

JSL Won Silver for

Transformational Data Governance in HR



Executive Summary



Jindal Stainless (JSL) reimagined HR governance through a bold digital transformation rooted in data integrity, compliance, and employee-centricity. Powered by Darwinbox, the initiative unified core HR functions across business units, established secure, automated processes, and embedded role-based governance. The result: a high-trust, efficient, and audit-ready HR ecosystem aligned with business goals, scalable for future innovation, and setting a new benchmark in HR data stewardship.

Problem Statement

With a growing, distributed workforce across plants and corporate offices, JSL faced inconsistencies in HR processes and data handling. Key areas such as performance, onboarding, expense management, and documentation were manually driven, lacked visibility, and introduced compliance risks. The goal was to implement end-to-end digital governance- transforming HR from a transactional enabler to a strategic, insight-driven function.

Key Challenges

- Low appraisal engagement across functions hindered development culture
- Lack of real-time checkout data in plants created safety and control gaps
- Incomplete and static personal records posed compliance and operational risks
- Manual documentation & NDA workflows delayed onboarding and audits
- Unstructured expense processes with email-based approvals led to delays
- Ad hoc reporting consumed HR bandwidth and reduced focus on strategy



Technology & Data Governance Solutions

Using Darwinbox, JSL implemented a structured, governed digital HR stack across key touchpoints:

Process Automation & Experience Redesign

- **Performance:** Streamlined UX, digital nudges, guided cycles boosted appraisal completion and quality
- **Onboarding & Checkout:** Real-time entry/exit governance improved safety and site-level tracking
- **Self-Service Records:** Regular nudges enabled accurate, employee-led data updates (e.g., PAN, Aadhaar, bank details)
- **Letters & NDAs:** Auto-generated, password-protected, and QR-authenticated documents with version control
- **Travel & Expense:** Centralized workflow for approvals and multi-currency expense tracking, including catering and international travel
- **Automated Reporting:** Real-time dashboards and Form 25 reporting enabled efficient time tracking and compliance



Data Governance & Access Control Excellence

JSL's transformation was underpinned by best-in-class data protection practices:

- **Role-Based Access Control (RBAC):** Configured permissions with elevated access routed through system-led approvals
- **Internal Audits:** Conducted half-yearly to detect SoD (Segregation of Duties) conflicts and review data integrity
- **Single Source of Truth:** Darwinbox now powers all downstream systems (MakeMyTrip, Jify, etc.) with consistent, integrated HR data
- **Employee Consent:** All sensitive data sharing (e.g., Aadhaar, PAN) is based on explicit digital consent captured through workflows. Similarly content is taken from candidates to store their personal data in our recruitment system.

- **Encryption & Masking:** Aadhaar and other sensitive fields encrypted and masked from unauthorized users
- **Secure Document Practices:** HR letters include QR codes for authenticity and password protection for confidentiality



Impact at a Glance

- Recruitment TAT ↓25%, cost ↓20%; faster onboarding with 5-5-5 feedback model
- Payroll processing cost ↓25%; HR operations load reduced significantly
- L&D cost ↓30% via LMS (Disprz); rising completion and engagement rates
- Query response time ↓50% through JINA chatbot; eSAT at 64%
- Managerial adoption of dashboards for real-time, data-driven decisions has improved exponentially



Innovation & Differentiation

JSL made data governance a foundational design element, not a retrofit. Every interaction - whether it's self-updating personal info, digitally signed NDAs, or AI-led reporting - is built to ensure compliance, auditability, and control. The QR-verified letters and encryption-backed data policies stand out as enterprise-grade governance practices.



Scalability & Future Readiness

With a digitized and governed HR ecosystem in place, JSL is now equipped to scale its operations seamlessly. The platform enables easy integration of new workforce segments, locations, and technologies - paving the way for AI-driven compliance insights, predictive analytics, and strategic workforce planning.



Recognitions & Appreciations

- **Impactful Progress** – For delivering long-term value through digital HR (by CHRO)
- **Star Award** – For seamless HRMS rollout (by MD)
- **Strategic Ally** – For aligning HR with business outcomes (by CHRO)
- **Going the Extra Mile** – For strong field engagement and change agent enablement (by CHRO)
- **ET HR Excellence Award** – External recognition for Digital HR Transformation



Conclusion

JSL redefined HR governance by digitizing every stage of the employee lifecycle with Darwinbox. With encrypted records, QR-verified documents, system-driven NDAs, and plant-level checkout tracking, the transformation combined operational efficiency with audit-proof governance. Recruitment, payroll, L&D, and query resolution saw measurable gains - while HR evolved into a data-first, strategy-driven function, setting new benchmarks for governance maturity in Indian HR transformation.