Tata Consultancy Services Creates Unmatched Sense of Belonging

Tata Consultancy Services (TCS)
Best Advance in Employee Engagement
September 2018

Company Background

Headquarters	Mumbai, India (US headquarters, New York)
Year Founded	1968
Revenue	$17.58 billion
Global Scale (Regions that you operate in or provide services to)	Europe, UK, Asia Pacific, Middle East, Africa, Australia, India, USA and Latin America.
Customers/Output, etc. (Key customers and services offered)	Over 800 customers across the world.
Industry	Business and IT consulting
Stock Symbol	N/A
Website	www.tcs.com

Budget and Timeframe

Number of (HR, Learning, Talent) employees involved with the implementation?	18

Number of Operations or Subject Matter Expert employees involved with the implementation?	8
Timeframe to implement	12 to 18 months
Start date of the program	January 2017

Business Conditions and Business Needs

In the beginning of 2017, Tata Consultancy Services (TCS) was faced with a challenge of hiring over 2,800 local hires in US and Canada to support the new-deals wins and growth accounts. As a result, it had to look at a novel way of engagement right from the start in acquiring the right talent. The global recruitment management system strengthened its candidate experience, creating a one-stop shop for candidates from application stage to interviewing, results status, offer letter, uploading of onboarding documents — even background verification — to joining formalities. With a substantial focus on digitalizing sourcing, interviewing, selection and the offer process, and bringing in a timely human interface, TCS crossed a milestone with 96.6% offer acceptance for TCS's largest-deal ever — Transamerica with 2,200-plus employees transition.

Using digitalization and engagement initiatives also helped TCS to scale at reduced cost with savings of approximately $9 million since September 2016 in recruitment and sourcing.

This could be used in another ways of enabling engagement, for example, realizing that a common onboarding program would not help enough. As a result, a specific onboarding program called Converge targeting new executives was started. It was a platform for senior executives in the region to meet and network. A long-time senior TCS executive would spend at least a half-day with the new executive hires, along with the talent development head, and explain in a rather informal environment about TCS. The company has covered over 50 such executives in 2017 and the feedback has been very positive.

Using an internal program called the Maitree, meaning friendship, HR enabled over 100 employee connect programs where associates met up with their managers and peers in an informal environment to interact and share short stories from their experiences. This could be part of family picnic events, team get-togethers, etc.

The best results came out in 2017 in terms of being able to retain over 88% of the insourced employees for more than 24 months in TCS.

Overview

Employee engagement in Tata Consultancy Services is about creating a sense of belonging and purpose for each of its employees. As TCS completes 50 years and its group Tata completes 150 years in 2018, the company is committed to improving the quality of engagement at work and equally committed to improving the quality of life of the communities it serves. TCS does this by striving for leadership and global competitiveness in the business sectors in which it operates.

TCS's practice of returning to society what it earns evokes trust among consumers, employees, shareholders and the community, creating a sense of unmatched belonging. The company is committed to protecting this heritage of leadership with trust through the manner in which it conducts its business.

Over these 50 years, TCS has grown from a small Indian IT services provider in Mumbai to a world leaders in IT and business consulting with around 400,000 employees across 46 countries. The pivotal element for this growth has been the way the employees have been engaged in their journey in TCS. This engagement involved not just providing a job but a fruitful career in TCS. Most of the leaders in TCS, including its CFO, CTO and almost all the business unit heads who have grown with TCS and have spent 25-plus years in the organization, believe in the importance of engagement of employees and consider it as not only a key ingredient of its culture but also an essential element for its existence.

Design and Delivery of the Model

TCS strategies on engagement always have relied on some key drivers such as creating a sense of purpose and value, leadership engagement and professional and personal growth.

TCS Engagement Strategy — Sense of Purpose and Value

To create a sense of purpose and value, TCS strives to make the communities where its employees live and work stronger and healthier through a combination of purpose, people, technology and philanthropy. Through its corporate social responsibility mantra,

"Impact through Empowerment," TCS harnesses thoughtful leadership, technology, programs, partnerships and people to address the most-pressing societal issues.

Business 4.0 is transforming how enterprises adopt new technologies, and upskilling/reskilling of the current workforce is critical to ensure impacted workers have pathways to new opportunities. TCS is part of a global IT consortium and is contributing with governance, thoughtful leadership and content with an aim to benefit at least one million workers by 2021.

The first country of focus is the US and this will get expanded to other regions in the near future. The coalition has created a free platform of online tools to streamline the process of reskilling adults. To empower people to address fast-changing skill requirements, initiative partner companies are opening up key elements of their individual training libraries into one centralized portal. Users will have access free of charge to the most up-to-date, self-paced training materials from leading global IT companies, ranging from general business skills to introductory digital literacy to more advanced topics such as cybersecurity, big data or "Internet of Things".

TCS Engagement Strategy — Leadership Engagement

TCS's leadership team engages its employees through in-person meetings, town-halls, open houses, live chats, internal mentoring tools and high-potential career management programs and has helped to enhance the roles and responsibilities of more than 200 high performers within its US operations in the last 12 months. These forums help bring awareness to key milestones, initiatives achieved and dictates the strategy for the company. Customer centricity, "realize your potential and live your values" are integrated in TCS's engagement strategies.

Through its Leadership Review Management (LRM) program, senior leadership identify associates for external leadership development programs aimed at enhancing their technical and behavioral attributes. The company's PROPEL program is another form of engagement that empowers TCS's associates to brainstorm on employee development and integration themes and come up with solutions and suggestions to improve processes.

Every year TCS launches PULSE, its internal employee satisfaction survey, to glean feedback on the company. Its leaders show their commitment by completing the survey

before the broader employee base, resulting in record-breaking global participation of more than 85% almost every year.

In addition, more than 70% of TCS's 800-plus US leadership positions were filled internally in the last 12 months. This demonstrates the accessibility and approachability of the company's leaders and reinforces its leadership engagement and grooming practices.

TCS Engagement Strategy – Professional and Personal Growth

Professional and personal growth is a key element in the organization, influencing TCS's growth, success and the overall culture. The company helps employees optimize their professional and personal growth by presenting them with global opportunities across the organization in all 46 countries where it operates. TCS also has dedicated resource managers who guide employees to available opportunities that are aligned with their aspirations.

The company makes substantial investments to ensure that its people possess the skills, knowledge and resources required to help them grow and deliver excellent client service. TCS provides "anywhere, anytime" learning through its robust learning management system called iEvolve, featuring 9,000-plus courses, 24/7 access to books, job rotations and competency certifications. Another service, Skill Soft, is available through the company's intranet, allowing employees to learn at their own pace via books and online training videos.

Over the last two years, TCS's talent development team has had an ambitious goal of training 100,000 employees in digital technologies. The company re-imagined its skill development strategy from classroom style to virtual anytime, anywhere learning. In addition, TCS has an extensive virtual learning library of training materials, which includes 1,000-plus learning blogs, 130-plus live chats on competency building areas and 30-plus learning online communities.

Integration

TCS' engagement model stems from its talent strategy to hire and groom digital talent in line with its business strategy to transform its focus to be an Agile, cloud and machine-first organization. Some of the key elements of its engagement model include building a career management program which is driven by meritocracy and by enabling career

management and leadership review management systems which caters to the aspirations of employee and customized training programs which are based on experience level and role-based. The company's engagement strategy also believes that to make engagement successful these factors are crucial:

1. **Collaboration:** Creating platforms through which employees can collaborate across business units and functions.

2. **Work/Life Balance** — Need to have flexible working options which can be customized to employee needs.

3. **Health and Well-Being** — A healthy employee is a happy employee. To make employees engaged, first they must feel happy; and to be happy, they must be healthy.

Some of the strategic challenges TCS has faced include:

1. Fast-changing technologies, business model and regulatory changes in the environment pose a challenge to cater to the talent demands across the globe.

2. Retaining the Agility, culture and simplicity as the company scales further.

3. Accelerating digital growth, including digital platforms.

4. Growing protectionism in various markets.

5. Innovation in the new model that is not foreseen today.

TCS's engagement model and its talent strategy enable a digital transformation and widespread digital re-imagination across industries and co-creation with customers as they are transforming into smart enterprises.

Measurable Benefits

As TCS built its whole employee engagement with the organization performance as a basis, the impact of the engagement programs on the organization was direct and very positive.

Its engagement initiatives to build professional and personal growth have resulted in:

- 32,874 total competencies acquired, including 3,974 digital competencies.

- 4768 certifications completed.

- 32,204 learning days clocked.

- 200,000 employees are "Agile-ready."

- 1400 associates covered through career management sessions.

- 1,215 people getting promoted to senior roles.

- 822 high performers have been mentored as part of the TCS' internal mentoring program called INSPIRE.

- 682 leaders covered in HR leadership connects sessions.

More than 14,360 employees participated in 758 volunteering events, contributing over 38,000 hours to support projects in STEM (Science, Technology, Engineering and Math) education, health and the environment. TCS's pro-bono technology services resulted in social good valued at $6.45 million, benefitting its partners and their beneficiaries across America.

1. TCS announced new a Transamerica partnership worth $2 billion-plus in revenue. It is the largest TCS contract signed and the IT services' global industry's largest deal to date.
2. TCS was named a Top 3 most valuable brand in the IT services industry and as the fastest-growing brand in its industry by Brand Finance. TCS brand value is $10 billion-plus.
3. TCS and Cornell Tech inaugurated the Tata Innovation Center — a $50 million TCS investment.
4. TCS launched "Ignite My Future in School," a multi-million-dollar first-of-its-kind initiative to use computational thinking to transform education in America.
5. TCS was named as one of America's Civic 50 for its positive societal impact via STEM education, pro-bono technology services and skills-based volunteerism.
6. TCS's pro-bono technology services resulted in social good valued at $6.45 million.
7. TCS was recognized by the American Red Cross for its $500,000 donation for disaster relief efforts.

Overall

In the last the 12 to 18 months, several of TCS engagements have positively impacted the organization. TCS has picked some of the exciting findings here to share.

Story 1 – TCS Digital Talent Development

As TCS's thoughtful leadership framework is enabling enterprises to transform into Business 4.0 and Industry 4.0 champions, it requires that TCS employees are engaged and made aware that this entails creating a mindset of exponential value for customers, leveraging the ecosystem and having a willingness to embrace risk. All this is possible only if TCS adopts an "Agile only" approach across the organization.

In the last 12 to 18 months, TCS has invested in building a 200,000 Agile-ready workforce trained in digital technologies. The company has developed a mindset toward exponential value creation to its customers and is committed to being 100% Agile by 2020.

This has been possible by creating a leadership-enabled internal team with its head directly reporting to COO and having team members across the world singularly focusing on this agenda to identify, enable and help build digital ninjas across the world of TCS.

TCS's focus on organic talent development has yielded very rich results such as having a 242,000-plus digital talent pool, 6,000-plus consultants being rotated every year among units and customers, bringing in richer experience and expertise across technologies and industries. More than 75,000 employees have signed up rotation in future. This has helped TCS fulfill 85% of its positions internally.

Story 2 — TCS Sense of Purpose Journey

TCS had planned its annual North American TCS Summit on Sept. 17-19, 2017, in Fort Lauderdale, Florida. It is one of TCS's flagship events where it hosts more than 300 of its top customers in the North America Region. This included some C-level executives of leading Fortune 50 companies. Due to Hurricane Irma, however, TCS quickly assessed the situation and made the decision to cancel its event and instead focus on how it could help residents and the local community to recover.

In addition to TCS's $500,000 donation, more than 1,000 employees pledged their support to aid in recovery and rehabilitation efforts in the wake of the latest hurricanes through the company's matching program.

TCS was recognized by the American Red Cross for its donation of $500,000 to help the agency with its disaster relief efforts in response to the damage caused by three recent hurricanes (Harvey, Irma and Maria). The money also will aid the charity's Annual Disaster Giving Program, which helps the Red Cross to immediately respond to disasters big and

small, aid families during the recovery process and help communities prepare for the next possible emergency.

Figure 1: North America Talent Engagement Teams

Source: TCS

Figure 2: Program Options

- Support Business Growth
- Nurture People
- Empower Communities
- Awards & Recognition

Source: TCS

Figure 3: Strategic Considerations, Threats and Opportunities

Exhibit OP-16: Key Strategic Considerations

Strategic Challenges

- Fast changing technology, business model and regulatory changes in the environment
- Retaining the agility, culture and simplicity as we scale further
- Accelerating digital growth including digital platforms

Strategic Advantages

- Empowered, Customer Centric Business Model [B,O,H,S]
- Globally Integrated Workforce [O,H]
- COIN™: Co-Innovation Network [B,S]
- Integrated Full Services Play [B,O,S]
- Experience Certainty [B,O,S]
- Agility and Scalability [B,O,H,S]
- Established and Emerging market Presence [B,S]

Exhibit OP-17: Threats and Opportunities from current and potential players

Threats

- Growing Protectionism
- Innovation in the new business model that is not foreseen today
- Cyber security

Opportunities

- Digital transformation - widespread digital re-imagination across industries
- Co-creation with customers as they are transforming into Smart Enterprise
- New and Emerging Markets

Source: TCS

Figure 4: Key Elements for Engaging Associates

Exhibit OP-7: Key Elements for Engaging Associates

All segments (Diversified talent pool & being an Equal Opportunity Employer)	Reward & Recognition (R&R)	▪ **Reward Mechanisms:** Merit based compensation, Health benefits (Health, Travel, Accident, Dental & Life), Vacation - Region centric & Need based time off (Sabbatical, Adoption, Flexi off, LWP) ▪ **Recognition:** Global R&R (Star awards, CSR awards, Excellence awards)
	Developmental Opportunities	▪ **Career Management:** Meritocracy driven Performance & Career Management, Leadership Review Model, Career Hub ▪ **Customised Training Programs:** Experience level based, Role based Training
	Work Environment	▪ **Collaboration:** Knome, Sametime, Ultimatix ▪ **Work Life Balance:** Flexible working options (Competency based allocations, posting at location of choice, Re-orientation for associates returning to work from long leave), Maitree ▪ **Health and Well Being:** SafetyFirst, Fit4Life, Purpose4Life, Employee Assistance Program
	Inclusive, Sustainable Organisation	▪ **Employer branding:** Global STEM , Campus Commune, Community Development ▪ **Inclusivity:** Affirmative Action, Special Programmes for Women Associates, Re-Integration programs, Facilities (Day care tie up, Health programs)
Gender	Rewards, Developmental Opportunities, Inclusivity	▪ **Inclusive Rewards & Benefits:** Equal pay employer, Time off (Maternity leave, Leave for Child care or Study leave), Flexible work options, Cab facility, Airport transfer for Women employees ▪ **Developmental opportunities:** Women in Leadership Re-integration programs
Experience	Contemporary policies, Benefits, Developmental Opportunities	▪ **Juniors:** Higher education policy, Career Hub, Training for first time leaders ▪ **Middle level:** Training for Managers, Personal Excellence, Programme for High Performers ▪ **Seniors:** Leadership Development Programmes, Preventive Health checks (age > 40 years)
Qualification	Differentiated Employee Value Proposition	▪ **Hiring:** Recruitment from Ivy league campuses, Domain specific Engineering Talent hiring, Job Based Hiring (BSc graduates) ▪ **Development:** Tailored Induction, Accelerated Career Path, Targeted Roles ▪ **Rewards:** Differentiated Pay & Grades

Source: TCS

Figure 5: Key Organizational Level Review Findings and Actions Taken

Exhibit 1-9: Examples of key organizational level review findings and actions taken

Finding	Action
Increase in Attrition Rate	• Career Progression Planning • Location Transfers, • Special Interventions for HiPo Retention • Town Halls, Floor Walks • Increase internal recruitment – Broadcast of Exciting Opportunities • Regular reviews by SLT as part of Business Reviews
Enhance Rigour in Operations	• Enterprise wide initiative codenamed 'RiO' to reinforce behavior/discipline, proactively identify risks in operations and implement best practices • Regular reviews by SLT as part of Business Reviews
Manage Visa Issues	• Proactive steps to mitigate immigration related risks in Geographies: increased localisation efforts, effort on local employment creation and retention, enhancing local brand and reputation • Regular reviews by SLT as part of Business Reviews
Build Digital Competencies among Workforce	• Investments in Digital Learning Platform to support scalability and anywhere-anytime learning • Goal setting to achieve up-skilling of over 100,000 employees • Regular reviews by SLT as part of Business Reviews
Strengthen Safety Practices	• Launch of SafetyFirst Initiative • Dedicated Safety Champions at locations to drive safety • Regular Town Halls and connects to reinforce message • Internal communications: posters, screen savers, articles in @TCS

Source: TCS

Figure 5: Awards and Recognition.

Source: TCS

About Brandon Hall Group

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