



Innovations in Talent Acquisition

Why are employers missing out a large pool of talented women professionals back home who are raring to get back to work?

A White Paper on
TATA Second Career Internship Programme
for Women

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Acknowledgements

We would like to place on our record our sincere thanks to the Tata Group, specifically the Group HR Team.

We would like to single out Mr. Rajesh Dahiya, Vice President, Group HR, without whose support & belief, we would not have had the privilege of working on an unique project as

TATA SCIP. Providing us absolute freedom, we partnered through the entire initiative.

We would also like to acknowledge the contribution of Mr. Elton Lee (Summer Trainee from Singapore) who played the role of SPOC from Tata Group HR side. His sharp focus and meticulous planning ensured superior process management of the entire initiative.



Drivers for Innovation in Talent Acquisition

The objectives of recruitment of any organization are to hire the “best available” talent at the “minimum cost”. Besides streamlining the existing recruitment process, it becomes mandatory to look at innovative talent pools. And to improve any talent acquisition process, the key lies in focusing on two

dimensions of recruitment, viz:

1. Quality of Hire
2. Cost per Hire

Any innovation attempted should fit in to the above 2 dimensions, which can be explained by a 2x2 matrix as under:



Hence, all strategies planned should fit in to any of the above 4 quadrants.

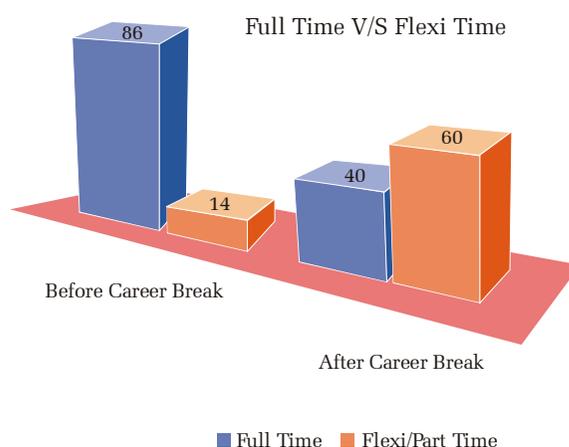
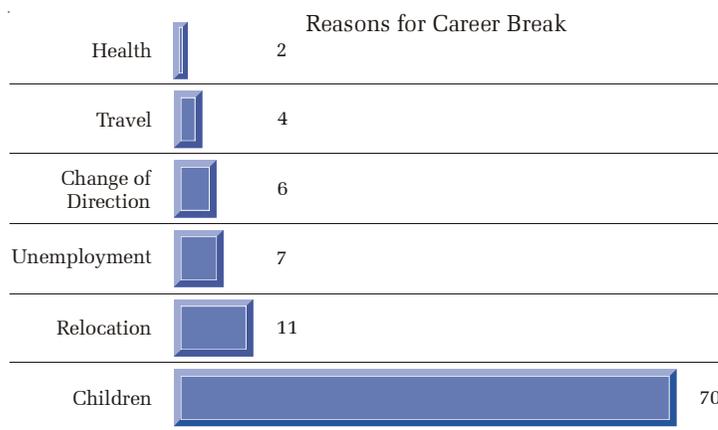
At TMI Group, we have experimented with projects which fit in all the 4 quadrants. We believe that our clients will respect us only if we are able to add value to the project, over and above the obvious defined expectations.

This white paper details our capabilities to this regard. Our ability to partner in conceiving a “first of its kind” initiative aimed at an extremely talented pool and enabling delivery.

The Target Source Pool

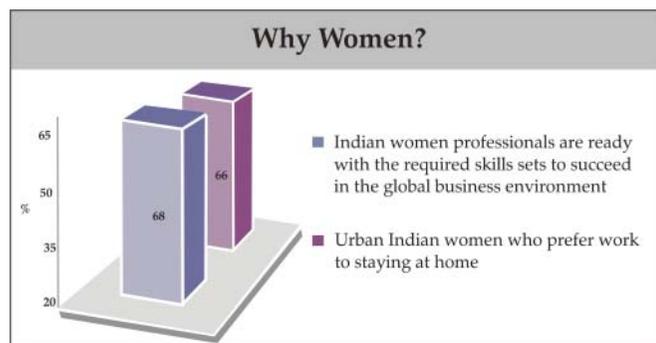
While in the IT industry women employees form around 30% of the workforce, traditional organized sector is still way behind. Further, the enrollment rate of girls in engineering institutions went up by 125% in 2008 from 22% in 2002 as a new era of Knowledge Economy emerged in the period which motivated a larger number of girls having more inclination to acquiring engineering skills to survive and thrive in the era, according to

the ASSOCHAM survey. Almost all women employees are known to take a career break during the first few years post motherhood. Often, some world-class professionals, who added immense value to their parent organizations, never return to full time careers. Data from a study on career breaks conducted by Institute of Physics, UK clearly pointed out that women who take a break, when they join back prefer flexi-time roles



Hypothesis of this project was to test if there are enough women who want to come back to work.

Tata SCIP (Second Career Internship Programme) for Women Professionals



Intense brainstorming by the top management of the group led to the idea of launching a new initiative to encourage women professionals who were on a sabbatical. Thus emerged the Tata Second Career Internship Programme for Women Professionals [SCIP]. The Assocham Survey findings (see adjacent graph) further substantiated the rationale.

And what followed was first phase of SCIP in Mumbai, Navi Mumbai and Pune. Based on the learnings of the project, the objective was to roll out on a larger scale later.

The TATA Second Career Programme was aimed at such women professionals who had taken a career break, and would like to work again, albeit, with flexible timings.

Tata Group Profile

The Tata's are a rapidly growing business group based in India with significant international operations. Revenues in 2007-08 (un-audited) are estimated in excess of \$55 billion (around Rs. 231,000 crore), with 65% of it coming from overseas business. The Group employs around 350,000 people worldwide. The Tata name has been respected in India for 140 years for its adherence to strong values and business ethics.

Brand Finance, a UK based consultancy firm, recently valued the Tata brand at US\$ 11.4 billion and ranked it 57th amongst the Top 100 brands in the world. Businessweek ranked the Group sixth amongst the 'World's Most Innovative Companies' and the Reputation Institute, USA recently rated it as the 'World's Sixth Most Reputed Firm.'

The Tata Edge

With 289,500 employees across 98 major companies worldwide, the Tata Group is India's largest private-sector employer. But you need more than just numbers to gauge the Group's attractiveness as an employer. By developing structures, systems and a workplace culture that provides challenging jobs, rewards performance and delivers opportunities continuously, the Group is striving to get the best out of its most valuable asset — its people. Powering this quest is an entire range of human resource initiatives aimed at realizing the potential of and, consequently maximizing the returns from Tata employees.

The First Steps

The first step was to define the programme contours. With T Muralidharan, Chairman of the TMI Group acted as the sounding board to the client for this initiative in its formative stages, the Tata's decided to enlist the services of TMI for launching and managing the initiative.

And the initiative was aptly named TATA Second Career Internship Programme for Women Professionals – TATA SCIP.

The Product

Several rounds of deliberations also led to the gradual evolution of the initiative, the highlights of which are as per the adjacent table.

Role of TMI

TMI leveraged the strengths of its group companies – EBITA [Employer Branding Initiatives for Talent Acquisition] - Provided all communication inputs for the programme.

CNK RPO – Used technology and the manpower to project manage the initiative. This included all facets of response management, leading up to the interview stage and hand-holding post selection.

Highlights

- Internship Programme for women professionals
- 500 hours of engagement spread over 5-6 months
- Attractive project fees of upto Rs. 4 lakhs
- Flexi-time
- LIVE business projects, initially in Mumbai/ Navi Mumbai/Pune
- Project presentation to Tata team
- 5 days' management programme at Tata Management Training Centre (TMTC), Pune
- HR helpline during the programme
- Work certificate



Communication Strategy/Sourcing Plan

Primary Target Group - Women professionals with 4+ years of experience residing in Mumbai/Navi Mumbai/Pune, who had opted for a sabbatical from their career, due to personal reasons, and now wanted to get back to work.

Sourcing plan - Tap print advertising as the source and supplement it by a host of other inputs like flyers, e-mailers/e-flyers, posters, SMS, e-booklet and a dedicated website.

Objective - To create a high level of awareness and curiosity among the target group about the initiative. And the response intended sounded this way:

“This is a perfect programme for someone like me who would now like to get back to work after my sabbatical. Let me apply immediately”.

Tone and manner of all communications - Kept simple and factual, to reflect the trait of Tata’s as an employer brand. The visual used was that of a confident woman professional raring to get back to the thick



of action in the corporate world. A separate logo unit for the initiative was created and featured prominently in all communication material for immediate association.

The headline focused on the primary benefit of the initiative “I am ready to resume my career”, followed by a short introduction detailing the initiative. A separate section for the highlights of the programme formed part of all media vehicles.

The Media Mix – Considering the psychographics of the Target Group, we adopted a media mix comprising outdoor [hoardings] along with 2 insertions of a half page colour ad in the Times of India, (Mumbai and Pune editions) over a period of weeks.

It is pertinent to note that every element of the various communication inputs – FAQs on the website, the auto responder, SMS or the e-booklet - for SCIP was carefully thought through to ensure consistency and lend a warm, friendly and conversational tone.

Eligibility

Criteria 1 - Qualification: All Women professionals should possess one or more of the following qualifications

Domain Area	Finance & Accountancy Domain	Management Domain	Legal/Secretarial Domain	Engineering Technology Domain
Qualification	CA or CPA/ ICWA/CMA/ CFA or equivalent	Full time - 1 year or 2 year - MBA/PG Diploma in Management or equivalent from india or overseas or Doctorate Programme in Management from India or Overseas.	LLB. BL or equivalent graduate Law Course/ACS/Any Post Graduate Law Course.	B.E/B Tech/B.Sc (Tech)/BS or equivalent from India or Overseas or M.E/M.Tech/M.Sc (Tech) or MS or equivalent from India or Overseas or Doctorate in Engineering/ Technology.

Criteria 2 - Current Residence: Initially, SCIP is available only to women professionals residing in Mumbai/Navi Mumbai/Pune and surrounding areas.

Criteria 3 - Work Experience: Initially, SCIP is available only to women who have a work experience of four years or

more in domain areas such as marketing, sales, advertising/communication, human resource management, finance/accounting, legal, manufacturing, engineering, IT, corporate planning, or other corporate functions.

Criteria 4 - Career Break: Women who have taken a break from employment of eight years or less.



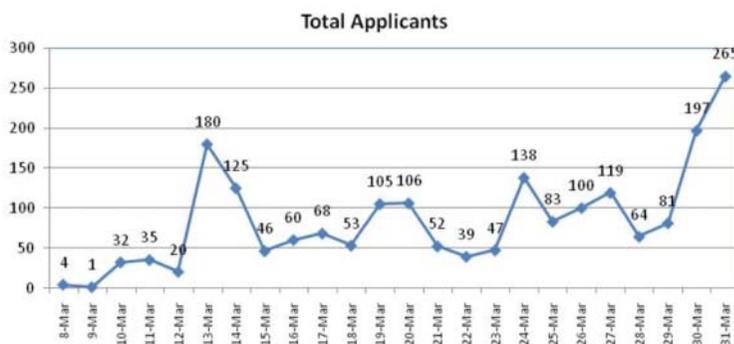
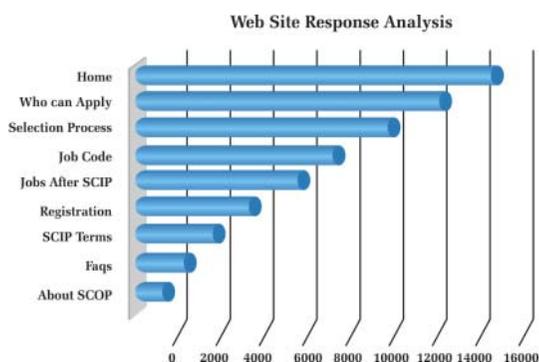
Response Management

Given the importance of the project, quality & turn-around times for responses were given immense importance. Detailed and well thought out response management process was laid down. And for the first time, a response centre (Call Centre) was set up for prospective candidates to call & clarify before deciding to apply. Additionally, a SMS response system was also set up which could address candidate questions. These options were over and above the traditional e-mail support & a dedicated website.

The team was provided with detailed process flow diagrams, escalation matrix, telephone scripts & email templates. Further, they were trained rigorously before being part of the project. This resulted in the response management phase being handled efficiently with consistent responses provided in each case.



Overall response to this programme is captured below:



Assessment Methodology

A 7-stage assessment process was finalized, with 30 days allocated for registration and 30 days for completion of the selection process. All the stages involved are depicted below:

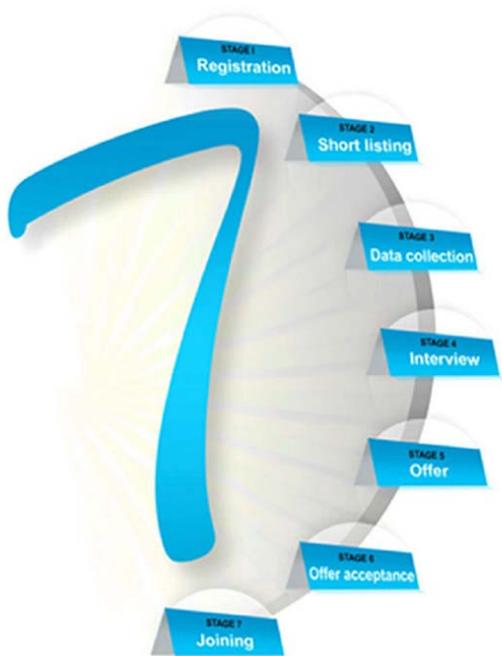


Figure below provides a breakout of the total responses received:

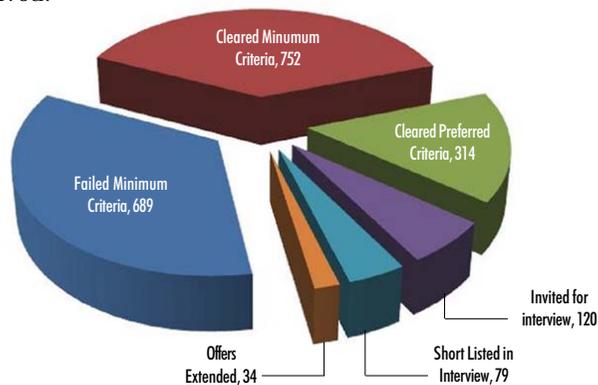
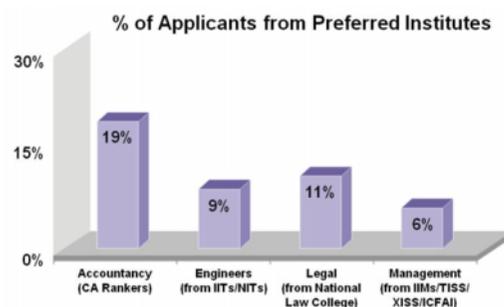


Figure below indicates the quality of responses:



Projects Range

The SCIP projects spanned the following domains:

Marketing	Sales	Advertising	Communications	HRD	Finance/Accounting	Legal
Manufacturing	Engineering	IT	Corporate Planning	Hospitality	Retail	Other Corporate function

Feedback

The Tata SCIP Phase I was a tremendous success for the way the programme was conceived and executed. The press was very appreciative of the Tata's for coming up with such an innovative programme, which "exactly" met the requirements of a large number of professionally qualified women. Some of the press feedback is as under:

Tata Group Second Career, DNA Pune, Page 5, March 19, 2008



Tatas give women a second break

Group initiative for professionals in HR, management, law

DNA Correspondent

Women who quit work can now make a comeback thanks to a Tata Group initiative called the Second Career Internship programme for women professionals.

The programme is open to women qualified in management, accountancy, law and engineering, with over 4 years of experience in functions such as HR, marketing, finance, legal matters and manufacturing.

Highlights

- Project fees of up to ₹54 lakh
- Flexible time
- 500 hours spread over 5-6 months
- Live business projects, in Mumbai/Navi Mumbai/Pune
- Project presentations
- 5-day management programme at Tata Management Training Centre (TMTC), Pune
- Work Certificate

their guides till the end of the

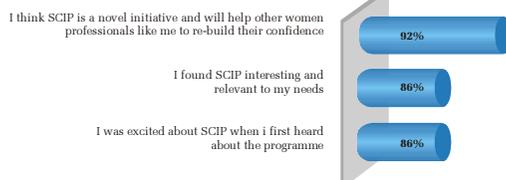
"I am ready to resume my career", almost all talented women professionals post a career break do announce this to themselves and to the industry but alas are there any takers? Very rarely do women professionals have the option to get back to the active corporate life post a break. To the relief of all women professionals ready for their second innings Tata's- known for their path breaking initiatives, today announced "TATA Second Career" – an Internship Programme for women ready to resume their careers. The program replete with excellent Packaging, Promotion, Communication and Execution in true TATA style – unpretentious and yet impactful – was applauded by one and all.

Guest Column: Want to Celebrate Womens Day, take a tip or two from Tata's: Akanksha Gupta, Brand & PR consultant – (Blog on Audience Matters)

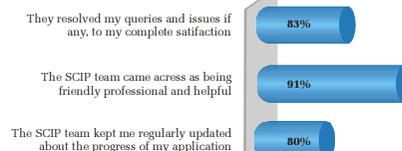
Feedback From Candidates

The candidate feedback is captured in the adjacent graphs:

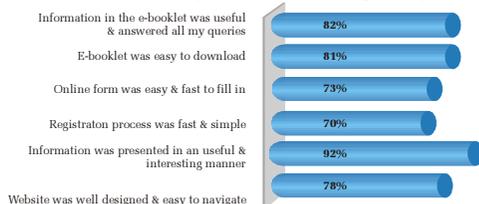
About the Programme - % Completely Agree



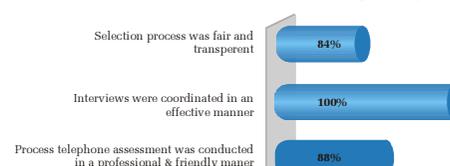
Call Centre - % Completely Agree



Web & Registration Process - % Completely Agree



Tel. Assessment & Int. Coordination - % Completely Agree



Lessons Learnt

Several hours of planning & high level discussions & deliberations were held to detail the entire project. Each step of the project was detailed and everyone involved in the project were briefed & trained. Some of the ideas hit bulls-eye but we learnt several lessons too. The below summary captures both bouquets & brickbats:

1. Concept & Programme Level

- a. With over 20,000 visitors to the website, the idea opened doors to the niche talent
- b. Offered first mover advantage to the Tata's
- c. Enabled multi-dimensional project execution
- d. Enhanced bonding between individual group companies & candidates

2. Target Group Level

- a. Received higher response from Pune than Mumbai – Indicates professionally qualified candidates willing to resume careers is abundant in tier 2 cities
- b. Online Form – learnt several lessons
 - i. Candidates did not have CVs to attach/upload when they attempted to fill the form
 - ii. Some candidates did not have a mail id and could not complete online registration
 - iii. Help text provided was misinterpreted. In some fields help text was entered!
 - iv. DBA in the drop down menu for education was interpreted as Doctorate in Business Administration as against Diploma in Business Administration
 - v. Most candidates did not select the right option from the dropdown menu but chose the default item

Feedback from Project Mentors

The project mentors share the following views on “SCIPies”:

- Impressed with the willingness of women to engage against deliverables and timelines
- Delighted for getting consulting work at salary costs – they would have to spend a lot more if the projects were given to external consultants
- Get an opportunity to assess candidate fitment in work situations before committing on full-time assignments
- Expressed interest by extending offers for full-time employment

- c. Call Centre
 - i. First-of-its-kind approach to manage such a programme
 - ii. Appreciation from most candidates
 - iii. Opportunity to analyze FAQs helping in future roll-outs
 - iv. Subtle messages from candidates could be ascertained
- d. Response Management
 - i. Response management from met TATs & Quality parameters– level of detailing in FAQs helped
 - ii. SMS gateway helped in reaching the candidates in a fast, sure & unobtrusive way
 - iii. SMS used as a communication confirmation medium
 - iv. Every e-mail communication used to drive standard branding material/templates

3. Operational Level

- a. Website user friendliness to improve
- b. E-mails sent to candidates failed to reach and bounced back – delayed processes by the time the issue was fixed
- c. Project Management to be tighter, especially in a project which does not have stage wise targets
- d. Pro-active consulting – availability of projects was skewed towards management candidates and very few for other domains. Resulted in tighter scrutiny of profiles for non-management candidates
- e. Business analytics to be real-time
- f. Weekly reviews with the client mandatory
- g. Enhance internal marketing activities of the initiative within Tata Group companies

Conclusion

Overall, Tata SCIP project vis-à-vis the target group was a tremendous hit. The project proved that there is a large pool of qualified & experienced women talent available to be tapped. However, organizations should be willing to address genuine concerns of such women. While women are keen & eager to restart their careers, they find it difficult to ignore commitments on the home front. In addition, they have the following concerns while resuming their careers:

- **Commute to the workplace** - Distance between residence and workplace is a major constraint. This is more explicit in locations like Mumbai, where daily travel could take 4 hours
- **Flexi-time work hours** - Given the present advancement in telecom technology, presence in office for most project related assignments is not required. Review meetings can be planned in advance
- **Project management** - Assigning projects with clearly agreed deliverables & timelines ensures performance evaluation to be more objective

If organizations address these concerns and sensitize managers, women can prove to be a key talent group. Further, this segment can constitute 5-10% of organization's employee strength. And this segment is more than willing to get back to the workplace.

While most organizations are keen to help women professionals resume their careers, they haven't witnessed a model to put into practice. SCIP is something more appropriate and a result oriented model for them to emulate.

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