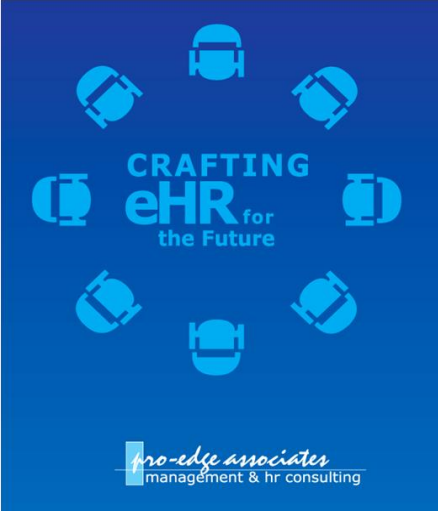


Pro-edge Associates Limited: A brief Profile



A brief profile



Overview

Pro-edge Associates Limited is a preeminent management and HR consulting firm, working across a range of sectors. We recognise the pressing and complex people challenges of today's ever evolving work place and acknowledge the significance of link between a skilled human resources and economic growth factor of any company or organization. We also recognize the fact that organisations have been facing challenges and turbulent time ever than before. Companies are now taking on a customer priority approach – improving quality, cutting costs, revolutionizing products. These changes have produced demands for contemporary management

and HR practices that are innovative, versatile, and effective to gain the competitive edge. Increasingly, human resources issues have been rated among the top challenges and business priorities across industry leaders. To compete effectively, businesses are seeking the best strategies for attracting, retaining, motivating, and rewarding the best talents in their industry.

Against the backdrop of this challenging agenda we work with you to design and implement the best business solutions through our services. We are here for you as

an **advisor** to your line management and generally to your organisation

a **partner** helping you to develop and implement best solutions

a **specialist** in developing your management processes, policies and practices

a **change agent** helping in creating and meeting the strategic goals and changes thereof

an **analyst** of your employees' views

a **researcher** to transform research into actionable insights and provide breakthrough perspectives

Our consulting approach is simple: we work with our clients not simply as consultant but as partner of change. We endeavour to make our clients more capable. Together, we work through the implementation process and transfer our "know how". Our solutions are never "one off"— They are designed to embed a sustainable process that always helps the organisational performance of our clients' businesses.

Pro-edge Associates Limited partners with clients across every industry, from the private, public, and not-for-profit sectors. With our experience working with such diverse business challenges, we have symbiotically learned and succeeded with our partners, helping them recognise and face their unique challenges and cultural issues.

We strongly believe that HR professionals who are knowledgeable, influential and demonstrate strategic acumen can influence business strategy and employment policy practice. This leads to high performing organisations and engaged workforces that deliver the economic growth to which every company aspires.

Our **promise** is helping your organisation work through

- translating strategy into action by aligning leadership teams, the organisational culture and structures, roles, and people capabilities to their needs;
- making insightful decisions about cultures, leadership, organisations, people, performance, and reward;
- developing and retaining talent and leaders;
- mobilising people to achieve business goals through creating reward strategies and performance cultures; and
- effectively implementing and sustaining our recommendations.

Our People

At Pro-edge Associates, our team of consultants comprises of experts with a unique mix of consulting and industry experience – and the genuine passion to deliver the best business solutions. Our consultants are not typically the experts who see the world through the same keyhole perspective. Our professionals bring fresh perspectives to all our clients' challenges, and pioneer new solutions to improve how organisations work.

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- We work through the implementation and transfer our "know how".
- Our solutions are never "one off"- they always help sustain organisational performance.

As management and HR consultants, we aim to work with in partnership with our clients to resolve their issues and face business challenges of the day. Our consultants are not only experts in their own subject areas—they are engaged for their ability to empathise with the clients and their issues; to listen; to work with the clients in developing solutions to achieve strategic goals. We guarantee, as a client with us, your issues will really be heard.

Our consultants are:

- Insightful — delivering unique insights and objective driven recommendations for how a client can improve the way their organisation works,
- Spirited — having the confidence, integrity, to speak their mind with courage and conviction, and
- Committed — committed to doing what is right for our clients.

This is what gives Pro-edge Associates, as well as our clients — the edge. Based on your specific needs, we form the right team for your unique challenge, rather than molding client challenges to fit our team's. Whenever necessary, we bring experts from overseas to address your specialized needs. Moreover, you can always count on our Chief Consultant to be actively involved in your engagement.

Service Lines

The one-shot magic answer is a myth! With that in mind, we offer a portfolio of services to help organisations work better. Our clients can utilize one, or several of our services, depending on what they really feel they need to address, to transform their business vision into a reality. The following are the service packages we offer, which address the top rated critical people and organisational issues that companies are faced with today:

- | | |
|---|---|
| 1. HR Strategy and Processes | 10. Human Resource Outsourcing |
| 2. Recruitment Management Service | 11. Institutional restructuring, Privatisation, M&A and Change Management |
| 3. Performance Management System | 12. Code of Conduct - business & employee ethics |
| 4. Job Evaluation | 13. Background Screening and Verification Services |
| 5. Succession and Career Planning, Organisational Capability Management | 14. Specialized Services |
| 6. Rewards and Compensation Management | 15. Compensation Information Services |
| 7. Developing Effective Organisations | 16. Employee Surveys |
| 8. Talent Management | 17. Management Development programs |
| 9. Leadership Transformation | |



1. Human Resources Strategy and Processes

We integrate our skills, expertise and methodologies with our clients' knowledge of business and their priorities. We partner with you to deliver visible business impacts and enable you to focus on more strategic issues. **Pro-edge Associate's deliverables are:**

- a well-defined organisational strategy, vision, mission and values which will drive management practices
- an effective organisation structuring scheme, fit to support the business strategy
- an optimized staffing and manpower planning guide for the proposed organisation structure
- a review of manpower patterns to identify the redundancies and ideal manning patterns
- a comprehensive conduct of job evaluation and design of grade structures
- HR audit
- an organisational assessment through employee surveys and HR diagnostic/audits
- a design and implementation of best suited HR processes and policies to include:
 - Recruitment, selection and induction processes
 - Performance management schemes
 - Compensation and benefits management schemes
 - Succession planning and individual career planning modules
 - Manpower planning modules
 - Training and development
 - Retention and engagement drivers
 - General HR policies and procedures



2. Recruitment Management Service

Pro-edge Associates Limited offers recruitment management services including (i) End-to-End Recruitment and (ii) Recruitment through Databank to the clients through a seasoned and professional recruitment team. Our objective is to support the clients in getting the most suitable candidates, and thus, saving the client's valuable time and resources. Through our recruitment service we perform initial screening and preliminary interview before providing three shortlisted candidates for each individual role, as well as provide market information on salary benchmarking for those positions. Thus, we give the clients not only the candidates' profiles, but an assessment of their knowledge, functional and behavioural skills-set and experience in the relevant professional areas. With our standardized recruitment management services, we endeavor to add value to clients' business.

We help clients pinpoint the performance areas and excel in it, creating more engaged and productive workforces.

Our integrated services fulfill the full range of performance management needs, including:



3. Performance Management System

We help our clients create high-performance cultures through effective performance management systems. These systems aim to enable our clients to harness and direct their employees more effectively by:

- clarifying performance expectations and how each employee contributes to organisation's objectives
- delivering constant and constructive employee feedback, and
- establishing a system of well differentiated rewards

- strategic consulting,
- process and systems design and development,
- coaching and training on performance management, and
- compensation and rewards design linking with performance.

As a result, employee behaviours are more focused on what matters. They know exactly where they stand and what they need to do to get ahead. High performers are distinctively rewarded for their contributions, helping to motivate and retain outstanding employees.

Pro-edge Associates delivers:

- a set of job aids/tools that help managers and supervisors carry out performance management and assessment process using appropriate skills
- a determination of how assessments will affect pay
- a detailed implementation plan
- a communication strategy addressing both manager training and employee communications
- a rating scale to evaluate actual performance against targets



4. Job Evaluation

We help design the most appropriate job evaluation methodology so that our clients can bring together the right people, the right jobs and the best structures, to most effectively execute their strategies. Depending on the management profile, our system provides clients with

- a consistent and objective framework to analyze organisational structures,
- evaluations of people and jobs, and definitions of career progressions,
- development of pay and reward programmes, and
- management of their human resources more effectively.

We provide a disciplined system for determining the relative importance and value of different jobs—and the critical relationships between them—within an organisation. It is supported by our compensation database, enabling our clients to make more informed and accurate pay decisions.

We continue to improve to provide our clients with deeper dimensions of analysis, more customized capabilities, and greater flexibility to adapt the methodology to their own organisations and cultures. Having the best job evaluation tools is critical; we will offer tested evaluation methodologies for assessing jobs by relative size, nature and importance, at all levels in all types of organisations.

Pro-edge Associates delivers:

- an understanding of relative accountabilities of all roles – corporate office, business, function, and category
- an established clear, effective career path, useful in determining career moves and development programmes
- a design of internally equitable pay structures
- an assurance of meeting requirements of "equal value" expectation
- an assessment of accurate market competitiveness through surveys
- an analysis of job and organisation design efficiency and effectiveness
- an effective way of determining the best job/person match
- a useful tool to support job/employee matching, as well as organisation and job design
- a method that can be applied to all jobs – from the CEOs to any roles on the business front lines
- a mesh with a wide range of processes, which can be designed to meet the unique circumstances and culture of different clients



5. Succession and Career Planning, Organisational Capability Management

Managing top talent's career routes is a key to the future performance of all organisations. We help clients identify realistic, effective pathways for talent to move within an organisation.

We also help build the individual and organisational capability that will meet future business priorities and, along the way, fulfill personal career development aspirations. **We deliver to our clients:**

- a planned, developmentally appropriate capability build-up
- an understanding of jobs/work, and how the right experiences can be used to develop strategic perspective, accountability and competency as talent take on larger, more complex jobs
- a way of maximizing their leadership/talent pipeline, and individuals are provided with practical career option insights
- a diagnostic tool to help develop career paths while ensuring clients have the right people in the right roles at the right time
- a design with appropriate matrix to integrate capability development (skills and competencies) with work and jobs (from job evaluation methodology)

Effective rewards and compensation systems can help organisations to

- align rewards with business performance and work culture.
- provide a basis for a competitive and differentiated reward package that reflects the internal and external value of work.
- ensure that roles are effectively differentiated and leveled within the organisation.
- enable the internal equity of reward programmes – parity among and between employee groups.
- ensure the external competitiveness of the compensation programme so that compensation is positioned against the right comparator groups at the right levels.
- provide a link between performance management systems and how employees are paid.
- ensure employees have buy-in and understand new programmes and increase the commitment/engagement of employees.

- a comprehensive picture of the most likely career paths that individuals can follow to achieve their full potential, to understand the risks associated with different types of career moves, and to prepare people for successful transitions

We help clients move from an inflexible competency model to one that clearly identifies the best path your talent can follow to meet their aspirations and, at the same time, deliver on your business needs and strategies.



6. Rewards and Compensation Management

We help clients to design and implement compensation programmes that reflect the organisation's business strategy, work culture, value of work, and employee performance. We work closely with our clients to understand their business objectives, their performance goals, their people—and, crucially, what motivates them. Then applying our knowledge of people and work, we help them develop reward programmes that engage employees, unlock hidden value and drive performance where it matters most.

We deliver on:

- Employee Commitment through Reward mechanism
- Salary Systems
- Total Remuneration

Pro-edge Associates continuously emphasizes that developing and utilising talent –matching talent with proper outlets delivering the maximum contribution – is a critical success factor.

Organisations need to be able to move people into roles of varying stretch, to have a sufficient talent supply to fill critical roles. Pro-edge assists the companies to place people at right places so that their business is not put at risk.

- Benefits Design
- Communication and Implementation of Reward mechanism
- Long-term Incentives/Variable Rewards
- Short-term Incentives/Variable Pay
- Reward Architecture
- Executive Rewards
- Strategy & Design of Reward and Compensation Management
- Review and ongoing Advice on Reward and Compensation Management
- Benefits and Terms of Employment
- Governance, Disclosure & Compliance of Reward and Compensation Management



7. Developing Effective Organisations

Developing an ambitious business strategy is critical but successfully implementing that strategy is the real challenge. We help business leaders design and build organisations that allow them to implement their strategies. We work with CEOs, business owners, and business unit leaders to bridge the gap amongst strategy, structure, and people, with a focus on execution. We work collaboratively with our clients to build a blueprint for the organisation and help bring the design to life. We help our clients to

- translate their strategies,
- clarify their business models and operating models, and
- identify organisational design requirements – structures, governance and management systems, processes, jobs, culture and people capabilities – to make the organisation work.

Our approach is 'build as you go'. This allows senior executives to directly shape the organisation design, get buy in from their leadership team, and accelerate implementation. We bring a wide spectrum of knowledge to our clients, drawing the linkages between strategy, finance, operations, and behavior, and a suite of research-based tools and methodologies.

We deliver

- Typical Client Needs Identification
- Strategy Clarification OD
- Culture Transformation
- Clarifying the Business Model
- Designing the Operating Model
- Organisation Design
 - Diagnose roadblocks, clarify benefits
 - Determine design requirements
 - Implement organisational design
- Implementation Planning for OD

A Brief Profile of Pro-edge Associates Limited

Pro-edge Associates has a pragmatic and balanced approach, bringing together experts who understand the financial, organisational and behavioral aspects of reward. We have methodologies which are tested and proven in companies, and we tailor these methods to meet our clients' various leadership styles and cultures. Therefore, we are committed to working closely with key decision makers of the clients and provide....

- a clear understanding of business strategy, business model and goals, and work culture.
- an understanding of reward strategy, helping to clarify this if necessary.
- help to develop clear priorities for compensation management programmes.
- an understanding of the criteria that differentiates work in the organisation and apply those criteria to develop a hierarchy of value-added role contribution in the organisation – through bands, grades, career families or broad band approaches.
- an analysis and understanding of potential compensation equity issues and their impact on compensation design.
- an analysis and understanding of the competitiveness of the compensation programme against relevant external markets.
- a well-developed compensation plan designs that are aligned with the requirements of the business and the reward strategy.
- an understanding of the best practices in other organisations with insight into why different types of plans tend to be used by different organisations.
- a model with outcomes and costs of alternative plan designs and understand cost and accounting implications for the organisation.
- a developed detailed plan design and help to implement and communicate.



8. Talent Management

We provide our clients well developed talent management programmes that enable them to create effective succession plans and fill the demand for future leaders within their organisations. Through these programmes, clients can accurately identify their top people and develop these individuals to move into mission-critical roles within their evolving businesses. We help our clients stay one step ahead of their needs, creating a pipeline of “future stars” who are ready to drive their organisations to the next level.

We deliver:

- Succession Planning
- Selection Systems
- Career Mapping & Development
- Competency Modeling
- Capability Assessment (assessment centres)
- Talent Audits
- Risk Assessment (internal vs external hiring)
- Promotion Suitability

Our approach is rigorous and comprehensive, beginning with analyzing our client’s business strategies and identifying the roles that will have the greatest impact on their success. We then assess the skills of top performers against the requirements of those roles and help our clients create training and coaching programmes to fill gaps.



9. Leadership Transformation

We help our clients transform their leadership teams to meet the challenges of major changes to their organisations, business strategies or markets.

We begin by intimately understanding our clients’ business strategies and where they wish to take their organisations. Then we “decode” these strategies, analyzing the people, organisational structures and processes they require to meet their goals. As part of this process, we develop competency models that define the specific skill sets that leaders need to achieve the results they desire. Applying these models, we identify gaps in the current organisation, and design and implement leadership development programmes to overcome these challenges.

We work on:

- Benchmarking Leadership
- Emotional Intelligence
- Leadership Development
- Executive Coaching
- Management Team Development



10. Human Resource Outsourcing

Competition always runs high in today’s business world. The burning question remains – how to resolve people issues efficiently, without diverting precious time and money for in-house HR functions? The most ideal alternative is – an HR team focused on strategic issues.

We bring comprehensive HR solutions that identify potential cost saving opportunities and process improvements- so that our clients can prioritise on strategic issues and implement change, all without dispensing additional resources.

Our programmes include

- Identification of HR activities to be outsourced
- HR self service processes (technology enabled)

Code of Conduct

Pro-edge associates helps businesses realize and actualize their ethical commitments. We bring to your attention the relevant legal obligations of the company towards its own people and to the public. We recommend processes to ensure that your business is adhering to the organisation's own policies and principles, exercising good stewardship of its assets and the environment, and behaving safely and ethically at all times.

We provide organisations a set of programmes to embed in them a culture of pursuing these goals and conducting business with an eye on the needs of the future.

Pro-edge Associates brings together a set of universal standards, helping to define the expectations and responsibilities of organisations from/towards its businesses and its people, regardless of location or background. All employees must follow this Code. By doing so, they will ensure that their activities strengthen the business and support the organisation's values.

- Payroll outsourcing
- In-house magazine design, edit and publications
- Retainer services with professional HR capabilities
- Reengineering HR processes
- Implementation support



11. Institutional Restructuring, Privatisation, M&A and Change Management

A single window solution is critical for institutional restructuring, privatization, merger and acquisition and large scale change management. In this context we offer....

- Assistance in articulating a vision for change
- Assessment of organisational effectiveness towards change
- Development of a restructuring plan
- Organisational design and corporate governance framework
- Preparing employee database to facilitate executive decisions
- Staffing and manpower planning
- Redesigning HR policies and HRIS
- Legal/IR support to facilitate corporatisation
- Large scale training and capacity building to sustain changes
- Teambuilding workshops
- Focused communication initiatives
- Advising the management on stakeholders issues, like Govt., Union, Employees and Investors



12. Code of Conduct – business and employee ethics

The Code of Conduct sets out the principles and standards that guide organisations to effectively do business. More than simply words on paper, these standards are ways of ensuring that organisations consistently and instinctively do the right thing.

We deliver the following:

- Guiding Principles and Setting the Foundation of the Code
- Using the Code including
 - How the Code should be organised – the stakeholders
 - Why the Code is needed – the standards
 - Employee's personal responsibilities – how the Code will be enforced
 - Who must follow the Code
 - What are the responsibilities of the supervisors
 - Organisation's responsibilities to its customers, suppliers and market
 - Employee's responsibilities to customers/shareholders
 - Organisation's responsibilities to and expectation of employees, communities and public



13. Background Screening and Verification

We have the expertise in providing background/antecedents verification to our valued clients. We have strong process in place for background screening to various International, MNCs and national organizations. Our commitment to quality and trust is the main strength for providing expertise in this area

Verification Components	How we do it
Education	1. Education Center is checked against our database, which includes various institutions across the country . 2. The Degrees, Diplomas and/or Certificates are validated in through email, fax or in person; 3. All education verification is done by obtaining written/verbal confirmation from the College / University, depending on client's requirement.
Employment	1. The verifiers contact the Employer/HR Department of the Organization, as declared by the candidate 2. The credentials and other details as required by the client are verified 3. All relevant employment documents provided by the candidate are sent for authentication. 4. Employment verifications are done through call, email, fax or site check 5. Details of the respondent and the verifier are recorded. 6. In case of negative feedback, crosschecks are being made with the concerned Company before a report is sent out to the Client
Criminal Records	1. Local Criminal records are checked from the local police stations by our verifiers
Address Check	1. Verifiers would visit the address mentioned by the candidate to conduct the verification 2. In exceptional cases, additional information is also procured from the neighbors
Professional Reference	1. Our verifiers talk to the referred persons and other references and gather credentials as required by the client. 2. Confirmation on the candidates character is an essential component of this check
Identity Proof	1. Identification check is done through the issuing authority 2. Other documents check is done by validating through a specialized agency (if required)
Drug Test	1. We tie up with various reputed medical associations across the country. 2. Panel drug tests are carried out, as desired by the client 3. An appointment is scheduled for the candidate to submit the blood sample at the laboratory. 4. The medical examination report is procured by us and handed over to the client



14. Specialized Services

We have the experience, expertise and resources on call to help our clients in the following areas:

- Contractual staff management
- Work permit assistance
- Support services and assistance relating to securing regulatory requirements
- Various outsourced support and logistic services
- Labour case litigation support and advices
- Tax help desk for assisting on issues relating to employment arrangements, income tax compliance and tax planning.



15. Compensation Information Services (CIS – On-line Salary Survey)

Pro-edge Associates helps organisations unravel increasingly complex compensation information to find the insights they need to make pay decisions that support their business goals. We are uniquely positioned to deliver on this promise because we collect data and evaluate job roles using a tested methodology. This enables clients to make in-depth compensation comparisons—across job functions, industries and countries—with unparalleled confidence.

We obtain databases which are broad and deep, and country wide. We make it easy for clients to access these databases and pinpoint critical decision-making insights through—our Internet-based reporting and analysis tool. We also provide our clients with detailed compensation analyses and support. In addition, we can perform custom studies to address specialized client issues or needs.

Our programmes include:

- Online Access to Compensation Database through Subscribed Portal
- Comprehensive Compensation & Benefits Databases
- Market Analysis and Advice
- Powerful Reporting and Analysis
- Customized Survey Capability
- Reward Benchmarking



16. Employee Surveys – Online Service

An organisation's best source of competitive advantage is its people. Through customized surveys and focusing on organizational objectives, we help clients attract and retain talent, enhance employee motivation and engagement, improve operating efficiency, manage change more effectively, and enhance customer loyalty. Strategies, business models, products, and services can all be replicated by competitors; talented employees, by contrast, are a sustainable source of differentiation. To achieve this competitive feat, organisations need to succeed in attracting and retaining the best talents, and keeping engaged the hearts and minds of employees at all levels. Given the variability across organisational cultures and objectives in businesses, any one-size-fits-all approach to employee is bound to fail. We tailor each step in our survey process to the particular needs of each client - starting from questionnaire design, to administration methods, to results reporting and action planning.

We ensure that employee surveys have organisational impact by

- Tailoring survey content to specific client objectives, such as attracting and retaining talent, enhancing employee engagement, implementing and monitoring change initiatives, communicating and tracking progress toward new cultures, or assisting with integration following a merger or acquisition.
- Providing a customized survey site that significantly facilitates the entire process.
- Providing a customized administration tool to meet the unique needs of our clients.
- Interpreting and prioritizing results through the use of comprehensive analysis tools.
- Providing survey results to managers in accessible and actionable formatted reports.
- Helping ensure that meaningful organisational action happens as a result of the survey.



17. Management Development Programmes

- On-line psychometric and aptitude testing
- Learning and Development – self learning portals