

# The Impact of Work-Force Management (WFM) Systems on Corporate Performance Measures (CPM): An Empirical Case Study

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## Abstract

The objective of the present article is to review the emerging concept of 'Work-Force Management (WFM)' with special reference to millennial hiring and gauge its impact on the overall corporate performance. The attributes of Work-Force Management (Independent Variable) were grouped into three categories: Business Planning, Talent Acquisition, and Employee Attitude. On the other hand, the Corporate Performance Measures (Dependent Variable) were classified into Organizational Efficiency and Employee Satisfaction. Descriptive statistics for each of these variables were computed and further analyzed based on the data collected from a closed-ended questionnaire survey. These questionnaires were designed for all the five bundles of the variables as mentioned above. The target organization for this study was a large-scale IT company. The results were critically analyzed to identify the 'Best Practices' of Work-Force Management (WFM) and perceptions on the Corporate Performance Measures (CPM) by the employees. It is anticipated that the findings from the present research will provide valuable insights for establishing an effective WFM system within any organizations.

**Keywords:** Work-Force Management (WFM), Corporate Performance Measures (CPM), Descriptive Analysis.

## Introduction

Work-Force Management (WFM) is a set of processes that optimizes employee productivity by forecasting resource needs and managing staff schedules effectively. It involves tracking daily performance to identify the improvement areas; ensuring the right person with the right skills is available at the right time. The primary goal of WFM is to enhance the organizational performance and competency, ensuring sufficient staffing with necessary skills to meet customer demands. This complexity is heightened by millennials, who expect a modern, technology-driven workplace free from the outdated systems. With Millennials expected to make up 75% of the workforce by 2025, organizations must adapt to this trend by creating a digital-friendly workplace model. Thus, corporate HR personnel need to play a crucial role in providing an effective WFM solution, especially with respect to the hiring of the Millennials (Dhal et al., 2021; Vogel & Zölch, 2021; Kumari, 2023).

The existing literature indicates a lack of research on how WFM best practices affect organizational performance. This study aims to investigate the relationship between WFM activities and various aspects of corporate performance, particularly considering the millennial workforce. The present research utilizes a quantitative survey model tailored for an IT industry to analyze these linkages. The article examines the concept of WFM with a focus on millennial recruitment and its impact on the overall corporate performance. The WFM characteristics are categorized into three bundles, namely Business Planning & Control (BPC), Talent Acquisition & Competency (TAC), and Employee Performance & Attitude (EPA), while CPM include two bundles - Organizational Culture & Efficiency (OCE), and Employee Satisfaction & Motivation (ESM). The survey data was collected through a closed-ended survey questionnaire having 115 questions prepared in consultation with experts and literature review. The analysis resulted into the identification of the best practices of WFM system under consideration, as well as employee perceptions on the CPM. It is expected that the findings will provide valuable insights for establishing an effective WFM system within any IT organization.

### **Research Design & Objective**

The attributes of the Workforce Management (WFM) variable, which is independent, have been categorized into three main bundles - Business Planning & Control (BPC), Talent Acquisition & Competency (TAC), and Employee Performance & Attitude (EPA). On the other hand, the attributes of Corporate Performance Management (CPM) variable, which is dependent, are bundled into two groups - Organizational Culture & Efficiency (OCE), and Employee Satisfaction & Motivation (ESM). The construct of both independent and dependent variables along with their operationalization, i.e. bundles along with their attributes (items) are shown in Table 1. Questionnaire sets were developed for all five bundles based on an extensive literature review and in-depth discussions with experts. Each question was coded for proper identification and reporting of the final analysis (refer to Annexure) (Guest, 2002; Becker & Huselid, 2006; Paauwe, 2009; Ashford et al., 2018).

It is assumed that the quantitative survey model employed in this research, which consists of close-ended questions, accurately represents the interactions between the items, bundles and variables under consideration. During survey, participants were informed that there are no right or wrong answers and they have to indicate their choices against each question (on a scale from 1 to 5). High score reflects the extent to which the organization advocates for and utilizes WFM best practices or impacted the CPM extreme and conversely. A score of 3 indicates that the individual has mixed outlook about the choice (Robertson-Smith & Markwick, 2009; Harris et al., 2010; Guest, 2011; Wang & Cotton, 2018). There were two overarching aims of the current research endeavor. First, it will examine the WFM best practices within a large IT organization, with a focus on recruiting and integrating millennials. It will also assess how these practices align with HR goals and contribute to overall corporate performance. Second, it will also analyze the impact of WFM strategies on the CPM, exploring their influence on the overall organizational and employee performance highlighting the importance of WFM in creating a productive workplace.

**Table 1: Details of Independent & Dependent Variables**

Variable Type	Variable Name (Code)	Bundle Name (Code)	Item Name (Code)
Independent	Work-Force Management (WFM)	Business Planning & Control (BPC)	<ul style="list-style-type: none"> <li>Forecasting &amp; Budgeting (FB)</li> <li>Resource Planning &amp; Usage (RU)</li> <li>Compensation Structure (CS)</li> </ul>
		Talent Acquisition & Competency (TAC)	<ul style="list-style-type: none"> <li>Resource Benchmarking (RB)</li> <li>Recruitments &amp; Competency Mapping (RM)</li> </ul>
		Employee Performance & Attitude (EPA)	<ul style="list-style-type: none"> <li>Employee Engagements (EE)</li> <li>Individual Performance Management (IP)</li> <li>Learning &amp; Development (LD)</li> </ul>
Dependent	Corporate Performance Measures (CPM)	Organizational Culture & Efficiency (OCE)	<ul style="list-style-type: none"> <li>CICD Approach (CA)</li> <li>Cliential Fulfillment (CF)</li> </ul>
		Employee Satisfaction & Motivation (ESM)	<ul style="list-style-type: none"> <li>Organizational Commitment (OC)</li> <li>People Business Partnering, Policies &amp; Processes (PP)</li> </ul>

**Preliminary Demographic Study**

The demographic questionnaire was distributed to the target group, which consisted of a total of 358 individuals. Following reminders, additional outreach, and the elimination of irrelevant or uninterested responses, as well as focusing on millennials with approximately 10 years of professional experience, the final sample size (N) reached 304, representing 85% of the initial lot size. This sample size was well within the acceptable range for conducting quantitative survey analysis (Huselid, 2018).

The descriptive statistics for the demographics and background characteristics of the sample size are presented in Table 2. The present survey used few assumptions, which are:

- The target sample considered were millennials, i.e. people born in or after the 1990’s within the age group of 20 to 35 years leading to employees having a total working experience of around 10 to 15 years.
- The subjects responded honestly, accurately, and without the influence of others during survey. Incomplete, unfilled, and erroneous responses to the questionnaire were considered invalid.

**Table 2: Individual Demographic Details**

Sl. No.	Questions	Count	Percent (%)
1.	<b>Total Work Experience (including present Organization)</b>		
	<b>Less than 1 Year</b>	66	18
	<b>1 - 5 Years</b>	120	34
	<b>6- 10 Years</b>	118	33
	Beyond 10 Years	52	15
2.	<b>Current Position in the Organization</b>		
	<i>Job Stage 1: DETs, GETs</i>	74	21
	<i>Job Stage 2: Engineers, Software Developers</i>	84	24

	<i>Job Stage 3: Sr Engineers, Sr Software Developers, Automation Architects</i>	84	24
	<i>Job Stage 4: Specialists, Managers, Solution Architect, Principal Solutions Consultant</i>	66	18
	<i>Job Stage 5: Executive Directors, VPs</i>	48	13
3.	<b>Current Age Range</b>		
	<i>21 - 25 Years</i>	66	18
	<i>25 - 30 Years</i>	120	34
	<i>30 - 40 Years</i>	118	33
	<i>More than 40 Years</i>	52	15
4.	<b>Highest Level of Education</b>		
	<i>Diploma</i>	26	8
	<i>Bachelor Degree</i>	154	43
	<i>Master Degree/ PG Diploma</i>	154	43
	<i>PhD</i>	22	6
5.	<b>Gender</b>		
	<i>Female</i>	158	42
	<i>Male</i>	200	54
	<i>Others</i>	16	4

**Descriptive Analysis**

The final survey questionnaire was shared with all 304 respondents and data was collected and screened for errors and rectifications. Further, the collected data was statistically analyzed for each of the questions, as well as separately for the items, and bundles under both the variables. The mean, median, and standard deviations for every question were calculated statistically and are shown in Table 3. It displays the descriptive statistics for each question aimed at both independent (WFM) and dependent (CPM) variables. The statistically analyzed survey data for all the bundles and items under variables was summarized and presented in Table 4. Based on the statistical findings, the WFM best practices for each question (aspect) of the variables were classified under extensively, moderately, and rarely used categories. The same classification for employee perceptions was used for the CPM variable to classify the scores into high, moderate, and low perceptions. Scores ranging from 1.0 to 2.75 were categorized as low, between 3.25 to 3.99 as moderate, and above 4.00 as high, corresponding to rarely, moderately, and extensively used categories, respectively. There were also few neutral responses for both the variables, with scores deemed to be between 2.75 to 3.25. The overview of the evaluation of constructs regarding WFM best practices and employee perceptions on CPM for each items and bundles considered under variables is provided in Table A-1 (refer to Annexure).

**Table 3: Descriptive Statistics of Items under Variable Bundles**

1). WFM Variable (Independent)								
a). Business Planning & Control (BPC)								
I.Code	FB-1	FB-2	FB-3	FB-4	FB-5	FB-6	FB-7	FB-8
Mean	2.25	2.43	4.01	4.02	3.07	3.69	3.56	2.93
Median	3.00	3.00	4.00	4.00	4.00	4.00	4.00	4.00

SD	1.11	0.84	0.88	0.89	0.89	0.87	0.89	0.93
I.Code	FB-9	FB-10	FB-11	FB-12	FB-13	FB-14	RU-1	RU-2
Mean	3.55	3.69	3.63	4.01	4.20	3.66	3.74	4.03
Median	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
SD	0.90	0.83	0.74	0.77	0.88	0.75	0.84	0.74
I.Code	RU-3	RU-4	RU-5	RU-6	RU-7	RU-8	RU-9	RU-10
Mean	4.07	2.52	4.13	3.76	4.01	3.78	4.02	3.76
Median	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
SD	0.80	0.80	0.80	0.831	0.81	0.79	0.77	0.78
I.Code	RU-11	CS-1	CS-2	CS-3	CS-4	CS-5	CS-6	CS-7
Mean	3.75	4.08	4.12	4.00	4.04	3.79	3.78	4.02
Median	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
SD	0.69	0.85	0.76	0.87	0.80	0.82	0.87	0.80
I.Code	CS-8	CS-9	CS-10					
Mean	2.53	4.04	4.06					
Median	4.00	4.00	4.00					
SD	0.84	0.79	0.77					
b). Talent Acquisition & Competency (TAC)								
I.Code	RB-1	RB-2	RB-3	RB-4	RB-5	RB-6	RB-7	RM-1
Mean	2.93	4.17	4.02	4.00	4.03	3.78	4.05	4.17
Median	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
SD	0.96	0.81	0.77	0.81	0.75	0.76	0.75	0.86
I.Code	RM-2	RM-3	RM-4	RM-5	RM-6	RM-7	RM-8	RM-9
Mean	4.03	4.18	4.10	4.07	3.78	4.05	2.53	3.78
Median	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
SD	0.79	0.82	0.79	0.83	0.68	0.76	0.74	0.86
I.Code	RM-10	RM-11	RM-12	RM-13				
Mean	4.01	4.03	3.74	3.72				
Median	4.00	4.00	4.00	4.00				
SD	0.82	0.80	0.72	0.77				
c). Employee Performance & Attitude (EPA)								
I.Code	EE-1	EE-2	EE-3	EE-4	EE-5	EE-6	IP-1	IP-2
Mean	4.12	4.07	4.18	4.00	3.77	3.87	4.09	4.18
Median	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
SD	0.80	0.65	0.78	0.78	0.74	0.76	0.82	0.70
I.Code	IP-3	IP-4	IP-5	IP-6	IP-7	IP-8	LD-1	LD-2
Mean	3.81	3.80	2.54	3.81	3.82	3.82	4.00	4.04
Median	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
SD	0.81	0.80	0.82	0.80	0.78	0.745	0.82	0.79
I.Code	LD-3	LD-4	LD-5	LD-6				
Mean	4.03	4.05	4.00	3.81				
Median	4.00	4.00	4.00	4.00				
SD	0.77	0.83	0.78	0.75				

2). CPM Variable (Dependent)								
a). Organizational Culture & Efficiency (OCE)								
I.Code	CA-1	CA-2	CA-3	CA-4	CA-5	CA-6	CA-7	CA-8
Mean	2.68	3.01	3.88	3.90	4.03	3.88	3.88	3.88
Median	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
SD	0.98	0.86	0.85	0.79	0.76	0.76	0.76	0.75
I.Code	CF-1	CF-2	CF-3	CF-4	CF-5	CF-6	CF-7	CF-8
Mean	4.17	4.05	4.02	3.94	3.81	2.59	3.83	3.83
Median	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
SD	0.86	0.68	0.79	0.75	0.79	0.76	0.78	0.80
b). Employee Satisfaction & Motivation (ESM)								
I.Code	OC-1	OC-2	OC-3	OC-4	OC-5	OC-6	OC-7	PP-1
Mean	4.14	4.01	4.06	4.02	4.03	3.82	3.82	4.03
Median	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
SD	0.85	0.70	0.79	0.75	0.72	0.82	0.80	0.77
I.Code	PP-2	PP-3	PP-4	PP-5	PP-6	PP-7	PP-8	PP-9
Mean	2.46	4.10	4.04	3.84	4.02	4.07	3.89	3.05
Median	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
SD	0.77	0.82	0.74	0.77	0.83	0.76	0.84	0.88
I.Code	PP-10	PP-11	PP-12	PP-13	PP-14	PP-15	PP-16	PP-17
Mean	4.00	4.00	4.06	4.07	4.08	4.00	4.05	3.88
Median	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
SD	0.75	0.80	0.79	0.82	0.74	0.72	0.74	0.72

**Table 4:** Summary of the Construct Evaluation for Bundles & Items

Variables/ Bundles / Items	I.Code	Mean	SD
<b>a). Business Planning &amp; Control</b>	<b>BPC</b>	<b>3.70</b>	<b>0.37</b>
• Forecasting & Budgeting	FB	3.48	0.46
• Resource Planning & Usage	RU	3.78	0.42
• Compensation Structure	CS	3.85	0.46
<b>b). Talent Acquisition &amp; Competency</b>	<b>TAC</b>	<b>3.86</b>	<b>0.40</b>
• Resource Benchmarking	RB	3.86	0.47
• Recruitments & Competency Mapping	RM	3.86	0.42
<b>c). Employee Performance &amp; Attitude</b>	<b>EPA</b>	<b>3.91</b>	<b>0.38</b>
• Employee Engagements	EE	4.00	0.42
• Individual Performance Management	IP	3.73	0.46
• Learning and Development	LD	3.99	0.49
<b>d). Organizational Culture &amp; Efficiency</b>	<b>OCE</b>	<b>3.71</b>	<b>0.43</b>
• CICD Approach	CA	3.64	0.47
• Cliental Fulfilment	CF	3.78	0.46
<b>e). Employee Satisfaction &amp; Motivation</b>	<b>ESM</b>	<b>3.93</b>	<b>0.39</b>
• Organizational Commitment	OC	4.00	0.47
• People Business Partnering, Policies & Processes	PP	3.86	0.39

## Conclusions

- The majority of target employees (67%) had less than 10 years of experience, while 18% had under one year. Most (69%) were Senior Engineers or Architects, and 13% held Executive Director or Vice President positions. Employees with over 10 years of experience and those at job stage 4 were excluded from the survey. Only 6% had a PhD, with 86% holding undergraduate or postgraduate degrees, indicating a high overall qualification level. The organization had a balanced gender ratio, with 42% female and 4% identifying as 'Others'.
- The highest mean score has been allocated to EPA bundle (3.91) under WFM cluster whereas from CPM cluster its ESM bundle (with 3.93 mean score). Additionally, the highest scores have been awarded to items EE, and OC having mean scores of 4.00 each under WFM, and CPM clusters respectively. This indicates that the organization has an enthusiastic and dedicated workforce that values their contributions and is committed to organizational performance. Organization is focused on meeting the employees' basic needs and fosters inclusive work culture, emphasizing a high-performance work system over outdated HR practices. Thus, organization encourages 'Drive-to-Results' culture and provides adequate resources for effective execution of work, ensuring transparency and adaptability to changes. This indicates that a transparent communication channels exist at all levels within the organizational structure promoting loyalty, satisfaction, and alignment with the core values.
- The lowest mean score has been assigned to items FB and CA, i.e. 3.48 & 3.64 respectively. This indicates that the organization aims to enhance its forecasting and budgeting strategy, ensuring sufficient resources for effective WFM. Thus, it need to enforce strict adherence to the processes to keep the project budgets aligned and on-track as well as adoption of dynamic budgeting practices for a dynamically changing market conditions. To meet the future demands properly, the organization need to accurately analyze the staffing needs including precise revenue estimations based on the CTCs. They need to leverage the 'Gig Workforce' model to attract Gen-Z and Millennial talent, creating buffers for business needs and acquiring resources based on the skills. It is recommended that an effective use of the digital tools may help minimize the guesswork, and implement a robust CICD strategy.
- It has been found that the project budget is monitored through strategic initiatives that adapt to market changes and organization efficiently manage its resource utilization accordingly. The tasks are assigned based on team members' skills and resource allocation is managed dynamically, ensuring successful development of corporate social responsibility (CSR) initiatives. The organization emphasizes diversity and integrates corporate and societal cultures while maintaining the compliance with hiring regulations as a successful governance model. Also, it is noted that proper training is provided to help navigate hiring complexities, with clear criteria for performance evaluation and skill-matrix based 'Hire-the-Best' hiring strategy.
- The organization follows a comprehensive employment policy, which clearly outlines the compensation, probation, and termination processes. Compensation packages are competitive aligned to market standards and the automated payroll coupled with attendance systems enhances the efficiency. The employee benefits and recognition system are part of the organization's policy. Job satisfaction is prioritized through a comprehensive 'Rewards

and Recognition (R&R)' policy, with flexible working conditions supporting work-life balance. Also, the employee performance is continuously reviewed to align with the organizational goals, encouraging a culture of learning and collaboration within a positive work environment.

- The HRM policies were found to be integrated into the corporate decision-making and workforce KPIs support competency mapping, utilizing behavioral assessments and personal interviews to enhance hiring. Employees showed high engagement and commitment, feeling valued through policies promoting equality and accurate project deadlines were met. The Individual Performance Management (IPM) function is well placed and fosters planning, monitoring, development, and rewarding of the job activities.
- The company has effectively aligned resources to demand through competency mapping, i.e. 'Customer-First' approach, leading to high customer satisfaction. Resource costs are optimized with 'Job Stage' mapping, enhancing the overall efficiency. Employees showed loyalty and commitment, thriving in an inclusive and interconnected workplace that upholds core values. The organization champions gender diversity and also addresses PWD issues. Employees feel safe and supported, benefiting from health, well-being, and social security measures. Additionally, the leadership is caring and supportive creating a "Happier Workplace/ Great Place to Work" culture.
- It is noted that the organization lacks support for enterprise strategy for forecasting and budgeting activities and are poorly implemented. The 'Occupational Analysis Chart (OAC)' is underutilized, leading to inadequate identification of necessary skills for jobs. Employees show a lack of key cognitive and leadership abilities such as creativity, adaptability, and problem-solving skills. These areas of concern need to be addressed by the company.
- Respondents showed neutrality towards the 'Gig Workforce' model for Gen-Z and Millennials in contract roles and on the usage of an effective CI/CD strategy. This may negatively affect the customer satisfaction leading to poorly managed as client contracts by the sourcing team. The employees may find their work unfulfilling, resulting in low motivation leading to uncertainty in resource benchmarking with respect to hiring and retention activities. The compensation packages may also need a revision relative to market standards. Thus, there is a dire need for further examinations on these aspects, which may be conducted through direct interviews, to gain better insights and further corrective actions.

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## Annexure

### Survey Questionnaire

*Responses to be marked by providing ratings (on a scale of 1 – 5) which best describes the item:*

**1 - Strongly Disagree; 2 - Less Agree; 3 - Somewhat Agree; 4 - Highly Agree; 5 - Strongly Agree**

Part A - WFM Questionnaire	
I.Code	Questions/ Items
<b>(1). Business Planning &amp; Control (BPC)</b>	
<b>(a). Forecasting &amp; Budgeting (FB)</b>	
<b>FB-1</b>	<i>The organization supports enterprise strategy on the above function and there are adequate resources available to handle forecasting &amp; budgeting activities</i>
<b>FB-2</b>	<i>The forecasting &amp; budgeting activities are properly followed within the organization</i>
<b>FB-3</b>	<i>Adequate initiatives are implemented to keep the project budget &amp; work is on track</i>
<b>FB-4</b>	<i>Dynamic budgeting is practiced for resource allocation activity considering the changes in the external market conditions</i>
<b>FB-5</b>	<i>Information is gathered around unique requirements that need attention &amp; improvement</i>
<b>FB-6</b>	<i>Short, medium &amp; long terms staffing requirements are precisely analysed &amp; predicted</i>
<b>FB-7</b>	<i>Project revenues including “Cost-to-Company (CTC)” are correctly estimated for a specific period</i>

<b>FB-8</b>	<i>There is an appreciable use of the 'Gig Workforce' model employing Gen-Z &amp; Millennial workforce, who prefer to be employed in contractual roles</i>
<b>FB-9</b>	<i>Sufficient buffers are created based on future business needs &amp; requirements</i>
<b>FB-10</b>	<i>Requisite resources are determined &amp; acquired suitably based on the requirements &amp; skills</i>
<b>FB-11</b>	<i>Accurate forecast planning is made to achieve &amp; meet the precise scheduled deadlines</i>
<b>FB-12</b>	<i>Business cases for CSR are prepared &amp; implemented</i>
<b>FB-13</b>	<i>The company has balanced corporate &amp; societal cultures while promoting diversity</i>
<b>FB-14</b>	<i>There is a colossal use of appropriate digital tools and there is nil guess-work culture</i>
<b>(b). Resource Planning &amp; Usage (RU)</b>	
<b>RU-1</b>	<i>Resource planning, allocation &amp; deployment activities are adequately executed within the organization</i>
<b>RU-2</b>	<i>The company maintains a comprehensive understanding of regulations on the 'Hiring Laws'</i>
<b>RU-3</b>	<i>Resource usage, capacity, and progress are properly managed &amp; controlled including the utilization rates</i>
<b>RU-4</b>	<i>Project analysis &amp; job rotation activities are properly followed</i>
<b>RU-5</b>	<i>Tasks are allocated to team members based on their capacity, skill sets, and best fit for the job</i>
<b>RU-6</b>	<i>Total headcount including present headcount, yet-to-join, attrition, open positions, etc are accurately analysed</i>
<b>RU-7</b>	<i>The procedure to evaluate skill matrix, project duration, experience levels, resignations, etc are followed dutifully</i>
<b>RU-8</b>	<i>The company pursues "Analogue Capacity Planning (ACP)" through a proper "Competence Management System (CMS)"</i>
<b>RU-8</b>	<i>The governance model enables "Work Force Management (WFM)" personnel to focus &amp; prioritize important tasks</i>
<b>RU-10</b>	<i>The accepted changes are implemented within the organization according to the plan to bring the promised results as per competence management</i>
<b>RU-11</b>	<i>Skills @ local level, as well as global business leaders for future needs, are simultaneously identified and groomed</i>
<b>(c). Compensation Structure (CS)</b>	
<b>CS-1</b>	<i>The company follows a well-laid policy on the scope of employment, terms &amp; conditions on compensation, probationary period, and termination including alternative dispute resolution</i>
<b>CS-2</b>	<i>The company has a consummate compensation package &amp; structure as per market standards</i>
<b>CS-3</b>	<i>The information on pay &amp; benefits isn't locked up within the organization</i>
<b>CS-4</b>	<i>Value-additions in overall cost saving is a continuous process with an attempt to explore room for improvement</i>
<b>CS-5</b>	<i>The 'Compa-Ratio' &amp; 'Job-Stage' strategies are rightly implemented within the company</i>
<b>CS-6</b>	<i>The budgetary goals and objectives are conveyed to all levels of employees</i>
<b>CS-7</b>	<i>The payroll and attendance system are fully automated, as well as the routine recurring mundane tasks are completely standardized</i>
<b>CS-8</b>	<i>Reports are developed in 'Audit-Ready' formats for fast and efficient payment execution</i>
<b>CS-9</b>	<i>The employee benefits including liability protection are adequately designed &amp; implemented</i>
<b>CS-10</b>	<i>There is a formal reward system to recognize employee behaviour &amp; outcomes leading to the accomplishment of the organizational mission</i>