



Case Study: Indian Banks' Association (IBA)

About the Company

Indian Banks' Association (IBA) is the premier service organization of the Banking Industry in India. Its vision is "To work proactively for the growth of a healthy, professional and forward looking banking and financial services industry in a manner consistent with public good." IBA employs around 60 people and is the only association of its kind in India to serve as a platform for collaboration for all the member banks in India. It currently has 150 banks as its members.

Business Challenges

IBA operates in a highly dynamic and changing business environment. It endeavors to achieve excellent service quality and customer care through its focused efforts to make each customer experience a delightful one. The first step to achieve this endeavor is to build staff capabilities to address customer challenges and in turn create a performance management system, which focuses on rewarding the staff for delivering impeccable customer service.

Critical success factors for IBA's growth revolve around the following parameters:

1. Performance Management Model integrated to Staff reward system
2. Staff Productivity
2. Well defined roles
3. Skilled/competent workforce
4. Vibrant Culture

Nihilent's Role

- Nihilent used its patented change management framework MC³ to achieve all the above-mentioned success factors at IBA
- Nihilent first created Corporate and Divisional Scorecards to create accountability at strategic level and translate them into business results
- Nihilent automated this performance management model using LAMAT Tool
- Nihilent then designed a Job Charter framework to encapsulate all aspects of a position during its entire lifecycle
- Standardized charters for all jobs at IBA, from the Deputy CEO to the Managers were created based on existing documents and interactions with various job experts
- An appropriate job level Competency Master Basket was designed in a context that is unique to the Banking Association. This was derived from structured inputs including, job profiles and strategic performance objectives
- The Competency Assessment Tool was implemented at IBA to logically arrive at personal development plans for all staff
- Nihilent suggested an IPMS model linked to staff reward system which considers both employee performance level as well as skill gaps bridged
- Nihilent ensured active involvement of all internal stakeholders to ensure a buy in from all sections of IBA



Business Benefits Delivered

- A dashboard for the senior management to monitor Corporate and Divisional Performance and take necessary corrective actions immediately
- A central repository of jobs & job profiles across IBA has been created with a clear definition of key functions and competencies along with required proficiency levels
- A clear foundation has been laid for every employee to define his or her competencies in line with job requirements
- Well defined personal development plans have been drawn for individuals through an objective approach
- The project has enabled IBA to have a transparent and scientific method for HR processes such as recruitment, training, career development and succession planning
- Workspace Skills Plan (WSP) has been created based on a scientific and structured process that promises quick return on investment on training and skills development.

Technology Used

- LAMAT a web-based product developed by Nihilent that uses MSSQL 2005 for Database Management, Integration Services (ETL), Analysis Services, Reporting Services; MS BSM; Sharepoint Services; MS Office Web Components; MS Visio
- LAMAT runs on Windows 2003 server and supports Windows 2000, Windows XP clients