

## TATA Consultancy Services Speeds Onboarding

Tata Consultancy Services (TCS)  
Best Advance in Onboarding Technology  
June 2018



### Company Background

Company At-a-Glance	
<b>Headquarters</b>	Mumbai, India (U.S. – New York)
<b>Year Founded</b>	1968
<b>Revenue</b>	\$17.58 Billion
<b>Employees</b>	380,000+
<b>Global Scale</b>	Europe, UK, Asia Pacific, Middle East, Africa, Australia, India, USA and Latin America
<b>Customers/Output, etc.</b>	More than 800 customers, including banking, financial services & insurance (BFSI), retail & consumer goods, telecom, media & entertainment, manufacturing, life sciences & healthcare, energy resources & utilities, travel transportation, hospitality and hi-tech.
<b>Industry</b>	Business and IT Consulting
<b>Stock Symbol</b>	NSE Symbol: TCS, BSE Code: 532540
<b>Website</b>	<a href="http://www.tcs.com">www.tcs.com</a>



## Value Proposition

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TATA Consultancy Services has more than 38,000 employees in the U.S. and hires ~800 people every quarter. These new hires join the company from across more than 450 TCS and client locations across the country. Many are consultants, who are senior leaders who work at client sites. As a result, the organization faced unique challenges in the pre-joining process. In addition, new hires can join TCS any day of the week, which adds another layer of complexity. The organization needed to:

- Ensure a seamless experience post-offer acceptance.
- Ensure a paper-free onboarding experience.
- Ensure maintenance of appropriate and compliant employee files.

This onboarding initiative is part of a larger talent-integration strategy where a cross-functional team was charged with digitizing the process and ensuring that the technology solution was scalable to the 46+ countries where TCS operates. The team included the talent acquisition team, hiring managers, senior leaders, and the digitization and internal IT teams. The team used the agile methodology to plan and execute the program's objectives. The focus was on developing an application that was contemporary, intuitive and user friendly.

There were two key phases of the program:

1. Developing an application for the digital submission of all pre-joining documents,
2. Developing a way to store employee files digitally.

## Enter iBEGIN

The significant growth in demand for qualified- and-experienced technology experts led to a great deal of planning and execution for talent acquisition, ensuring that all sourcing channels were tapped.

When the iBEGIN initiative was rolled out, it dovetailed with the talent acquisition efforts. The objective was to reduce the onboarding time for employees and reduce the amount of time needed to complete pre-joining activities, including background checks and submitting documents for compliance. Digitizing the pre-joining documents would vastly improve the candidate experience and reduce the time to onboard.

Prior to iBEGIN, each candidate had to print all pre-joining documents that vary by state and sign, scan and email them back to the onboarding team. Pre-joining forms consist of at least 17 to 18 documents with average three pages each. Candidates were submitting

the documents by email or post, and sometimes the onboarding team failed to receive all of them.

On average, it was taking candidates five days to complete and send the onboarding documents to TCS. For a technology company, it was critical to improve the experience through technology.

There are four modules in iBEGIN:

- 1. Administration module.** Allows the onboarding manager to easily bundle documents that can be configured based on the state where a candidate will eventually work and other parameters that ensure compliance.
- 2. Candidate Module.** Leads the candidate through a simple and intuitive review of all the documents prior to submission.
- 3. Onboarding Manager Module.** Allows for review and approval of each document. Once all the documents are approved and submitted, the candidate receives a confirmation email. If there are any issues with the pre-joining documents, the candidate receives an email noting what documents need to be corrected.
- 4. Digitized Employee Files.** Once the candidate joins, the employee's file is pre-populated with the documents. The digitization of employee files ensures that the information is secure and easily accessible to HR.

“The implementation of iBEGIN has revolutionized the onboarding experience for candidates in the U.S. Candidates no longer have to endure downloading, hand signing, scanning, and emailing the documents back to the onboarding team. All they need to do is click, sign and submit. The entire process only takes a few minutes. iBEGIN has also eliminated the mundane tasks of collecting documents and maintaining employee files, allowing the HR team to focus on other new hire priorities such as compliance and engagement.” – **Denise Deluca**, Onboarding Manager, TCS.

“iBEGIN is explicit and easy to navigate. It's not time consuming and I was very happy with the experience.” – TCS new hire.



### **Product or Program Innovation**

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iBEGIN's breakthrough innovation allows candidates to digitally submit their pre-joining documents without the hassle of printing, signing, scanning, and emailing or mailing in their paperwork. Additionally, the digitized process allows for secure storage of employee files.

Since TCS is a technology company, all applications are developed in-house. The architecture of the application is scalable and can be replicated across the 46 countries where TCS operates.

First, the team needed to have the necessary technical competencies and business knowledge to design a scalable and globally-relevant solution. Second, the pre-joining documents had to be redesigned. The third and last component was ensuring that employee files were maintained digitally.

Therefore, team needed to represent all stakeholders, including technical experts, a cross-functional team with requisite domain and process knowledge, and an onboarding team that owned the process and took responsibility for its execution. For the digitization of pre-joining documents, the team worked to ensure that the user experience was simple, easy and intuitive. The team developed two key modules, one for the candidate and the other for the onboarding administrator. The module for the administrator was designed so it could be configurable depending on any number of variables.

For example, a number of documents are state specific in the U.S. The module includes a variable for state/location. Based on such variables, the country-onboarding manager can create multiple "document bundles," where each bundle is unique to the combination of the variables. The system is designed so that can intelligently identify the bundle that needs to be assigned to a candidate based on the variables.

When a candidate accepts the offer, the system navigates the candidate through all the applicable documents one after another. The candidate can sign and submit the documents, making the process seamless and error free. Since the pre-joining documents are submitted digitally, they are pre-populated in the employee's file after the candidate has joined TCS. All required documents flow automatically into the file, which is hosted on a server.

iBEGIN and the digitized employee files process have leveraged technology in an innovative way, significantly reducing the time to onboard a new hire and providing a seamless experience towards maintaining documents and employee files.

## Unique Differentiators

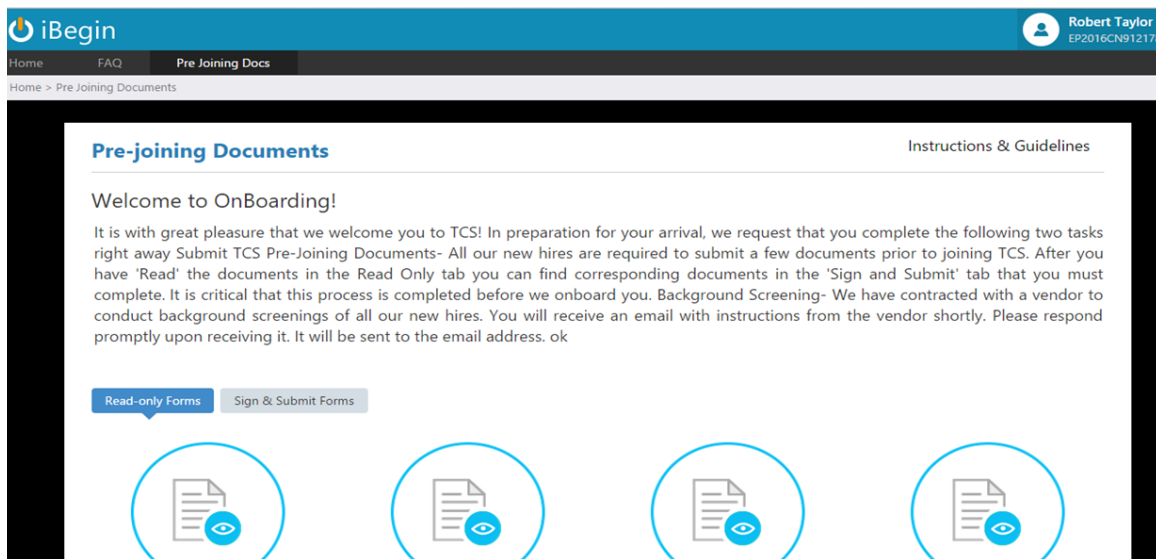
This solution innovates the onboarding process for candidates, onboarding managers, and hiring managers.

The hiring manager can indicate in the system that there is a need for a laptop, data card and/or mobile phone for the new hire and the process of procuring those items is initiated. The hiring manager also can send out an offer letter to the candidate.

Once a candidate accepts the offer, the system intuitively takes the candidate from one document to another.

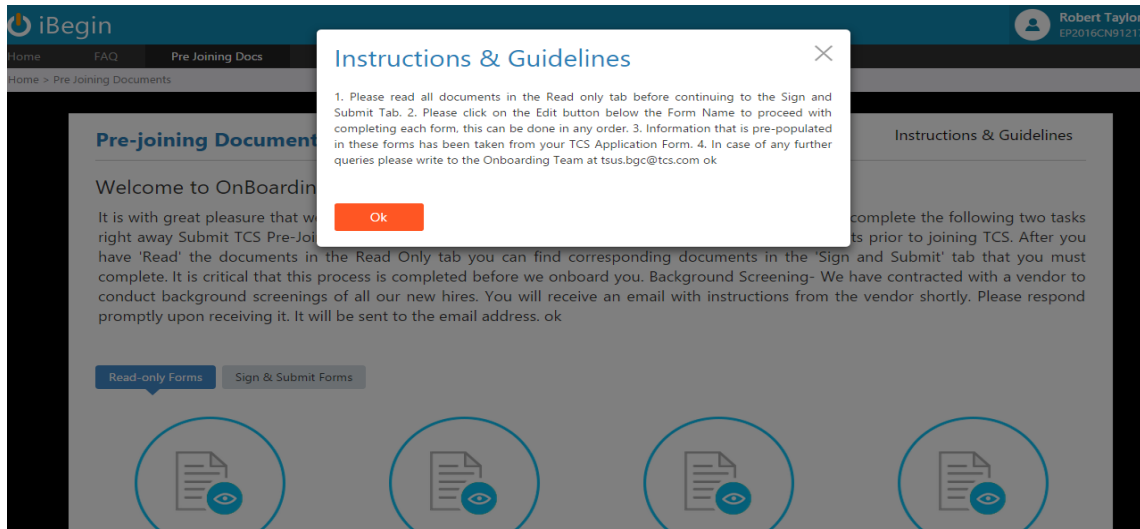
The onboarding manager can approve or reject the documents online and, once the candidate joins TCS, the documents pre-populate in the employee's file with no manual intervention.

Figure 1: Welcome Page



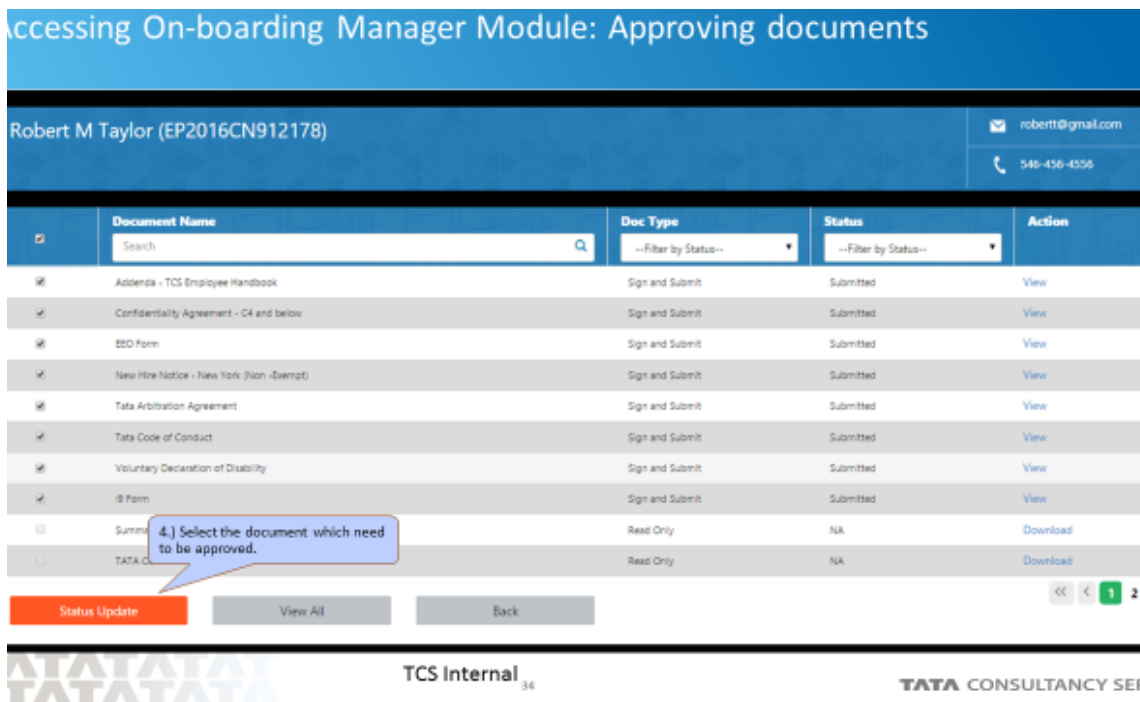
Source: TCS

Figure 2: Instructions and Guidelines



Source: TCS

Figure 3: Accessing Modules



Source: TCS

Figure 4: Managing Documents

Accessing Country Admin Module

Home | My Apps

Ultimate iBegin Welcome Karandeep Sethi (237747)

Manage Users Documents Showcase TCS Requisites FAQs Pre-Joining Roles Country Admin - Countries Unhed

Search Candidate ID Search

Manage Document Bundles  
Manage Documents

3.) Click pre-joining to see two LOV's. Click Manage Document Bundles.

Manage Users

Emp ID	Employee Name	iBegin role	Action
2577	Divakar Gopal Krishna Rao	Recruiter, Onboarding Manager	[Check] [Trash]
2780	Lipendra Balubhai Bhawani	Recruiter, Immediate Manager	[Check] [Trash]
4537	Ajoyendra Mukherjee	Recruiter, Onboarding Manager, Immediate Manager	[Check] [Trash]
7005	S Venkatesan	Immediate Manager	[Check] [Trash]
7048	P Jegatheesan	Recruiter, Onboarding Manager, Immediate Manager	[Check] [Trash]
8133	Vijayaraghavan Sarangapani	Recruiter, Onboarding Manager, Immediate Manager	[Check] [Trash]
9792	Rafus Pitchai	Recruiter, Onboarding Manager, Immediate Manager	[Check] [Trash]

TCS Internal 45 TATA CONSULTANCY SERVICES

Source: TCS

## Measurable Results

iBEGIN directly impacted the time to onboard new hires into TCS. Previously, it took candidates five days to submit all required pre-joining documentation. In some cases, the time commitment was higher. Such delay meant loss of revenue for those days, affecting TCS' bottom line.

Digitizing employee files also frees time for the onboarding team to engage with new hires. It also made it possible to reduce the size of this specific team, cutting the manpower budget.

In pure money terms, iBEGIN increased TCS revenues by one percent and reduced the manpower budget by another half percent.



## About Brandon Hall Group

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- Benchmarking

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- Your Priorities





- Executive Sponsor
- Client Associate
- Monthly Meetings

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- Maturity Model
- Custom Research

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- Architecture Design
- Systems Evaluation

### **DEVELOPMENT & INTEGRATION**

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- Survey
- Process Integration

For more information, contact us at [success@brandonhall.com](mailto:success@brandonhall.com).