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in | LinkedIn

FEB 2022 - PRESENT
JUSTDIAL

2019 - 2022
THE HINDU

2015 - 2017
GUARDIAN INDIA

2013 - 2015
MERRILL TECHNOLOGY
SERVICES INDIA

2003 - 2013
VERIZON DATA SERVICES INDIA

2000 - 2003
CEI INDIA



SUMMARY

With extensive experience in HR leadership, I specialize in strategic talent management, organizational development, and fostering a high-performance culture. My expertise lies in optimizing onboarding processes, driving employee engagement, and enhancing performance management systems. I excel in aligning HR strategies with business goals, ensuring seamless HR service delivery, and integrating technology into HR processes to improve efficiency. My commitment to promoting diversity, inclusion, and employee well-being has led to significant improvements in workforce satisfaction and retention. By leveraging data-driven insights and fostering strong stakeholder relationships, I create dynamic and productive work environments. Working with me means partnering with a strategic leader dedicated to maximizing organizational success and employee growth.

SIGNATURE SKILLS

Strategic Leadership

HR Digital
Transformation

Career Path Remodeling

HR Analytics

Talent Management

Organizational Development

Employee Experience &
Well Being

Learning & Development
Strategies

PROFESSIONAL EXPERIENCE

JUSTDIAL
HEAD - TALENT MANAGEMENT (India)
FEB 2022 - PRESENT

Justdial

As Assistant Vice President, Talent Management at Justdial since February 2022, I lead a holistic approach to optimizing talent management for a 14,000-strong workforce across India. My role focuses on enhancing employee experience, fostering a positive organizational culture, and aligning talent strategies with business objectives.

- **Strategic Leadership:**
 - **Pan-India Hiring Initiative:** Executed a comprehensive pan-India hiring exercise, expanding the workforce from a headcount of 11,500 in 2022 to 16,000 in 2023. This aggressive expansion was aligned with strategic growth objectives across various business units.
 - **Cost Optimization and Workforce Rationalization:** In 2024, a cost optimization strategy was implemented, resulting in a deliberate reduction of the workforce from 16,000 to 14,000 employees.
- **Talent Management :** Designed and rolled out comprehensive career development frameworks, creating clear pathways for employee growth and progression. Ensuring a smoother succession planning process and reducing the dependency on external hires for key positions.
- **Employee Experience, Well-being and Culture Building:** Introduced a range of targeted initiatives at each stage of the employee life cycle, from recruitment and onboarding to development, retention, and offboarding, to foster a stronger organizational culture.
- **Performance Management Enhancement:** Revamped the entire performance evaluation process by introducing a more comprehensive and structured approach, leading to a significant increase in the achievement of organizational and individual goals, with metrics showing 99% of participation in the new system and a 25% boost in structured performance conversation engagement.

ACADEMICS

- ▶ **Post Graduate Diploma in Business Administration**
Loyola Institute of Business Administration (Full time)
- ▶ **Bachelor of Business Administration**
Madras University

CORE COMPETENCIES

- Strategic Workforce Planning
- Talent Acquisition
- Cultural Transformation
- Performance Management
- Career Progression & Succession Planning
- Employee Experience Optimization
- Employee Relations & Conflict Resolution
- Learning and Development
- Leadership Development Programs
- Leadership Coaching & Development
- Diversity, Equity, & Inclusion (DEI) Initiatives
- HR Policy Development & Compliance
- HR Analytics & Data-Driven Decision Making
- Legal & Statutory Compliance

- **HR Analytics and Data-Driven Insights:** Leveraged HR analytics to meticulously track and analyse key metrics, leading to significant enhancements in overall productivity, managerial behaviour, employee experience and reduction in voluntary employee turnover.
- **Diversity and Inclusion Initiatives:** Spearheaded diversity programs, increasing diversity hires and fostering a more inclusive workplace culture.
- **Learning and Development Strategies:** Designed and implemented comprehensive learning and development programs tailored to the needs of employees, resulting in a significant enhancement of skill proficiency across the organization. These programs included a mix of workshops, e-learning modules, and hands-on training sessions, aimed at upskilling employees in key areas.
- **Other focus areas:** Technology Integration in HR Processes, Employee Relations and Conflict Resolution.

▷ THE HINDU

HEAD - HUMAN RESOURCES

FEB 2019 - JAN 2022



As Head of Human Resources at The Hindu, led transformative HR initiatives to optimize organizational effectiveness and employee engagement across digital media, product, and sales divisions.

- **Transformation to Strategic HR Partner:** Restructured HR functions, shifting focus from administrative tasks to strategic initiatives, resulting in a significant increase in HR's contribution to business outcomes.
- **COVID-19 Response Leadership:** Orchestrated agile HR strategies ensuring 100% business continuity during the pandemic, minimizing operational disruptions and maintaining workforce productivity.
- **Career Path Remodeling:** Redesigned career paths and competency frameworks, resulting in an overall improvement in employee career progression and development opportunities.
- **Strategic Interventions:** Enhanced performance management processes, leading to an increase in goal attainment and alignment with organizational objectives. Implemented data-driven hiring strategies, reducing time-to-hire and improving recruitment efficiency.
- **Operational Streamlining:** Optimized organizational hierarchy and geographical divisions, achieving improved cross-functional collaboration and operational efficiency.
- **Enhanced Employee Experience:** Launched employee engagement programs, increasing employee satisfaction scores and decreasing voluntary turnover.

▷ GUARDIAN INDIA

HEAD – HUMAN RESOURCES

JUL 2015 - AUG 2017



As the Assistant Vice President – HR and Head of HR for India at Guardian India Operations, part of the executive leadership team was responsible for strengthening organizational capabilities and drive growth.

- **Greenfield Project:** Spearheaded the planning and execution of building a new organizational culture, overseeing mergers and acquisitions, and harmonizing of policies and processes to drive growth.
- **Mergers & Acquisitions Integration:** Led change management and employee communication during two M&As, ensuring seamless HR integration, high employee retention, and a significant reduction in integration time.
- **Corporate Core Values and Cultural Integration:** Institutionalized the "One Guardian India" theme to unify organizational culture, resulting in increased employee engagement and participation in cultural activities.
- **Performance Management Enhancement:** Streamlined performance management with calibration and real-time reviews, boosting goal achievement, enhancing employee performance, and increasing satisfaction with the process.
- **Organizational Structure and Career Architecture:** Created a new structure and career architecture, aligning roles with capabilities, supporting career progression, and reducing role ambiguity.
- **Compensation Benchmarking and Structure:** Conducted compensation benchmark studies and introduced a new salary structure that improved pay equity, increased employee satisfaction with compensation, and reduced compensation-related grievances.
- **HR Service Delivery Model Implementation:** Implemented the HR Business Partner and Centre of Excellence model, improving HR service response times, overall efficiency, and support to business units.
- **Leadership Recruitment and Onboarding:** Recruited and onboarded the leadership team, scaling the organization and reducing leadership position vacancy time.

▷ MERRILL TECHNOLOGY SERVICES INDIA

HEAD - HUMAN RESOURCES

APR 2013 - JUN 2015



As Assistant Vice President – HR and Head of HR for India at Merrill Technology Services, I played a pivotal role in aligning HR strategies with organizational goals, partnering with corporate and India leadership to enhance organizational capabilities and drive growth.

- **Leadership Development and Engagement:** Partnered with the US and India leadership teams to introduce development programs, enhancing leadership capabilities and succession planning. Implemented an engagement framework, improving employee engagement scores and compensation competitiveness.
- **Employer Branding and Employee Engagement:** Developed branding and engagement programs that led to Merrill Technology Services being recognized as a "Great Place to Work." Increased employee participation in initiatives, boosting job applications and reducing time-to-hire.
- **Performance Management Overhaul:** Redesigned the performance management system, improving performance ratings and employee satisfaction. Introduced continuous feedback mechanisms to foster a culture of improvement and accountability.
- **HRBP and COE Framework Implementation:** Introduced the HR Business Partner (HRBP) and Centre of Excellence (COE) frameworks, enhancing HR service delivery and responsiveness. Strengthened HR support to business units, increasing HR-related strategic initiatives.
- **Daily HR Function Management and Corporate Values Institutionalization:** Managed daily HR functions for over 800 employees across three locations, ensuring smooth operations and support. Institutionalized corporate values, increasing adherence and enhancing organizational culture.



During my tenure as Senior Manager – HR at Verizon Data Services India, I played a crucial role in strengthening organizational design, driving talent management strategies, and aligning HR initiatives with business objectives, contributing significantly to the company's growth and success.

- **Organization Design and Structure:** Revamped the organizational structure, spans & layers to improve operational efficiency and clarify roles. Implemented talent refresher programs, enhancing employee skills and achieving a significant increase in organizational efficiency.
- **Career Progression Infrastructure:** Developed a transparent dual career progression system for technical and managerial paths, leading to higher employee satisfaction and retention.
- **Talent Management Framework:** Re-engineered the talent management framework to enhance performance management, talent assessment, and succession planning, resulting in improved performance ratings and internal promotions.
- **Corporate Values and Culture:** Institutionalized core values and defined the culture theme of "Highly Engaged and Performing Workforce," fostering a positive work environment and significantly boosting employee engagement scores.
- **Talent Development Framework:** Created a lifecycle-based talent development framework to align and build organizational and leadership capabilities, improving leadership skills and succession readiness.
- **Compensation and Benefits Benchmarking:** Conducted benchmark studies and adjusted compensation practices, enhancing compensation competitiveness and employee satisfaction.
- **HRMS Platform Implementation:** Managed the initiation and implementation of a new HRMS platform, enhancing HR processes and data management, and increasing HR operational efficiency.
- **Workforce Scaling:** Scaled hiring efforts to grow the workforce from 300 to 6,500, achieving reductions in time-to-hire and improvements in the quality of hires through enhanced recruitment and employer branding.



CERTIFICATIONS



CHRO Leadership Program – Cornell University - (Ivy League)



OD Certification – Tata Institute of Social Sciences and ODA



Results Associate Certificate of Coaching from NLG Accredited by ICF



Certified Behavior Analysts - eDISC