Nomination: 7306

Nebula - Strategic Talent Development powered by Advanced Analytics

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Page: General Information

Provide information about the company to be considered for the award. If you will be nominating an individual, specify the nominee's employer.

Name of Organization/Company

Tata Consultancy Services

Additional Contacts

I would also like to have others receive emails about the disposition of our entries.

Page: Entry Information

Entry Title

Nebula - Strategic Talent Development powered by Advanced Analytics

Category

B01 - B59 Achievement > B20 - Achievement in Learning Measurement

Achievement Submission Format

Written Answers

a. Briefly describe the nominated organization: its history and past performance (up to 200 words). Required

In the era of digital disruption, organizations have realized that the ability to harness real-time intelligence and advanced data analytics is not a luxury but a necessity! Extracting instantaneous insights from data has unprecedented potential in today's fast-paced business landscape. On similar lines, Talent Development's (TD) Data & Analytics Office (DAO) team at Tata Consultancy Services (TCS) was conceptualized to leverage data as a 'strategic asset.'

Since 2020, the unit - comprising Machine Learning Experts, Data Analyzers & Designers - has been at the forefront of end-to-end data management, analysis, and reporting. Earlier, a governance team acted as a central repository for data management and basic MIS reporting, alongside collecting data. With timeliness and data consistency as priorities, the team had a limited frequency of producing reports owing to team size and manual intervention. 'Descriptive Statistics & Trend Analysis' was done on a need basis.

This led to DAO's conceptualization and subsequent growth, overcoming prevailing limitations and enabling TD to make agile and informed decisions based on real-time data-driven insights. The team was no longer confined to merely collating and maintaining the data but was responsible for enabling critical strategic decisions.

(Pls refer to Section 1 & 2 of the attached supplement)

b. Outline the team's or organization's achievements since the beginning of 2021 that you wish to bring to the judges' attention (up to 250 words). Required

Under the banner of 'OneHR,' TCS intended to measure the effectiveness of multiple HR functions together to analyze their impact. Nebula, a concept spearheaded by Data Analytics & Office team, offered a multi-dimensional unified view of measurement of Talent Development and Talent Deployment Effectiveness Indices.

Since its inception, Nebula has helped drive several TD-related initiatives emphasizing aspects such as the transformation of mid-level associates, better deployments, improvement in customer and learner satisfaction index, and retention of associates.

• Linking Learning with Career: Elevate Wings - A flagship program curated to provide accelerated career growth to our employees via prescription/subscription-based learning. Nebula measures: the % of active learners, % of enrolments, and % of graduates.

• T-Factor (patent pending): A measure of breadth and depth of skills, which is directly linked to the deployability of associates. Nebula measures: % of associates with T-Factor >=2, % of associates with higher proficiencies, % completing the mid-level transformation, % groomed via G&T suite programs.

• Hi-Talent Hypercare: Foster & groom Hi-Talent associates to realize their full potential and drive maximum value to the business. Nebula measures: % of Hi-Talent retention, % of Hi-Talent Unallocated, and % of Hi-Talent associates without commensurate roles.

• TD-led Deployments: The aim is to have high demand fulfillment rates, a balanced workforce pyramid, reduce costs, and provide the first opportunity for TCSers to leverage their contextual knowledge and deliver results. Nebula measures: % of TD-driven fulfillment.

• Diversity & Inclusion Metrics and Customer Satisfaction.

(Pls refer to Section 3 of the attached supplement)

c. Explain why the achievements you have highlighted are unique or significant. If possible compare the achievements to the performance of other players in your industry and/or to the team's or organization's past performance (up to 250 words). Required

While Talent Development's impact was quantified traditionally, it still required a measure on each of its Business Unit's skill matrices on how much impact skilling/reskilling initiatives had on hiring and fulfillment. The effectiveness of our programs was only measured via feedback, which also had many gaps, including a low % of people giving feedback. With these gaps identified, we charted our key needs to stay ahead of the business:

Measuring Learning Effectiveness:

1. To measure the T-shaped skills of associates

2. To measure the increase in the number of higher-level technical competencies gained by associates that help in internal fulfillment

3. To measure the number of mid-level associates with market-relevant skills

4. To measure the leaders equipped for G&T engagements

Measuring Learning Outcomes:

1. Measure of TD-led deployment (Business Outcomes)- trained associates deployed for business positions, thus avoiding external hiring

2. Measuring retention and hyper care of Hi-Talents through Learning linked Career progression

3. Measuring associate and customer satisfaction.

Measuring business outcomes soon became a factor that needed collaboration. Under the "OneHR" initiative, TCS reworked its HR strategy to deliver business outcomes as one entity with all its functions working together like a well-oiled machine. Nebula is an outcome of a unified scorecard/measure for our OneHR entity and positions the business units in one of the four quadrants based on Talent Development and Talent Deployment Indices.

(Pls refer to Sections 4 & 5 of the attached supplement)

d. Reference any attachments of supporting materials throughout this nomination and how they provide evidence of the claims you have made in this nomination (up to 250 words). Optional

Earlier, each HR function had its own scorecard with very minimal dependency on each other. Talent development and deployment teams had their individual goals and scorecards. So did Business. At that time, the major Talent Development measures included (but were not limited to): Number of competencies per associate, Number of certifications per associate, Number of learning days per associate, etc. Though the Talent Development and Deployment teams were working together on ad hoc requirements, a process was not set for a larger continual collaboration. OneHR brought these functions along with the others to work towards the common goals of the organization. This resulted in common scorecard parameters too.

The new scorecard measures no longer had only Talent development or only talent deployment parameters. There were parameters that encouraged collaboration. All this brought in a lot of additional responsibilities. Hence naturally, there were apprehensions amongst these teams with respect to dependencies that were being created on one another.

As part of change management efforts, several rounds of discussions, townhalls, etc were conducted. Business, Talent Development, Talent Deployment, Business HR, and Talent Acquisition teams were all brought together towards this common organizational goal.

As a result, Business and HR Annual Operating Plans were formulated with new common goals and measures, and Nebula was further refined to incorporate the current organizational vision. Today, we have all these groups working collaboratively like a well-oiled machine, forging towards making the organization future-forward.

(For more details, please refer to the attached supplement)

Webpage Link

https://www.business-standard.com/article/companies/tcs-looks-for-talent-on-the-cloud-to-create-an-algorithm-based-marketplace-121031600059_1.html (https://www.business-standard.com/article/companies/tcs-looks-for-talent-on-the-cloud-to-create-an-algorithm-based-marketplace-121031600059_1.html)

Would you like to add an additional webpage link?

No

Supporting Document

Download File (https://stevies-sage.secure-platform.com/file/17909/eyJ0eXAiOiJKV1QiLCJhbGciOiJIUzI1NiJ9.eyJtZWRpYUlkIjoxNzkwOSwiYWxsb3dORTaWduZWRVcmwiOiJGYWxzZSIsImlnbm9Stevies%20Nebula%20Supplement.pdf)

Would you like to add an additional supporting document?

No

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