



# HR Initiative Compendium 2023

## Employee Development Programs:

### 3-Tier Leadership Development Programmes

The organisation is building its leadership pipeline through the 3-tiered Integrated Leadership Programs designed to cultivate exceptional leaders across all levels of our organization. Our integrated approach focuses on senior, middle, and first-line managers, fostering growth, adaptability, and organizational success.

#### Program Tiers:

1. **Senior Leaders' Development Program (SLDP):**

- Duration: 13 months
- Features: Advanced Management Program @ IIM Ahmedabad, coaching, action learning projects, Hogan assessment.

2. **Achieving Your Leadership Potential (AYLP):**

- Duration: 6 months
- Features: @ TMTC/ SPJIMR, action learning projects, Hogan assessment.

3. **Emerging Leaders' Programme (ELP):**

- Duration: Transition to people manager roles
- Features: @ TMTC/ XLRI, action learning projects, Hogan assessment.

#### Key Benefits:

Our 3-tiered approach empowers participants to navigate career transitions effectively, supporting both personal and organizational growth. In an evolving landscape, this approach accelerates business proficiency for leaders at all levels, fostering team success.

Amidst rapid changes, leaders seek enhanced business acumen. Our 3-tier approach propels leaders and teams towards their utmost potential and growth goals. The standout feature is Action Learning Projects, where participants use academics in real projects, guided by experts. Cross-functional teams of 6-8 members collaborate, mentored by faculty/SMEs for process, scope, and outcomes.

#### Tangible Outcomes:

- **Leadership Pipeline Enhancement:** 39 participants elevated to higher roles.
- **Succession Planning:** 52 participants identified as Critical Role Holders/Successors.
- **Diverse Skill Portfolio:** 41 participants undertook lateral movements spanning diverse roles, enriching our skill landscape.
- **Strategic Problem Solving:** 34 live projects across tiers, driving transformative solutions beyond routine operations.

#### Engagement and Participation:

Our programs have garnered significant engagement, with 10% of our Full-Time Equivalents (FTEs) actively participating. Join us in shaping the leaders of tomorrow and propelling organizational growth to new heights.

## Daksha: Future Proofing Careers

**Talent Equilibrium Strategy:** Our planned intervention harmonizes talent supply and demand through skillset redeployment, driven by Productivity Analysis. Resources from mature sectors are reskilled and redeployed to meet new/growth area requirements, achieving career sustainability.

**Empowering Careers & Talent Engine:** We ensure capacity fulfillment through strategic measures like successor development, job rotation, reskilling, and multiskilling. This optimizes resource use, supports current operations, and fuels future growth. Over 150 employees have transitioned, yielding a 43% job rotation for >5 years role tenure.

## Talent NXT: Cultivating Tomorrow's Leaders

Our transformative Talent NXT Fast Track program is dedicated to nurturing the next generation of leaders. By identifying high-performing, high-potential talent, we propel them towards CXO-level positions within a defined timeframe. This initiative focuses on elevating top talent from junior to middle management, ensuring their seamless progression to the next level.

**Strategic Advancement:** After rigorous assessment, eligible candidates assume enhanced or new roles, closely tracked for their career development. Key program features include:

- **Immediate Grade Elevation:** Talents experience rapid advancement.
- **Focused Development:** Interventions overseen by our Leadership team.
- **Defined Career Paths:** Clear trajectories for growth.
- **Top Management Exposure:** Access and interaction with our top leadership.

**Value for Talents, Impact for Organizations:** Talent NXT offers a substantial value proposition. Individuals undergo planned skill and experience enhancement across existing and new domains, enriching their portfolio. The organization, in turn, cultivates a robust leadership pipeline ready to fill critical roles.

**Target and Success:** The program targets 0.5% of our Full-Time Equivalents (FTEs) in junior to middle-level positions. Talent NXTers consistently transition into high-profile roles, particularly in the realms of technology and management.

## Succession Planning: Empowering Tomorrow's Leaders

At the heart of our strategy lies a succession management framework, recognized as a best practice within the esteemed Tata Group. This approach centers on objective evaluations of critical roles, incumbent risk assessment, identification of successor candidates, their development, and continuous management oversight.

**Driving Business Continuity:** Our systematic framework ensures seamless transitions and business continuity, not just for our existing endeavors, but also for the six acquired businesses and two growth-oriented ventures we've undertaken. It establishes capability development and career pathways for successors, guaranteeing a well-prepared talent pool for business needs.

**Nurturing High Potentials:** This framework serves as an avenue for our high-potential employees, bolstering their career progression and retention within our organization. Starting from a purely replacement planning outlook, succession management is now being seen as a pivotal talent process that serves both organisational and individual needs, forming the basis for key business and talent decisions.

**Proven Success:** Our program boasts a remarkable track record, achieving a resounding 100% success across key metrics including Succession Cover for N-1, N-2 positions at the Apex Level, and Successor Readiness spanning immediate to 3-5 years. This robust planning encompasses 12.5% of our Full-Time Equivalents (FTEs).

**Tangible Business Benefits:**

- **Ensured Continuity:** Safeguarding critical positions and mitigating HR risk.
- **Enhanced Cost Efficiency:** Reducing reliance on external hiring, resulting in significant cost savings.
- **Streamlined Onboarding:** Immediate alignment with company culture, processes, and systems, yielding prompt results.
- **Elimination of Wrong Hire Costs:** Ensuring every resource is a valuable asset.

### Fostering Employee Engagement: Our Approach

At our core, we prioritize engaging our employees on both emotional and intellectual levels. Our dedication is evident through diverse initiatives designed to strengthen this bond. We adopt a two-pronged strategy to gauge engagement, employing both the Annual Employee Engagement Survey and frequent Employee Pulse Survey VIBES.

**Annual Employee Engagement Survey 2023:** Our organization-wide annual survey centers around Employee Engagement. A remarkable 42% of employees exhibited the highest level of engagement in FY23, showcasing their profound connection. This survey involves an impressive 95% of our workforce, emphasizing their commitment to shaping our growth collectively.

**Employee Pulse Survey VIBES:** We also conduct pulse surveys catering to various employee cohorts, including trainees, women employees, remote workers, and shift employees. This approach ensures a holistic understanding of engagement across diverse work scenarios.

### Effective Performance Management for Excellence:

Our Performance Management process is built on principles of fairness, transparency, and meritocracy. It ensures the alignment of individual performance with critical company goals. The process encompasses Goal Setting, Mid-Year Performance Review, and Annual Performance Review, while digital tools enhance alignment and progress monitoring.

Individual Goal Setting leverages our digital platform, ensuring collaboration and alignment with business targets. Continuous feedback is encouraged alongside formal reviews. Our process boasts maturity, catering to diverse business needs. It's underpinned by thorough assessments involving self-evaluation, appraisal, and rigorous Performance Review Forums. Upon endorsement of the Long-Term Strategic Plan and ABP/ AOP for current financial year by the Board, strategy deployment is facilitated through cascade workshops involving creation of business scorecards/ KPIs/ targets/ strategic projects that are aligned to enterprise strategic objectives. Business scorecards are created, monitored and reviewed in terms of relevant cascade/alignment & progress through a digital portal (IRMS).

Individual Goal Setting utilises the IRMS foundation and helps individuals align to business performance expectations and plan work delivery to contribute to overall enterprise targets. Our comprehensive approach evaluates not just deliverables but also our proprietary AMP Leadership Competency Model (copyright registered). This model defines essential present and future leadership traits, driving culture change and leadership development.