



# Voyage to Employee Engagement & Excellence

People CMM<sup>®</sup> ML3 Journey  
@ **Mahindra** FINANCE

Mahindra & Mahindra Financial  
Services Limited, Mumbai

Partnered by...

| QAI

# Mahindra & Mahindra Financial Services Ltd (MMFSL) appraised and rated at maturity Level 3 of the People CMM®

On 30th Sept, 2015, Mahindra & Mahindra Financial Services Ltd (MMFSL), Mumbai was appraised and rated at maturity level 3 of the People CMM® as a result of an appraisal conducted using SCAMPI<sup>SM</sup>-A. Besides the rating, the People CMM® program was responsible for a significant number of transformations and benefits.

## Key benefits:

- Reduction in cycle times (TAT) for Credit Appraisal to Final Approval, for key business verticals
- Business growth in 2 product verticals due to delegation of decisions
- Reduction in cycle time for approvals for rejoining cases for certain band of employees
- Control over salary deviations at the time of hiring

## A few other benefits:

A Competency Framework was implemented resulting in competency based approach to:

- Hiring
- Internal Job Postings (IJP)
- Training
- Succession Planning
- Career management
- A Strategic Workforce Plan aligned to the Strategic Business Plan takes into account factors like – productivity, attrition, promotions, transfers and competency development
- Competency Development Plans resulting in increased capability and improved productivity
- Defined Career growth maps for all roles in the organization and identification of "HIPOT"s based on published criteria

Mahindra & Mahindra Financial Services Limited (MMFSL), part of the Elite M & M Group (*recognized as one of the 27 Global brands in the world*) is a leading Non-Banking Finance Company (NBFC) catering to the financing needs of the large population residing in the rural and semi-urban areas of India. It provides a range of retail products and services such as financing of utility vehicles for personal and commercial use viz. tractors and cars etc. MMFSL has come up with Mutual Fund Distribution, Fixed Deposit schemes and Personal Loans as well. Today, as one of the leading non-banking finance companies, MMFSL has touched over 3 million lives.

- Decision Authority Matrix spanning all functions – Operations, Accounts, Legal, Marketing and enabler functions.
- Reduction in attrition rates from FY12-13 to FY14-15 owing to systematic action planning and improvement initiatives
- Improved communication within and between teams at all levels in the organization
- Online tracking of employee issues, grievances and problems driven by SLAs
- People development is now seen as everyone's responsibility, rather than that of L&D team alone
- Competency has gradually become part of the common "dictionary" of MMFSL along with terms like CGA (Competency Gap Assessment), Competency Development and IDPs (Individual Development Plans).

“Achieving People CMM® Level 3 is a major milestone in our journey of continuous improvement. Implementing People CMM® has enabled us to improve our People Management capabilities and align our people practices with strategic business goals.”

Mr. Vinay Deshpande, CPO of MMFSL

“We started the journey of People CMM® for improving the quality of deliverables of the Human Resource practices. It has helped us understand and fill the gaps between each process and also brought in lot standardization in the various HR processes. While implementing this project, we have also identified few new processes that are important for the organization and introduced various tools for managing and developing the HR processes.”

Vinod Nair, Head – HR

# People Management at MMFSL and initiation of the People CMM® Journey

Mahindra Finance has the vision to be recognized as amongst the top Great Places to Work and the underlying principle of the HR department is that “People Matter”.

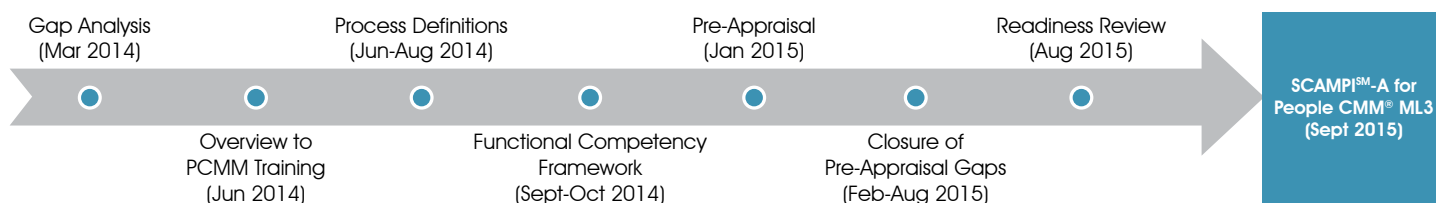
Some key improvements targeted were:

- Development of various metrics for promotional statement of EVP.
- Analyze Attrition in more detail in order to focus on Outlier segment to reduce the attrition.
- To make EVP a part of employee’s life through different ways of experiences through which employees can feel the attributes of EVP.
- Understand the industry best practices to acquire new ideas with high potential to be implemented at MMFSL.
- Training to focus on operational, technical, problem solving techniques along with behavioural aspects aligned to the role requirement.

MMFSL decided to adopt The People Capability Maturity Model (People CMM®) – a global maturity framework based on the best practices in fields such as human resources, knowledge management, and organizational development. QAI with its deep capability in Operational excellence and People CMM® was chosen to provide guidance and consulting support to MMFSL in this journey. QAI understood the essence of the MMFSL’s strategic objectives and entered into an agreement with MMFSL to partner them.

## How People CMM® initiative was run...

The People CMM® L3 journey was run like a project with a designated Project Manager along with a Task force to own implementation of the various process areas. The Project Plan was drawn up with milestones and timelines.



In this journey, the starting point was defining the HR Architecture and Process Mapping. The HR Architecture defined the various HR Processes in the organization and led to mapping of HR Processes with associated monitoring and measurements, taking into consideration all the business requirements.

Process heads were identified who were responsible for the effectiveness & efficiency of their processes across the country. All the processes are locally managed by the Zonal HR managers and their Regional HR Managers. Once the processes are in implementation, measurement of status and effectiveness is done through dashboards and MIS reports, process compliance verified through internal audits and validated through management reviews.

“ Peoples’ Capability is one of the key attributes towards Business Performance & deliverables, People CMM® enabled us to critically identify and work on functional Development of the work force which directly contributes to the business. This also enabled the organization to create a system wherein the nurturing of Talent can be done by structured system of Competency Development which integrates with the Performance of the Employees. ”

Suketu Kohli, Head – L&D

“ The People CMM® Journey enabled the Strategic intent wherein the critical elements like Succession Planning, Talent Management & career Planning were integrated so that we have a robust system of Talent development by leveraging vehicles like assessment center and development center. ”

Shaily Singh, DGM – HR

“ As Project manager of People CMM®, initially it was difficult to align with all stake holders. As we progressed, due to continuous communication, internal meetings and support of Senior Management, the teams aligned and connectors were embedded across the processes; This resulted in evolution and standardization of various processes not only in HR but also in Business & Operations. We improved the management of projects, including improvement initiatives. ”

Avinash Yogeshwar (CGM – HR & Project Manager, People CMM®)

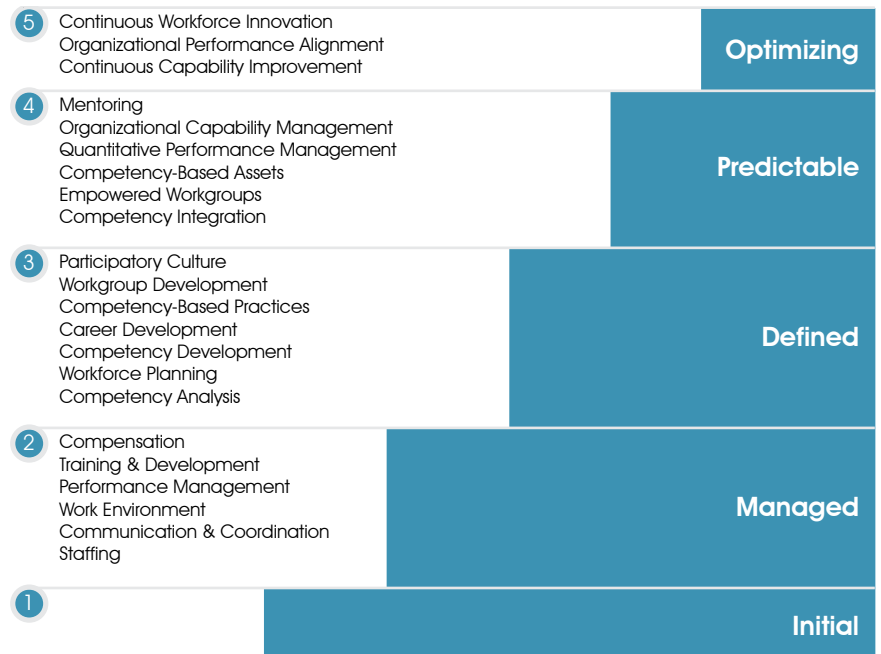
## About People CMM® ...

- The People Capability Maturity Model (People CMM®) is a framework, in fact a tool, to help successfully address the critical people issues in a Business organization.
- Based on the best current practices in fields such as human resources, knowledge management, and organizational development, the People CMM® guides organizations in improving their processes for managing and developing their workforce.
- The People CMM® framework helps organizations characterize the maturity of their workforce practices, establish a program of continuous workforce development, set priorities for improvement actions, integrate workforce development with process improvement, and establish a culture of excellence.

Each maturity level of the People CMM®, with the exception of the Initial Level, consists of three to seven process areas. Each process area (PA) identifies a cluster of related practices that, when performed collectively, achieve a set of goals considered important for enhancing workforce capability. The process areas at each level of maturity create an inter-linked system of processes that transform the organization's capability for managing its workforce.

### The Five Maturity Levels:

- Reduction in cycle times (TAT) for Credit Appraisal to Final Approval, for key business verticals
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### About QAI

QAI is a global consulting, advisory and workforce development organization addressing Operational Excellence. QAI today has a global footprint with offices and subsidiaries in India, USA, China, Malaysia, Singapore and Dubai.

Today, QAI Global Services works with organizations worldwide for enterprise-wide deployment of process improvement and quality initiatives using various models like CMMI®, People CMM®, and Six Sigma, Risk Management, Project Management, Change Management, Knowledge Management and Innovations Management interventions to name a few. The mission of QAI Global Services is to help organizations align their strategic objectives with day-to-day business and operational goals and drive the discipline of execution. QAI's services aid organizations all over the world to reduce cycle time, increase productivity, and improve quality of service delivery and processes.

### Over 300+ Customers Trust us for their Excellence

By taking an integrated approach to achieving operational excellence, we have consistently delivered significant bottom-line savings to our clients; by virtue of which, QAI has had the opportunity of implementing CMM®, CMMI® and People CMM® at over 300 leading clients from across 30 countries.

Of the top 6 consulting firms in the world, 5 of them have either worked or are working with QAI. These include Accenture, Deloitte, Price Waterhouse Coopers, Cap Gemini, Ernst & Young and Bearing Point. This goes a long way to indicate the confidence and faith by the best of the consulting organizations in QAI's abilities, experience and team. QAI tailors its efforts to deliver precisely the support required to help its clients build their organizations' capabilities. This consistent attention to organizational impact and attitudes is a critical factor in the successful implementation of any change thereby helping clients respond quickly, effectively and efficiently to changing business environments.