

Document ID: OAK-HRT-PR



HR & Training Process

Version 2.2

25-Aug-12

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Abstract: This document contains the process to be followed by the Human Resource Department at OAKSYS for carrying out Recruitment and Training activities.

CHANGE HISTORY

Version	Release Date	Authors	Review team	Description
1.0a		Ram	Pradeep, Pai, Swati, Asmita, Santosh, Ben, Manik,	Refer below line
Base Version				
1.0	15-Jul-03	Ram	Pradeep, Pai Bala, Swati, Asmita, Santosh, Ben, Manik	Refer below line
Changes made to Sections 2.0, 4.0, 5.1, 5.2, 5.3, 5.5, 5.6, 5.8, 5.9 as per review comments				
1.1	06-Sept-03	Asmita	N. Pai	Refer below line
Changes in sec 5.6.1, 5.6.2, 9.0 - CR(56)-Addressing evaluation of effectiveness of Training program, change of role HR Head to HRA&F. Inclusion of training attendance sheet reference in appendix				
1.2	08-Sept-03	Asmita	Pradeep	Refer below line
Implementing CR 71: Updating Availability list at the end of induction of an employee, in sec 5.3.2; Changes made to Availability list template OAK-HRT-AL				
1.3	09-Sept-03	Pradeep	Asmita	Refer below line
Appendix 9.11 added as Competency requirements Sections 5.1.1, 5.1.2, 5.3 modified to cover selection and recruitment of project based consultant. (CR 78, 79)				
1.4	13-Apr-2005	Prashant S.O	Umesh Reddy	Refer below line
As per CR 170 Availability List is added in sec 6.0. As per CR 204 sheet name is changed in Availability list template OAK-HRT-FR-AL. Address, Phone number & email-ID is changed in the first page of the process as per CR 151. As per CR 131 Employee Induction checklist (OAK-HRT-CL-EI) is added as a part of HRT process. Section 5.3.1 and 9.0 is updated.				
1.5	30-Nov-05	Prashant S.O	Asmita	Refer below line
As per CR 220 sec 5.1.1 and point 1 is updated.				
1.6	15-Jun-06	Asmita		Refer below line
As per CR 135,235, 272 employee appraisals are brought under HRT process, as per CR 224 ETS template changed for actual training, as per CR 228 updating of ETR elaborated, as per CR 257 sec 5.1,5.1.1 are rephrased. As per CR 232, 270 handover document is brought under QMS, through HRT process. As per 262 phone number is changed				
1.7	23-Jul-07	Asmita	Pai	Refer below line
As per CR 249, HR metrics are introduced in section 5.11 As per CR 280, 299, 332 Employee Induction checklist is modified(new v 1.1) and sec				

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<p>5.3.1 modified As per CR 281 Employee Project Details template is introduced (v1.0) and sec 5.11 modified As per CR 282, 300 template of ETR is modified (new version 2.0) As per CR 283, Sec.5.6.1 is modified for unplanned training As per CR 301, 302 Separate Handover document preparation is elaborated in Sec 5.3.2 As per CR 307, 335 Rephrasing for word appraisals and its usage is elaborated in sec 5.10 Template of OAK-HRT-FR-APR modified to new version 1.1 As per CR 320, 321, 322, 323, 324, 325, 326, 327, 328 Fine tuning and rephrasing of sentences is done in sec 5.1.1, sec 9.0</p>				
1.8	10-Feb-09	Asmita	Pai	Refer below line
<p>CR 377 – To include NDA in the Offer letter; Also while doing this, the OL is bifurcated into standard terms & conditions and employee specific terms Section 5.1.2, 5.2.1 are modified to include NDA and offer letter format. OAK-HRT-FR-OL is updated to include NDA clauses; Overall restructured the format for ease of use. Henceforth, only 1st page of OL will need to be edited for each employee. All other pages contain standard terms applicable to all.</p>				
1.9	10-Aug-09	Asmita	Pai	Refer below line
<p>CR 386: ISO 9001:2008 incorporated; Training sections 5.5.1 & 5.6.2 updated; OAK-FR-TNF updated v1.1 CR 388: Company address changed CR 365: Training need form upgraded</p>				
2.0	09 th Aug.10	Asmita	Pai	Refer below line
<p>358, In Performance review template- unnecessary name and dates are removed in last page, additional formatting done such as making few titles BOLD, etc, (ver 1.2)376, Added few fields in ETS form (ver1.2)</p>				
2.1	25 th Mar.11	Asmita	Pai	Refer below line
<p>381, Employee Relieving Checklist is added, Sec 5.1.3 is added 396, 399, Direct screening by customer made possible, Sec 5.1.1 point no 5 is modified- sentence added, Process flow diagram –wording added 398, Fine tuning in handover procedure-sec 5.3.2 added 400-Appendix Sections corrected 387, HR metrics</p>				
2.1.1	01-Aug-11	Vinoth	Pai	Refer below line
<p>CR 406 : Address change</p>				
2.2	25-Aug-12	Pradeep	N Pai	Refer below line
<p>CR 412: To include Oaksys Code of Ethics in QMS – in induction training & in appendix; CR 416: Added new guideline for Office rules & regulations as part of induction training</p>				

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(OAK-HRT-GL-ORR)
CR 425: Induction training details added to OAK-HRT-CL-EI (v1.2); Also corrected bank name.

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1.0 HR & TRAINING PROCESS

1.1 Purpose

- To establish and maintain a procedure to recognize talent, recruit them and retain them in the company.
- To establish and maintain a procedure to identify and provide training for all the employees.
- To impart induction training for all the new entrants to Oaksys.

1.2 Scope

- This process shall apply to recruit any employee into the company
- This process shall apply to all the employees in the company covered under the Quality Management System

1.3 Target Audience

HR Group, Business Development Group, Head Operations & Delivery

1.4 Glossary

H O&D – Head Operations & Delivery

HR- Human Resource, Human Resource Group

Head HRA&F - Head HR, Admin & Finance

ISO – International Organisation for Standardization

Oaksys—Oak Systems Pvt Ltd

1.5 References

- Quality Management Systems – ISO 9001:2008
- Business Development Process – OAK-BD-PR

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2.0 ENTRY CRITERIA

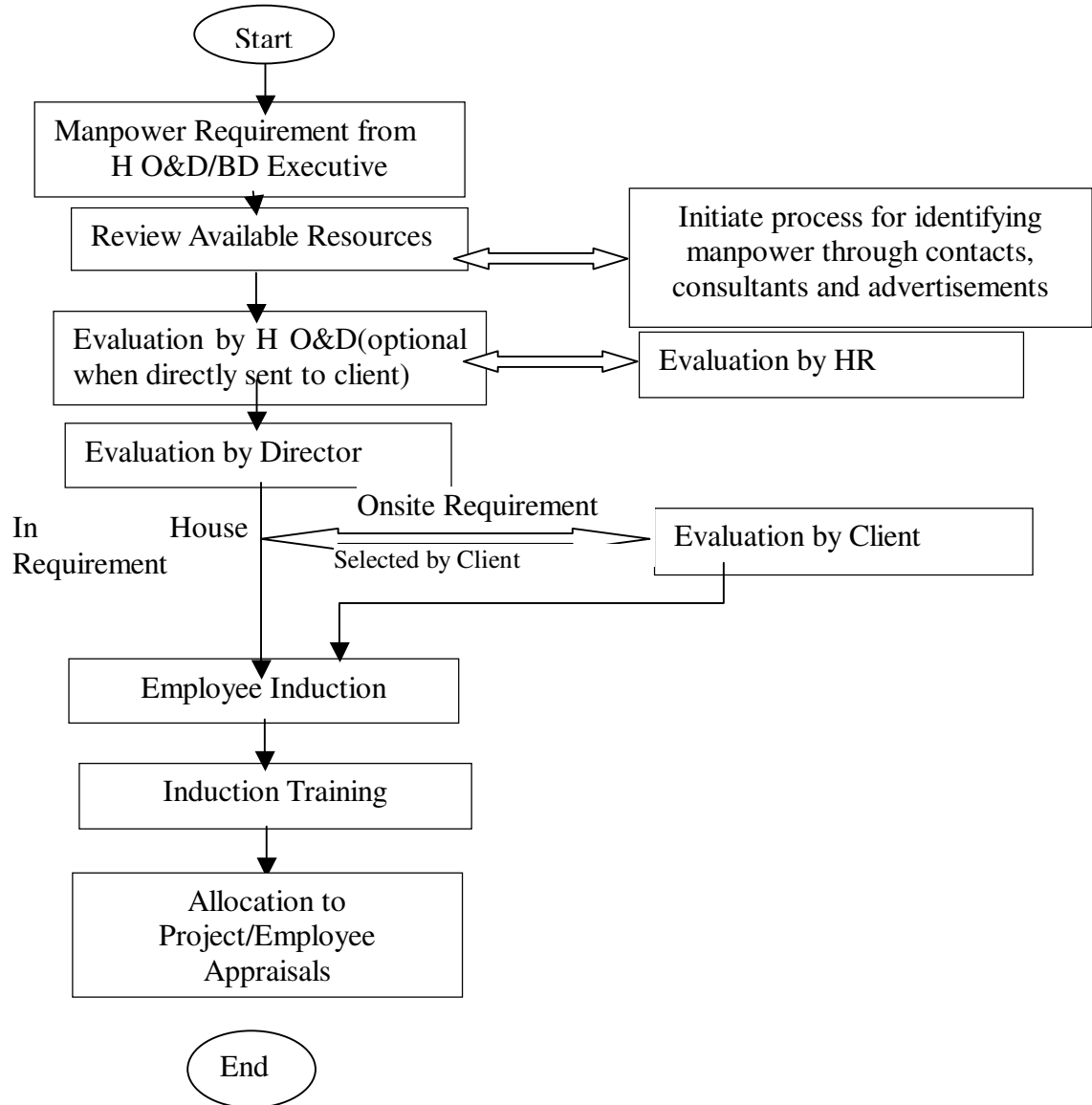
- Project initiation form/Recruitment Request Form received by HR
- Training requirement received by HR

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3.0 RESPONSIBILITY

- The HR under the guidance of the Director will be responsible for the Recruitment & Induction Training functions.

4.0 PROCESS FLOW DIAGRAM



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5.0 PROCESS DESCRIPTION

I. RECRUITMENT

The Recruitment process at Oaksys has been broadly classified into two categories

- Technical Recruitment
- General Recruitment

5.1 Technical Recruitment

5.1.1 Short listing

1. The H O&D or any other BD executive based on requirements of the on-going sourcing project or any new project shall initiate the request for recruitment of a skilled person. This requirement is intimated to the HR using the Recruitment Request Form (OAK-BD-FR-RRF). The form specifies the skill sets required, years of experience, tentative required date etc. The requirement can be sent to HR as part of RDB if the details are already captured in Requirement Database OAK-HRT-FR-RDB. The H O&D or any other PL based on requirements for turnkey projects shall initiate the request for recruitment thru PIF (Project Initiation Form)
2. On receipt of the Project Initiation Form or Recruitment Request Form, the HR shall advertise through newspapers & job sites or intimate the requirement to consultants and/or the employees. The HR shall refer to the Competency requirements as detailed in Appendix 9.11. All advertisements shall require the Director's approval. The HR shall follow up to get candidates for suitable resumes that meet the requirements.
3. On receipt of the resumes, HR executive shall get the resumes vetted by H O&D or BD executive
4. After the resume is vetted, the HR shall fix up a suitable time for the first round of technical interview with the candidate.
5. H O&D shall be responsible for conducting technical round of interview. H O&D can conduct the first round of technical interview or he can directly send the resume to client. In that case the first round of technical interview is conducted by client. The details can be mentioned in SSS.
6. Whenever required, based on the feedback received from the interviewer in the [Selection Summary Sheet](#), one more round of technical interview shall be scheduled and conducted by H O&D
7. If the candidate is found to be competent and meets the requirements, then the candidate is interviewed by the Head HRA & F and the result (short listed/waitlisted/not selected) is recorded in the selection summary sheet. By mutual agreement between HRA & F and the candidate, possible mode of employment such as a **permanent employment** or **project based consultancy** shall also be discussed in this interview and agreed upon. The agreed terms shall also be attached to the Selection Summary Sheet.

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8. This is communicated to HO&D using selection summary sheet. Selected candidates profile is made in Oaksys format and an entry is made in availability list by H O&D.

Recruitment

1. On conformation from H O&D to recruit short listed candidate, through , an appointment letter is prepared by the HR and authorized by the Director.
For permanent employee position, this shall be in the standard *Offer letter* format (OAK-HRT-FR-OL).
For Project based consultancy, this can be in the form of an agreement or any other suitable form. It shall cover all the aspects of commitments to customer by OAKSYS, non-disclosure agreements (NDA), payment terms as well as other agreed terms.
2. The appointment letter is given to the selected candidate and acknowledgement for the same is taken on a copy of the letter

5.1.3 Exit Formalities

1. For a planned attrition the exit formalities will be completed using Employee Relieving Checklist-(OAK-HRT-CL-REL)

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5.2 General Recruitment

5.2.1 Recruitment of non technical person

1. The HR based on the requirements shall initiate the request for recruitment of a non-technical employee. This requirement shall be raised by the HR or any group head using the Recruitment Request Form (OAK-HRT-FR-RRF). The form specifies the skill sets required, years of experience, tentative required date etc.
2. The Recruitment Request Form, shall be approved by the Director. HR shall advertise and/or intimate the requirements to the consultants. The HR shall follow up for suitable resumes that meet the requirements.
3. On receipt of the resumes, HR shall vet the resume (i.e. matching the requirements with the resume and looking out for the suitability of the skills).
4. Functional Head shall conduct the interview and the feedback shall be recorded in Selection Summary Sheet.
5. If the candidate is found to be competent and meets the requirements, then the Head HRA & F shall conduct the second round of interview, if required.
6. Based on the [Selection Summary Sheet](#) the Director shall be informed regarding the selection of the suitable candidate.
7. After the approval from the Director, Offer letter is prepared by the HR and authorized by the Director. Offer letter shall be in the format of OAK-HRT-FR-OL.
8. This letter shall be given to the selected candidate and acknowledgement for the same is taken on a copy of the letter.
9. Based on the specified date in the letter or on the mutually convenient date that is decided upon, the candidate shall report for work.

II. Induction & Training

5.3 Employee Induction

5.3.1 Induction Formalities

All new employees to Oaksys shall undergo the Induction formalities as described below

Every new entrant shall produce the following documents at the time of joining:

- Joining letter
- Self attested photocopies of educational transcripts
- Passport, if available

All these documents along with the selection summary sheet and Resume in print form shall be filed separately for each employee.

The new entrant shall be given the basic stationary required like scribbling pad, pencil etc. by the front office. The employee induction checklist (OAK-HRT-CL-EI) shall be used for ensuring completion of induction formalities. The HR manager or Head HR shall sign the employee Induction checklist once the induction is complete.

The new entrant's name shall be entered in the attendance register. The employee attendance register is kept in the designated area.

5.3.2 Induction Training

All new entrants shall undergo an induction-training program. The induction training program shall include the following areas:

Training Area	Responsibility	Duration
Introduction of the company, nature of business and focus areas	HR	0.5 hours
Briefing to the employee about his role, responsibilities and authorities	HR	0.5 hours
Oaksys Code of Ethics and Office Rules and Regulations	HR	0.5 hours
Formal introduction of the employee with all Oaksys employees	HR	
Introduction to ISO and the quality processes followed at Oaksys	Management Representative	3 to 4 hours

The records of the Induction training shall be maintained by the HR executive in the ***Employee Training Record***. H O&D shall update the **Availability List** with the details of all the employees who complete the induction training.

Induction training shall be completed within one week of employee reporting to work. For all new entrants in all the groups i.e. Operations and Delivery, Business Development, Quality, HR A&F the handover shall be done if required. The handover document OAK-HRT-FR-HND shall be prepared at the time of handover.

When a person is leaving by intimation he will handover to a competent person. The same handover document OAK-HRT-FR-HND shall be used. The hand over document shall be prepared for different projects separately in case of Turnkey and Sourcing projects. However for other activities, they can be combined into single document per handover. Sufficient overlap period is ensured when planned exit takes place. Similarly sufficient time is spent on hand holding when overlap is not possible to acquire process maturity.

The handover document shall be approved by higher authority in the respective group.

5.4 Employee Training

The need for training arises due to the following reasons:

- Skills of competent employees deteriorate with time
- Technology upgrades can render existing skills obsolete.
- Persons may be moved into new unfamiliar areas

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- Projects requiring special skills.

5.5 Functions and Responsibility

The following are the different functions associated with training

- Identifying training needs
- Conducting in-house training programs and seminars
- Organizing external seminars

Training forms part of the Human resource development functions. The HR shall be in charge of the training programs.

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5.5.1 Identification of training needs

Any need-based training is identified as and when required. In such cases, the training need is communicated to the HR through a *Training Need form* by the respective Group Heads. The intent of training and expected level of competence at the end of training can be specifically mentioned by the requester in the *Training Need Form*.

The training needs shall be identified, based on:

- Project Plans
- Internal Quality Audit Findings
- Customer Requirements
- Repetitive Non-conformances
- Recruitment and Transfer of Personnel
- Employee Appraisals
- New Processes, technology and systems
- Company Growth and Plans

5.6 Conducting Training Programs

5.6.1 Preparing and maintaining monthly training schedule

The HR shall prepare the **Employee Training Schedule** based on training need forms, in consultation with group heads.

Training shall be conducted by the appointed person/s as scheduled by the HR. The training generally shall consist of theory classes or self-study of the training material on the system and/or practical sessions as per the schedule.

The unplanned trainings, if any, shall also be captured in Employee Training Schedule once the training is over under the particular month. The unplanned training can be informed to the concerned trainees by respective group heads or executives or project leads or team members

5.6.2 Obtaining feedback, evaluate effectiveness of training

It is necessary to obtain a feedback on the training itself, from the participants, to evaluate effectiveness of the training program. This exercise is aimed at getting feedback on the course material, the way it was presented by the faculty, how useful the training was in relation to the work assigned to the participants, etc. The feedback is analyzed to evaluate the instructor also. **Training Feedback form** shall be used for this purpose.

The trainees shall be evaluated at the end of training by conducting quiz, solving question paper, doing case studies depending upon the required competence level as mentioned in the *Training Need Form*. The evaluation method for effectiveness of the program can be determined while planning the training.

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The HR shall consolidate the feedback received from each participant and analyze. HR shall analyse the effectiveness of training and takeup follow up action when necessary. It shall be reported to Head HRA & F.

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5.7 Organizing External Training Programs

When the training needs identified cannot be handled by the in-house training team or when workshops or seminars of relevance to the company are organized by external agencies, some of the employees are identified and sent to attend these. These people are expected to provide an objective feedback on the seminars/workshops to the respective group head and also, if necessary, impart the knowledge they have gained to other employees in the company through in-house seminars.

5.8 Training Records

Training when conducted for a group of employees a **Training Attendance Sheet** is maintained. Every employee shall have an **Employee Training Record**, which shall be prepared and maintained by the HR

On completion of any training program, the HR shall update the Training Records of the employee in the **Employee Training Record**. The skills acquired thru training are also updated in Employee Training Record (OAK-HRT-FR-ETR) under primary skills or secondary skills.

5.9 Weekly Reviews

The weekly reviews of the Training and recruitment shall be carried out by the HR and the **Weekly Report** shall be presented to the Director. The Director shall review the report, which shall state the status of actions planned in the previous week, plan for current week, and issues, if any. The Director shall, whenever required, guide the HR for further actions to be taken.

5.10 Employee Performance Review

Each permanent employee shall undergo performance review once in six months or at suitable intervals. For sourcing projects the reviews can be sought from respective project leads if the customer is ready to give. The reviews can be treated as customer feedback. The OAK-HRT-FR-APR template can be used to capture the review details.

5.11 HR Metrics

HR executive shall maintain the information for all employees in terms of the current customer/project, past projects, start date/month, end date/month, remarks. This information shall be submitted to Org-SQA once every quarter. The suggested format in OAK-HRT-FR-EPD can be used.

The HR executive shall maintain the data related to recruitment in terms of the number of people called for written test/first round of interview, selected thru first round, selected thru second round, people joined etc. This information shall be submitted to Org-SQA on a quarterly basis.

The details of HR metrics are available in metrics process (OAK-MT-PR)

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6.0 DELIVERABLES AND QUALITY RECORDS

- Selection Summary Sheet – OAK-HRT-FR-SSS
- Training Need Form – OAK-HRT-FR-TNF
- Offer Letter – OAK-HRT-FR-OL
- Employee Training Record – OAK-HRT-FR-ETR
- Employee Training Schedule – OAK-HRT-FR-ETS
- Training Feedback – OAK-HRT-FR-TF
- Weekly Report – OAK-PM-FR-WR
- Availability List – OAK-HRT-FR-AL
- Recruitment Request Form- OAK-HRT-FR-RRF
- Employee Appraisal Form OAK-HRT-FR-APR
- Handover Form OAK-HRT-FR-HND
- Employee Project Details OAK-HRT-FR-EPD
- Employee Induction Checklist OAK-HRT-CL-EI
- Employee Relieving Checklist OAK-HRT-CL-REL

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7.0 VERIFICATION

HR

- Review Project Initiation Forms

Director

- Status review of each Project Initiation Form
- Approval for recruitment.
- Review of Weekly Report

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8.0 EXIT CRITERIA

Recruitment

- Withdrawal of Project Initiation Form with or without recruitment

Training

- Training conducted as per Employee Training Schedule
- Training feedback consolidated and reviewed
- Employee Training Record updated

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9.0 APPENDIX

- 9.1 Project Initiation Form – OAK-BD-FR-PIF
- 9.2 Selection Summary Sheet – OAK-HRT-FR-SSS
- 9.3 Training Need Form – OAK-HRT-FR-TNF
- 9.4 Offer Letter – OAK-HRT-FR-OL
- 9.5 Employee Training Record – OAK-HRT-FR-ETR
- 9.6 Employee Training Schedule – OAK-HRT-FR-ETS
- 9.7 Employee Training Attendance Sheet - OAK-HRT-FR-TA
- 9.8 Training Feedback – OAK-HRT-FR-TF
- 9.9 Availability List - OAK-HRT-FR-AL
- 9.10 Weekly Report – OAK-PM-FR-WR
- 9.11 Employee Induction Checklist – OAK-HRT-CL-EIHandover Form OAK-HRT-FR-HND
- 9.12 Employee Appraisal Form OAK-HRT-FR-APR
- 9.13 Employee Project Details OAK-HRT-FR-EPD
- 9.14 Employee Relieving Checklist OAK-HRT-CL-REL
- 9.15 OAKSYS Employee DO's and DON'Ts OAK-HRT-GL-ORR
- 9.16** OAKSYS Code of Ethics OAK-HRT-GL-ETHC

9.17

9.18

9.19 Competency Requirements

Designation	Experience	Competency & Skill requirements	Qualification
Head Quality	8 + years overall experience; 3-4 years in QA	Leading and guiding a team of SQA Engineers. Capable of driving the Quality initiatives in the organization. Should have knowledge in implementation of QMS	BE / BTech or any equivalent qualification
Quality Leader	4+ years of overall experience; 2+ years relevant experience	Defining the processes to meet the defined standard Facilitating implementation of defined processes and conducting of Audits	BE / Btech or any equivalent qualification
Head Operations and Delivery	10 + years overall experience in IT	Project management experience of more than 5 years, Specific experience in technology defined / as required with focus on communication, leadership and people management skills. Must be adoptive to changing technology.	BE / Btech or any equivalent qualification
Head Human Resources, Administration & Finance	8+ years of overall experience; 2-3 years of relevant experience	Capable of building HR model and guiding team of Executives. Excellent in fund management	BE / Btech / MBA or any equivalent qualification
Head Business Development	8+ years of overall experience; 2-3 years of relevant experience	Capable of expanding the business. Setting the business targets and focus on achieving the same. Identifies prospective customers. Lead a team of of Business Development Executives	BE / Btech / BSc / MBA or any equivalent qualification
Business Development Executive	1+ years relevant experience	Capable of Building Liaison with customers during project execution and managing customer relationship	Graduates
Org SCM	2+ years relevant experience	Manages Overall Software Configuration management for OAKSYS	Graduate in any discipline
Project SQA	1+ years relevant experience	Perform SQA activities for the project. Interact with Org SQA for SQA activities of Project	Graduate in any discipline

SQA engineers	1+ years relevant experience	Participate in Quality Consultancy, Software V&V services projects · Coordinate SQA activities at Org level	Graduate in any discipline
Project SCM	1-2 years relevant experience	Performs backup, recovery, SCM, archival activities related to project as mentioned in project plan· Interacts with Org SCM for SCM activities of Project	Graduate in any discipline
System Administrator	2+ years	Knowledge of System administration in the area of Win 2000, NT, Win 95/98, Linux, MS DOS	BE / Btech / BSc or any equivalent qualification
HR A & F Executives	1+ years relevant experience	Experience in Handling HR	BE, Btech with experience in Handling HR
Team members	0-4 years experience	Knowledge in relevant technologies and tools, knowledge of processes	BE / Btech / MCA or any equivalent qualification.
Project Lead	4+ years of overall experience; 2+ years relevant experience	specific prior exp in leading project teams	BE / Btech / MCA or any equivalent qualification.

Handover Form OAK-HRT-FR-HND

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