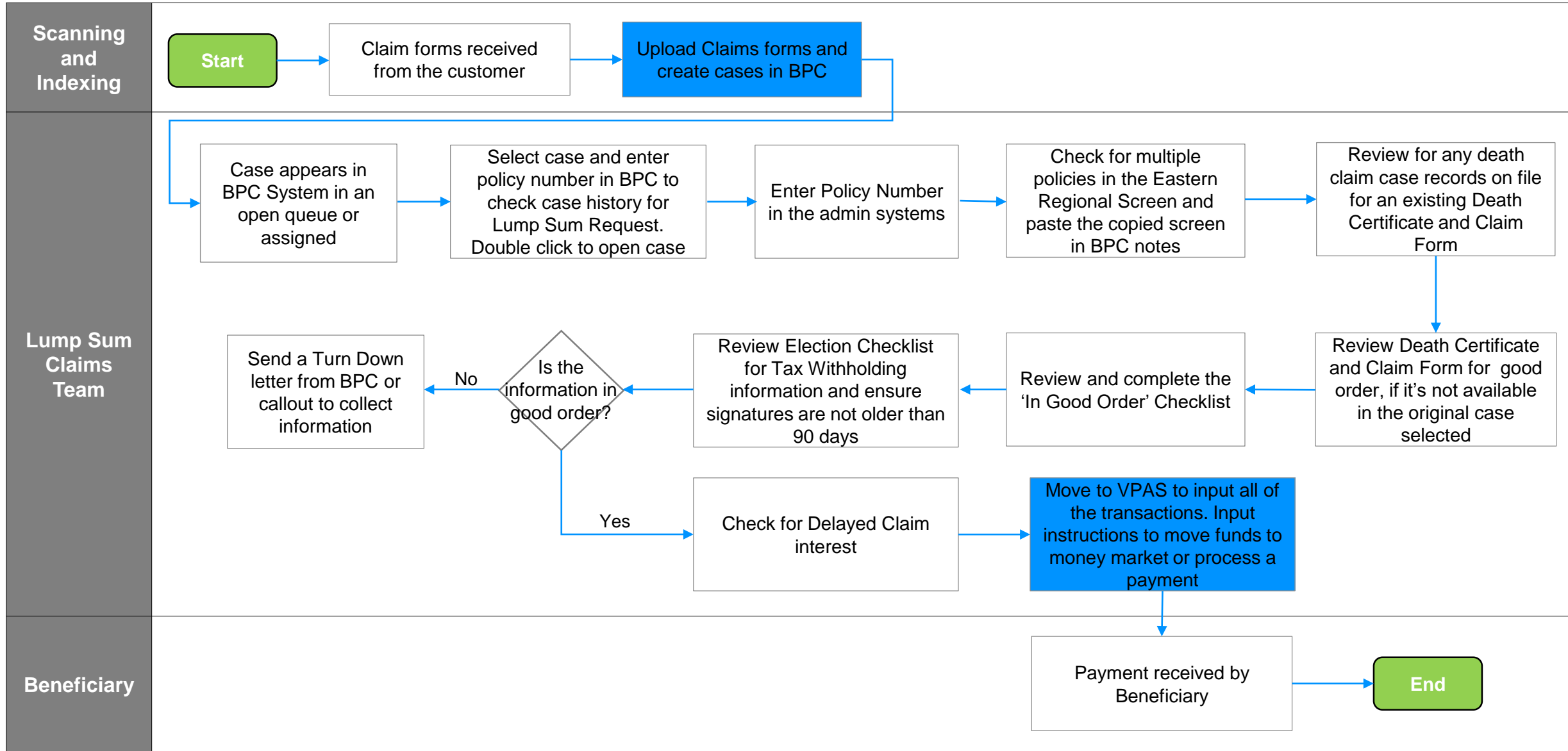
HIGH LEVEL PROCESS MAP – LUMP SUM CLAIMS



Lump Sum
Claims
Team



PROCESS WORKFLOW – LUMP SUM CLAIMS



PROCESS OVERVIEW AND SIPOC – RSA VALIDATION



Process Overview

As per regulation, Prudential conducts matches of clients against the Social Security Death Master File on a monthly basis since 2014. Business Units (Annuities, ILI, Etc.) are required to share and cross reference initial death notifications to all business units holding the deceased as their client.

RSA Validation team reviews all matches received to determine if the individual is a Prudential client and if there is a death claim payable for the Annuity contract. They perform a thorough search to identify, locate and contact the beneficiaries on the policies where there is a payable death benefit.

Prudential Delivery Location in the U.S.



Dresher

2 FTEs currently on WFH

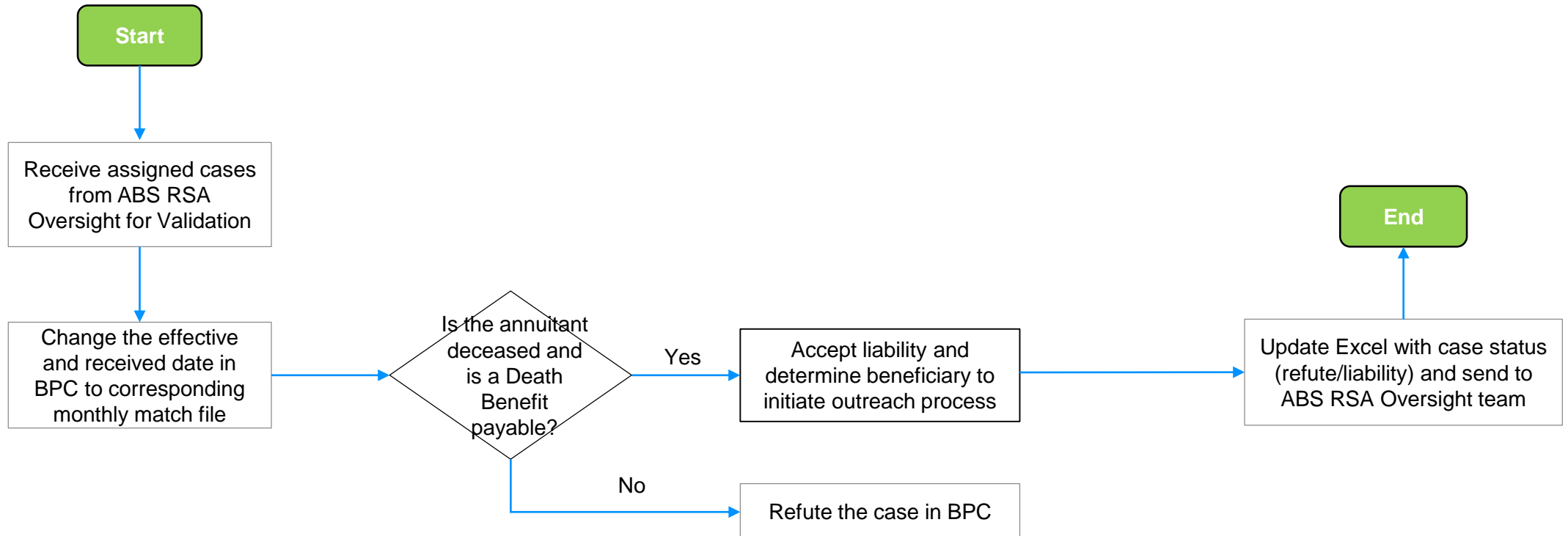
SIPOC (End-to-End)

Supplier (S)	Input (I)	Process (P)	Output (O)	Customer (C)
RSA Oversight Team	Monthly match file Results from BPC	Change the effective and received date in BPC to corresponding monthly match file ↓ Determine the annuitant is deceased and is a Death Benefit payable ↓ Accept liability and determine beneficiary to initiate outreach process or refute the case in BPC ↓ Update Excel with case status (refute/liability) and share with ABS RSA Oversight	Updated Excel sheet with case status (refute/liability)	RSA Oversight Team

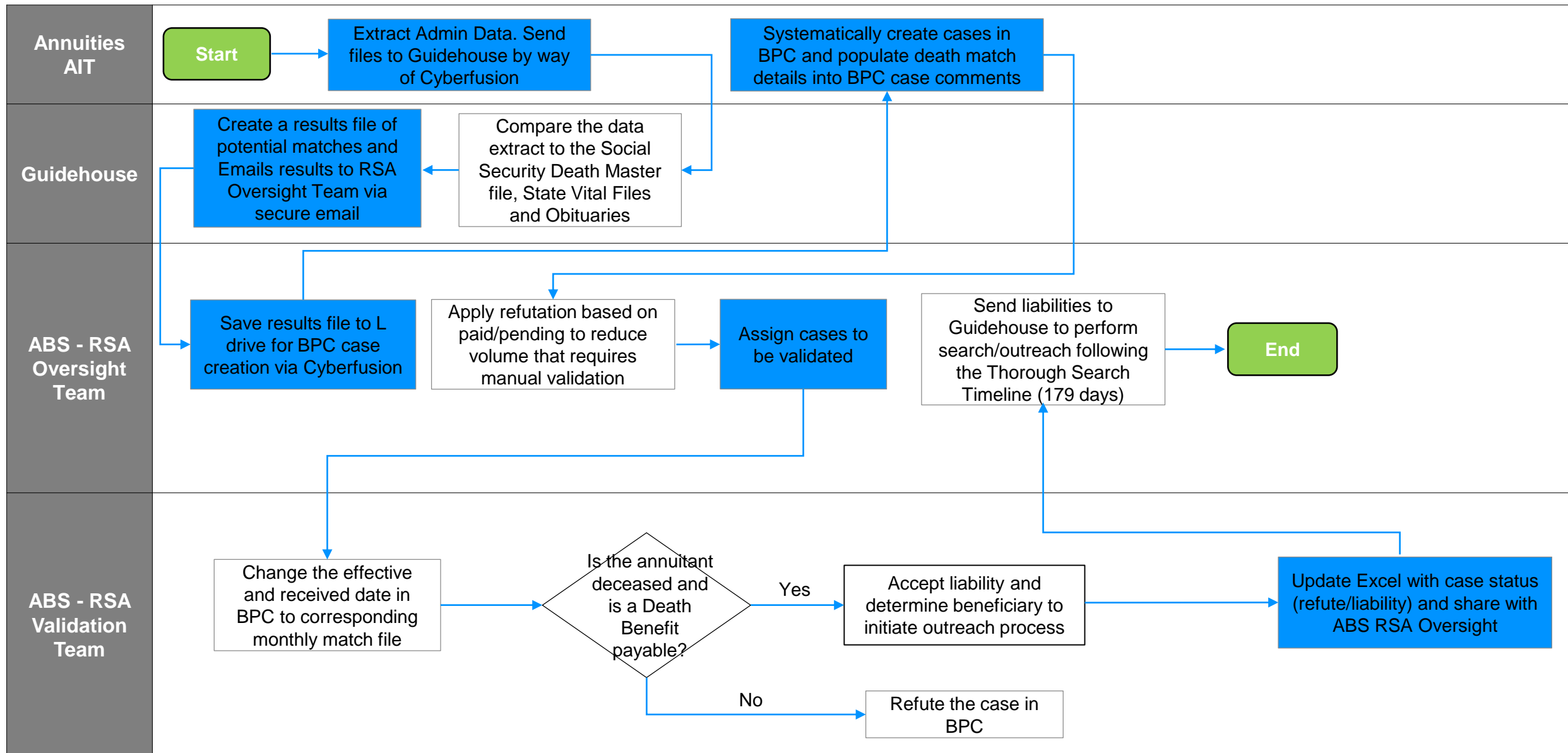
HIGH LEVEL PROCESS MAP – RSA VALIDATION



ABS - RSA
Validation
Team

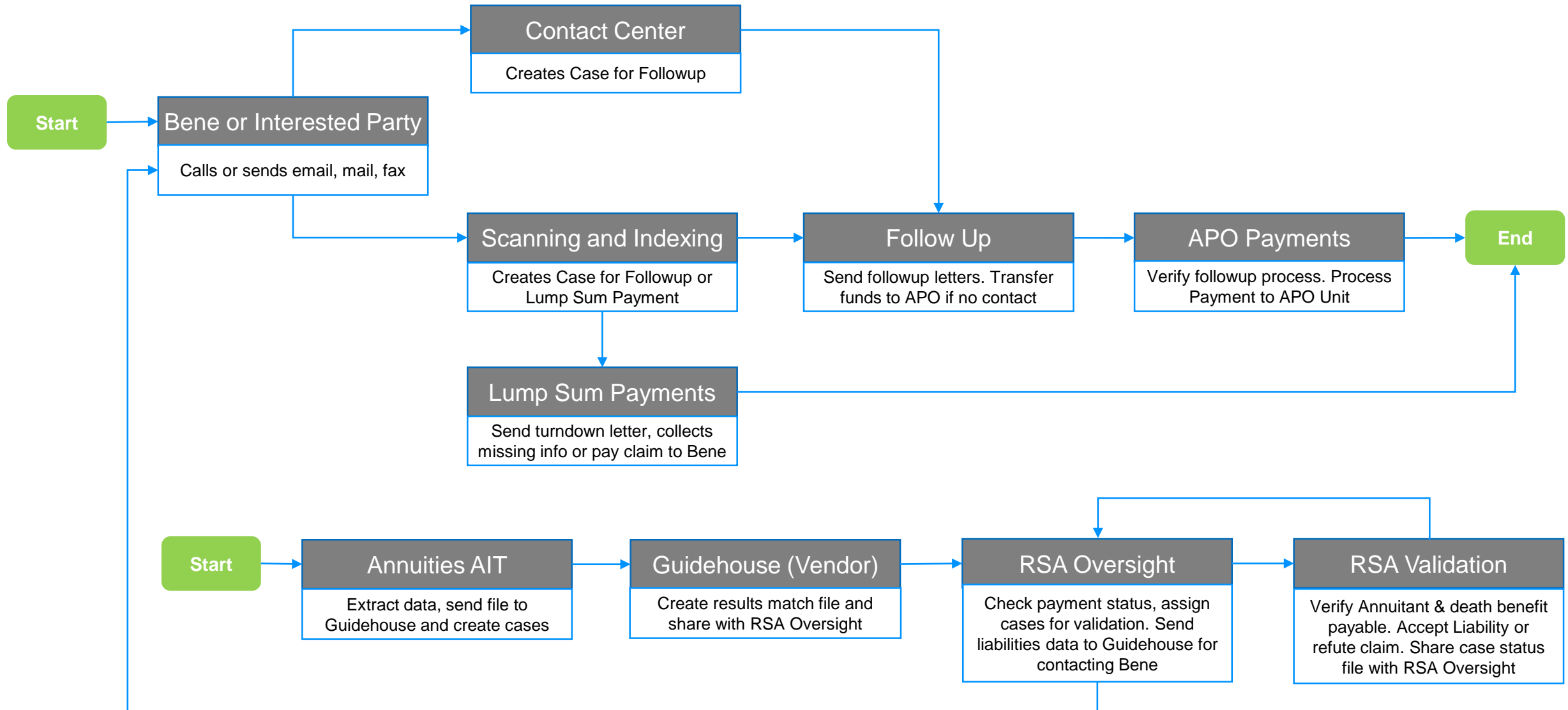


PROCESS WORKFLOW – RSA VALIDATION



Hand-Off between the teams

HIGH LEVEL END-TO-END PROCESS MAP (AS IS)



Process	In Scope	Out of Scope
Follow Up Letters	Death Notices received through undeliverable mail/returned check process, DOI reporting, or via natural reporting (calls, emails, mails or faxes Prudential with a death notification)	Death notices received via RSA Outbound Calls
Lump Sum Payments	Process Payments Move funds to Money Market	<p>Most frequent out of scope cases - Death Status Pending, Divorce, Beneficiary changes within 6 months of the date of death</p> <p>Rare out of scope cases - Simultaneous Death Manner, Homicide, Multiple elections on the claim form, GSTT, Funeral home assignments, Collateral assignments, Disclaimers, Dissolved businesses, OFAC countries, Foreign beneficiaries,, Beneficiary is the FP of record and not an immediate family member, Any indication of adverse claims, Any NIGO reason that can be taken over the phone instead of sending a turndown letter, Certain policy restrictions (legal, fraud, etc. found either in pop up notes or the admin system), Predetermined payout restriction of something other than lump sum Plus 40 benefits</p>
APO Payments	Payments to APO	Outbound Calls
RSA Validation	All activities processed by the RSA Validation Team	RSA Oversight team activities

- Outreach requirement (Voice) for any process out of scope for EXL – Future state decision to be taken on the movement
- Scenarios listed above for Lump Sump payments out of scope for EXL considering the complexity and additional review required
 - EXL to still review and research each case in the queue to derive at the decision and eventually pend it for onshore processing
 - Number of out of scope cases to be very minimal as per our discussion during the deep dive sessions

PAYMENT AUTHORIZATION GRID FOR PAYMENTS – AS IS/TO BE



- Final step of the payment process (Lump Sum and APO Payments) is to make payment to the Insured / Beneficiary or APO Team post reviewing all supporting documents
- All payments gets processed through the admin systems
- Type of mode is check payment. As a process, claims examiners review all claim payment amount with defined guidelines to ensure claim amount is in line with the defined approved limit

Authorization Grid	
Type of Payment	Authorization Process
Manual Check Payments below 50K	<ul style="list-style-type: none">• Fill out the Manual Check Request Form with Bene details and amount• Share it with the team Supervisor/SPOC after pending the case for one day• Supervisor/SPOC sends the request for processing to the accounting team
Manual Check Payments above 50K	<ul style="list-style-type: none">• Fill out the Manual Check Request Form with Bene details and amount• Send an email to 'Annuity Contract Management QC Mailbox' after pending the case for one day• QC Team sends the request for processing to the accounting team
Payments above 100k	<ul style="list-style-type: none">• Process the payment and send an email to 'Annuity Contract Management QC Mailbox' with subject 'High Dollar - Contract number'• QC team reviews the payment on the same day, shares feedback if correction is required

WORK ALLOCATION, QUEUE MANAGEMENT & REPORTING

Work Allocation

- Follow Ups have a dedicated queue in BPC. The supervisor filters the report from BPC with Reopen Additional Required status
- The work cannot be assigned in BPC. The supervisor pulls the Follow Up cases report from BPC in an Excel file and assigns the cases to the Associates at the beginning of the week. Typically 300 cases are assigned per Associate, every Monday and upon completion more cases can be assigned by Thursday or Friday
- The Followup cases have to be completed within 5 days and oldest cases are prioritized

Queue Management

- Associates start off with the work assigned to them. Once the assigned cases are completed they can request for more cases to be assigned
- Associates are responsible to manage their own workload
- Supervisor can run a report to track the Follow up cases completed by individual associates

Reporting

- All reports are available within BPC
- Based on the inputs from BPC Agent level production, AHT, pending status and work type status report published by the MIS Team
- Quality performance report is available in QTS

Work Allocation

- APO payments has a dedicated queue in BPC. The supervisor reviews outstanding APO cases in the Death Claims open queue and Claims Patrols not received queue
- The work cannot be assigned in BPC. The supervisor pulls the APO cases report from BPC in an Excel file and assigns the cases to the Associates at the beginning of the day. The report is also pulled 2-3 times a day to track and allocate the cases
- The APO cases have to be completed within 5 days and oldest cases are prioritized

Queue Management

- Associates start off with the work assigned to them. However, once they have completed the assigned work, they can also pick up the cases directly from the BPC queue
- Associates are responsible to manage their own workload
- Supervisor can run a report to track the APO cases completed by individual associates

Reporting

- All reports are available within BPC
- Based on the inputs from BPC Agent level production, AHT, pending status and work type status report published by the MIS Team
- Quality performance report is available in QTS

Work Allocation

- Analysts login to BPC and pick up cases directly from the Open queue. There is no dedicated queue for Lump Sum cases, all cases need to be evaluated to check for Lump Sum requests
- No work is assigned by the supervisor
- All cases received prior to 6 PM EST are to be processed on the same day

Queue Management

- Associates are responsible to manage their own workload. They check each case in the open queue for Lump Sum requests in claim forms
- No specific production or pending report is available to track Lump Sum cases, supervisor can run an associate level report to review cases completed by individual associates

Reporting

- All reports are available within BPC
- Based on the inputs from BPC Agent level production, AHT, pending status and work type status report published by the MIS Team
- Quality performance report is available in QTS

Work Allocation

- ABS RSA Oversight assigns the cases to be validated by the RSA Validation associates. Daily validation targets are created for associates based on the number of days they are available in the month
- All the cases for the month are manually tracked through a spreadsheet maintained by the RSA oversight team
- Validation cases have to be cleared by the date specified by the RSA oversight team, this is a monthly process and work allocation has to be managed accordingly

Queue Management

- Associates are responsible to manage their own workload. They refer to the excel file for the validation requests
- Associates share the validation completed daily with the RSA oversight SPOC on an email

Reporting

- All reports are available within BPC
- Based on the inputs from BPC Agent level production, AHT, pending status and work type status report published by the MIS Team
- Quality performance report is managed internally and not a part of the overall quality framework

Queue	Name of the report?	Frequency	Report Path	Inputs	What info is available?	What info is not available in the report?	Comments
Follows	<ul style="list-style-type: none"> Intraday Detail 	Daily	<ul style="list-style-type: none"> General -> Intraday Detail 	<ul style="list-style-type: none"> Function: Claims Department: IS Aging Date: Effective Date Note: All other fields left at default 	<ul style="list-style-type: none"> Every case in BPC Date Entered Status for the case Contract Number Inventory based on aging 		<ul style="list-style-type: none"> Case status of Reopen Additional Requirements must be filtered to determine number of pending cases
Follows APO Lump Sum	<ul style="list-style-type: none"> Input & Processed 	Daily	<ul style="list-style-type: none"> General -> Input and Processed 	<ul style="list-style-type: none"> Work Category Type: Claims 621 & FSP Claims Note: All other fields left at default 	<ul style="list-style-type: none"> Start and End time of cases AHT Associate wise cases 	<ul style="list-style-type: none"> Segregation between the queues 	<ul style="list-style-type: none"> This can be pulled real time for productivity. Starting Date and Ending Date can be changed as well as hours if looking to drill to a particular time
Follows APO Lump Sum	<ul style="list-style-type: none"> Productivity Recap 	Daily			<ul style="list-style-type: none"> Number of cases processed AHT 		<ul style="list-style-type: none"> This report is provided by WFM area
Follows APO Lump Sum	<ul style="list-style-type: none"> Reopen and Next Day Review 	Daily	<ul style="list-style-type: none"> Standard Reports -> Reopen and Next Day Review 	<ul style="list-style-type: none"> Function: Claims & FSP Post Issue 	<ul style="list-style-type: none"> List of reopen cases for priority handling or follow up action List of cases for reassignment if associate not available 		<ul style="list-style-type: none"> This report shows any cases that reopened to the associate and additional work is needed on the case to review



SYSTEMS/APPLICATIONS

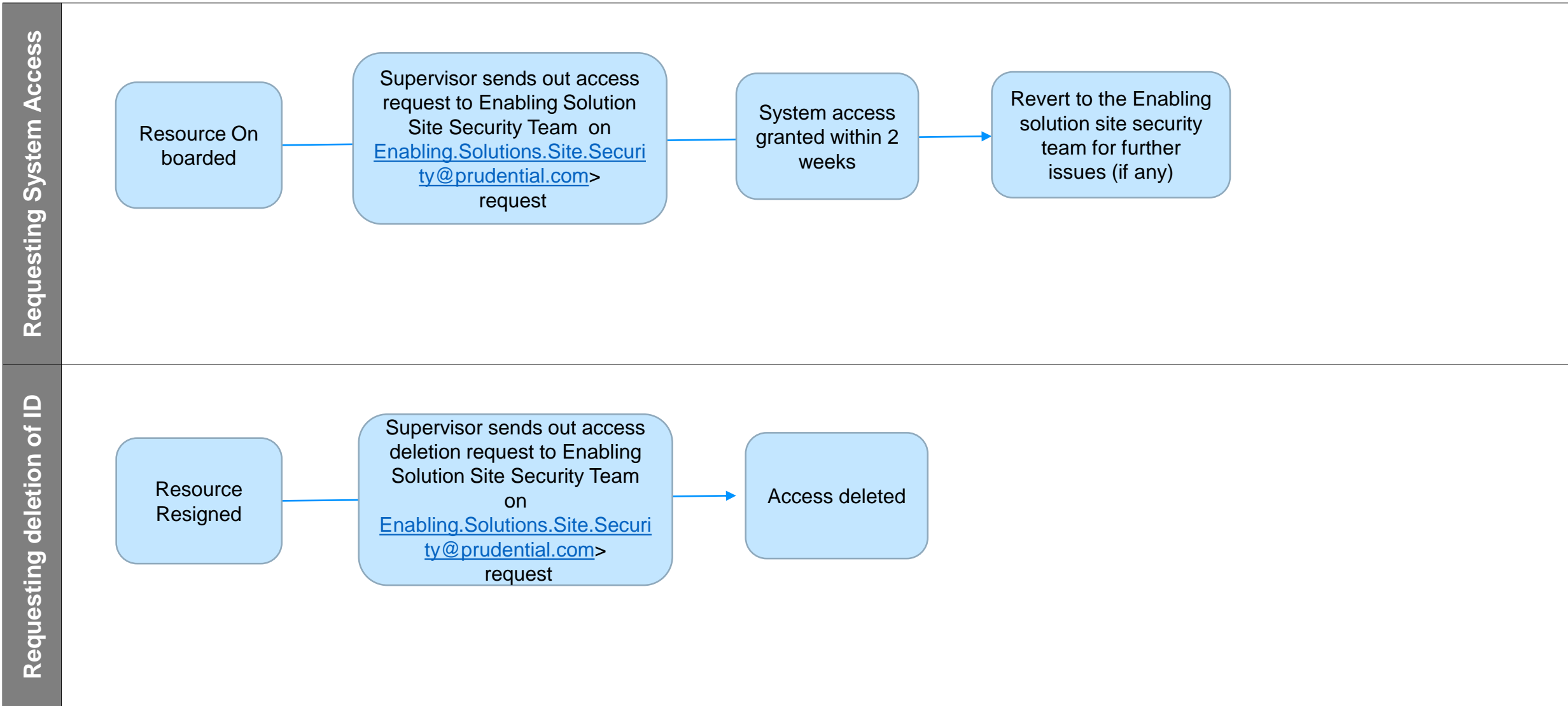
SYSTEMS AND APPLICATIONS



Name of major System / Application	Processes (Applicability)				Wed based application / installation required?	Availability Window (EST)	License / Login required?	Role			
	Follow up Letters	Lump Sum Payments	APO Processing	RSA Validation				Customer Service Associate / Sr Associate	Associate Manager / Manager	Quality Team	Trainer / SME
BPC	✓	✓	✓	✓	Installation Required	06:00 AM to 9:00 PM	Yes	✓	✓	✓	✓
VPAS	✓	✓	✓	✓	Installation Required	06:00 AM to 9:00 PM	Yes	✓	✓	✓	✓
LifeCad	✓	✓	✓	✓	Installation Required	06:00 AM to 9:00 PM	Yes	✓	✓	✓	✓
Bronze	✓	✓	✓	✓	Installation Required	06:00 AM to 9:00 PM	Yes	✓	✓	✓	✓
MS Office	✓	✓	✓	✓	Installation Required	24*7	Yes	✓	✓	✓	✓
Shared Drive - Annuity Claims Team Folder	✓	✓	✓	✓	Mapping needed	24*7	No	✓	✓	No	✓
Shared Drive – Annuity Death Claims	✓	✓	✓	✓	Mapping needed	24*7	No	No	✓	No	✓
Shared Drive – Claims mailing Folder	✓	✓	✓	✓	Mapping needed	24*7	No	✓	✓	✓	✓
Accurint	✓	✓	✓	✓	Web Based	24*7	Yes	✓	✓	✓	✓
PIPS		✓	✓		Web Based	06:00 AM to 8:00 PM	Yes	✓	✓	✓	✓
PRIDE		✓	✓		Installation Required	06:00 AM to 9:00 PM	Yes	✓	✓	✓	✓
Eastern Regional Service Center	✓	✓	✓	✓	Installation Required	06:00 AM to 9:00 PM	Yes	✓	✓	✓	✓

Desktop specifications is similar to the existing process and EXL team continue with the dual monitors

SYSTEM ACCESS AND DELETION PROCESS



- Request for applications workflow tools / applications are raised separately
- Site security team grants accesses basis the role
- Password issues routed to a separate helpdesk

QUALITY FRAMEWORK

AS IS QUALITY METHODOLOGY – ANNUITIES BENE SERVICES



Three types of audits are conducted with different objectives and approach to measure process health, mitigate financial risk , and assess individual performance

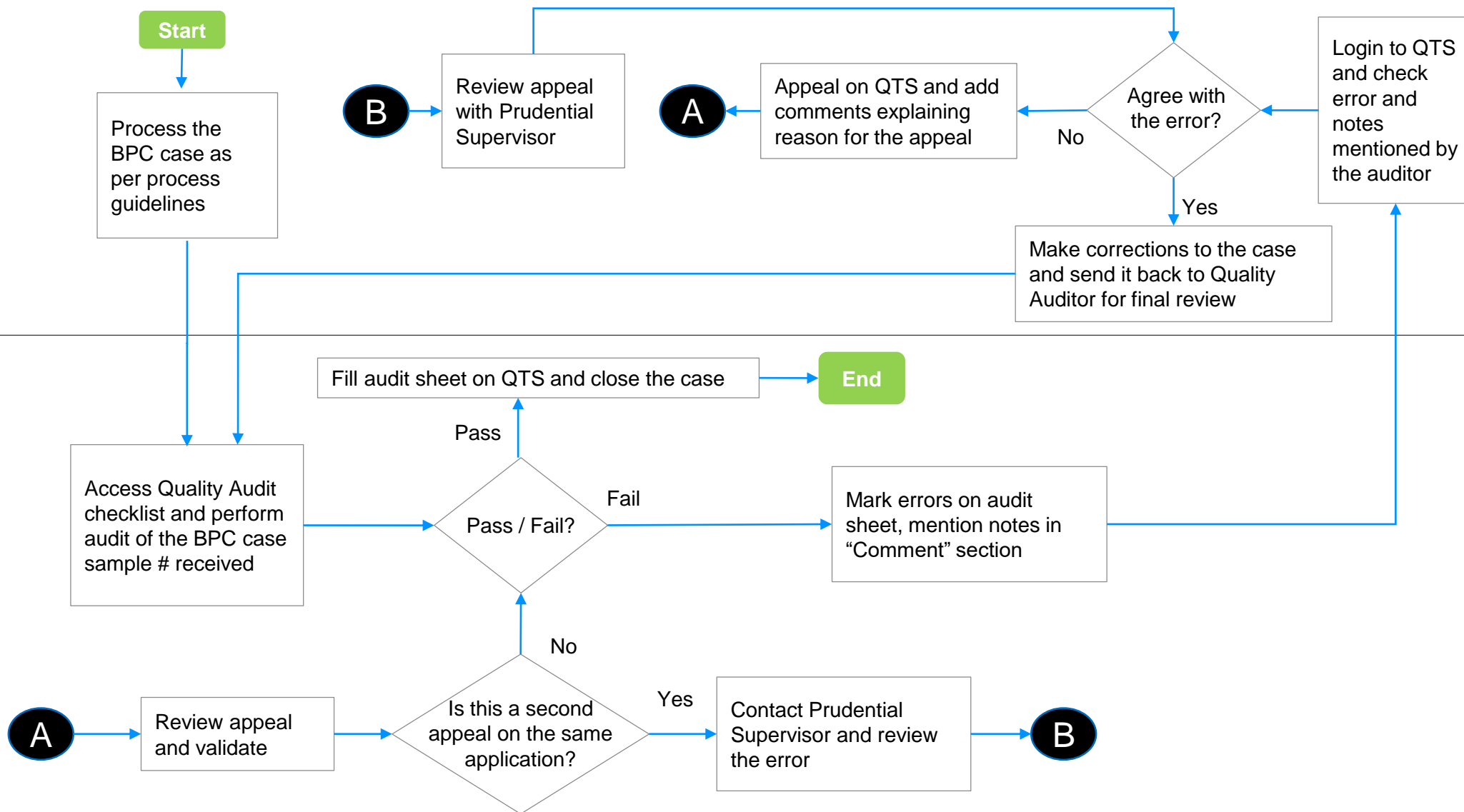
	Functional Audit (QR) (Process audit by quality team)	Risk Based Audit (Internal Audit)	Individual Audit (Internal Audit)
	Target- 97%	Target- 97%	Target- 95%
	Past Performance-	Past performance-	Past performance-
Objective	<ol style="list-style-type: none"> 1. Measure process accuracy 2. Identify area of opportunity through RCA 3. Report to management 	<ol style="list-style-type: none"> 1. Mitigate risk of financial exposure 2. Corrections before batch run on same day 3. Defect free output to end customer 	<ol style="list-style-type: none"> 1. Measure individual accuracy 2. Identify coaching and feedback opportunities 3. Deploy corrective/ preventive measures
Approach	<ol style="list-style-type: none"> 1. Quality scoring : Defect Per Unit (DPU) 2. Sample size : Statistically valid monthly sample size determined in each month 3. Sampling frequency –Weekly Pulled by centralized sampling team 4. Auditing : Conducted by ES quality team in same week. End to end audit. 5. Audit resources : Approx. 2 auditors. AHT: 8-9 Mints (Approx.) 6. Error correction: Processor is responsible for taking corrective actions based on feedback 7. No RTR is in place for ES auditors 8. Audit database : QTS 	<ol style="list-style-type: none"> 1. Quality scoring : Defect per Unit (DPU) 2. Sampling : Pulled same day of processing <ol style="list-style-type: none"> 1. All Manual payments above \$50,000 2. All high \$ payments above \$100,000 3. Audit resources: Conducted by 2 resource deployed for functional audit. It is pre release audit. 4. Error correction: Processor is responsible for taking corrective actions based on feedback 5. Monthly volume : 1000-1500 (Approx) 6. Audit database : QTS 	<ol style="list-style-type: none"> 1. Quality scoring : Defect per Unit (DPU) 2. Sampling : Monthly 20 cases per processor 3. Sampling frequency –Monthly Pulled by centralized sampling team 4. Audit resources: Conducted by 2 resource deployed for functional audit. It is pre release audit. 5. Error correction: Processor is responsible for taking corrective actions based on feedback 6. Audit database : QTS
Highlights	<ol style="list-style-type: none"> 1. Audit sheet : Attributes divided in Customer, Business, Procedural categories 2. Function score : Only impacted by Customer errors. Business and Procedural errors recorded for coaching & feedback 3. SLA reporting : Monthly (Rolled up weekly score) 	<ol style="list-style-type: none"> 1. Audit sheet : Same audit sheet used for functional audit 2. All corrections are required on same day before batch processing 3. Reporting : Daily/Monthly 	<ol style="list-style-type: none"> 1. Audit sheet : Same audit sheet used for functional audit 2. Reporting : Monthly.

QUALITY WORKFLOW – AS IS



Pru ABS Associates

Quality Auditor



PERFORMANCE SERVICE LEVELS BASELINING - VOLUME AND AHT ANALYSIS

PERFORMANCE METRICS / SERVICE LEVELS – AS IS

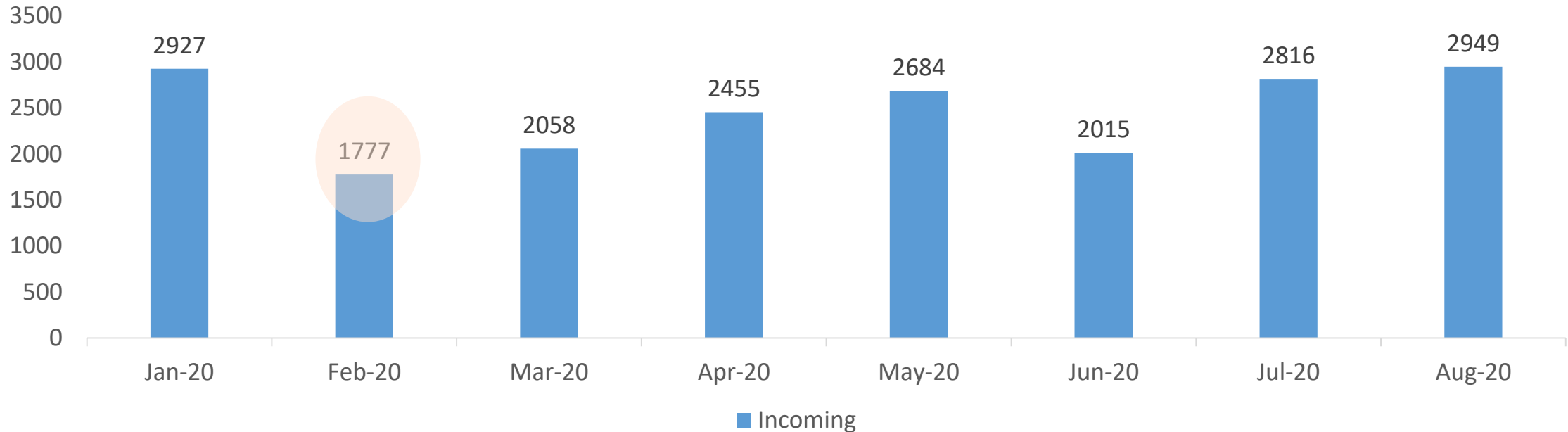


Function	Process	Productivity		Quality	Time Service
		AHT *	Touches Per Hour	Target	Target
Annuity Bene Services	Followup	6-7 minutes	Average number of cases handled per hour based on AHT (Approx. 12)	97%	100% of cases within 5 business days (0+5)
	APO	5-6 minutes		97%	100% of cases within 5 business days (0+5)
	Lump Sum	6-7 minutes		97%	100% of cases received before 6 PM EST to be processed within same day for VPAS 100% of cases received before 6 PM EST to be processed by next day for LifeCad
	RSA Validation	5-7 minutes		97%	All validation requests to be completed within 30 calendar days of being received

* Expected AHT – Variance seen in the actual AHT against the expected AHT

- Historical Data for TAT not available - To be baselined during the steady state stage
- For Followup, APO and Lump Sum, quality audits performed by the onshore quality team
- Quality Audits for RSA validation managed by the in-house team
- Actual AHT higher than the expected business goal. To be revalidated and baselined during the steady state phase

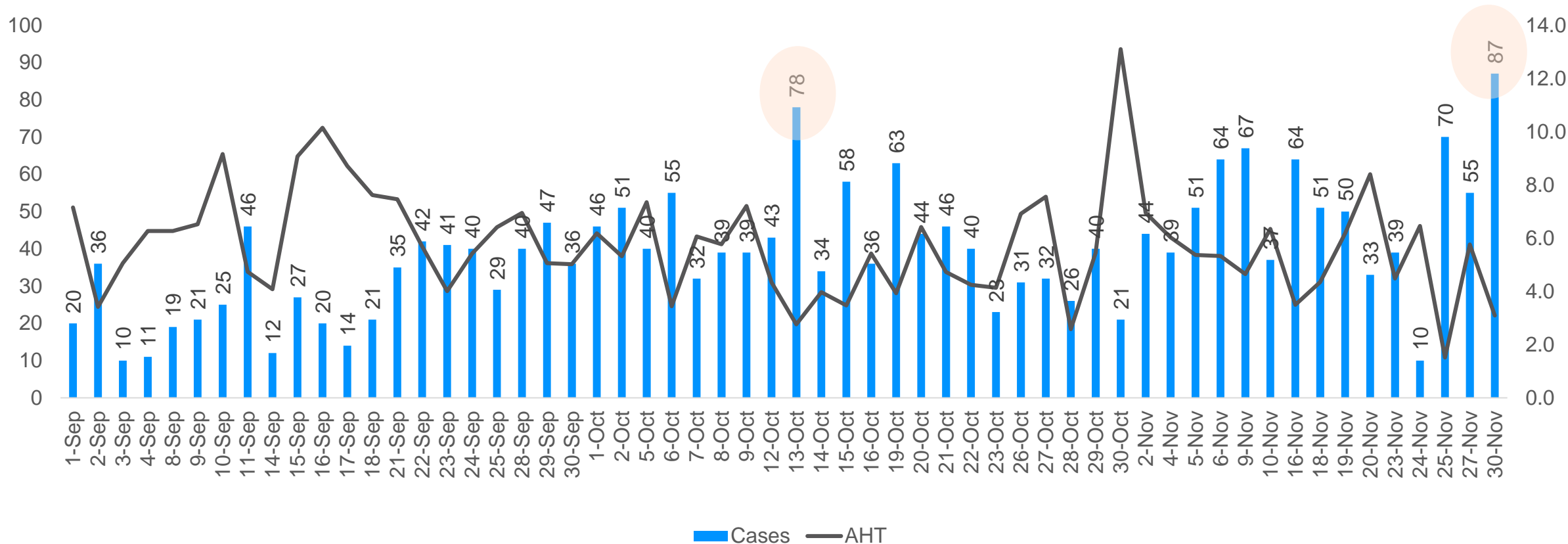
Follows Volume Trending



Highlights:

- Monthly incoming volume data available from Jan 20 – Aug 20
- Forecast data not available for 2021
- Volumes are considerably high in the months of Jan and Aug however no specific pattern identified
- Average daily incoming volume of approx. 150 cases

CASES VS. AHT TRENDING – APO/FOLLOWS (ASSOCIATE -1)



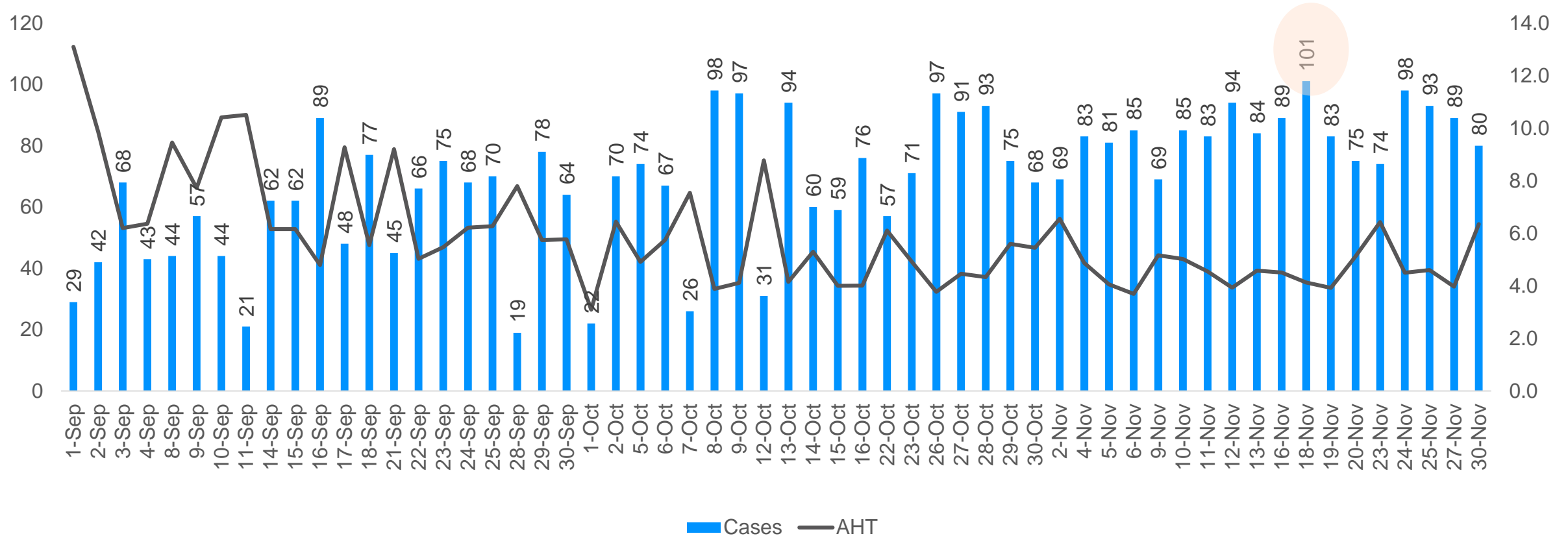
Highlights:

- Volume details includes processing for APO and Follow up – split not available
- AHT Trend shows a range of 5 – 13 mins
- Average handling time need to baselined considering huge variance for each associate on a daily basis



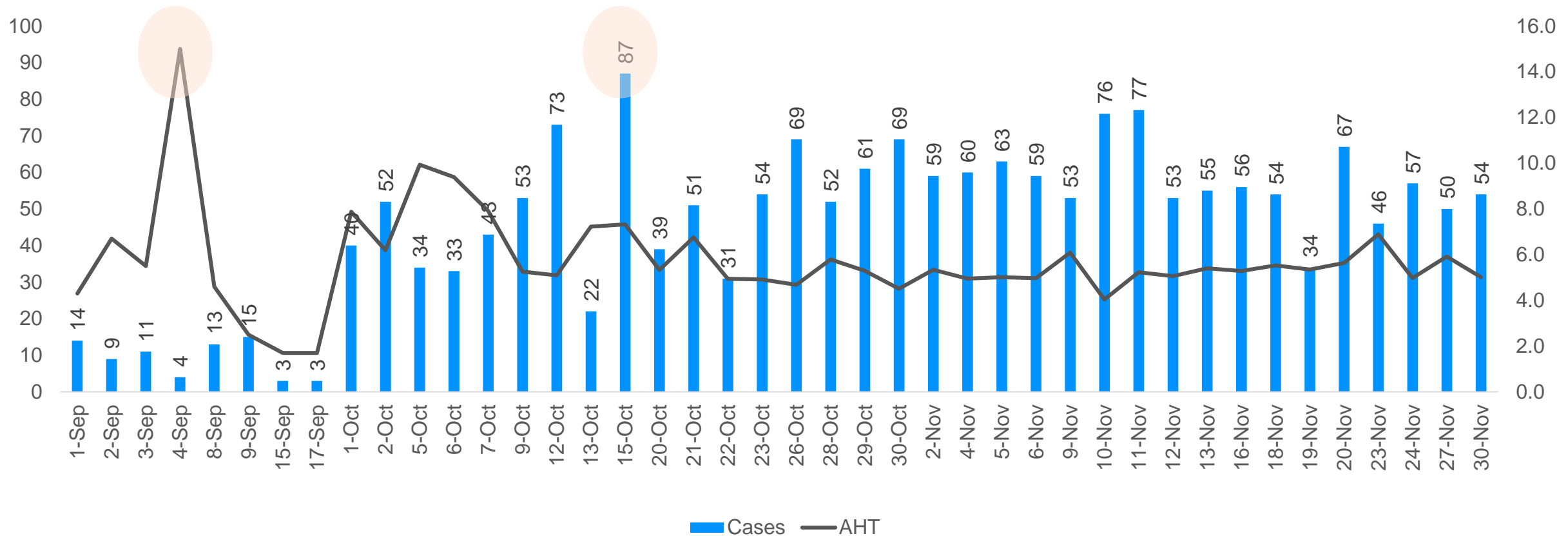
Volume AHT
details

CASES VS. AHT TRENDING –FOLLOWS (ASSOCIATE -2)



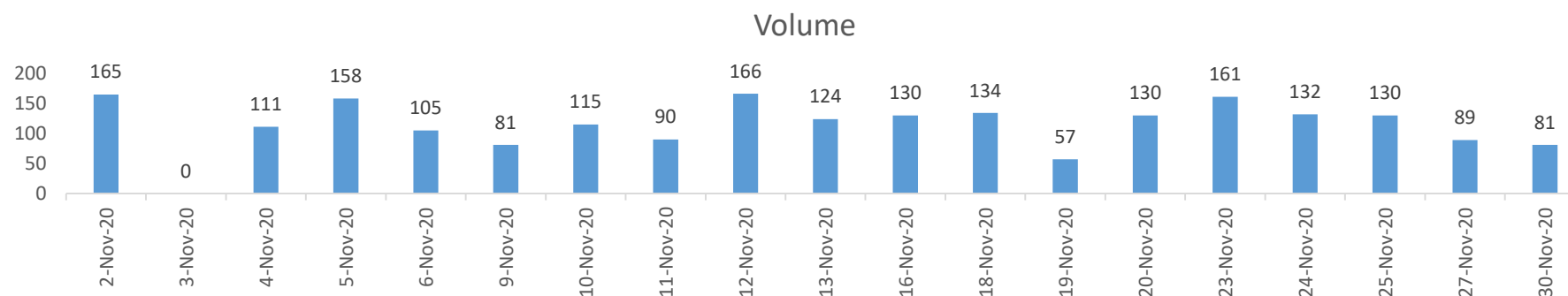
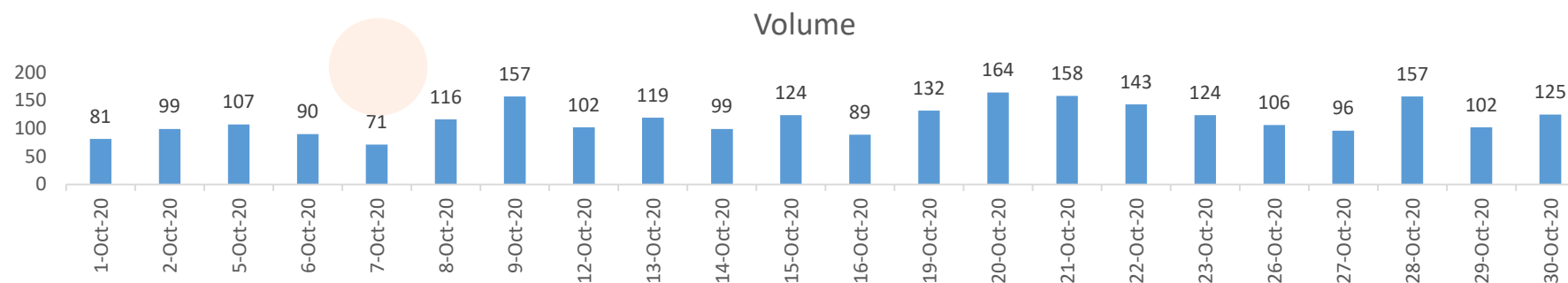
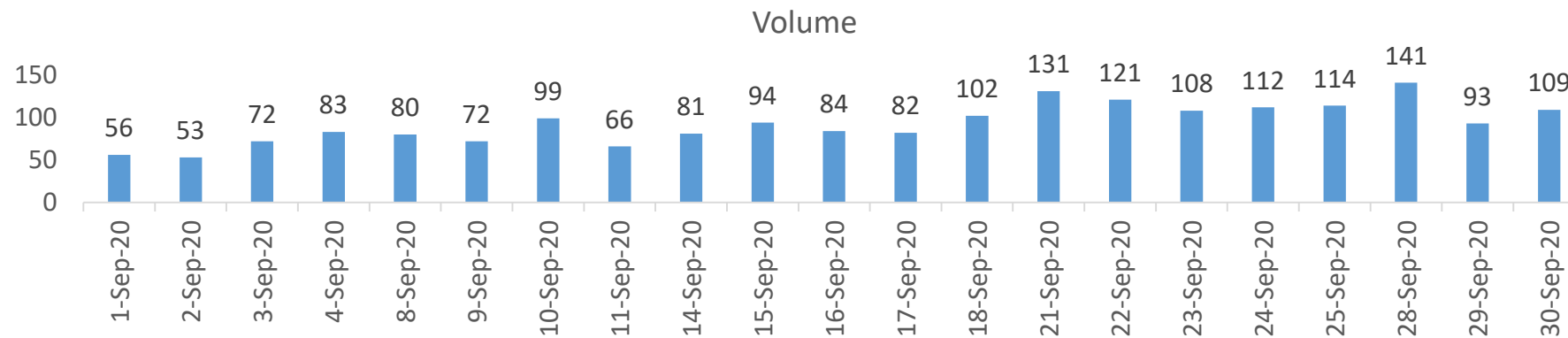
- Data seems very inconsistent based on daily processing
- AHT Trend shows a range of 4 – 13 mins
- Average trend for handle time for most of the days hovering around 6 mins
- Average handling time need to be baselined considering huge variance for each associate on a daily basis

CASES VS. AHT TRENDING –FOLLOWS (ASSOCIATE -3)



- Data seems very inconsistent based on daily processing
- AHT Trend shows a range of 4 – 13 mins
- Average trend for handle time for most of the days hovering around 6 mins
- Average handling time need to be baselined considering huge variance for each associate on a daily basis

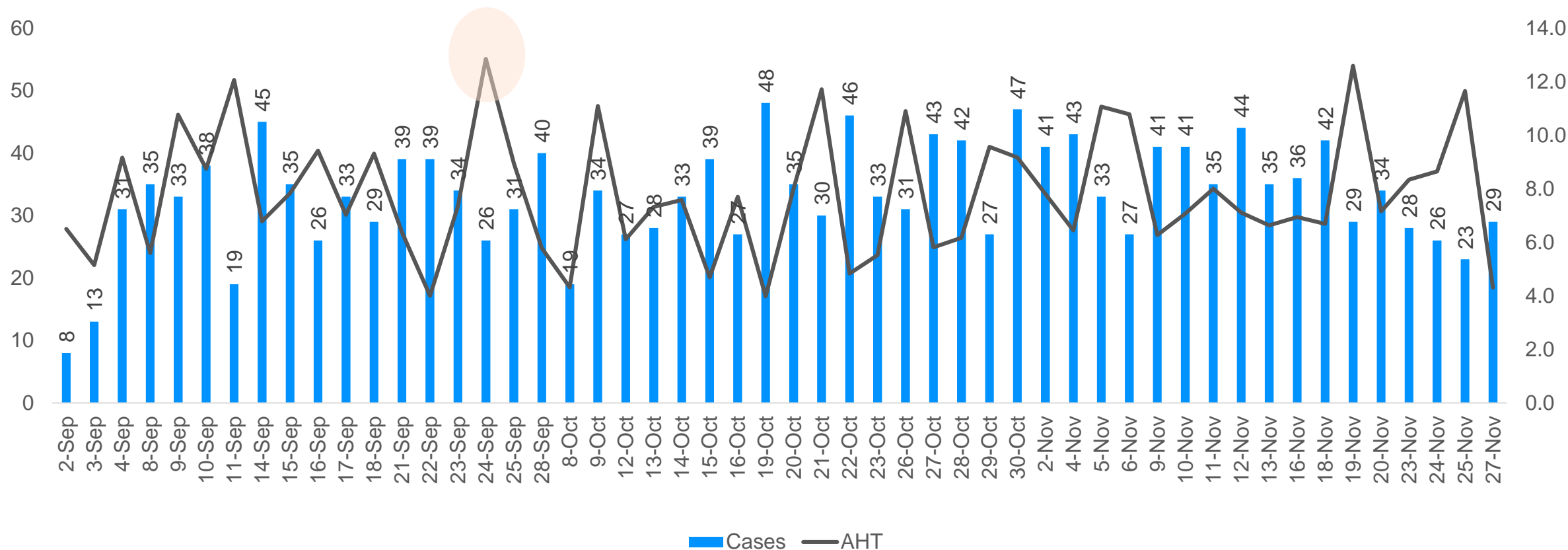
DAILY VOLUME TRENDING – LUMP SUM PAYMENTS



Highlights:

- Daily volume details available only for 3 months (Sept 20 – Nov 20)
- Projected daily volume numbers includes processing for both VPAS and LifeCAD admin systems
- Available data may not be a true depiction of the actual volume as the total volume for each day is based on the sum of 4 associates processing – 2 each for VPAS and LifeCad admin systems
- It was confirmed that other associates are also trained on the process however data not available
- Average daily volume confirmed to be in the range of 130-150 cases per day

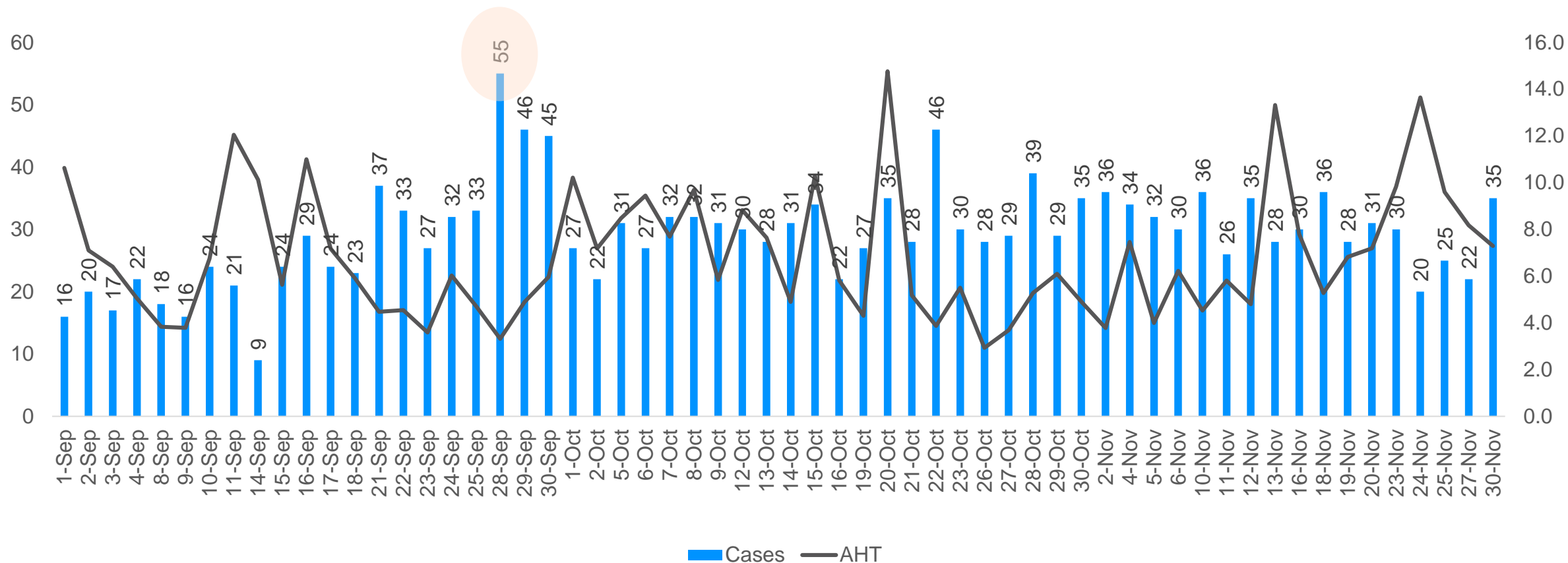
CASES VS. AHT TRENDING – LIFECAD (ASSOCIATE -1)



- Details plotted based on the data received for associates processing on specific admin systems
- LifeCad AHT ranging from **4-14 mins**
- Average AHT post removal of outliers around **8-9mins**

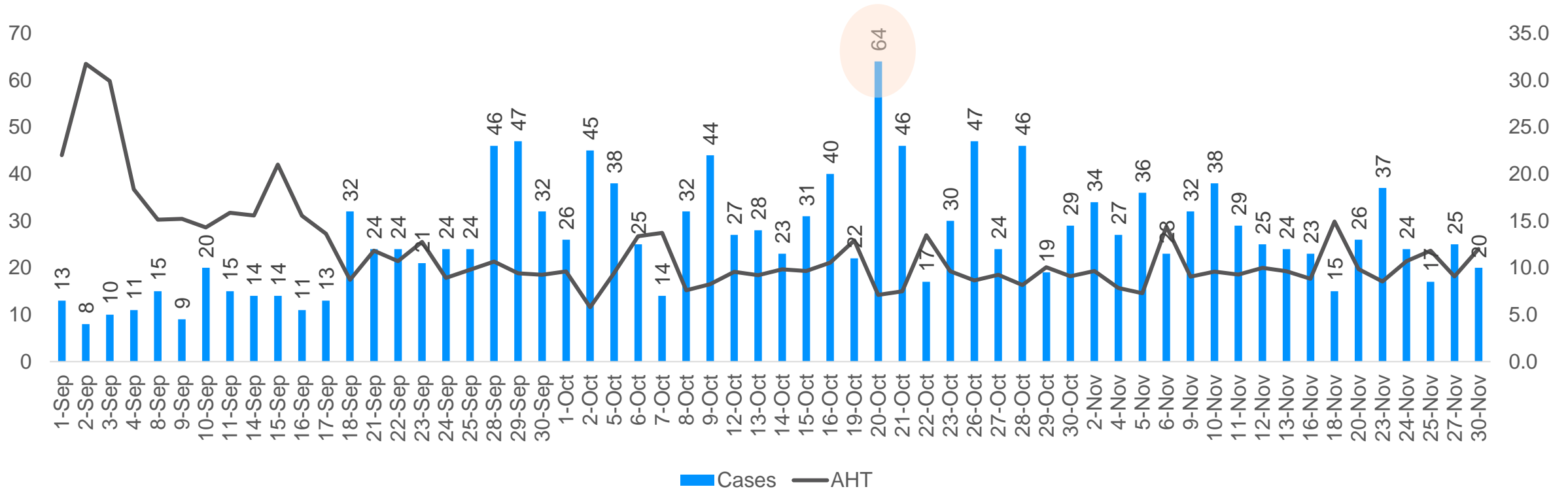


CASES VS. AHT TRENDING – LIFECAD (ASSOCIATE -2)



- Details plotted based on the data received for associates processing on specific admin systems
- LifeCad AHT for associate 2 ranging from **4-14 mins**
- Average AHT post removal of outliers around **7-8 mins**

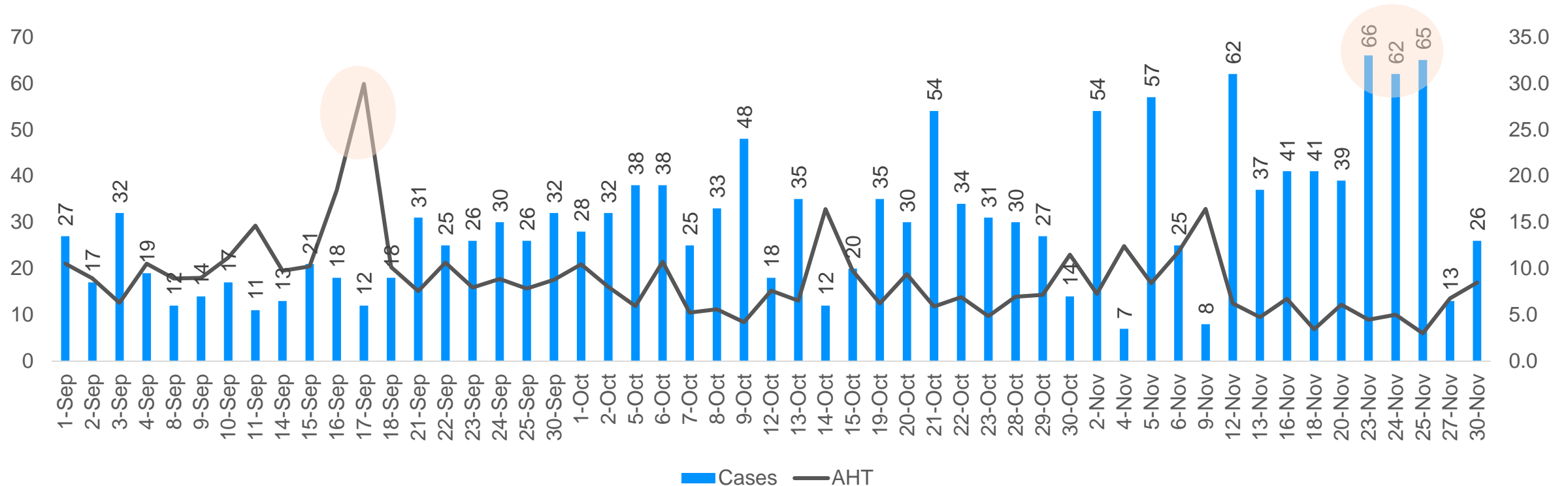
CASES VS. AHT TRENDING –VPAS (ASSOCIATE - 3)



- Details plotted based on the data received for associates processing on specific admin systems
- VPAS AHT for associate ranging from **6-20 mins**
- Average AHT post removal of outliers around **12 mins**

VPAS Average Handle Time found to be higher than processing in LifeCad admin systems

CASES VS. AHT TRENDING –VPAS (ASSOCIATE - 4)



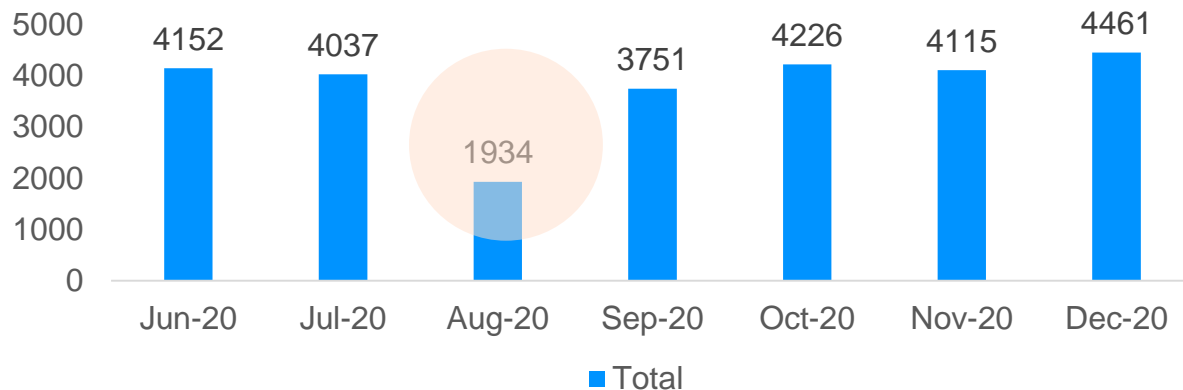
- Details plotted based on the data received for associates processing on specific admin systems
- VPAS AHT for associate ranging from **6 -20 mins**
- Average AHT post removal of outliers around **14 mins**

VPAS Average Handle Time found to be higher than processing in LifeCad admin systems

VOLUME TRENDS – APO

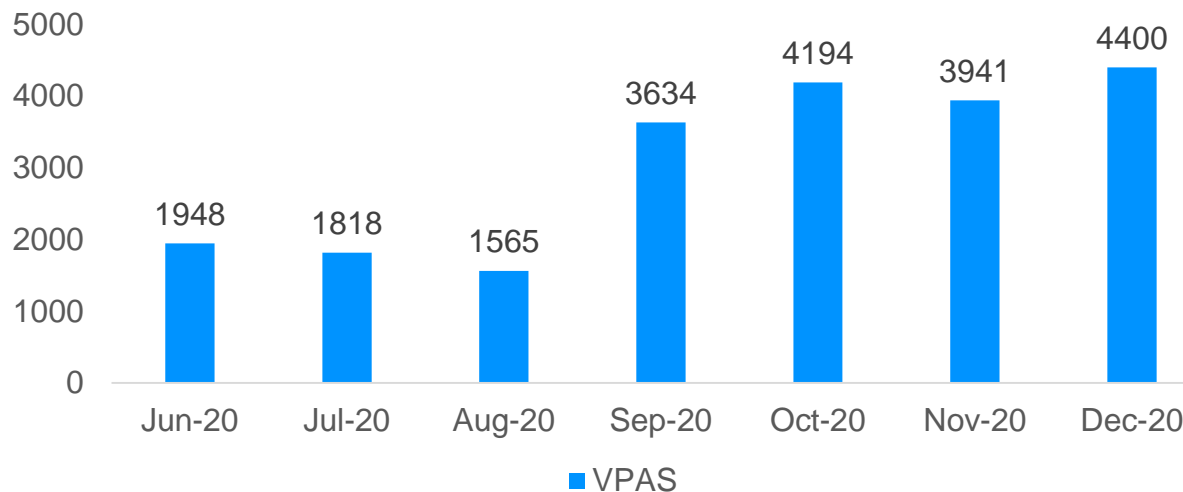


Monthly Total Trending

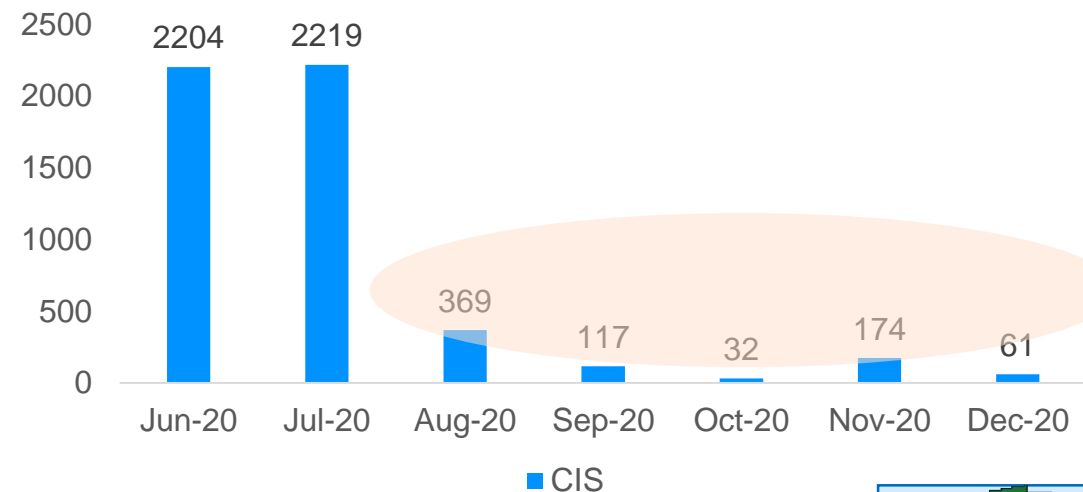


- Volume details available only for 7 months (Jun 20 – Dec 20)
- Volume details is the summary of processing in 2 admin systems – VPAS and CIS
- Volume seems to be very consistent across months except for the month of Aug where the volume sees a dip – no specific reason identified
- AHT details not available however in the range of 5-7 mins as per deep dive discussion

VPAS



CIS

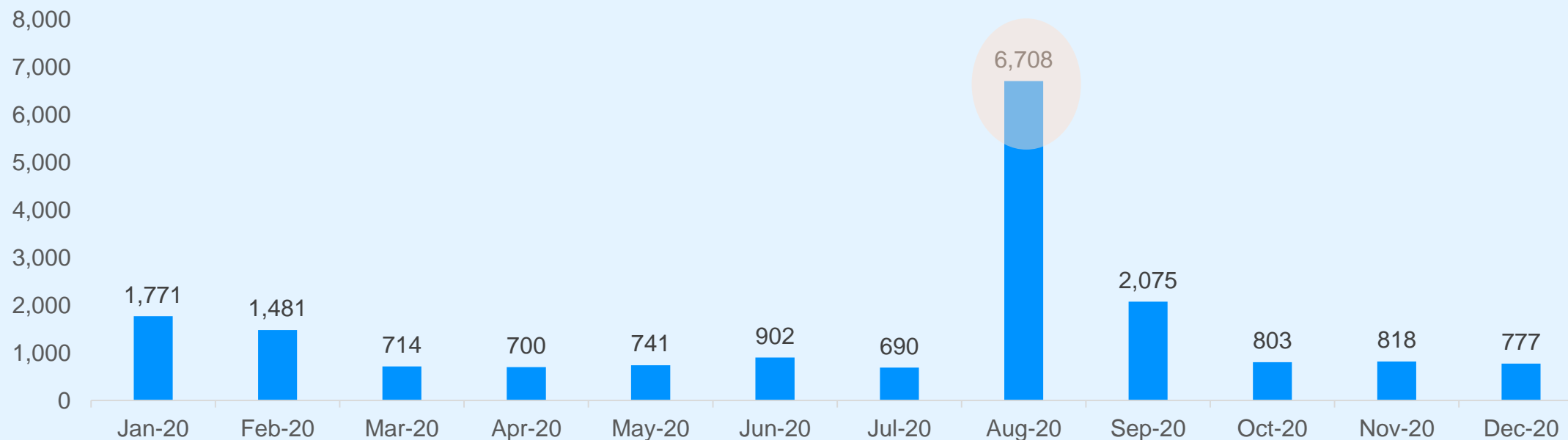


AHT details not available however to range between 5-7 mins as per the deep dive discussion



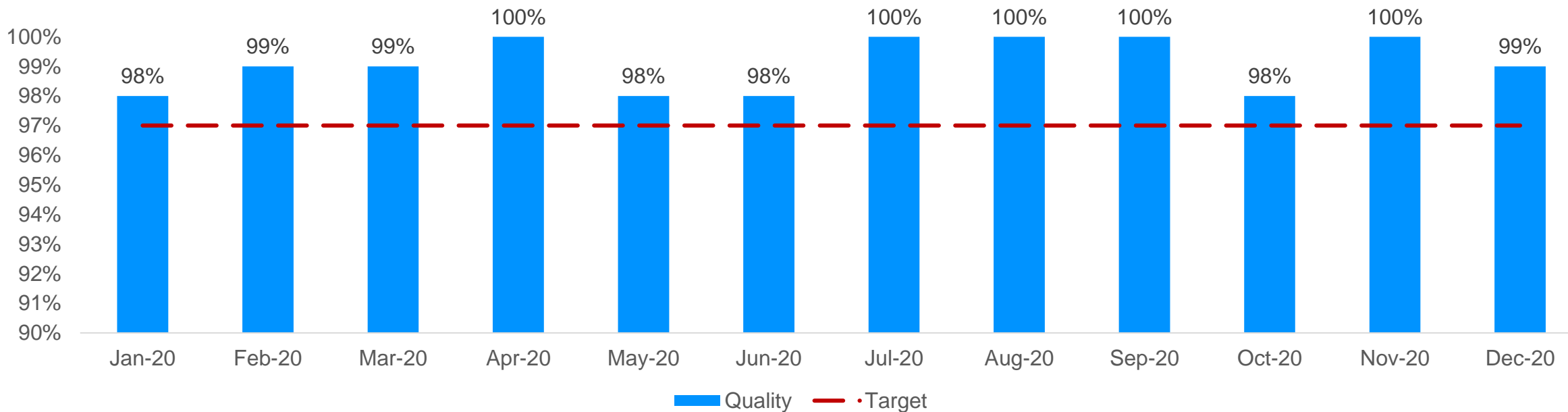
APO Volume

RSA Volume Trending



- Monthly Volume details available for the year 2020 (Jan – Dec)
- Volumes were on a higher side during the 1st and 3rd quarter
- Volumes were consistent for rest of the months

AHT details not available however to range between 5-7 mins as per the deep dive discussion



Highlights:

- Functional target of 97%
- Team meeting the quality scores month on month basis
- Quality split for each process not available

RSA validation cases not audited and not a part of the monthly score

Historic data on TAT not available for any of the processes in scope

Process	Time Service
Follow Up Letters	100% of cases within 5 business days (0+5)
Lump Sum Payments	100% of cases received before 6 PM EST to be processed within same day in VPAS and 100% cases processed within 2 days (0+2) for LifeCad Admin system
APO Processing	100% of cases received before 6 PM EST to be processed within same day
RSA Validation	All validation requests to be completed within 30 calendar days of being received

TRAINING FRAMEWORK

TRAINING FRAMEWORK

Training Agenda Assessments and Certification Setup for Remote KT

Needs to be created for most of the teams

Needs to be created for most of the teams

Prudential to setup MS Teams / WebEx sessions

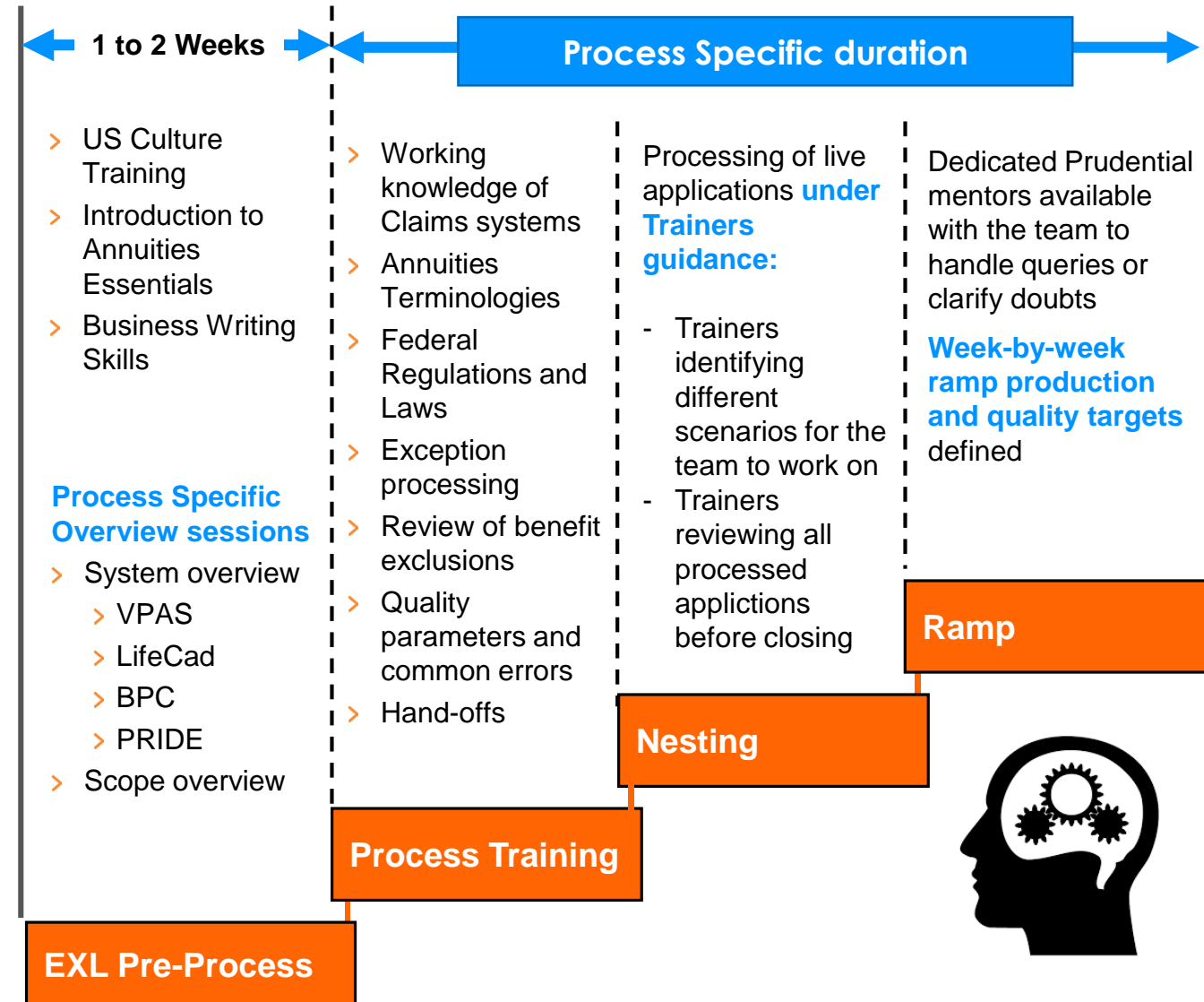


User / Role	Required Trainings			
	Mandatory WBT's	Process	Reporting	Quality Audits
Associates	√	√		
Subject Matter Expert	√	√	√	
Supervisor	√	√	√	
Quality Auditor	√	√	√	√

- Prudential has mandatory **Web Based Trainings** that needs to be completed by all users at the time of onboarding
- Process training of EXL resources to include training on system training and process requirements
- **Existing Prudential SMEs / Leads to be made** available to onboard EXL team members, using WebEx / MS Teams for Business remote sessions
- Associate / SME / Quality Auditor **certification to be created**

Tasks to be completed prior to the kick-off of Process Training

- Creation of hour-by-hour training agenda, as per defined timelines
- Review of quality audit sheet to be included in training curriculum
- Assessments to be included in the training agenda
- More scenarios / situation based problems to be included in Ramp phase
- Calibration and Certification criteria for Quality Auditors to be defined
- Reporting training for Supervisor to be included at the end of training



AS IS TRAINING AND RAMP GUIDELINES



Queue	Induction Training	Process Training					Ramp	
	Business Team (1 Day)	Pru Business Team						
	Training Agenda availability	Duration	Training Agenda availability	Documentat ion availability	Assessments	Certification Criteria	Duration	Weekly ramp targets availability
Follow Up Letters	Yes	1 Weeks	No	Yes	No	Based on weekly performance – 20 cases with 95% quality	4 Weeks	No
Lump Sum Payments	Yes	2 Weeks	Yes	Yes	Yes	Based on weekly performance	8 Weeks	No
APO Processing	Yes	2 Weeks	Yes	Yes	Yes	Based on weekly performance	6 Weeks	No
RSA Validation	Yes	1 Week	No	Yes	No	Based on weekly performance	4 Weeks	No

- Induction program includes the Introduction session followed by Annuity overview training for 2 hours
- All Trainings and ramp audits managed by the business team
- Documentation available for all process : work in progress on the segregation of relevant activities for each process in scope
- Currently there is no specific ramp approach and it varies from process to process
 - Associate is gauged on the weekly production and quality performance
 - 100% audits in Week 1 and the sample % to dip based on performance
- Assessments and certification criteria to be finalized for the knowledge transfer

PROCESS COMPLEXITY



Type	Question	Follow up Letters	LumpSum Payments
People Related Enquiry	Average time taken by an associate to reach the critical point in learning curve and available to perform on floor	~ 12 Weeks	> 12 Weeks
	Average education level of associates required for the process	Graduation	Graduation
	Years of relevant prior work experience required for the process	1 to 2 Years	1 to 2 Years
	Skill Set required for the process	Data Entry	Data Entry
Process Related Enquiry	What type of output your respective process does give?	Recommendation / Notes	Cross Check / Data Verification
	What is the turnaround time for your process?	2 to 5 Days	1 Day (VPAS) 2 Days (LifeCad)
	How many number of unique cases does your process have?	10 to 20	10 to 20
	What is the time taken to reach steady state?	0 to 3 Months	3 to 6 months
	What is the cost of defect or error?	Medium	High
	What is the average handling time of the process?	5 to 15 Minutes	15 to 65 Minutes
	Expected number of pages processed/ screen toggled in completing a transaction	10 to 20	10 to 20
Training Related Enquiry	What is the duration of the training?	1 to 3 Months	1 to 3 Months
	What's the duration of hands on practice before Pilot?	1 to 2 Weeks	2 Weeks
	Level of domain knowledge expected or imparted to associates	Medium	Medium
	What according to you would be the complexity level of the process?	Level 2	Level 3

[Complexity Calculator](#)



Complexity
Calculator

Level 2 Complexity

Level 3 Complexity

PROCESS COMPLEXITY



Type	Question	APO	RSA Validation
People Related Enquiry	Average time taken by an associate to reach the critical point in learning curve and available to perform on floor	~ 12 Weeks	6- 9 Weeks
	Average education level of associates required for the process	Graduation	Graduation
	Years of relevant prior work experience required for the process	1 to 2 Years	0 to 1 Years
	Skill Set required for the process	Data Entry	Data Entry
Process Related Enquiry	What type of output your respective process does give?	Cross Check / Data Verification	Cross Check / Data Verification
	What is the turnaround time for your process?	5 Days	1 Month
	How many number of unique cases does your process have?	20 to 30	0 – 10
	What is the time taken to reach steady state?	3 Months	0 to 3 months
	What is the cost of defect or error?	High	Medium
	What is the average handling time of the process?	5 to 7 Minutes	5 – 7 Minutes
	Expected number of pages processed/ screen toggled in completing a transaction	10 to 20	10 to 20
Training Related Enquiry	What is the duration of the training?	1 to 3 Months	1 to 3 Months
	What's the duration of hands on practice before Pilot?	1 to 2 Weeks	2 Weeks
	Level of domain knowledge expected or imparted to associates	Medium	Medium
	What according to you would be the complexity level of the process?	Level 3	Level 2

[Complexity Calculator](#)



Complexity
Calculator

Level 3 Complexity

Level 2 Complexity

	Annuities Bene Services
Process Specific Skills	<ul style="list-style-type: none">• Good written and verbal communication skills to bring claims into good order• Ability to apply procedures and interpret contractual provisions• Calculation of benefits• Open to participate in projects• Understanding of Annuities process (preferable)
Technical Skills	<ul style="list-style-type: none">• Good computer navigation skills• Experience in using Microsoft Office, Outlook• Intermediate MS Excel skills
Soft Skills	<ul style="list-style-type: none">• Ability to build strong professional relationships• Impeccable organization, time management, and problem-solving skills• Willingness to work overtime on short notice• Ability to work in a fast-paced environment
Education and Work Experience	<ul style="list-style-type: none">• Candidates with relevant business experience in US Annuities domain preferred

MIGRATION READINESS ASSESSMENT

MIGRATION READINESS ASSESSMENT – FOLLOW UP



#	Criteria	Description	Score (out of 5)	Comment	Action Items, if any	Responsibility	Target Closure Date
1	Process Management	Scope, Backlog, Documentation, Process Standardization, Volume seasonality	4.0	<ul style="list-style-type: none"> Forecast volume not available for 2021 Significant backlog of tasks Some amount if seasonality in volumes 	<ul style="list-style-type: none"> Minor revisions required in SOPs Scope finalized, to be approved Forecast Volume 	Prudential	-
2	Service Levels	Applicable SLAs, quality framework, historic data availability, SLA measurement and reporting	2.3	<ul style="list-style-type: none"> Historical data not available for TAT and Quality Reports pulled manually 	<ul style="list-style-type: none"> Reporting or tracking of SLA needs to be finalized Data on Quality metric to be shared 	Prudential	TBD
3	Technology	Availability of application inventory, access window, third-party apps, licenses, ID creation process, role based accesses, centralized repository for hosting all process documentation	4.5	<ul style="list-style-type: none"> Applications similar to existing Prudential processes ID creation takes 3-4 weeks Pru Library used to store documentation 	<ul style="list-style-type: none"> Access to apps and Role based access to be validated System specification to be checked 	Prudential/ EXL	-
4	Workflow	Routing of transactions, work prioritization, segregation of offshore processing, hand-offs	3.0	<ul style="list-style-type: none"> Work is assigned manually to users, requires some effort, can't be assigned through BPC Prioritization done manually 			
5	Resource Availability	Trainers, Quality auditors and Project Teams	4.5	<ul style="list-style-type: none"> Resources are identified however some not involved in the transition yet 	<ul style="list-style-type: none"> Finalization of Pru resources for KT and Quality Audits 	Prudential	TBD
6	Knowledge Transfer	Training manual, plan, certification criteria and training environment	3.8	<ul style="list-style-type: none"> Assessments and Certification criteria is not currently available for all processes 	<ul style="list-style-type: none"> Finalize assessments and certification criteria for EXL Creation of Training document 	Prudential	TBD

Low state of readiness

1 → 5

High state of readiness

Cumulative

3.7

MIGRATION READINESS ASSESSMENT – LUMP SUM



#	Criteria	Description	Score (out of 5)	Comment	Action Items, if any	Responsibility	Target Closure Date
1	Process Management	Scope, Backlog, Documentation, Process Standardization, Volume seasonality	4.0	<ul style="list-style-type: none"> Forecast volume not available for 2021 Some amount if seasonality in volumes 	<ul style="list-style-type: none"> Minor revisions required in SOPs Scope finalized, to be approved Forecast Volume 	Prudential	-
2	Service Levels	Applicable SLAs, quality framework, historic data availability, SLA measurement and reporting	2.3	<ul style="list-style-type: none"> Historical data not available for TAT and Quality Reports pulled manually 	<ul style="list-style-type: none"> Reporting or tracking of SLA needs to be finalized Data on Quality metric to be shared 	Prudential	TBD
3	Technology	Availability of application inventory, access window, third-party apps, licenses, ID creation process, role based accesses, centralized repository for hosting all process documentation	4.5	<ul style="list-style-type: none"> Applications similar to existing Prudential processes ID creation takes 3-4 weeks Pru Library used to store documentation 	<ul style="list-style-type: none"> Access to apps and Role based access to be validated System specification to be checked 	Prudential/ EXL	-
4	Workflow	Routing of transactions, work prioritization, segregation of offshore processing, hand-offs	3.4	<ul style="list-style-type: none"> Work can't be assigned, requires some effort to be picked from open queue 			
5	Resource Availability	Trainers, Quality auditors and Project Teams	4.5	<ul style="list-style-type: none"> Resources are identified however some not involved in the transition yet 	<ul style="list-style-type: none"> Finalization of Pru resources for KT and Quality Audits 	Prudential	TBD
6	Knowledge Transfer	Training manual, plan, certification criteria and training environment	3.8	<ul style="list-style-type: none"> Assessments and Certification criteria is not currently available for all processes 	<ul style="list-style-type: none"> Finalize assessments and certification criteria for EXL Creation of Training document 	Prudential	TBD



MIGRATION READINESS ASSESSMENT – RSA VALIDATION



#	Criteria	Description	Score (out of 5)	Comment	Action Items, if any	Responsibility	Target Closure Date
1	Process Management	Scope, Backlog, Documentation, Process Standardization, Volume seasonality	4.3	<ul style="list-style-type: none"> Forecast volume not available for 2021 	<ul style="list-style-type: none"> Minor revisions required in SOPs Scope finalized, to be approved Forecast Volume 	Prudential	-
2	Service Levels	Applicable SLAs, quality framework, historic data availability, SLA measurement and reporting	2.3	<ul style="list-style-type: none"> Historical data not available for TAT and Quality Reports pulled manually Volume data is available for last 1 year 	<ul style="list-style-type: none"> Reporting or tracking of SLA needs to be finalized Data on Quality metric to be shared 	Prudential	TBD
3	Technology	Availability of application inventory, access window, third-party apps, licenses, ID creation process, role based accesses, centralized repository for hosting all process documentation	4.5	<ul style="list-style-type: none"> Applications similar to existing Prudential processes ID creation takes 3-4 weeks Pru Library used to store documentation 	<ul style="list-style-type: none"> Access to apps and Role based access to be validated System specification to be checked 	Prudential/ EXL	-
4	Workflow	Routing of transactions, work prioritization, segregation of offshore processing, hand-offs	3.8	<ul style="list-style-type: none"> Work is assigned manually through Excel sheet No prioritization required 			
5	Resource Availability	Trainers, Quality auditors and Project Teams	4.5	<ul style="list-style-type: none"> Resources are identified however some not involved in the transition yet 	<ul style="list-style-type: none"> Finalization of Pru resources for KT and Quality Audits 	Prudential	TBD
6	Knowledge Transfer	Training manual, plan, certification criteria and training environment	3.8	<ul style="list-style-type: none"> Assessments and Certification criteria is not currently available for all processes 	<ul style="list-style-type: none"> Finalize assessments and certification criteria for EXL Creation of Training document 	Prudential	TBD



MIGRATION READINESS ASSESSMENT – APO PAYMENTS



#	Criteria	Description	Score (out of 5)	Comment	Action Items, if any	Responsibility	Target Closure Date
1	Process Management	Scope, Backlog, Documentation, Process Standardization, Volume seasonality	4.3	<ul style="list-style-type: none"> Forecast volume not available for 2021 Some amount if seasonality in volumes 	<ul style="list-style-type: none"> Minor revisions required in SOPs Scope finalized, to be approved Forecast Volume 	Prudential	-
2	Service Levels	Applicable SLAs, quality framework, historic data availability, SLA measurement and reporting	2.3	<ul style="list-style-type: none"> Historical data not available for TAT and Quality Reports pulled manually 	<ul style="list-style-type: none"> Reporting or tracking of SLA needs to be finalized Data on Quality metric to be shared 	Prudential	TBD
3	Technology	Availability of application inventory, access window, third-party apps, licenses, ID creation process, role based accesses, centralized repository for hosting all process documentation	4.5	<ul style="list-style-type: none"> Applications similar to existing Prudential processes ID creation takes 3-4 weeks Pru Library used to store documentation 	<ul style="list-style-type: none"> Access to apps and Role based access to be validated System specification to be checked 	Prudential/ EXL	-
4	Workflow	Routing of transactions, work prioritization, segregation of offshore processing, hand-offs	3.0	<ul style="list-style-type: none"> Work is assigned manually to users, requires some effort, can't be assigned through BPC Prioritization done manually 			
5	Resource Availability	Trainers, Quality auditors and Project Teams	4.5	<ul style="list-style-type: none"> Resources are identified however some not involved in the transition yet 	<ul style="list-style-type: none"> Finalization of Pru resources for KT and Quality Audits 	Prudential	TBD
6	Knowledge Transfer	Training manual, plan, certification criteria and training environment	3.8	<ul style="list-style-type: none"> Assessments and Certification criteria is not currently available for all processes 	<ul style="list-style-type: none"> Finalize assessments and certification criteria for EXL Creation of Training document 	Prudential	TBD

Low state of readiness

1 → 5

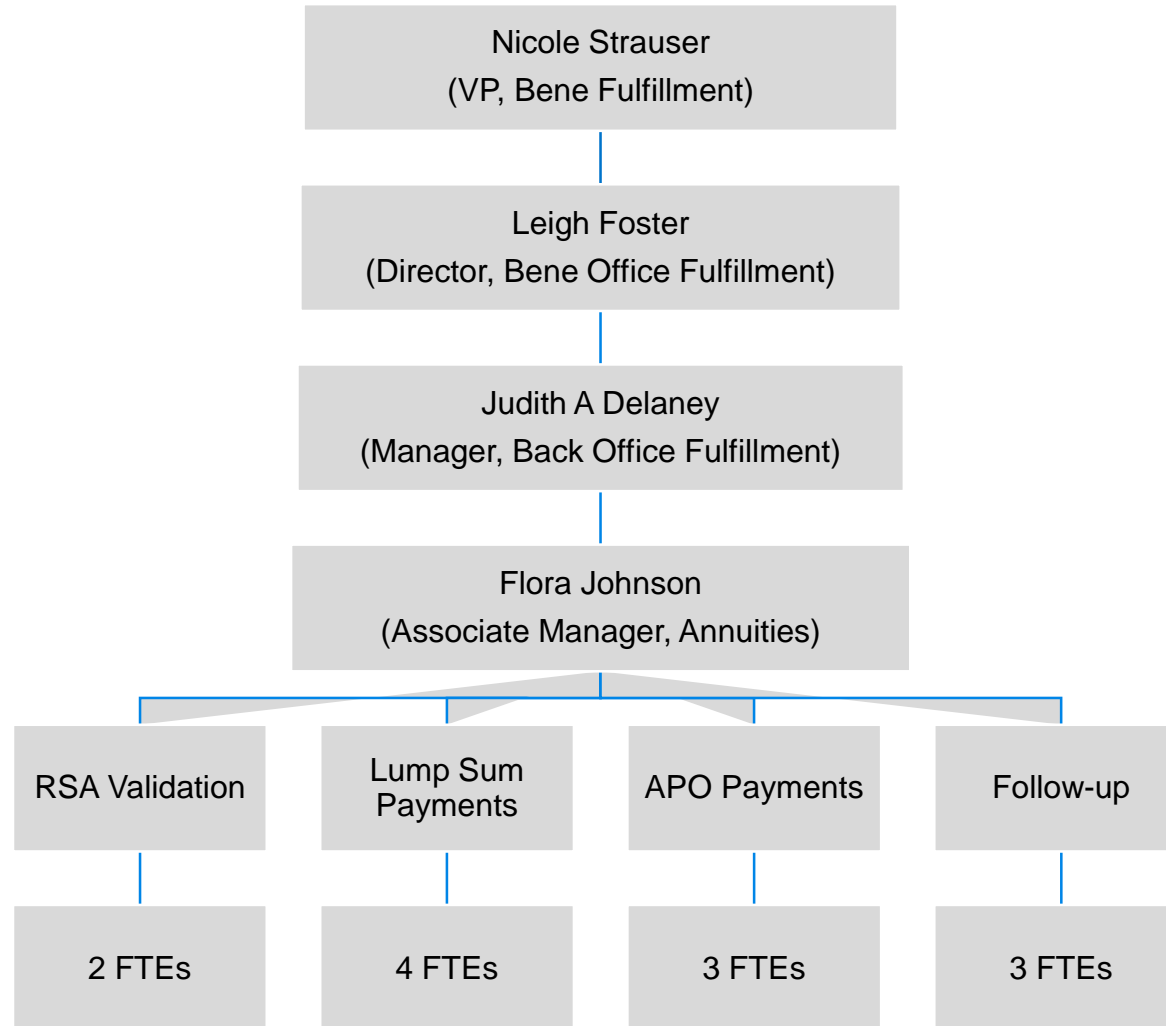
High state of readiness

Cumulative

3.7

ORGANIZATION CHART

ORGANIZATION CHART - PRUDENTIAL



THANK YOU



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