

KAIZEN AWARD PROGRAM

The Kaizen award program has been designed to act as a useful and effective mechanism for recognition of 'Good Changes or Improvement Initiatives' implemented by associates. The award program aims to promote entrepreneurial spirit that thrives through effective change management and improvement. It provides an opportunity to uphold the personal pride and recognition need of the associate(s).

The award recognizes and rewards the successful implementation of 'good change' or 'improvement initiative' by an associate or team of associates together in the following areas that have resulted in good performance improvement of the project/department.

- Technology
- Process
- Business solution
- Product
- Engineering
- Service
- People

While associates are encouraged to do their best, recipient(s) of the award will be judged not only on "what" but also on "how" aspects of the 'Good Change or Improvement Initiative'.

Objective: To recognize and reward the contribution made by associate(s) through implementation of good change or improvement initiative resulting in higher performance achievement.

Criteria: Conceptualization and implementation of a change or improvement which results in significant improvement in performance (time, quality & quantity of deliverables, effort, productivity, cost) of the project/department and adds value to client and to SenecaGlobal.

Eligibility: Individual associate or team of associates working in project/department in the G1 to G4 grade. An associate can compete and win the reward any number of times in a year.

Periodicity: Half-yearly (January/July)

Reward: 5 awards; each award carries a cash reward of ₹ 20,000 and a certificate. Cash reward is taxable as part of salary income of the associate. A memento will be presented to the associate (individual/team).

Nomination and Recommendation: Eligible associate or team of associates have to submit nomination (using the Kaizen Award nomination form) for the award through their Reporting Manager.

Screening and Selection: The following process shall be used for screening and selection:

- Head, HR will call for nomination upon completion of a half-year
- Individual associate or team of associates can fill in a nomination form and provide required supporting evidence to claim for the award. They are required to submit a one page write up 'about the Good Change/Improvement' along with the application OR commit to conduct a ShareGyaan (knowledge sharing session) to associates on a scheduled date.
- Individual associate or team of associates to send their nomination thru their RM.

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- RM to validate and forward the nomination to Manager, HR and Head, HR
- Selection Team (consisting of Head, Quality, Manager-HR, Competency Leader, and Manager-Quality) will screen the nomination forms against defined criteria for preliminary selection of nominations. Manager-Quality will be the convener of the selection committee and would coordinate the proceedings of the selection committee.
- Selected Individual associate or team of associates to make presentation to selection committee on their 'Good Change/Improvement'.
- Selection committee members to rate the 'Good Change/Improvement' against defined indicators and arrive at a common score for each nominated associate and rank them.
- Selection committee to discuss and decide on the nomination(s) to be awarded or rejected. Maximum of 5 awards can be issued in a half-year. Selection committee may also decide not to issue any award in a half-year.
- Head, Quality to review and approve issue of the awards.
- Selection committee to communicate its decision to Head, HR.
- The award will be presented by MD.
- HR Department to coordinate and post the awards information on company forums (website/Intranet)
- Training department to schedule and conduct ShareGyaan sessions by each of the nominees.

Rating Mechanism: Aim to assess whether the 'Good Change/Improvement' has resulted in improvement of multiple performance indicators and the level of improvement achieved in each performance indicator (Multi-dimensional improvement). Performance Dimension can be one or more of the following: Time, Quality, Effort, Productivity, Risk, Revenue, Cost, Client satisfaction, Associate satisfaction, Compliance (process and information security), etc. Appropriate performance indicator against the applicable performance dimension should be considered for measurement and improvement.

A 'Good Change/Improvement' shall aim to improve performance against one or more most relevant performance dimensions and performance indicators. The 'Good Change/Improvement' shall be rated by considering the 2 most relevant performance dimensions and performance indicators. Other performance dimensions and performance indicators shall not be considered. This is to establish parity and uniform basis for assessment rating of all the 'Good Change/Improvement' nominations.

The 'Good Change/Improvement' is rated accordingly by means of the following mechanism:

Performance Dimension	Performance Indicator	Unit of Measure	Value Range	Performance Before Kaizen	Performance After Kaizen	Achievement Rating

Achievement Rating:

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- Assessor to assign point score for each performance indicator in the range of 0 to 10
- Point score is assigned based on the improvement achieved in the performance indicator
- Point score is assigned as per the following:
- Point score is assigned as per the following:
 - 0 – Indicator not applicable/considered
 - 1 - Improvement made to reach and sustain within 0 - 10% of indicator value range
 - 2 – Improvement made to reach and sustain within 11 - 20% of indicator value range
 - 3 – Improvement made to reach and sustain within 21 - 30% of indicator value range
 - 4 – Improvement made to reach and sustain within 31 - 45% of indicator value range
 - 5 – Improvement made to reach and sustain within 46 - 55% of indicator value range
 - 6 – Improvement made to reach and sustain within 56 - 65% of indicator value range
 - 7 – Improvement made to reach and sustain within 66 - 75% of indicator value range
 - 8 – Improvement made to reach and sustain within 76 - 85% of indicator value range
 - 9 – Improvement made to reach and sustain within 86 - 95% of indicator value range
 - 10 – Improvement made to reach and sustain within 96 - 100% of indicator value range
- An award applicant can receive a maximum score of 10 points against a performance indicator if the performance against the indicator has improved and reached its maximum possible value (Ex: Improvement of Customer Satisfaction rating from 3 to 5 (scale: 1-5)).
- An award applicant can get a score in the range of 0 – 20.
- An award applicant can get a higher score if significant improvement has been achieved against multiple indicators.
- Applicants would be scored on this basis and ranked based on the score. First five applicants are considered for issue of the award.