

# Talent Management



“  
Talent wins games, but  
teamwork and intelligence  
wins championships  
”  
Michael Jordan

82.5% Utilisation of People

9.2% Attrition of Key Talent

84% Men Diversity

16% Women

16 Training Person-days  
per employee

# Talent Management

## Our Human Capital

As the world grappled with the COVID19 pandemic for the second year in a row, we at TCE realised that resilience and unity outshined as the two traits that enabled us to face these unprecedented circumstances.

At TCE, our people are instrumental in driving our innovative strategies and long-term growth. Our people strategy is anchored on equipping our employees with a diverse set of skills and providing myriad growth opportunities that foster innovation and creativity and allow them to thrive today and be poised for growth in the future.

Through the tremendous efforts of our people, we were able to continue healthy business operations while being safe and agile. We scaled up new ways of working to ensure we were ready to take on any uncertainty the year would offer.

## Attracting Talent and Strengthening our Employer Brand

TCE is committed in creating an equal opportunity workplace which promotes openness and diversity. We focus on attracting, motivating, and retaining the best talent, which resonates with our cultural ethos and Tata Code of Conduct. We have a strong employee value proposition that focuses on providing unique project opportunities and thought-provoking work that matters. Hiring and retaining the right people, focusing on talent and leadership development, differentiated rewards to drive exceptional performance, and community engagement are some of the enablers that help drive the employee-centric culture.

Given our build-from-within strategy and our focus on our core campus programs, we continue to attract top talent. Special efforts have been put into hiring and creating infrastructure for a diverse workforce and retaining and developing women leaders. Our overall workforce planning strategy, processes, and policies continuously link to changing business needs and environment. Over the last year, in line with the growing business pipeline, we added a significant number to our workforce, making it more diverse and multigenerational.

Our robust digital talent acquisition process through our in-house application TalBoard, integrates sourcing, candidate relationship management, candidate screening, interview management analytics and pre and post joining formalities and is used synchronously with our digital Competency Management System, Project Management Portal. These digital platforms bring agility to the talent acquisition and onboarding process.

**One of the focus areas for TCE is to increase its international footprint. To meet this objective, we strengthened our International HR processes. Several existing policies and procedures were revisited to ensure that current industry practices are followed for international travel and deputation. With the help of benchmarking tools like Mercer, a structure has been put in place to formulate policies, especially for the international workforce. To ensure seamless onboarding of employees across geographies, the global HR team and Business HR teams orient employees through a country-specific Induction Kit and detailed cultural sensitisation training.**

Our campus selection and hiring numbers were achieved with Aon Hewitt's comprehensive assessment tool CoCubes and language proficiency test resulting in cost-saving and reduced Turn Around Time (TAT). **295 Fresh Post-graduates and Graduate engineers were hired this year as a part of the Young Engineers Development Program (YEDP).**

While we continued to work in a remote setup to make the incoming batch of trainees well equipped and ready to take on accurate business simulations from the first day on the field, we digitised our flagship YEDP training program. In the erstwhile classroom-based program, the same training was conducted over seven months, which has now been optimised to 3 months, while enhancing the efficacy of the training and retaining the experiential methodology.

The digital learning pathway of the trainees encompasses the learning tracks as shown in Figure 1.

In line with our commitment to provide unhindered access to comprehensive learning solutions to our project team across geographies, these learning tracks were delivered through cloud-based platforms, enabling trainees to access the programs remotely.

The YEDP program was also recognised as a Promising Practice by Tata Business Excellence Group in 2021.

### Bolstering our Inclusive Culture

TCE has a culture that provides our team members with a strong sense of empowerment, where they can contribute and share their ideas without holding back. Sourcing for suitable candidates is done from across the globe, bringing in a diversity of ideas, cultures, and experiences. We have empanelled several strategic partners for various strategic and critical hiring. We extensively leverage social media for job opportunity sharing, aimed at attracting Gen "Z" and optimising the process turn-around-time.

Employees are encouraged to dream big, think out of the box, bring value addition to work, and innovate new solutions; this is facilitated and promoted through various ideation forums such Innovista, e-PRIDE, Problems Worth Solving, Reflexions etc.

Listening to forums and feedback from employees through Employee Engagement Survey (EES) study are potent methods through which we strengthen our Equity & Inclusion Quotient.

TCE aims to create a gender-neutral workplace. We are aware of the challenges women constantly struggle with to retain jobs while balancing personal commitments of being the

primary caregivers for their families and children at home. The onset of the pandemic in 2020 further exacerbated this issue across the globe. To bridge this gender gap in the workforce and promote greater inclusion and diversity, TCE launched the Reignite-Second Careers program to empower and help women return to the workforce. We believe that women re-joining after garnering life experiences that bring genuine cognitive diversity to their jobs - is a decisive competitive edge.

At TCE, we believe mentors are critical in helping aspiring women leaders gain the perspective and connections to take on more prominent roles and advance their careers. To further our commitment in this regard, we encouraged our women employees to partake in the SHINE Mentorship journey in partnership with Tata Group HR. Presently, 20 female employees across TCE are undergoing the SHINE mentorship journey and have been assigned mentors from across group companies to help them navigate their professional challenges and grow in their careers.

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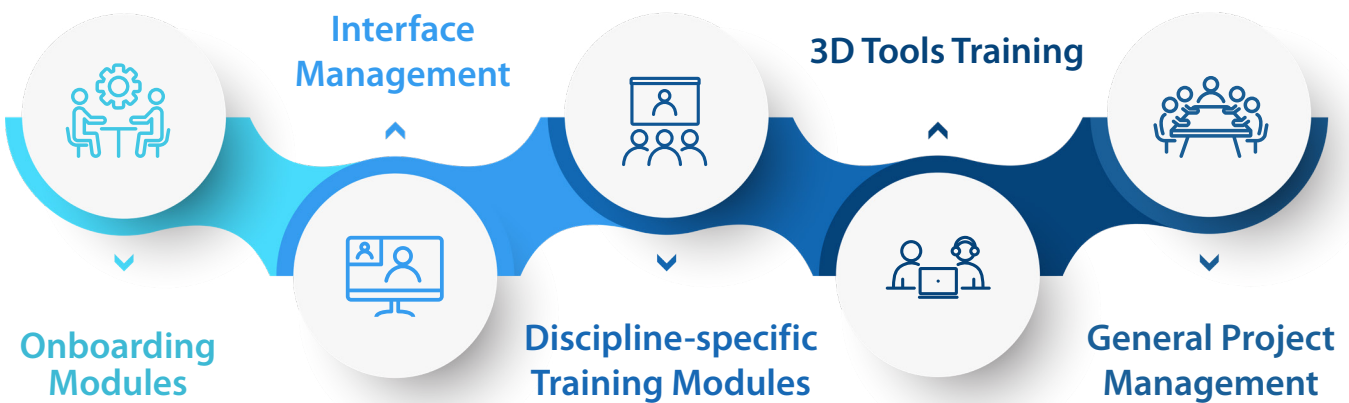


Figure 1

## Connecting, Engaging and Fostering a Culture of Openness

At TCE, we endeavour to enhance our culture of openness and trust through continuous listening and communicating with our employees. While we continued to work across the distributed team considering the pandemic, we accelerated our efforts to communicate effectively with our employees across formal and informal forums.

We tied employee connections across TCE through diverse virtual communication channels such as annual Town Hall by Managing Director, Quarterly Cluster Reviews, Business Unit Head Connects and Delivery Center Head communication calls; monthly HR connects, Team lead connects, along with more informal forums such as Virtual Happy Hours and celebrations.

We are empathetic towards and regard our employees who are working parents as they were precariously trying to find a balance between work priorities and spending meaningful time with their children while working from home. To allow our employees to engage their children in learning pursuits amidst their busy schedules, we launched a month-long virtual **Little Champ Summer Camp** for children of our employees in the age group 5-12 years. Through the month-long summer camp, we leveraged the talents of TCEites and external facilitators and engaged the young minds in meaningful activities related to mindfulness & creativity. Over 650 children and parents were delighted through various workshops conducted during the month, such as Lil' Scientist (Science Experiments Workshop), Little Dancing Stars (Dancing Workshop), Lil' Chef (Baking workshop), Tiny Tales (Story Telling workshop) and so forth.

## Here to Listen

This year, with an increased thrust on active listening, we conducted our Employee Engagement Survey, which garnered participation from 91% of our employees. The overall engagement significantly improved over the previous study, with the score at 80%, showcasing improvements across the dimensions while higher than industry benchmark scores in most drivers. 83% of our employees have acknowledged TCE's efforts towards effective COVID19 management vis-à-vis an industry benchmark of 82%. 85% of our employees have endorsed TCE's culture of Safety, making it the highest-scoring driver against 80% in the industry. Further, 84% of our employees have appreciated our culture of Customer Focus, the culture of Diversity & Inclusion and Team and Co-worker relations at TCE. Our employees' voice through these good scores is testimony

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to our endeavours and how our employees experience our culture at work every day.

In line with our commitment to give a voice to our employees, we have several listening posts such as the Annual Internal Customer Satisfaction Survey, Leadership of Business Ethics survey and various communication forums such as Channel of Communication meetings, Town Hall and HR Connect.

This year we also revamped our suggestions portal- Reflexions to capture Employees' feedback, ideas, suggestions, and solutions, which they pose directly to the concerned process owners across the organisation.

### Recognising Employee Efforts

At TCE, recognition goes hand in hand with achievement, from appreciating the small wins every day to celebrating the business accomplishments. Through the course of the year, we strengthened our digital instant recognition program, Kudos, to recognise the efforts put in by our employees during these challenging times. The program has seen a manifold increase in recognition of our employees over the years. Our other recognition programs on Value Awards, Innovista, ePRIDE poster competition and Instant Awards form part of our reward and recognition framework and empower employees to recognise individuals and teams on an ongoing basis for high performance, living our values and demonstrating the behaviours that ensure the success of the organisation.

### Augmenting Learning Opportunities to Thrive and Grow

At TCE, we value each employee's unique talent. Our constant endeavour to foster a culture of continuous learning helps shape the individual career paths of our employees while creating a robust talent pipeline to deliver on TCE's long-term strategies. We are committed in developing our talent with cutting edge learning solutions and help them unleash their true potential and to drive with optimal performance.

We provide opportunities for life-long learning, and all our employees are called upon to upgrade their skills in a fast-changing world. Bringing out the best in our people is the hallmark of our development efforts across different levels through the myriad training interventions each year. This ethos will continue to propel our endeavours in the times to come.

Our commitment to invest in developing our talent and delivering cutting-edge learning solutions has been reinforced, with TCE being recognised as Asia's Best Employer Brand for Training and Development by the World HRD Congress in 2021.

### Empowered Learning through Technology Integration

We offer an extensive suite of learning programs supported and inspired by our subject-matter experts who share their



learning and experience to inspire the next generation of talent.

Employees can access their learning journeys through the plethora of digital learning resources available at their fingertips. Our virtual learning academy, SMILe-Percipio, provides an on-demand, seamless learning experience combining self-paced, virtual classroom and mobile learning options. Through this intelligent learning platform, employees can create their own personalised digital learning experience across varied

learning modalities such as curated channels, full-fledged courses, micro-learning videos, books, podcasts, webinars, etc.

This year, we also conducted the second season of our flagship virtual gamified learning tournament called Learning Premier League (LPL). The program's first season was launched in 2020 to catalyse employee behavioural and technical competency development by incentivising learning engagement and adoption. The LPL week saw fervent participation from

employees across locations and helped imbibe the learning mindset in our employees.

As part of our Qlik2Learn digital learning initiative, we also rolled out the second season of our much-awaited functional learning webinar series called Technology Lecture Series. Through weekly masterclass sessions delivered by our in-house subject matter experts, we threw a spotlight on new-age technology solutions such as Hyperloop, Floating Solar, and Green energy, among others.

### Creating a Future-Fit Talent Pipeline

At TCE, we believe in nurturing the leaders of tomorrow by building a solid pipeline from within. In December of 2021, we launched the Strategic Talent Advancement & Readiness (STAR) Program. STAR is a one-of-a-kind flagship program intended to identify and groom TCE's young Talent who can join the ranks of the leadership pipeline in the organisation.

This annual fast-track career acceleration program identifies high performing and high potential talent from first-line employees through a rigorous stage-gate selection process comprising of aptitude assessment, possible assessment through a Virtual Assessment Center and Talent Council Interview.

The potential STAR talent who qualifies is taken through a 10-month intensive training and development program under senior-most leaders' direct

supervision and mentorship. The STAR Program allows high-potential employees to gain the experience and skills needed to advance their careers faster than industry standards.

The finalists also gain experience by working on various special projects across TCE. Additionally, they get exclusive access to many learning opportunities through Management Development Programs, skill-based certifications and executive MBA/ MTech programs with premier B-Schools and Technology institutions. The leadership development pathway has been carefully crafted and customised for each of the finalists such that it is tailored specifically to their individual development needs.



## Curated Learning Pathways for Agile Leadership

In the wake of the disruptive business environment of the post-pandemic reality, it has become an impending reality for organisations to keep pace with the evolving leadership paradigm. To align with the pressing demands of the new normal, we at TCE continued the cadence of transformative leadership journeys this year to help our leaders rethink the art of the possible and become more agile and proactive.

Our specially crafted journey, PIVOT, for senior executive leaders in partnership with Tata Management Training Center (TMTC), provides a catalytic experience of rich learning, new ideas, fresh perspective, and inspiring stories from leading experts focusing on a wide range of strategic leadership competencies. This experiential virtual learning journey spanning six months encompasses various learning modalities, including live classroom connections with industry stalwarts and renowned subject matter experts, self-paced learning programs, and access to the digital platform of Tata Tomorrow University.

This year we expanded the reach of our flagship program coined, LEAP. Leadership Excellence through Awareness and Practice (LEAP) is aimed at catalysing the transition of managers to thought leaders and fostering a growth mindset, strategic- thinking, and managing change & diversity. The pedagogy includes integrative and reflective learning.

This augmented journey is spanned over five months and is delivered over a high-impact virtual environment. To provide participants with real-time insights, we incorporated Peer-to-Peer Learning, Speed Coaching, and Action Learning projects as a part of the development journey. The program focuses on four aspects of capability building, i.e., Leading Self, Leading and Growing Team, Leading with Trust and Leading with Influence.

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## Building Resilience Through Empathetic Leadership

We believe empathetic leadership steers the organisation towards its true North in the crucibles of crisis. To enhance the resilience of our human growth engine, this year, we embarked on a journey to SHIFT the leadership paradigm towards new beliefs and ideas and foster a culture of compassion, accountability and empathy. The SHIFT program, in partnership with ProventusHR, followed an immersive learning experience comprising virtual classroom workshops, experiential activities, along with group coaching sessions. The program primarily aims at leadership teams across clusters, business units, team leads, and STAR talent. Six batches of the program were successfully concluded with a leadership pledge by all the participants.

## Talent Transformation and Way forward

The pandemic brought the need to pay attention to the external business landscape and be aware of the rapidly evolving people's practices. We are aware that existing workforce structures are being disrupted by new technology and changing business models.

TCE embarked on a Talent Transformation exercise this fiscal year with our management consulting partner, Deloitte, to stay ahead of the curve. This intervention encompasses various elements such as conducting a detailed Job evaluation of the unique roles across TCE, critical role evaluation, revisiting the organisation structure, benchmarking compensation & related policies in line with market practices, etc.

This talent transformation exercise is one of the many ways we plan to bolster our efforts towards enhancing our people practices and provide cutting edge human capital solutions to help the business achieve aggressive growth targets. As we continue on our path to improve our employee experience and connection, we are excited to drive more such interventions that will shape the workforce of tomorrow at TCE.