

Human Resources

Excellence in Our People

The core axis of ensuring a sustainable business model lies in the excellence of its people. Garnering a team that is aligned to the company's vision, mission and goals, and one that walks the talk of its ethos is not easy to put together, but at Janashakthi, we pride ourselves of having done just that. The sheer professionalism we observe in our team is highly complimented with entrepreneurial spark, innovative stance and gung ho attitude that makes them think out of the box. It is this remarkable team that drives innovation in the company; it is they who keep us ahead of the competition and ensure that we run a clear and clean race.

Human Resources Management

Into this equation of a brilliant team, we have infused the rudiments of good human resource management, which is focused on ensuring that each team member aligns themselves with the Company's goals. HRM strives to create a milieu of professionalism and motivation, bringing in the right people, empowering them with the right skills for the right job and making unattainable goals - attainable.

We have always maintained a culture of meritocracy and equality in our organization and abide and strive beyond compliance to ILO labour standards and other state regulations pertaining to workforce and employees. Our recruitment process is transparent and just, where recruitment may be conducted either on succession planning or through an internal and external recruitment process.

With our emphasis on quality team members to enhance our journey towards excellence, it is noteworthy to mention that our non-sales staff turnover this year has been below 10%, well below industry norms in this category. The HRM team has been productively used in a more active role in the recruitment of the sales team too, which earlier was the responsibility of the Sales & Marketing Department. This strategy also ensures a more focused platform on recruitment and selection across all categories and has contributed to the decreasing turnover

figures for employees in these categories.

Having brought our HR Management Information System (HRMIS) almost to perfection where data management of the entire team is near seamless, we however continue to develop and refine the system implemented last year. However, being a Company that's always been conscious of quality improvements and the need for the infusion of best practices to achieve our ambitious goal of excellence, HRMIS is constantly being improved upon and value additions developed. The scope of employee information is wider and even the reports generated have more comprehensive and information pertaining to leave, employee profiles, loans and data analyses also readily available.

One of the most significant developments this year has been the scanning of personnel files into the HRMIS, moving towards our ultimate eco-friendly initiative of becoming a paperless office. An ongoing process where files are constantly updated and the inclusion of this data into the HRMIS, also enhances the access to data. The process also brings in safety of the data thus stored. The process has also enhanced the confidentiality factor in data storage and provides invaluable support for the corporate file management system.

The payroll system was also enhanced this year to include wider categories prevalent within the team bringing the entire payroll of the Company under this common umbrella. Processing of bonuses and increments are also worked through this system. With the pilot system now complete within Janashakthi Insurance, it is envisaged that the success of the system be permeated through the entirety of the Janashakthi Group for a more efficient cost effective option.

Advanced technology had to be introduced into the automated attendance system to overcome difficulties posed due to the older system not being as efficient. From 2009, all leave attendance functions throughout our branch network



Janashakthi's Champion Netball Team



Janashakthi staff - talent on display

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too will be automated, increasing speed and reliability of the process and once more, reducing the paperwork involved. By continuing with the same suppliers, hSenid, who are also business partners for the HRMIS and Payroll Systems, the inevitable compatibility of the systems will ensure a seamless transition from the old system to the new.

Recognizing the importance of having a uniform procedure that metes out just and fair decisions in grievances and complaints, the Company implemented a systematic process in 2007. Managed by a Grievance Handling Committee, it is noteworthy that the services of an external Counsellor was not required as the Committee has been hands on and very inclusive in its approach to grievance handling.

As a natural phenomenon of the increase we have seen in team numbers, cases that require disciplinary hearings too have increased. Over 200 disciplinary cases have been co-ordinated by the HRM department in a just, fair and transparent process with little disruption to the operations of the company and speedy conclusion being top priority.

Key Performance Indicators (KPIs) were identified and established, based on a systematic job analysis conducted and development of job descriptions for each managerial position. The process was implemented with Cornucopia, external consultants for the project. Based on these results, a new Performance Appraisal too was designed for officers in the grades of Assistant Manager and above. The emphasis was their performance alignment to strategic goals and performance. The improved Performance Appraisal was utilized successfully in 2008 and we aim to use it as a bi-annual tool for performance measurement.

A proposal to link the Performance Appraisal System to rewards and recognition is also being considered. To institute and develop the process further, the Company's high achievers are being compiled and profiled, to be fast tracked

into the succession and career planning process for these top performers.

During 2009, the Performance Appraisal system will be adapted and extended to bring executives under a common umbrella as well.

Usherettes Team

An unique initiative developed last year was the establishing of an Usherettes Team. This trained team, selected from staff from across the Company, has as its focus good inter personal skills among other characteristic, and is now used at the Annual Awards Ceremony and other Corporate events that require these trained skills. Their specially designed saree adds glamour to Corporate Events.

Janashakthi Sports & Staff Welfare Club

- Social and staff welfare at Janashakthi is a cooperative enterprise in which all our employees participate. The majority of such activities are organized and conducted by the Janashakthi Sports & Welfare Club. In 2008, the Club undertook a full programme of events and activities with both an internal and external focus.
- Highlights of the year were the talent show called "Prathibha", which gave the Janashakthi team an opportunity to showcase their talents; the "beach carnival", which included beach rugby and beach volleyball and other outdoor sports events. An Avurudu Pola, was also organized for our employees prior to the traditional Sinhala and Tamil New Year.
- The Staff Family Christmas Party was held in December at Excel World. This is an annual event organized for the children of the Janashakthi family, with gifts for all children games and the all-important visit by Santa Claus.

The more robust and energetic staff members, participated in



Our very own Usherettes



One of many Training & Development Programmes in session

a number of sporting activities during the course of the year, winning honours at tournaments organized by Mercantile and other sporting bodies.

- The Janashakthi's Rugby team achieved a winning streak. Our Rugby team became league champs in the Shield category and were named as the "Best Upcoming Team 2008"!
- The Janashakthi Netball Team had a busy year participating in the Srilankasports.com tournament, where they became the Shield champions following on from their championship success of last year.
- Janashakthi employees also continued to demonstrate their skills and capabilities in the "traditional" sport of Janashakthi – Cricket!

In the Mercantile Cricket Association "D" Division tournament, the Janashakthi "B" team emerged as Tournament Champions.

The "A" Division team, with a number of talented club level players were unfortunate to lose in the semi-finals.

- Janashakthi was also able to participate once again, in the Mercantile Athletic Meet.

A new enthusiasm was achieved in relation to Athletes, as the Company was able to field a team of 30 employees, to enjoy the challenges of Track, Field Events, alternately winning 05 Gold Medals and 02 Silver Medals.

Vesak Lantern Competition

A further innovation for staff was initiated during the year, with the inaugural Vesak Lanterns, Inter Department Competition.

All Departments of the Company tried their hand at turning out creative lantern displays, which were open to the public.

Human Resource Development

We have always striven to create a learning culture among our team while also emphasizing on the development of a holistic individual who will contribute wholeheartedly towards team empowerment and thereby join the company unequivocally in its journey of excellence. The knowledge dissemination culture together with developing a well-rounded team member is nurtured through extensive training and development and encouragement to strive beyond borders. Training and development therefore is a constantly improving exercise, which takes into account market trends, the evolving competencies and the individuals we have within our team, matching and blending the right attitudes, qualitative mindset and high productivity to gain excellent performance.

HRD's Vision is to be the number one education and training provider in the Insurance industry in Sri Lanka while the Mission is to reinforce an overall competitive advantage in the creation of an optimum Human Resource in the most strategic mannerism, by offering structured training & development programmes to our employees.

Training & Development

Working with an extensive investment of Rs 25 million infused into our training and development calendar which encompasses both internal and external training, some of which involves overseas training as well, Rs 9 million of the budgeted investment is allocated to field staff training which is a vital component in ensuring a sustainable business organisation.

It is imperative that HRD develop the sales field staff to reflect the culture of the organisation, as it is they who project the image and face of Janashakthi. This is done using tools including motivational training videos, internationally renowned training manuals, books and journals and infusing soft skills development training modules. The training is designed to hone not only the rudiments of marketing and sales but also personality development. Our overarching training philosophy



Outward Bound Training



Company Induction - The Oath

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is to equip our field staff with wider competencies in line with general industry trends.

The company published four books during the year to aid Sales Field staff, namely the 7th Edition of the Life Handbook, a new Induction book, the 2nd Edition of the Tamil Life Training Book and Life Rate Books in Tamil and Sinhala.

Encompassing the hubs of our insurance business locations, 362 training programmes were conducted in Colombo, Badulla, Kegalle, Matara and Kandy.

Training statistics for 2008

Training Statistics 2008	No Trained	Training Hrs per Programme	Training Man Hrs
Overseas Training	42	21	882
External Training	126	8	1008
In-house Training	658	8	5264
Front office	740	8	5920
Induction	895	5	4475
Field Staff Training	2218	21	46578
Total			64127

In addition to those above, HRD also conducted some specialised training programmes including recruitment and educational seminars. In furthering the knowledge gathering culture we espouse, we also introduced a certificate in management for internal members. 15 staff members underwent the NIBM Advanced Diploma in Management as a measure of furthering management skills.

LIMRA Management Skills Seminar and MDRT Workshop

Both LIMRA and MDRT are essential springboards for the furtherance of latent talents in the highly competitive insurance marketplace. 28 participants underwent the LIMRA Management Skills Seminar in June 2008, while the MDRT

Workshop, titled "Road to MDRT" was attended by 25 participants.

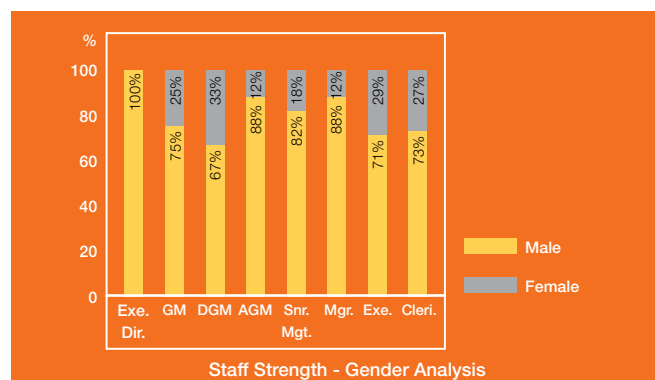
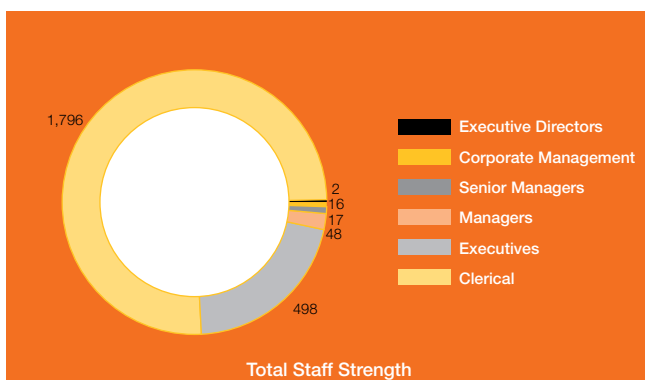
As a means of gaining more vigour and momentum into our HR development activities, a quiz programme was organised for the Life and General Sales Field staff with plans on conducting the grand finale being envisaged for 2009. Begun last year to a resounding success, the quiz conducted across all districts in the country covered the technical aspects of life insurance, sales and marketing.

Probably our most significant milestone this year was the induction of 900 new team members at 12 Programmes, giving them direction and impetus to join a team of excellence. The induction ceremony is a formal process which gives the new recruits a flavour of the company and also garners their support to work towards the vision and mission of the company.

In addition, continuous T&D programmes are conducted to develop not only specialist skills but also communication and soft skills both on internal and external platforms. 53 external programmes saw 139 participants trained in a variety of competencies, while 300 team members enjoyed two days of outbound training, which not only served to strengthen ties within the team, but also developed camaraderie among each other. Underwriting staff underwent a highly specialised twenty day training course under the expertise of two eminent trainers from India. Our thrust for quality was also given further fillip with ISO 9000:2000 training permeated across all branches encompassing all team members.

More emphasis on overseas training and development was given in year 2008

- Senior managers participated at Senior Management programmes at FALIA Japan
- Our high flying MDRT winner attended the prestigious MDRT Conference in Canada
- Specialised insurance training at the National Insurance Institute in Pune India was followed by middle and junior management



- Team members also followed management courses in China, Malaysia, Singapore and the Philippines
- Many IT staff underwent Advanced Oracle training at Oracle India

Special Achievement of Our Staff

The General Manager (Marketing & Sales), Mr. Ravi Liyanage brought yet another honour to the Company and the Country by winning the “Brand Leadership Award” at the 19th Asia Brand Congress held in Mumbai in 2008 in recognition of his brand leadership efforts on Janashakthi Insurance PLC. He was also invited to participate in the Congress, which was held under the theme, ‘Communicating a brand that connects, engages and inspires audiences’ and had participants from over sixty countries. This forum brings together some of the most renowned experts behind the world’s most successful brands.

One of our most proactive features in HRD this year was the interactive HRD web page which we formulated and constructed with the objective of making training calendars and programme details accessible to the entire team. The added advantage is that department heads can now use the easily accessible detailed information of both the calendar and features of the programmes for optimising results of not only their own departments but also in cross functions.

