


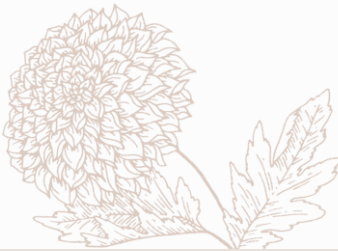


RUHI CHADHHA

DIRECTOR-HR

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Experienced and dynamic HR professional with an impressive career spanning over three decades. Currently serving as the Director-HR, Global HR Business Partner for Professional Services in the Asia-Pacific (APAC) region at Alight Solution Inc., following the acquisition of NGA Human Resources. A visionary leader known for driving strategic HR initiatives that fuel business growth and maximize organizational potential. Proven track record of success in providing strategic HR guidance to senior leadership, aligning HR practices with business objectives, and fostering a high-performance culture. Adept at building strong partnerships with key stakeholders, including C-suite executives, to deliver impactful solutions that drive employee engagement, talent development, and organizational effectiveness. Noted for exceptional change management skills, successfully leading teams through complex transformations and integrations. Skilled in navigating diverse cultures, managing cross-functional collaborations, and optimizing HR processes to achieve operational excellence. Recognized for championing L&D and D&I initiatives, driving positive employee experiences, and ensuring legal compliance across multiple jurisdictions. A collaborative and influential leader who thrives in fast-paced and dynamic environments, inspiring teams to achieve their full potential.

Work Experience

Alight Solution INC (Alight acquired NGA Human resources) | Since 2011 to 2022

Director-HR, Global HRBP, Professional services APAC | 2020-2022

As the Director-HR, Global HR Business Partner for Professional Services in the Asia-Pacific (APAC) region at Alight Solution Inc., my primary responsibility is to provide strategic and operational HR support to the Professional Services division across multiple countries in APAC. I play a critical role in aligning HR initiatives with business goals and driving the people agenda to enable the growth and success of our organization. My role involves collaborating with key stakeholders, implementing HR strategies, and fostering a positive employee experience.

Role Accountability

- Strategic HR Business Partnership: I act as a trusted advisor and partner with the Professional Services leadership team in APAC, understanding their business objectives and providing strategic HR guidance. I collaborate with business leaders to develop and implement HR strategies that support business growth, talent management, and workforce planning.
- Talent Acquisition and Management: I develop and execute effective talent acquisition strategies to attract and retain top talent. I partner with the recruitment team to ensure the selection and onboarding of high-performing professionals. I implement talent management programs, including performance management, succession planning, and leadership development, to nurture a strong talent pipeline and promote a culture of continuous learning.
- Employee Engagement and Retention: I drive initiatives to enhance employee engagement and foster a positive work environment. I implement programs to recognize and reward high performers, encourage employee feedback, and improve overall employee satisfaction. I work closely with managers to address employee concerns, facilitate conflict resolution, and maintain a high level of employee retention.
- Change Management: I support the organization through periods of change by developing and implementing change management strategies. I provide guidance and support to leaders and employees during organizational restructures, mergers, acquisitions, or other significant business transformations. I ensure effective communication and employee engagement throughout the change process.
- HR Policy and Compliance: I ensure compliance with local labor laws, regulations, and company policies across APAC. I review and update HR policies and procedures to align with legal requirements and industry best practices. I stay informed about changes in employment laws and proactively advise the business on any necessary adjustments to ensure legal compliance and mitigate risk.

Skills Portfolio

- HR Strategy
- Talent Management
- Business Partnership
- Employee Engagement
- Change Management
- Organizational Development
- Performance Management
- Talent Acquisition
- Succession Planning
- Leadership Development
- Employee Relations
- Compliance
- Diversity and Inclusion
- Cross-functional Collaboration
- Global HR
- Mergers and Acquisitions
- Project Management
- Learning and Development
- Workforce Planning
- HR Analytics
- Stakeholder Management

Academics

- Institute of Social Studies (ISS) Erasmus University, Netherlands | PG Diploma - 1997
- Tata Institute of Social Sciences | Masters - 1987
- University of Madras | Bachelors: Psychology and Economics - 1984

- **Diversity and Inclusion:** I champion diversity and inclusion initiatives within the Professional Services division. I collaborate with the D&I team to develop and implement programs that promote a diverse and inclusive workplace, foster a sense of belonging, and ensure equal opportunities for all employees.
- **HR Analytics and Reporting:** I utilize HR data and analytics to generate insights and drive informed decision-making. I develop and maintain HR metrics and reporting systems to track key HR indicators, measure the effectiveness of HR programs, and identify areas for improvement. I present data-driven recommendations to senior leadership to support strategic HR planning.
- **Stakeholder Collaboration:** I collaborate with HR colleagues across regions and functions to share best practices, leverage resources, and align HR initiatives globally. I work closely with the HR Shared Services team to ensure efficient delivery of HR services and resolve complex HR issues effectively.

Value Addition within the role

Strategic L&D Interventions: In addition to the key initiatives mentioned earlier, as the Director-HR, Global HR Business Partner for Professional Services in the Asia-Pacific (APAC) region at Alight Solution Inc., I am also responsible for implementing strategic Learning and Development (L&D) interventions. These interventions are designed to enhance the knowledge, skills, and capabilities of our employees, ultimately driving their professional growth and contributing to the success of our organization. Here are some key strategic L&D interventions that I focus on:

- **Learning Needs Assessment:** Conduct comprehensive assessments to identify the specific learning needs and skill gaps within the Professional Services division in APAC. This includes gathering feedback from employees, managers, and key stakeholders to determine the areas where targeted L&D interventions are required.
- **Learning Strategy Development:** Develop a robust learning strategy that aligns with the overall business objectives of Alight Solution Inc. This involves identifying the most effective learning methodologies, such as instructor-led training, e-learning, blended learning, or experiential learning, to deliver impactful and engaging learning experiences for our employees.
- **Training Program Design and Delivery:** Collaborate with subject matter experts and external vendors to design and deliver high-quality training programs tailored to the specific needs of our employees. These programs may include technical training, leadership development, soft skills enhancement, and industry-specific certifications.
- **Learning Technology Implementation:** Explore and implement innovative learning technologies, such as learning management systems (LMS), virtual classrooms, and mobile learning applications, to enhance the accessibility and effectiveness of our L&D initiatives. Leverage technology to provide self-paced learning opportunities, virtual collaboration platforms, and online resources to support continuous learning and development.
- **Mentoring and Coaching Programs:** Establish mentoring and coaching programs that enable our employees to learn from experienced professionals within the organization. These programs foster knowledge transfer, career guidance, and personal development, allowing individuals to enhance their skills and competencies in a supportive and collaborative environment.
- **Talent Mobility and Job Rotation:** Promote talent mobility and job rotation programs to provide employees with diverse learning experiences and broaden their skill sets. Encourage cross-functional and cross-regional assignments that enable employees to gain exposure to different roles, projects, and teams, enhancing their overall professional development.
- **Performance Support and On-the-Job Learning:** Implement performance support tools and resources that provide employees with just-in-time learning and assistance. Foster a culture of on-the-job learning, where employees can learn and acquire new skills through real-time projects, stretch assignments, and continuous feedback from managers and peers.
- **Evaluation and Measurement:** Establish mechanisms to evaluate the effectiveness of our L&D interventions, including collecting feedback, conducting post-training assessments, and measuring the impact of training programs on employee performance and business outcomes. Utilize data and insights to continuously improve and refine our L&D initiatives.

Director-HR Generalist (APAC)& Global HRBP, Finance | 2017– 2020

I held a pivotal role in providing strategic and operational HR support to the Finance division across the Asia-Pacific (APAC) region. During this period, Alight Solution Inc. acquired NGA Human Resources, which added complexity and integration efforts to my role. My responsibilities encompassed partnering with Finance leaders, driving HR initiatives, and ensuring alignment between HR strategies and business objectives to support the growth and success of the organization.

Key Initiatives

- **Strategic HR Business Partnership:** Collaborated closely with Finance leaders in APAC, serving as a trusted advisor to understand their business objectives and provide strategic HR guidance. Aligned HR initiatives with the goals of the Finance division to drive organizational effectiveness, talent management, and workforce planning.
- **Change Management and Integration:** Played a critical role during the integration of NGA Human Resources into Alight Solution Inc. Led change management efforts to ensure a smooth transition for employees and mitigate any potential challenges. Worked closely with cross-functional teams to integrate policies, processes, and systems, ensuring a unified and harmonious work environment.
- **Talent Acquisition and Management:** Developed and executed talent acquisition strategies to attract and retain top finance talent. Collaborated with recruitment teams to identify critical positions, implement effective sourcing strategies, and streamline the hiring process. Implemented talent management programs, including performance management, succession planning, and leadership development, to nurture a high-performing finance team.
- **Employee Engagement and Retention:** Fostered a culture of employee engagement and satisfaction within the Finance division. Developed and implemented initiatives to recognize and reward high performers, improve communication channels, and promote a positive work environment. Conducted regular employee surveys to gather feedback and address concerns to enhance employee retention.
- **HR Policy and Compliance:** Ensured compliance with local labor laws, regulations, and company policies within the APAC region. Conducted regular reviews and updates of HR policies and procedures to align with legal requirements and industry best practices. Proactively advised the Finance division on necessary adjustments to mitigate compliance risks.
- **Organizational Development:** Implemented organizational development strategies to enhance the capabilities and effectiveness of the Finance team. Facilitated team-building activities, provided coaching and development opportunities, and encouraged a culture of continuous learning and professional growth.

- **Performance Management:** Implemented performance management processes and tools to drive accountability, performance improvement, and goal alignment within the Finance division. Provided guidance and support to managers and employees on setting objectives, conducting performance evaluations, and identifying development opportunities.
- **HR Analytics and Reporting:** Leveraged HR data and analytics to generate insights and drive data-driven decision-making. Developed and maintained HR metrics and reporting systems to measure HR program effectiveness, identify trends, and support strategic workforce planning. Provided data-driven recommendations to Finance leadership for informed decision-making.

Director- HR Generalist APAC | 2011– 2017

During this period, I led India region between 2011 – 2015 and later from 2015 – 2017 led APAC region. Implemented comprehensive HR support and driving strategic initiatives, and played a pivotal role in acquiring of NGA Human Resources, which added complexity to my role as I navigated integration efforts and ensured a smooth transition for employees. My responsibilities included partnering with business leaders, implementing HR strategies, and ensuring alignment between HR practices and the organization's objectives to support growth and success.

Key Initiatives

- **HR Business Partnership:** Collaborated closely with business leaders in APAC to understand their goals and provide strategic HR guidance. Acted as a trusted advisor, aligning HR initiatives with the needs of various business functions and ensuring the effective utilization of human capital to drive organizational success.
- **Talent Acquisition and Management:** Developed and implemented talent acquisition strategies to attract and retain top talent in APAC. Worked closely with hiring managers to identify talent needs, streamline recruitment processes, and ensure a diverse candidate pool. Implemented talent management programs, including performance management and succession planning, to nurture and develop high-potential employees.
- **Employee Engagement and Retention:** Implemented initiatives to foster employee engagement and create a positive work environment. Conducted employee surveys to gather feedback, identify areas for improvement, and develop action plans to enhance employee satisfaction. Implemented employee recognition programs to reward and motivate high-performing individuals.
- **Performance Management:** Implemented performance management processes and systems to align employee goals with organizational objectives. Supported managers in setting clear expectations, conducting performance evaluations, and providing regular feedback. Developed training programs to enhance performance management skills among managers.
- **HR Policy and Compliance:** Ensured compliance with local labor laws, regulations, and company policies across the APAC region. Reviewed and updated HR policies and procedures to align with legal requirements and best practices. Provided guidance to managers and employees on HR policies and addressed compliance-related issues.
- **Change Management and Integration:** Supported the integration efforts during the acquisition of NGA Human Resources by Alight Solution Inc. Collaborated with cross-functional teams to ensure a smooth transition for employees, harmonization of policies and procedures, and effective communication of changes. Facilitated change management initiatives to minimize disruption and maximize employee engagement.
- **Employee Development:** Designed and delivered learning and development programs to enhance employee skills and competencies. Conducted training needs assessments, developed training modules, and facilitated workshops on various topics, such as leadership development, communication skills, and team effectiveness.
- **Employee Relations:** Acted as a point of contact for employee relations issues, providing guidance and support to managers and employees. Addressed employee concerns, conducted investigations, and facilitated conflict resolution. Promoted a positive work culture based on trust, respect, and open communication.

Previous Experience

- ▶ Knowledge Works Global | 2006 – 2011
Head- HR. Generalist & HRBP, India
- ▶ Rave Technologies (Acquired by NGA Human Resources) | 2004 – 2006
Head- HR. Generalist & HRBP
- ▶ Alltel Information | 1999 – 2004
Head HR
- ▶ MAFATLAL CONSULTANCY SERVICES | 1997 – 1999
Manager- HR
- ▶ CARE-INDIA (Part of CARE International, USA) | 1991 – 1996
Project Officer- Training and Development
- ▶ TISS | 1987-1990
Intern