

A Study on Data Analytics at SREI Infrastructure Finance Ltd



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The paper focuses on a study of the data management practices followed at SREI Infrastructure Finance Ltd. Based on the study of various documents and the interactions with various employees at SREI Finance Ltd., the researcher has identified how data is processed and converted into meaningful information. Accordingly analysis has been done and inferences have been drawn which ultimately lead to conclusions and recommendations.

1. Introduction

An HR department is like a hub where information- data comes into the organization. This data is unlike other functions which earn revenue but is none the less very important. It is related to a company's most prized asset "Employees". From the generation of a request to hire a candidate to the final FNF settlement; each and every part of an employee's journey through an organization has to be tracked. Having an employee data plan relieves the pain many HR organizations are experiencing today around consistent reporting, regulatory compliance, implementing ERP systems. It's also a prerequisite for implementing a successful HR Data Analytics program.

Traditionally one might think "data" ownership falls exclusively under the auspices of the companies' IT department. But in reality "IT does not own the data". Simply put, IT provides the highly skilled workers responsible for the storage, security, archiving, and making data available for use in a timely manner to all departments in the business. HR in this case is the owner or steward of all employee data. An HR department ensures proper management and integration of the data within their department. Strategic minded HR leaders must partner with their IT providers, both internal and outsourced, to leverage all the resources for effective provision of HR services. They must provide the resources and leadership needed to manage the following activities:

Data Mapping: This can be the most challenging part of the data management process, requiring between 60-80% of the data management effort. But this delivers the highest returns. Industry consolidation along with mergers and acquisitions has left a significant number of HR organizations managing employee data in multiple legacy vendor systems, in various formats and an assortment of different databases. Many have to address their problems with footnotes and asterisks in staffing thus reducing HR's strategic value to the business.

Data Quality: This is of utmost importance for any HR data management system, as the importance of any analysis from the data depends on it. No value can be derived if the data is not formatted properly. Today's HR managers must develop data management skills to effectively work with IT partners to create the business processes and procedures required to optimize HR functions.

Data Governance: Make sure someone in the HR organization is in charge of the way data is managed. HR data will always shift to new platforms as time goes by. This trend makes creating and maintaining a company's HR employee data plan a business imperative.

As global economy drags on we find many HR organizations are downsizing. Companies must set up an efficient and effective HR department that has the right combination of HR consulting resources, data management skills, and infrastructure to economically create an in-house or ERP solution, to support all their HR data needs.

The paper not as complicated as the points which I have stated above but according to me the basis of an Effective and Efficient HR department is a great Data Management policy. At SREI data is managed through tracking reports which are made and managed in MS EXCELL. Each bit of information is tracked and then has to be taken to its logical conclusion.

2. Document Handling

HR can be a source of strategic advantage for every company. The amount of paper that any HR department receives is huge with numerous files for every employee and applicant. HR department must also ensure compliance with regulations and timelines of the company policy is essential.

The flow of information into the HR department usually comes from the various documents which come from the various documents which come and are to be scrutinized. According to "SREI Nitti", the company policy, the documents which are associated with employees are to be handled on an immediate and extremely confidential basis. If there is an audit or you need to deliver an important report, you have to ensure the policies have been followed, your records are in order and immediately accessible. Each document performs a specific purpose and helps the company understand the employee a little

better. A thorough analysis of the employee's behavior while submitting each docket has been carried out. The documents which need to be handled have been discussed below;

Offer Docket: Before a candidate is offered a certain position the candidate has to submit certain documents. These are to be given at the time of the interview. These include functional as well as personality tests as per the position for which the candidate has applied. A copy of the candidate's resume is also attached so that the HR department gets an idea about the candidate's history, since the interviews are taken by the managers in the various departments. The candidate is asked to submit proof of his previous employment and salary. An ID proof for the candidate is collected in the form of his PAN card or voter's ID. Reference numbers are sourced since for position in Collections, Recovery etc. an issue of integrity may arise. Educational documents are sourced and checked because as per company policy only a candidate who is a graduate can give an interview. Lastly the managers who have taken the interview have to fill two forms, i.e., the Interview Evaluation Sheet and the Manpower Requisition Form (MRF). These forms give the HR department a clearer idea about the candidate and the position for which he has applied. This helps in the final negotiations of the person's designation and salary. They also include comments about the abilities of the said candidate and the training he might require.

The offer docket is prepared at the regional office and the recruiter is tasked with the collection of the required documents. The HR has a tracker which is used to track the progress of the candidate during this phase. This helps to keep a tab on the documents of candidates who have given their interviews in the branch offices.

Joining Docket: According to SREI Nitti the first thing a new recruit does on his first day is to fill and submit the Joining Docket. This is a set of documents which helps in the smooth integration of new employee into the company. This starts with the joining report which is the first document which the employee fills. This gives the details about the date and location that a person has joined. The next document that the person fills is the Employment Application Form which includes the employee's personal details, i.e. his address, phone number, qualifications, experience, previous employers, health issues, extra achievements etc. Each of these is verified by an attached documented proof such as PAN card, Passport, Medical Fitness Certificate, Marks Sheets, bank statement. The candidate is asked to submit seven passport size photographs. The docket also consists other forms for the PF, gratuity, ESIC. The company provides a group mediclaim policy which is optional. The form and formalities for this also form a part of the joining.

The tracker for the joining dockets is thoroughly maintained and continuously updated. After scrutinizing the documents and collecting any missing ones the completed dockets are sent to the HO for processing. The immediate processing of the joining docket is of utmost importance since the appointment letters and salary processing does not start till the submission of the completed docket.

Despite the knowledge about this many candidates do not bring all the required documents. This slows down the entire on boarding process. A complete analysis of the behavior of the new candidates will be studied and a detailed analysis will be submitted in the final report.

Conformation Process: An important step in the journey of an employee is his shift from probation to a permanent employee. This step can truly be called the final step of the on boarding procedure, because till then the employee is uncertain about his performance. According to SREI's policy a candidate is on probation for the first six months. The performance of the employee is closely monitored by the managers. At the end of six months the manager gets a notification in his oracle page about the conformation of his subordinate. Here it is up to the manager's discretion to decide whether to confirm the employee, extend the probation period or to terminate the services. The manager can check the progress of this process through his oracle account. In case there is a problem with the process in oracle, then a physical copy of the form is sent to the concerned manager and the reply is processed accordingly.

Exit formalities: The end of an employee's journey is always stressful, not only for the employee but also for the HR department. They have to ensure that there is a smooth exit for the employee and an even smoother transition within the organization. Thus the exit formalities play an important role within the HR's functional domain. SREI as is an immense organization where there is a high level of integration among the various departments. Thus the exit formalities have been designed in such a manner that the concerned functional areas do not suffer. When an employee wants to resign he has to make a request through the oracle account which sends intimations to all the concerned parties including the HR department. The HR department mails the employee the exit docket explaining every step of the process through the same. The candidate then goes through a series of meeting in which the company tries to ascertain the reason of the resignation and tries its best for retention. After this the candidate has to take the approval of all the concerned parties including the accounts department and the IT department. After all the approvals the employee submits the exit docket which consists of the resignation letter, resignation approval, the approval sheet from the various connected functions and the PF formalities. The candidate then serves his notice period before leaving. The company has a very strict absconder policy and people not serving the notice period or not getting the required approvals strict action is taken.

Several observations about the process have been made and a detailed analysis is given below. The file of an employee can give the HR department every bit of information about a certain employee. It helps in judging the performance of the employee as well as gives the HR department an evaluation about its own abilities.

3. Query Logs and Grievance Handling

Maintaining quality of work life for its employees is an important concern for the any organization. The way an organization handles grievances has a profound impact on the environment of the organization. The attitude of the management in their

effort to understand the problems of employees and resolve the issues helps maintain harmony. Managers must be educated about the importance of the grievance process and their role in maintaining favorable relations with their subordinates. Effective grievance handling is an essential for good employee relations.

In an organization where for every little thing the employees look up to the HR for help and support an effective means of handling grievances is of utmost importance. At SREI I have observed that whenever there is a problem people directly approach the HR for a solution. The queries and grievances are tracked thoroughly and for the most part the queries and grievances are solved within the day. This helps determine the problems which the employees of an organization face. To be fair some of the queries are fairly basic and can be sorted by the HR themselves.

The query log ensures that by effectively handling the queries and grievances of the employees an organization can maintain a high level of satisfaction and thus improve overall performance. The management should take care to develop a culture of trust and confidence upon the employees. To a great extent the aggravation of problems depends on manager's approaches and attitude in effective handling of employee's issues. Care should be taken in the way managers approaches the problem and perceives them. The cooperation from both parties is essential to handle problems and effectively settle the grievances.

4. Organizational Charts

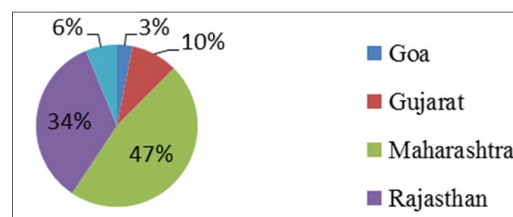
HR managers in companies have been using organizational charts for decades to fulfill a very basic but significant function. These managers have used organizational charts to form the structure of the company, where questions of "Who is Who?" and "Who does What?" are answered. Experts are aware of the issues that arise when job roles and responsibilities are not clearly defined. Organisational charts need to define the function and role of every single individual in a company so that there is room for accountability.

According to SREI Nitti, every vertical must complete its man power planning before the start of the financial year. Then the new reporting structure is to be submitted to the HR department which then prepares the organographs and uploads them on to the oracle system for the employees before the end of the first quarter. But this task was made more challenging by the change in the company's structure from a Matrix organization to a Vertical organization. This meant that the HR had to reconfirm with all the employees about their reporting managers. Since calling 1500 people was not physically possible we decided to target certain key managers and generate the required information. The HR sent out mails to the managers who responded within a couple of days and despite this there were certain discrepancies which we sorted out by making phone calls to the concerned. Slowly but steadily the HR filled in the gaps of the organizational charts and arraigned them into various vertical such as CME, Non CME, ARM, Sales etc. As every HR Manager is aware, this is one of his chief responsibilities, which is essential for the smooth functioning of the organization.

5. Analysis and Findings

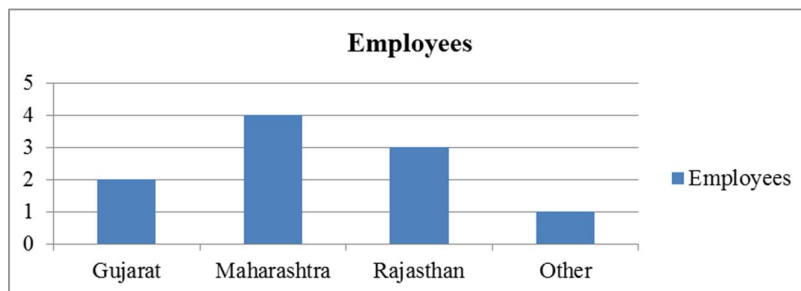
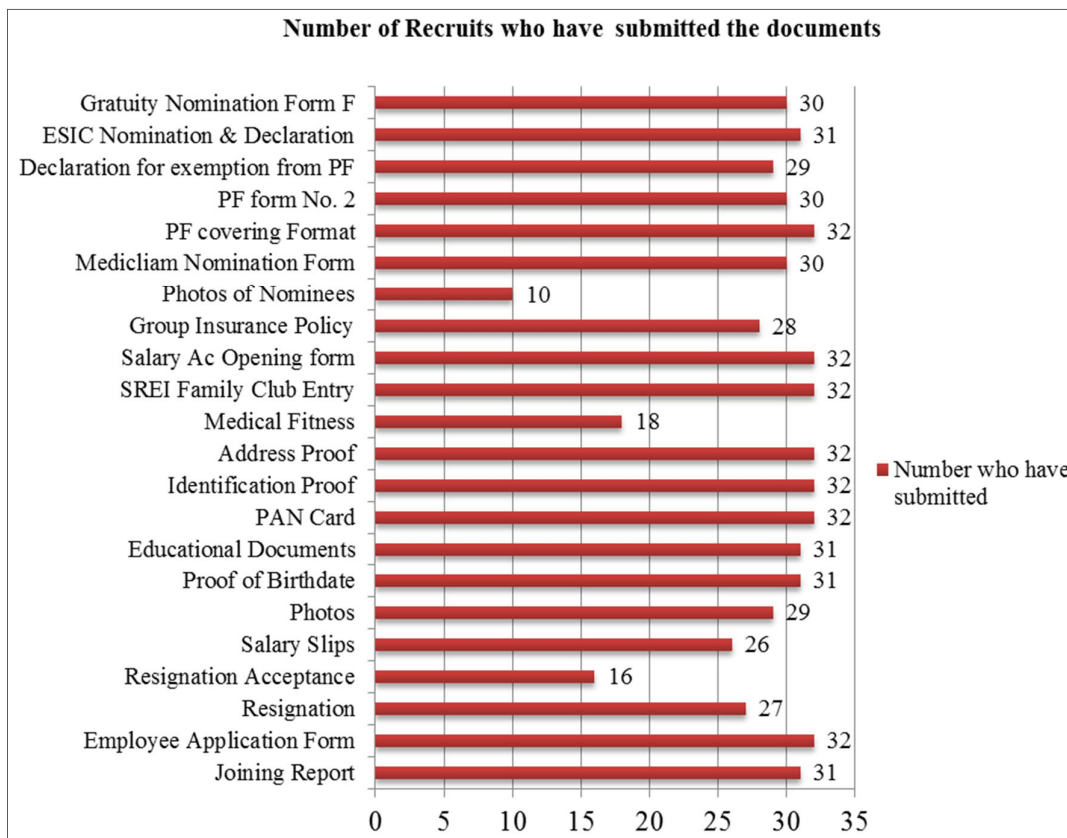
Joining Docket

As seen earlier the joining docket is to be submitted on the day the employee first joins the company. The documents are handed over to the HR executive who is handling the on boarding procedure. But more often than not the employees do not submit the entire list of documents. This means that there is a delay in the completion of his on boarding procedure. The following analysis would help us develop a better understanding of the behavior of the employees when they join a new organization.

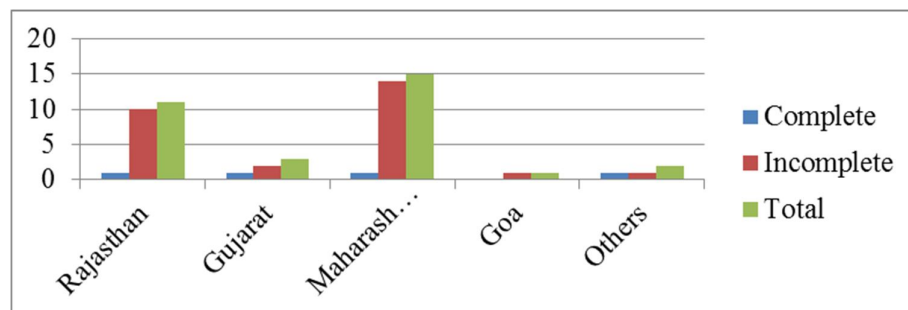


Of the thirty two employees who joined the Western Zone offices of SREI, 47% joined in the various offices across Maharashtra. Each employee has to fill a total of ten forms and has to submit the documents to verify them.

The below graph gives us a clear idea about the pattern in which the employees submit their joining dockets. It can be observed that everyone has correctly submitted their Employee Application form, PAN card, ID proof, Address proof, SREI Family club entry form, Salary account opening form, PF covering format. On the other hand the most commonly forgotten or wrong submission is the submission of passport sized photographs of the nominees for the Group Medclaim policy. Out of the thirty two employees only ten have submitted the correct photos on the first day.



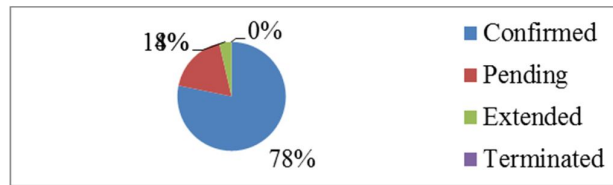
The most common mistake which was observed was that people misunderstand the meaning of photos of Nominees. They often sent photos of themselves with their families. This despite it clearly being mentioned in the checklist as well as being clearly mentioned in the email through which the docket is sent. This can be put down to sheer negligence on the part of the employee. Another document which is often forgotten is a fitness certificate procured from an MBBS doctor. Less than half the people forgot to bring along the fitness certificate. The second most forgotten document is the letter of acceptance of Resignation from the previous company. Only half the people have submitted a letter of acceptance. A look at the state wise submission of documents will give us a clear idea of how each state fared.



The aforementioned graph clearly tells us how new employees do not submit all the required documents on time. This leads to delays in the issuing of Appointment letters. It also leads to problems while it comes to the issue of creating accounts at the PF office which leads to problems when the employees resign or leave the organization. The fact remains that out of the 32 people who have joined the organization in the last two months only four i.e. 12% have submitted all their documents at the first time of asking.

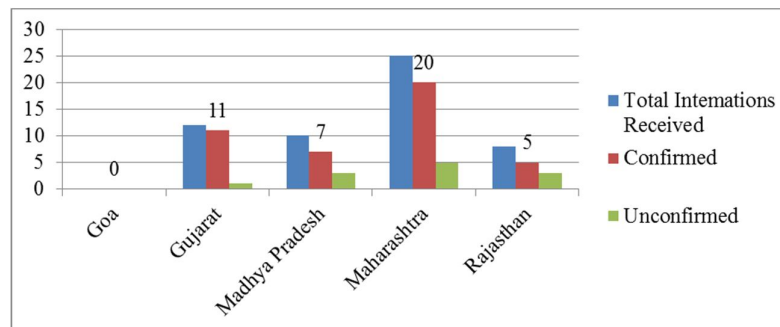
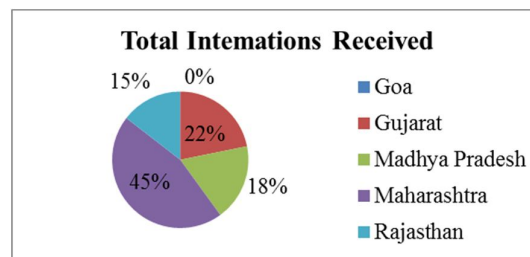
Confirmations

The confirmations of fifty five employees were stuck due to a glitch in the oracle system. Mails have to be sent to the concerned managers and the physical copies must be personally filled form them. Form this activity the following analysis can be drawn up;

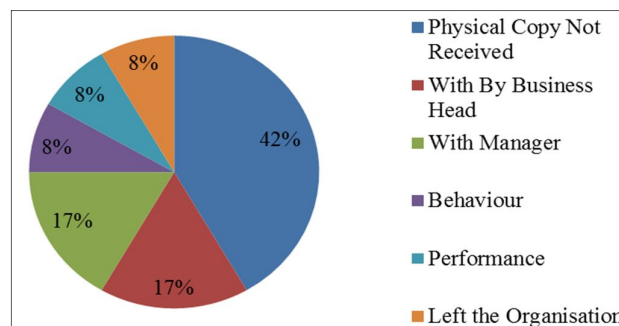


A total of fifty five employees were to be confirmed in the months of May and June. Though this process is carried out through the Oracle system this time due to a change in the organizational structure there was a glitch in the process. So the confirmations had to be carried out manually. Out of the fifty five employees 78% were confirmed, 18% were still pending approval and only 4% were extended.

The following table gives a state wise distribution of confirmations made during the two months.



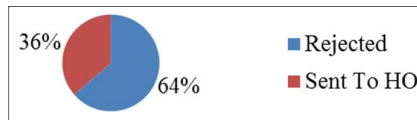
Of the twelve employees who were not confirmed the following table gives the main reasons for the non-confirmation,



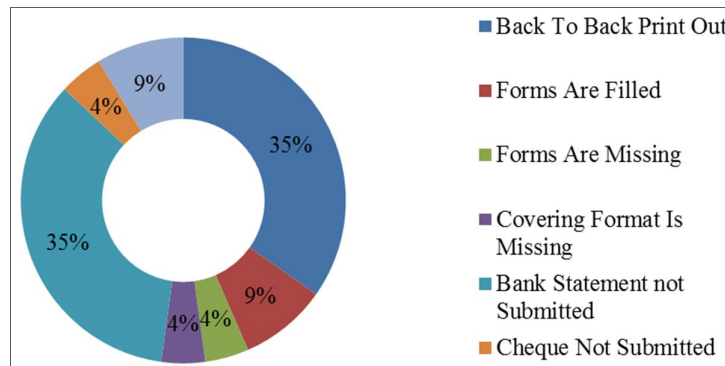
The most important reason for not confirming has been the non-receipt of the physical form from the manager. The reasons for this are best known to the managers. Five people i.e. 42% have been withheld for this reason. Another similar reason is that the business heads withhold their signature due to the various performance related issues. These are not directly conveyed but it becomes an open secret.

Exit Formalities

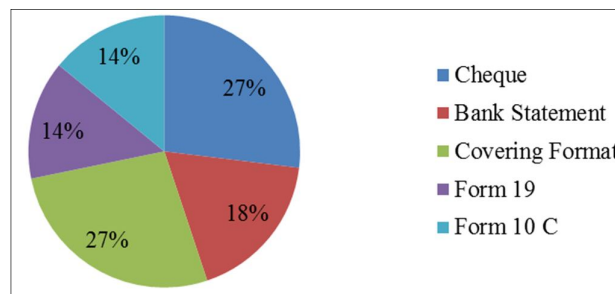
When an employee resigns or leaves the organizations a major part of his exit formalities after he receives his FNF is his PF formalities. When an employee resigns he is mailed the PF form consisting of a covering format, Form 10 C and Form 19. These forms have to be signed and submitted along with a cancelled cheque and a bank statement from the same account. Only the covering format has to be filled and the forms have to be submitted without filling. The forms must only be signed. This is clearly mentioned in the email through which the attachment is sent, as well as on the covering format. But most of the times the forms get rejected.



From the above graph it can be seen that 64% of the forms were rejected. The applications were rejected due to the following reasons.



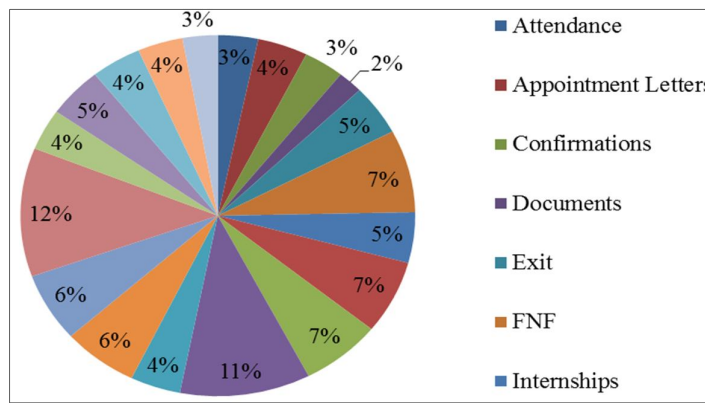
The main reasons for the rejections are the non-submission of the bank statement and not getting back to back print outs of the forms. Since the company is head quartered in Kolkata the company is registered with the West Bengal PF office. The PF office is very particular about the printing of forms and rejects the application if it's not according to their processes.



Some major mistakes which the employees often make are shown in the chart. They often don't submit the covering format and the cancelled cheque. Like the joining docket here too they fail to submit the required documents on time. This leads to delays in the release of their PF funds which usually already takes nearly six months. For every process the company sends out detailed emails to the employees. The mails give the employees a complete step by step process. Yet the people often fail to follow the steps. This leads to delays in key processes often affecting the employees more than the company.

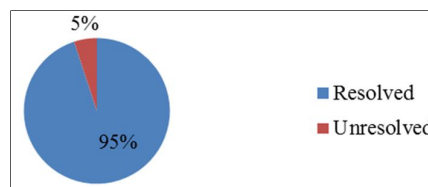
Query Log

While handling queries the following results were seen;

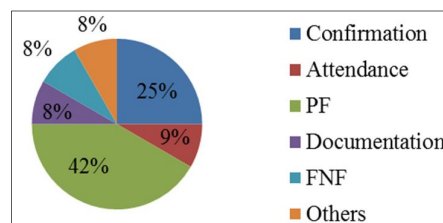


From the charts it can be seen that most queries were related to recruitment i.e. 12%. The single most asked questions were related to the FNF settlements and PF formalities. The average timing take to solve each query is 2 days. The following table gives a breakup of queries by location,

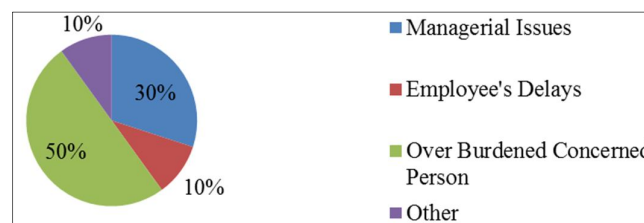
Most of the queries came from Mumbai followed by Pune then Jaipur. Of the 238 grievances which we have dealt with we managed to solve all but 12.



Of the twelve cases which were left pending an analysis of the following is given below,



42% of the pending queries were related to PF. 25% of the queries were related to confirmations the reasons of these questions are discussed above. A study of the delays in solving the queries is given as follows,



The number one reason for the delay in solving the queries is that the concerned person does not have time.

From the above analysis the following findings can be drawn,

- Employees do not read the emails properly: They only download the attachments without properly reading what is written in the email. Their reluctance to lead the emails properly causes delays in the process and this affects not only the company but also the employees themselves.
- SREI Nitti: This is probably the most important aspect for the HR department at SREI. This policy gives in detail about every aspect of the functioning of the HR department. It helps set precedents and guides the functioning of the organization. For the HR department it helps ease out the stress of working across a spectrum of businesses and still maintain uniformity.

- No Standard Operating Procedures (SOP): Despite the existence of a written policy there seems to be an all too blatant absence of any SOPs. This means that the policies are open to the reader's interpretation. This often leads to mismatching actions and this sometimes leads to misunderstandings between the departments. This also leads to delays in taking crucial decisions. Thus it can be said that everybody knows what to do but does not know how to do it.
- Over Burdened Employees: The most common reason for queries not getting solved is that the concerned person is overburdened. This is mainly for the person who deals with the PF formalities. This leads to delays and often hampering the smooth functioning of the department.
- No set time period for grievance redressal: though the average time taken for solving a query is two days, there is a set time frame to ensure that the queries have been solved. It was observed that it often took at least five days to solve even simple queries relating to the reporting manager. This was particular true for queries coming from rural areas and people who are in the field.
- Poor final implementation: The one main drawback in the data management system I have observed is that there is very poor final implementation. This is partly because of the first point. This means that despite all the proper tracking and maintaining of the data when the correct action is to be taken the people falter. This leads to a lot of wastages. Despite sending detailed emails and repeated tapings on the phone the documents which are sought or being processed are not sent on time or are incomplete.
- Communication gap between HO and Regional office: There seems to be a very visible gap in the communication between the HO in Kolkata and the regional office in Mumbai. I cannot say if its only here in Mumbai or across the country but this hampers the functioning of the company. The HR in Kolkata seems to be very supportive but sometimes it gets very hard to get the message across. This could be because of the difference in the work cultures of the two cities.
- Efficient tracking of information: When I was first given the assignment of data management I was skeptical about the enormity of the task. This was removed after I found out how effectively each bit of information is tracked. Every aspect of the life cycle of an employee is tracked and traced. This has ensured that whenever information is required it is just a mouse click away.

6. Recommendations

After carefully going through the findings of data management at SREI the following suggestions can be made;

- **Create and Implement SOPs:** One of the major drawbacks at SREI is that despite there being an excellent written policy about every aspect of the HR department there are no standard operating procedures. For an office that hasn't grown to a point where it needs a multi-person HR department, using standard HR procedures that cover employee management basics will help cover needs and keep the company within the law Not only are standard procedures critical for bringing the best people on board, they also prevent you from violating labor laws when you hire and fire workers. SOPs should cover creating job descriptions, writing and placing want ads, evaluating applications, interviewing, setting benefits and compensation, step-by-step termination procedure as well as in managing data.
- **Reducing the Paper trail:** The amount of documents which come into the HR department is always very high. But Mumbai being a regional office, acts as a pit stop for most of them. Only the scrutinizing of these documents takes place in the Mumbai office. Thus when a new person joins in the Nagpur branch office the manager sends the joining report to Kolkata HO and the joining docket to Mumbai for scrutinizing and follow-up activities. The Mumbai office then sends the scrutinized dockets to Kolkata. Thus the time taken for a docket to go from its source to the HO will take at its earliest 3 days. The possible solution for this could be that the branch office could scan and mail the documents as the mail the joining reports to the regional office and the regional office could scrutinize these documents making the entire leg of the journey paperless. The BO could then send the docket to Kolkata. This would be rather cost as well as time effective.
- **Improve Communication:** For any good HR department to be successful it is of utmost importance that the communication between the HO and regional as well as branch offices is seamless. This could be ensured by regular visits by the top management to the Regional offices. At SREI such meetings take place in other departments. They should also be encouraged in HR. At one time it seemed as if there was absolutely no communication between the HO and RO.
- **Improve Grievance Redressal:** The number of grievances which are reported to the HR is far too high for an organization as large as SREI. People have the very dirty habit of escalating even trivial issues which can be solved at the departmental level. The implementing of SOPs could and should be the first step in improving the redressal policy. The employees seem to also think that the HR department can take care of everything. Thus a good grievance redressal policy would help the HR department as well. There should be a fixed time line within which grievances should be solved. This will aid in improving the moral of the staff.
- **Submitting Documents:** I have particularly observed that people who have filled their dockets in the office itself have made fewer mistakes and have taken lesser time to submit all the relevant documents. Thus it could be made a company policy that all dockets should be filled within the office this will no doubt be a waste of time but it will smoothen the process. This is especially for the PF procedure because after the employee's last working day it

becomes very difficult to track them and as mentioned earlier it takes time and the applications get rejected very easily.

- **HR ERP:** The final suggestion which I would like to make is the implementation of an end to end HR ERP solution. Though the company uses the online based Oracle system it seems to be insufficient since there are a number of problems with it. It only looks after the basic functions of the employees such as putting attendance or listing expenses. An end to end HR ERP would ensure that all HR functions would be on one common platform ensuring the smooth functioning of the HR function. Though this would be a significant expense it would ensure that all the HR's needs from generating a request for filling a vacant position to the final clearances needed during off boarding would be met.

7. Conclusion

- Efficient data management is essential for the smooth functioning of the company.
- There must be standard operating procedures which will help the employees to attain their organizational goals.
- There must be no hindrance in the communication between the various departments as well as between offices.
- Employees must often be guided to follow the various processes so as to smoothen the working of the company.
- A proactive approach often leads to the improvement of overall performance

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