TATA Consultancy Services
A learning paradigm for a globally engaged workforce

About TCS
Established in 1968, India-based Tata Consultancy services (TCS), is the largest information services business solutions and outsourcing organization in Asia. TCS offers a consulting-led, integrated portfolio of IT and IT-enabled services delivered through its unique Global Network Delivery Model, recognized as the benchmark of excellence in software development.

With more than 276,000 employees representing 118 nationalities, TCS operates in 199 offices across 44 countries worldwide.

Encompassing diverse service lines such as Enterprise Solutions, Business Intelligence and Performance Management, TCS provides organizations with the flexibility and power to optimize business processes for maximum efficiency and galvanize an organization’s IT infrastructure to be both resilient and robust.

Business & Learning Challenge
As a leading player in the IT Services and Consulting space, the organization’s business involves developing, supporting and maintaining software applications from multiple centers across the globe with geographically distributed teams. Being in a knowledge intensive industry, employees need to be at the cutting edge of technology and business to be effective in delivering results and to grow.

The growing size and spread of the organization, the extremely demanding and dynamic nature of business and increasing statutory and compliance requirements pose multiple challenges to meeting the learning needs of the employees.

These challenges resulted in increasing use of technology-based learning solutions – TCS created a learning paradigm where global employee connection was not only possible, but also fluid and engaging. The Skillsoft-TCS alliance formed in 1999, was an important component of this paradigm.

The priority of the training alliance was to create quantifiable programs which were embraced by a greater number of employees. The objective was not just to fulfill an annual training quota, but rather to enhance the flexible learning experience for all users.

The scalability of learning solutions offered to TCS’ global workforce remains the biggest and most crucial business challenge for the Learning & Development (L&D) team. At any given time, the scope of L&D Operations includes providing multiple dedicated learning centres for induction training; multiple locations in India and overseas for instructor-led continuous learning; and a global Leadership

Challenge
• Scale and enhance L&D programs for a large number of employees worldwide
• Provide up-to-date content to up-skill employees to service clients competitively in various industries
• Provide comprehensive training for a variety of service offerings
• Provide equal access globally to employees representing 118 nationalities

Solution
• Offer blended learning solutions
• Utilize Skillsoft to map content and recommend solutions
• Provide clearer paths to IT certification with Skillsoft content and competency mapping

Results
• Over 300 content resources mapped to competencies
• Employees accounted for over 1,000K learning days through technology-enabled means
• Nearly 50K certifications acquired in FY2012
• Over 25,000 new program graduates each year
Development Institute. Learning is expected to be streamlined, consistent, culturally-sensitive across the globe and flexible yet robust enough to handle security-related requirements or scenarios in any part of the world TCS workforce operate out of.

Vidyut Navelkar, Deputy Head, Learning and Development at TCS, often refers to the constant challenge of demand and supply of TCS’ global employees as the “two faces of challenging times”. In good times, there is an ongoing war for talent while the organization ramps up in anticipation of clients’ needs. Agility is needed to react to opportunities at any given time and stay ahead of the game with competitors. In a slowdown, the uptake of trainees is reduced and the L&D team needs to adjust accordingly while cross training existing staff to provide them with the skills and knowledge that are needed at that time. All this needs to happen while the organization builds competencies for the future.

**TCS’ Approach & Business Outcome**

Senior management at TCS has embraced L&D as a valued business partner in the organization and understands its direct contribution to business growth and competitive advantage.

Skillsoft’s partnership with TCS has allowed the learning solutions provider to introduce a number of specific elearning programs that have the depth and breadth to meet the specific business needs of TCS staff across the board. Skillsoft’s cloud-based solutions provide the much needed consistency and robustness TCS requires and is integrated completely within their intranet and systems.

The learning and development strategies at TCS were aimed at meeting the learning needs of the global workforce, translating key business drivers such as globalization, and overcoming increasing complexity of customer demands to performance outcomes. TCS wanted learning to complement daily business activity and not be an activity that overwhelmed employees who were already time poor. The opportunity to be able to dip into learning at a moment’s notice and when it was most needed, was an effective way to reignite learning passions amongst TCS employees.

TCS and Skillsoft incorporated these business strategies into a training repertoire that was both organic and generous. By integrating the delivery and dissemination of the innovative learning resources which included instructor-led training, elearning, just-in-time learning and guided self-study, employees could create a learning platform that would work for their individual needs and pace.

A rigorous analysis was carried out by TCS and Skillsoft Learning Consultants to formulate strategies, and create appropriate course recommendations and an optimum curricula structure that maximize the self-learning modules for staff.

With that in place, Skillsoft’s offerings were mapped out to role-specific learning requirements for various levels of business certifications, including Cisco and Oracle. The result was a rich and robust training strategy that aligned to specific business growth and development strategies.

TCS also utilizes Skillsoft tools for rapid content development like Dialogue Design to manage the scalability of training, address project-specific requirements and to build instructionally sound content.

Instructional Designers and Subject Matter Experts using Dialogue Design at TCS felt that swift turnaround time coupled
with AICC/SCORM compliance and accessibility features make Dialogue Design a simple yet powerful tool, giving tremendous power to the Subject Matter Expert to easily build courses when the need arose.

Skillsoft’s suite of elearning solutions is accessible to TCS employees via two channels: direct access through TCS’ Intranet and Skillsoft’s server. Feedback from users has been overwhelmingly positive, citing smooth sign-ups and high-quality, relevant content, backed by an easily-accessible feedback loop. The enterprise portal is fully integrated with the enterprise LMS, where content is launched and personal results are recorded.

The TCS team has also engaged employees in a major internal marketing effort to promote the program. Conventional communication channels, such as road shows, posters and digital advertisements (screensavers, wallpapers and banner ads in the enterprise portal) were used. An enterprise-wide social platform was also put in place to give learners a forum to discuss and share content. This multi-dimensional approach from TCS has led to enhanced employee engagement in the organization’s learning journey.

**Why Skillsoft & Elearning**

The TCS and Skillsoft training partnership has enriched and strengthened its online learning delivery system, helping to provide comprehensive learning solutions.

The alliance has facilitated quality learning opportunities at TCS from being merely aligned and deployed within the business, to being fully optimized and integrated enterprise-wide. The specific elearning programs and simulations provided by Skillsoft have the depth and breadth to meet the specific business needs of TCS employees across the board.

With more than 5,000 courses and 15,000 e-books from Skillsoft® Books24x7®, TCS employees have the opportunity to subscribe to Skillsoft’s award-winning content including SkillChoice™ Complete, executive videos from the Skillsoft Leadership Channel™, Skillsoft® Books24x7® ExecSummaries™ and the Skillsoft Project Management KnowledgeCenter™ Portal. This comprehensive coverage of technology, team skills, diversity management and cross-culture sensitivity provides innovative resources for common and niche skill areas. Additionally, access to the Skillsoft Localized Library,
with online learning courses available in about 15 international languages, is available to TCS employees for their learning requirements in Portuguese, Spanish and Mandarin.

TCS offers Skillsoft courses via iCALMS (Integrated Competency and Learning Management System) – the sole repository of all learning activity in the organization, and the one-stop-shop for all learning at TCS. The usage of web-based titles in the Skillsoft library went up from 378,482 accesses in 2004-05 to 535,806 accesses in 2008 – an increase of 41.6%.

The current scale of TCS’ Learning & Development operations includes eight dedicated learning centres for induction training, 68 global locations for instructor-led training and a Global Leadership Development Institute. In FY2012, TCS employees acquired more than 47,000 certifications, accounting for more than 636,000 learning days through technology-enabled means. Skillsoft content played an important role in achieving such high certification numbers, with learning resources in PMP, ITIL, Oracle and other technologies provided to TCS employees.

**TCS’ Key Takeaways**

Don’t just fulfil a training quota; create quantifiable programs that employees want to participate in for personal and professional growth.

- Provide a one-stop-shop for all learning and offer a single repository of all learning activity in the organization for ease of use and access.
- Ensure learning objectives are directly linked with performance and then create holistic blended learning programs to meet the objectives.
- Communicate – Focus on the effectiveness of communication; relevance and timeliness of communication is more important than the volume.