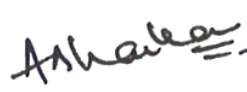
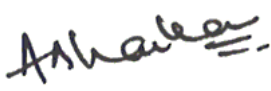



Employee Movement Handbook

Guide Book for Managers to Facilitate Employee Movements

Policy Version	Version Changes Description	Effective date	COE Head Approval	CHRO Approval
1.2	Progression policy (Section 8) <ul style="list-style-type: none"> 8.1 - Exception 	Oct 01, 2020	DocuSigned by: Namrata Gill Tyagi 31DDB5F9B9D443C... Namrata Gill Tyagi (Head COE)	 Archana Bhaskar (CHRO)
1.3	Governance for Promotions + Timelines (Section 7)	Dec 01, 2020	DocuSigned by: Namrata Gill Tyagi 31DDB5F9B9D443C... Namrata Gill Tyagi (Head COE)	 Archana Bhaskar (CHRO)
FY'22	Eligibility Criteria <ul style="list-style-type: none"> Sec – 2.3.3, 3.4.2 and Sec 8 	April 01,21	DocuSigned by: Namrata Gill Tyagi 31DDB5F9B9D443C... Namrata Gill Tyagi (Head COE)	 Archana Bhaskar (CHRO)

1 FACILITATING EMPLOYEE MOVEMENTS

1.1 OBJECTIVE

The document aims to shed light on how employee movements would be facilitated going forward:

- How employee movements shall be facilitated basis revised norms for employee growth
- Their role in facilitating movements in a smooth and rigorous manner

1.2 WAYS IN WHICH MOVEMENTS CAN HAPPEN

Basis the business context and role-band of position / candidate, employee movements may happen through one of below mentioned ways:

1. Cyclic Readiness Assessment
2. Need Based Readiness Assessment (Through IJP)
3. Talent Based Movements
4. Significant Enlargement of Role due to Changes in Organizational Design

Movement into Roles						
V	I	B	G	Y	O	R
Cyclic Readiness Assessments <ul style="list-style-type: none"> • Periodic assessment for creating a ready pool of potential candidates for identified roles 				Not Applicable		Not Applicable

<ul style="list-style-type: none"> Identified candidates would be considered for movement as and when position arises 		
<p>Need based Readiness Assessments (Through IJPs)</p> <ul style="list-style-type: none"> Need based assessment would be conducted for all other positions which are not identified for cyclic assessment Such assessments would be conducted through IJPs as and when a position becomes vacant 	Not Applicable	
Not Applicable	<p>Talent – Based Movements Hi-Po individuals (identified through potential assessment process and BU driven interventions for creating talent pool) may be moved to given position after conducting thorough assessment. The movement should be aligned to signed-off succession plans / Hi-Po movement plan</p>	
<p>Significant Enlargement of Role due to Changes in Organizational Design</p> <ul style="list-style-type: none"> An organizational design change may result in a significant expansion in the role’s responsibilities. Role evaluation required to assess if band classification needs to change. Revised org structure would be signed off and enlarged role would be evaluated to determine role band. This would be followed by relevant assessment. 		

2 CYCLIC READINESS ASSESSMENT

2.1 SCOPE

Movements to positions at G, B, I and V Role Bands can be facilitated through cyclic readiness assessment

2.2 OBJECTIVE

Cyclic assessment can be conducted with the objective of creating a ready pool of potential candidates who may be deployed on roles as soon as vacancy arises. This would ensure that

- Crucial time is saved as candidate can be identified from the pool and deployed on roles as early as possible
- Leadership has a deeper view about availability of talent for identified roles

2.3 IMPLEMENTATION PROCESS

BU HR Teams along with BU Leadership would be responsible for conducting cyclic readiness assessment in their respective BUs. Following are the broad elements involved in conducting the assessment:

2.3.1 Identification of Role

BUs should identify roles which would be considered for conducting cyclic assessments. Following factors may be considered to identify such roles:

- Roles with high risk and impact of loss
- Roles with significantly large number of incumbents
- Roles which significantly impact business continuity
- Roles which may take relatively longer duration to fill

2.3.2 Design Assessments

To ensure a common yardstick in conducting assessments, Ideal Profile should be created for each role and assessments should be based on it.

2.3.3 Nominate Candidates basis Eligibility Criteria

BUs may nominate candidates for assessment basis minimum eligibility criteria:

- The individual should have a Proven Performance Record, i.e. on *What scale*, the candidate should be 'On Track' or 'Leading', while on *How scale*, it should be 'Often/Always Exhibits' for last year, and a rating higher or equal to 1.0 in the erstwhile scale for previous year in the current role.
- For campus hires (& trainees) 2 years tenure in the role will be considered post confirmation.
- BUs may also specify role specific additional criteria
- In any year, an employee may be nominated for Readiness Assessments for a maximum of 2 roles
- For any given position, employees at same and below role bands may be nominated

2.3.4 Conduct Assessment

Assessment should be conducted through panel assessment. BUs to decide composition of panellists basis guidelines in Section 6

2.3.5 Create Preference List

Basis the assessment outcomes, create a preference / rank list of selected candidates for each position

2.3.6 Communicate Feedback

Post the Readiness Assessments, identified employees shall be informed whether they have cleared the assessment. It shall also be informed to them that inclusion into ready-pool does not imply promotion and candidates would be considered for selection as and when vacancy arises.

If the employee has not cleared the assessment, developmental feedback shall be provided by the manager & the BU HR

2.4 GOVERNANCE

- In an event of a position becoming vacant, BUs must sift through the available pool of ready candidates to evaluate fitment for the vacancy. In case no candidate is deemed fit for selection, IJP should be released for everyone to apply.
- In case a candidate has been selected from the ready pool, activities pertaining to finalizing compensation (in case of promotion), rolling out offer and finalizing joining date would be governed as per IJP Guidelines

3 NEED BASED ASSESSMENT - INTERNAL JOB POSTING

3.1 SCOPE

- Employee movements to Y, G, B, I and V role bands should be facilitated through IJP
- The onus of facilitating IJP movements would be segregated basis the role band of vacancy (as per below table)

Movements to Positions at Y Role Band	Leadership Hiring CoE
Movements to Positions at G, B, I and V Role Bands	Respective HRBP / Recruiter

3.2 OBJECTIVE

Need Based Assessment shall be conducted for roles which haven't been earmarked for Cyclic Assessment. Such assessment would be conducted as and when a vacant / new position arises.

3.3 PRE-REQUISITE BEFORE LAUNCHING IJP

- For any new / vacant position, recruiters / HRBPs should first sift through the pool of potential candidates who may have been selected through below processes:
 - Cyclic Readiness Assessment (For positions at G, B, I and V Role Bands)
 - Potential Assessment Process (For position at Y Role Band) – Potential Assessment Process would be driven centrally by TM CoE. It would result in identification of Hi-Potential employees who can be deployed on key leadership positions

3.4 GUIDELINES

3.4.1 Posting IJP

- Each IJP should be posted with minimum of **10 days** so as to provide enough time for applicants to view the post and apply
- IJP posts should clearly indicate functional competencies, behavioural competencies and must have experiences required for the job
- IJP should be posted on HR IT Tool

3.4.2 Eligibility Criteria

- The individual should have a Proven Performance Record, i.e. on *What scale*, the candidate should be 'On Track' or 'Leading', while on *How scale*, it should be 'Often/Always Exhibits' for last year, and a rating higher or equal to 1.0 in the erstwhile scale for previous year in the current role.
- For campus hires (& trainees) 2 years tenure in the role will be considered post confirmation.
- BU may also add role specific additional criteria

3.4.3 Assessment

Each shortlisted candidate would undergo assessment basis the ideal profile, which consists of functional competencies, behavioural competencies and must have experiences. BUs would design relevant functional assessment. Further details of assessments are provided in Section 6.

3.4.4 Selection

It is mandatory to provide feedback to all candidate who undergo assessment. Feedback at each assessment stage should be documented in HR IT Tool and cumulative feedback should be provided to each candidate.

3.4.5 Offer Acceptance

- If the candidate chooses not to accept the offer after selection, he / she will be ineligible to apply to future internal career opportunities for a period of 1 year from the date of selection. Once a candidate accepts an offer, acceptance cannot be withdrawn by him / her.
- The candidate needs to give a confirmation to the recruiter within 3 working days. If there is no response within 3 working days, it is assumed that the candidate is NOT ready to take up the new assignment.

3.4.6 Compensation Proposal

Promotion hike shall be provided basis the signed-off promotion hike grid. Lateral movements would not attract any hike.

3.4.7 Transition Period

Each selected candidate is expected to serve a minimum duration in current role before he / she transitions to next role

	Internal Notice Period
V and I	Not More Than 2 Months from date of Selection
B and G	Not More Than 3 Months from date of Selection

4 TALENT BASED MOVEMENTS

4.1 SCOPE

- Movements to positions at Y and O Role Bands. Such movements shall be implemented and governed centrally by TM CoE
- Talent based movements can also be conducted for G, B, I and V role bands in EM countries where there may not be enough applicants for IJP. E.g. – smaller EM countries

4.2 OBJECTIVE

- Provide developmental opportunities to key talent (identified via potential assessment process) according to signed-off succession plan / key talents' development plan
- Provide flexibility to leadership to deploy key talent in identified roles

4.3 PROPOSED APPROACH

- For any vacancy at Y and O role bands, MC Member / BU Leadership Team / BU HR Head may consider candidates from key-talent pool for assessing fitment for a vacancy
- Candidates would go through assessment to evaluate fitment to vacancy as per below details
- All lateral and promotion movements to Y and O bands have to be approved by CHRO

Assessment Steps	Minimal Panel Members		
	Y & O	G & B	V & I
First Level Assessment (To be done for Lateral as well as Promotion)	Panel for Y Positions – MC Member, Cross BU MC Members (where functional alignment exist) and CHRO. Panel for O Positions – Above panellists and CEO	Hiring Manager	Hiring Manager
Second Level Assessment (To be Done only for Promotion Cases)		Panel – Hiring Manager, L+2 Manager / MC Member, BU HR Head	Panel – Hiring Manager, L+2, Lead HRBP

5 ENHANCEMENT IN ROLE DUE TO SIGNIFICANT CHANGES IN ORG STRUCTURE

5.1 OBJECTIVE

- In an event of significant organization structure changes, some positions' role and responsibilities may get substantially expanded than what the existing band classification accounts for. Such changes may occur on account of varied factors. E.g. – clubbing of 2 roles, changes in org structure because of elimination of position(s)
- In such cases, revised org structure along with business justification would be signed off and enlarged role would be evaluated to determine role band
- Current incumbent / potential candidate(s) would be evaluated according to the assessment process designated for position's evaluated role band

6 ASSESSMENT GUIDELINES

6.1 COMMON YARDSTICK FOR CONDUCTING ASSESSMENT – CREATION OF IDEAL PROFILES

Assessments for all people processes (E.g. - Promotion, Lateral, External Hiring and Capability Assessment) should be conducted basis Ideal Profile which consists of following:

6.1.1 Functional Competencies

- Top 4-5 functional competencies for each role. The functional competencies will be role specific and will vary from role to role.

6.1.2 Behavioural Competencies:

- Behavioural competencies derived from Dr Reddy's Behavioural Competencies Framework

6.1.3 Must Have Experiences:

- 4-5 key professional experiences which the candidate must have mandatorily undergone to be able to carry the role's responsibilities flawlessly. These are minimum professional experiences which the candidates must have undergone, and not a list of desired experiences.
- Must Have Experiences should consist of

- Broad Professional Experience relevant/critical for given role
- Exposures to relevant domain (technology, regulations, laws, tools etc)
- Past Assignments whose learning can be leveraged in current role
- Leadership Experience (For senior roles)
- For several roles lying at lower roles bands (for e.g. Violet and Indigo), lack of particular experience(s) may not be a strong deterrent of performance, as desired experiences can be provided as learning measure. For such roles, this section may be accordingly considered for removal as per BU's judgement

6.2 ASSESSMENT STEPS AND PANEL CONSTITUTION

With a view to impart rigour in assessment process across levels, it is proposed that all promotion and lateral movements (through both IJP and non-IJP channels) follow below proposed assessment process:

- Each assessment should be conducted through below proposed panel composition. These represent required / essential panellists and additional panel members may be included to arrive at a more holistic assessment outcome
- Mandatory to assess shortlisted candidates through panel assessment in promotion cases

Assessment Steps	Minimal Panel Members		
	Y & O	G & B	V & I
First Level Assessment (To be done for Lateral as well as Promotion)	Panel for Positions at Y- MC Member, Cross BU MC Members (where functional alignment exist) and CHRO. Panel for Positions at O – Above panellists and CEO	Hiring Manager	Hiring Manager
Second Level Assessment (To be Done only for Promotion Cases)		Panel – Hiring Manager, L+2 Manager / MC Member, BU HR Head	Panel – Hiring Manager, L+2, Lead HRBP

7 GOVERNANCE

7.1 GOVERNANCE

The governance mechanism depicts the addition of check-in from senior leaders of the BU. These are mandatory approvals from depicted leaders in order to process the movement (Promotion/ Progression) case.

BUs	Minimal Panel Members			
	Y and O	G	B	I and V
GMO	CHRO and Respective MC Member	Respective MC Member and HR Head	Respective MC-1 role holder and HR Head	
		SCM - Respective MC Member and HR Head		
GGI	CHRO and Respective MC Member	Head - GG India and HR Head		
IPDO, Biologics, EM, Corporate, NAG, EUG, API and PP	CHRO, CEO and Respective MC Member	Respective MC Member and HR Head		

7.2 GOVERNANCE FOR ROLE ENHANCEMENT / ORG RESTRUCTURING CASES

- Any change in organization structure should serve current business realities as well as align to long term business needs
- Organization structure should largely remain permanent and should not be altered to create larger roles for current incumbents

Any change in organization structure should be approved as per below approval matrix:

Scenarios *	Approval	
	Y and O	All Others
<ul style="list-style-type: none"> • Changes in org structure - Addition of new position / significant enhancement in existing position • Sign-Off for evaluated role bands for new roles 	CHRO and Respective MC	Respective MC and HR Head

7.3 TIMELINE ASSOCIATED WITH THE PROCESS

Process	Timeline (Monthly)	Owner
Submission of consolidated promotion cases with requisite documents & approvals	Before 15 th	BU HR
Process Audit	16-18 th	TM CoE
Increment and Compensation audit	18-20 th	C&B CoE
Advice to EST	20-22 nd	C&B CoE
Update on system	22-26 th	EST
Letter Generation	Before 28 th	BU HR

8 PROGRESSIONS (INTRA-BAND MOVEMENT)

Progressions are to acknowledge the growth of the individual in the current role. A progression may occur basis following criteria:

- i. The individual acquires new/higher level skills or qualifications relevant for the current role.
- ii. The scope of the individual's current role has moderately increased. This may be demonstrated by handling relatively higher responsibilities and handling assignments of relatively greater complexity.

Progressions can only happen at role bands with sub-bands – Violet and Indigo. Once an incumbent has reached highest sub-band of a band, the next movement would be through promotion only.

Minimum Eligibility Criteria:

The individual to be eligible for a progression should have:

- i. The individual should have a Proven Performance Record, i.e. on *What scale*, the candidate should be 'On Track' or 'Leading', while on *How scale*, it should be 'Often/Always Exhibits' for last year, and a rating higher or equal to 1.0 in the erstwhile scale for previous year in the current role.
- ii. For campus hires (& trainees) 2 years tenure in the role will be considered post confirmation.
- iii. BUs may also deploy additional BU/Role specific eligibility criteria

Assessment Process:

Each BU is expected to design BU/Role specific assessment framework and process for assessing functional competencies / skill for each progression level. It is recommended that each nominated incumbent is assessed through more than one assessment tool to arrive at the decision.

Role enhancement should be duly vetted - analyse if the candidate is handling relatively high responsibilities and assignments of greater complexity.

8.1 EXCEPTION

GMO Progression Policy:

This progression process would be applicable for the employees working in the areas operating in autonomous way of working model (JH 3 certified areas) across GMO units.

GMO will hold continuous year-long progressions basis the proposed assessment and eligibility model. GMO assigned SPOC will be responsible for auditing the process as per the policy and eligibility, and will directly process the progression cases through concerned teams.

9 ANNEXURE

9.1 PROCESS STEPS FOR FACILITATING MOVEMENTS

9.1.1 Need Based Assessments - Internal Job Posting

Steps	R	A	C	I
Create / Refine Ideal Profile for vacant position and obtain L+1's sign-off	HRBP	BU HR Head / Lead HRBP	L+1 Manager	
Share the Ideal Profile with TM CoE	HRBP			TM CoE
Hiring Manager to raise the requisition in HR IT Tool	Hiring Manager			HRBP / Recruiter
HRBP / Recruiter to ascertain whether the position needs to be filled internally and/or externally	HRBP / Recruiter		Hiring Manager	
Post the vacancy on HRIT Tool and other relevant mediums (E.g. – email) where HR IT tool isn't available	HRBP / Recruiter			
Employees to apply to IJP within stipulated timelines through HR IT Tool or mail (where HR IT isn't available)	Candidates			
Screen applicants according to eligibility criteria and create a shortlist	HRBP / Recruiter		Hiring Manager	
Obtain clearance from relieving HRBP wrt COBE compliance for shortlisted candidates. In case there is no response from relieving HRBP within 2 days of raising the query, it would be assumed that COBE compliance is affirmative and candidature would be taken forward	HRBP / Recruiter		Relieving HR BP	
Schedule assessment interviews according to the type of movement (lateral vs promotion movement) and vacant position's role band (Detailed out in Section 6)	HRBP / Recruiter			Hiring Manager
Confirm selection and joining date and communicate the same to candidate	HRBP / Recruiter		Hiring Manager	
Share movement letter (in case of lateral movements) with selected candidate	HRBP / Recruiter			

Share feedback with candidates who are not selected	HRBP / Recruiter	Hiring Manager	
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9.1.1.1 Creating Compensation Proposal and Associated Steps

Create compensation proposal for selected candidates (in case of promotion) according to promotion hike grid and share it with C&B Team (for their information)	HRBP / Recruiter		C&B
In case hiring manager proposes additional promotion hike, create a case and share it with C&B Team	HRBP / Recruiter	BU HR Head / Lead HRBP	C&B
Obtain approval for providing additional promotion hike basis approval matrix shared in Section 3.4.6	C&B	BU HR Head	
Share CTC and position details with EST team for them to create promotion letter and CTC break up	C&B		HRBP / Recruiter
Create promotion letter	EST Team	HRBP / Recruiter	
Release promotion letter. Share feedback with candidates who are not selected	HRBP / Recruiter		

9.1.2 Talent Based Movements

	R	A	C	I
Shift through the available talent pool to identify potential candidate for vacancy	TM CoE	MC	BU HR Head / CHRO / CEO	
Facilitate assessment for identified potential candidates	TM CoE			
Identify external candidates after taking approval from CHRO	Leadership Hiring CoE		BU Head / MC	

9.1.3 Enhancement in Role due to Changes in Org Structure

	R	A	C	I
Obtain approval for revised organization chart as per approval matrix	BU TM SPOC	BU HR Head	MC Member / BU Head	OE Lead
Share the revised org structure with TM CoE	BU TM SPOC			

Create draft role clarification document for new position	HRBP	BU TM SPOC	L+1 Manager	OE Lead & TM CoE
Share draft role clarification document with OE Lead to check if new position can be mapped to an existing role	BU TM SPOC			BU HR Head
Check if the new position can be mapped to an existing role	OE Lead			BU HR Head
If no, evaluate the role and obtain approval as per approval matrix. If yes, share the role band with BU TM SPOC / HRBP	OE Lead			BU HR Head