

BTOES Nomination Category	Best Achievement in Cultural Transformation & Sustainability to deliver a high performing Enterprise Excellence culture
---------------------------	---

Cultural Transformation through Work Force Management (WFM) in Cognizant Digital Operations

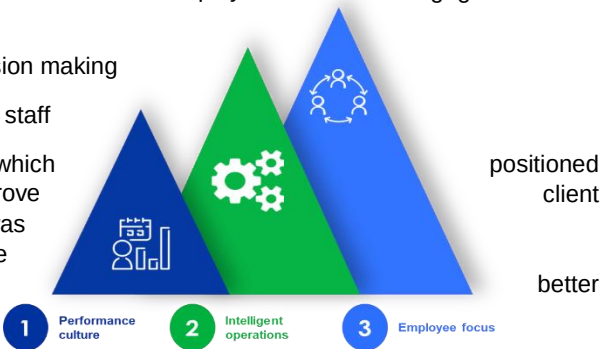
SYNOPSIS

Cognizant Digital Operations (CDO) with 60K staff across the globe provides off-site delivery of a range of back office processes that includes associates in global locations processing high-volume transactions. Fostering performance driven culture and improving **operational efficiency** was the key focus when WFM was launched as one of the key levers to drive Cost of Delivery for CDO.

The widespread distribution of the CDO delivery centres and range of operations (LS, BFS, HC, Digital & others) brought various challenges with it. One such challenge was to effectively manage the **key asset of operations – people** and the reasons are quoted as below:

- Absence of reliable and accurate **data** related to workload and time spent on tasks leading to ineffective capacity management
- Absence of **real time and standardized** data tracking method to measure employee engagement and productivity
- Lack of rich **analytics** & reports for predictive inputs that support decision making
- Absence of direct and actionable insights to identify **training needs** of staff

To address the above-mentioned challenges an initiative was launched which **employees, our key assets** at the heart of our solution, while ensuring we improve experience. WFM Program as a part of CDO Operational Excellence Initiative was designed to promote cultural transformation through its three pillars performance management, intelligent operations and employee engagement thus leading to client service, engaged workforce and improved margins.



STRATEGIC OBJECTIVES AND SCOPE OF IMPLEMENTATION

Workforce management (WFM) framework was designed for promoting transparency, scalability and sustainability and we followed a process-oriented approach to achieve the below strategic objectives:

Create a performance-focused culture: The data captured by WFM tools and solutions are used to manage and improve **time and performance** related metrics. A well-defined set of KPIs are tracked and used to determine progress at individual, team and departmental level

Empirical Decision making: The WFM solutions provides robust operational analytics to effectively manage work force. The dashboards/reports provides real-time information about the progress of individuals/teams towards their planned targets within the span of a day, enabling the leaders to make active decisions to meet those targets.

Manage Cost: WFM as a lever was set up for achieving the target of \$19 million cost reduction for CDO by identifying latent capacity and driving **productivity improvement**.

Manage Time: Tracking of time spent by associates along with clear demarcation of the time spent between core and non-core tasks and provide a split up of time spent under various applications and activities.

Attract and retain the best people: The WFM tools implemented provides visibility and transparency to multiple reports, which delineate staffing requirements to ensure that the right skill mix is available.

Program Target :

Deployment Target	FTE scope	Expected Annualized Target
29,048	1,542	\$ 23,123,150

IDENTIFYING THE RIGHT TOOL AND FRAMEWORK TO ENABLE WORK FORCE MANAGEMENT IS A CRITICAL SUCCESS FACTOR

While high level approach was determined, the key success factor was to identify the solution/tool so we can nail down the project methodology and timelines. The solution identified should be ranging across software, services and transformation, which helps operational deployment of workforce in the most efficient manner.

Tool Kit of WFM framework:



Resource utilization



Capacity planning and forecasting



Measure and stabilize productivity



Performance management



Intelligent operations

Our Solutions at glance:

ACTIVEOPS

TIME TRACKER

Workforce Analytics: Dashboards and Reports

Cloud based Workforce Optimization

Time-tracking extension for Chrome

Key features:

- Time efficiency and Work effectiveness
- Risk and compliance
- Quadrant and LEAN analysis

Product benefits:

- Dashboards and reports to predict and trends in real time
- Achieve financial and competitive advantage
- Drive effective strategies around capacity planning
- Global visibility into workforce and help build stronger and highly engaged teams

Key features:

- Real-time aggregation of work, people and digital resources
- Analysis of historical demand trends to forecast
- Scenario modelling and optimization

Product benefits:

- Improved operations control and compliance
- Accelerate Lean / Six Sigma initiatives
- Improved visibility and control
- Improved capacity planning and forecasting
- More empowerment and view on individual contributions

Key features:

- Built on a chrome extension and server is in AWS cloud.
- Process Agnostic
- Full-fledged web portal with complete security features.
- Complete automated solution, which works in the background

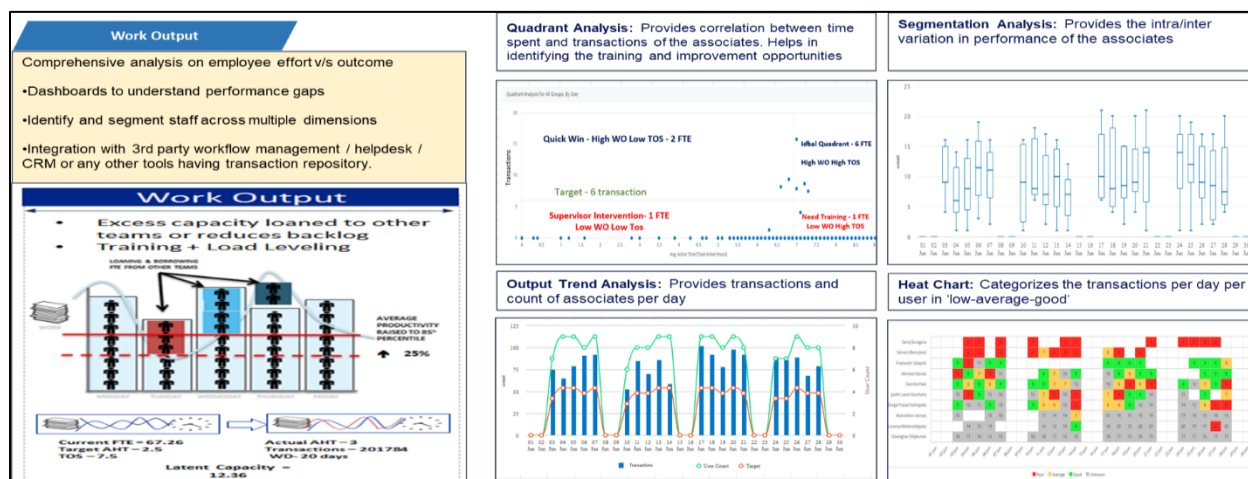
Product benefits:

- Record agent's login and logout time/ Productive hours/Idle hours/applications browsed & time spent under various activities.
- Access and view is hierarchical
- Generate reports based on the collected data in graphical and tabular view.

We choose ProHance as the flagship solution for the program although we continued to deploy other solutions as per the business/client requirements, while ensuring the framework and ideology doesn't change for the operations.

Below diagrams highlights the key differentiators to consider ProHance over the remaining solutions

Actionable insights from Work Output module – Identifying training opportunities



Integrated Digital Dashboard- Provides aggregated business view from multiple instances of ProHance Managers

ProHance Digital Hub is an extended module of ProHance Workforce Analytics platform.

Features

- ProHance MOM provide reports under the following business hierarchy Vertical > Account, Location etc.
- Data aggregated from multiple individual ProHance Managers (instances) and MOM data adapters deployed on the individual ProHance instances collect data and pushes it to the ProHance MOM server
- Web accessibility
- The data is encrypted with 128 bit AES; in line with corporate security guidelines



WFM DEPLOYMENT APPROACH AND TIMELINE

Pre implementation Process

With its holistic approach, WFM team collaborated with complementary and supplementary functions of the enterprise to successfully implement the solution and establish project architecture, infrastructure & governance as per the requirements of each account within the organization. This included BA's positioned in each account to drive operational analytics and change management



Critical tasks and key stakeholders involved

Below are the stakeholders and the core objective of their involvement in the program lifecycle:



Corporate Security – Reviewed the solution/tool & aligned it with CTS framework. Adhered to 130 conditions, which were to be met prior to the implementation of WFM solutions in any account.

Privacy Team – Reviewed our program from employee privacy standpoint and any obligations from the contract or region of the operations. It led to creation of policies and procedures related to personal data and GDPR.

Legal team – Reviewed the Vendor onboarding process as per the revised stringent global vendor management process. An elaborate MSA and SoW was agreed with the vendor post the review. At later stage of the program, detailed review of each account in order to be compliant with the applicable Privacy approvals and commercial terms were undertaken.

NSS/IT Team – Reviewed technical architecture of the solution and the required resilience procedures. Coordinated with NSS teams for seamless deployment of the tool for in scope accounts in CDO across BUs and locations.

HR – Reviewed and helped driving the change management approach in line with agreed principles of data usage in discussion with CTS Global head of HR.

Procurement – Coordinated with CTS procurement and Accounts payable teams to negotiate financials and to establish a seamless payment process for Vendor license fee

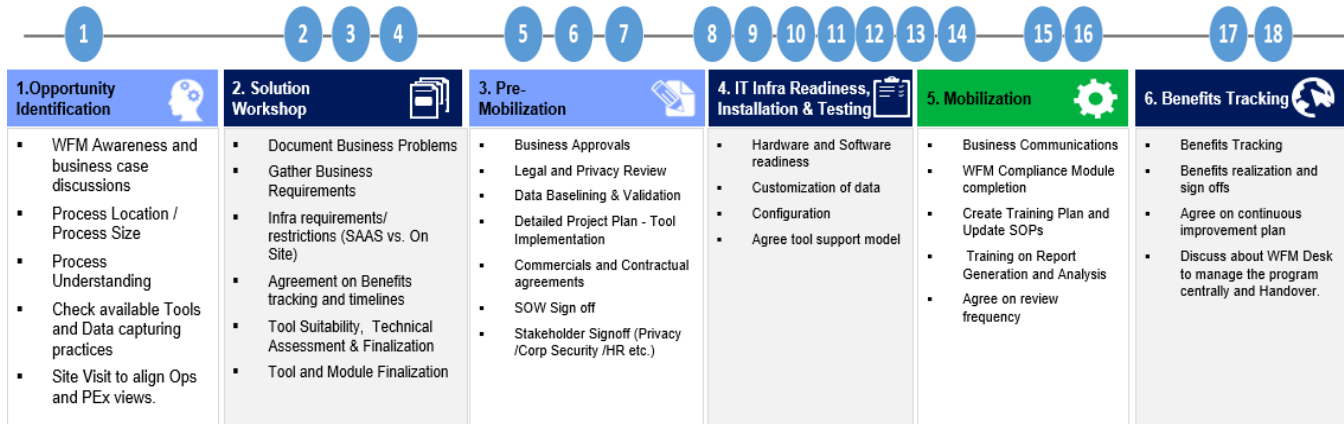
Ops/PEX – Partnered with individual Ops and PEX leads at each account and location level, to establish the key WFM Metrics, agree on Analysis approach, targets and account level possible benefit creation.

Strat Ops – Liaised with right from their approval on budgets and hiring for WFM Program until the closure of their approvals on FTE released under each BU and account all through the tenure of the project.

Central PEX team – To ensure the tracking of the benefits realized is accurate from time to time with the Central PEX team who are the custodians of the information for CDO.

Cognizant's WFM deployment approach aims to complete implementation in 18 weeks

Weeks

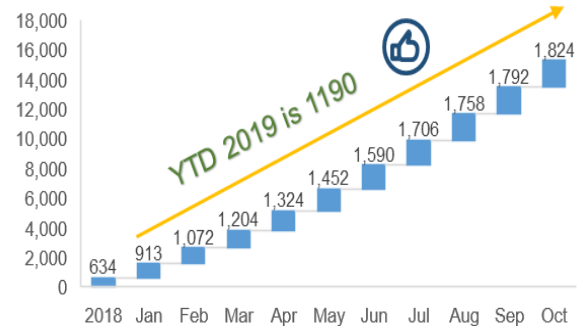


BENEFITS AND OUTCOMES



- Approx. **34,414 FTEs** were covered for deployment to date across different WFM Tools (95% of 2 Years target – 36,142)
- **1,824 FTEs** benefit achieved since inception resulting \$ total saving of **\$25.32 MN** with a ITD spend of **~\$1.33 MN** (~19 times ROI)
- Contribution towards CDO - Out of 4465 FTE saves delivered through all available levers till Oct'19, WFM has contributed to **~27% i.e., 1190 FTE** saves.
- Generated additional productive capacity at disposal of the operations leaders – approx. **2400 FTEs**

FTE Benefit Realization ITD-2019



Implementing WFM tools and framework: Few sample Case Studies

	Challenges	Solution	Benefits
Leading social media platform	No active system/ platform for the leadership team to track the activities of agents, to track the idle/ non productive hours of an agent and to keep note on expected productivity per day	- WFM tool implemented to track real time performance at associate and team level - Data tracked by the tool has helped in overall improvement of Productive, Logged hrs. and Time on System (TOS)	- Accountability of time - Proper billing - Increased performance - Increased accuracy
Leading data provider	- Managing production time of a big size employee is really a challenge without having any automated WFM tool - Baseline performance "Idle Time" per user is ~ 2.15 hours	WFM tool enabled the team to get and review the application wise time data so that Ops team can understand where are the production gaps and thus they can take necessary measures to correct the same.	85% improved utilization - Reduced Idle time from 2.15 Hrs. to 0.31 Hrs.
Leading Pharmaceutical Co.	- Productivity of each individual gets collected manually with multiple excel file - Identify latent capacity and utilize the available capacity to increase utilization resulting in increased Revenue Per FTE or CP.	- WFM tool is tracking the user/associates activity on live basis which is enabling the supervisor to find out the gaps and filling up to increase the productivity and utilization. - Weekly monitoring of Productive Hours of associates and highlighting available latent capacity through bottom performers.	- Reduced Latent capacity from 24.76 FTE in Jan'19 to ~17.69 FTE in May'19 - Improved Productive Time from 7.1 hrs. to 7.44 hrs. as on May 2019