



UST Global

Investing in employee development to support exponential growth

In 2013, UST Global was facing an enviable dilemma. The leading provider of end-to-end IT solutions was growing at an exponential rate—48%, to be specific—and in order to continue empowering its ever-expanding employee base with the skills required to succeed in a demanding industry, it needed to greatly expand its portfolio of innovative, on-demand learning solutions.

Challenges of rapid growth

UST proactively recognized the need for increased self-learning and virtual learning initiatives in helping the company effectively scale while remaining competitive.

To that end, UST employed its learning organization, the G A Menon Academy (GAMA), to scale learning with the growth of the company. Together, UST and Skillsoft worked to develop a comprehensive learning strategy addressing the following challenges:

- Exponential growth: The rapid growth rate of the company presented the need for an increased bandwidth for learning, especially self-learning and elearning.
- War for talent: UST is focused on ensuring that they bring on and retain the right people, and are able to shape them into world-class IT professionals.

- Geographical spread: As the organization's geographic locations expand in range, elearning and other virtual learning solutions are pertinent to ensuring all employees have ample access to robust learning and development options.
- Technological advances: The IT industry is witness to some of the most remarkable advances every day, making on-demand learning key to staying current and competitive.

Learning serves as a match for challenges

From the start, UST recognized the importance of partnership for scaling GAMA. This also acted as the core solution in solving the challenge of exponential growth. In order to match the need for increased learning opportunities, UST partnered with Skillsoft, utilizing SkillChoice™ Complete course content and Skillsoft® Books24x7® collections, ensuring unlimited access to a comprehensive library for all employees and the resources.

In its war for talent, GAMA developed a multi-faceted approach by both empowering the interviewers, as well as the interviewees. For interviewers, GAMA developed a Competency-Based Interviewing Skills program to equip interviewers with the appropriate tools for selecting the right talent. For fresh graduates recruited from the



The
G A Menon
Academy

Challenge

- 48% growth across the organization in 2013.
- Empowering the evergrowing employee base with the skills required to match industry demands.
- Finding talent and honing world-class IT pros.

Solution

- Innovative collaboration and strong partnerships across learning programs.
- Courses mapped to competencies and learning paths created for role progression.
- Regular interactions happen with all business teams to identify development needs.

Results

- 300% growth in active end-users of Skillsoft courses to 6,900 employees.
- 155% increase in the number of total learning hours.
- Attrition decreased by seven percentage points.

campus, UST implements Skillsoft learning before the offer letter even arrives, and also boasts an enhanced new hire (ALPHA) program, a 10-week intensive course aimed at up-skilling fresh graduates in technology, process, communication and behavioral skills. In order to successfully reduce attrition, UST pays special attention to continuing education for current employees, offering cross-skilling opportunities to guarantee a versatile workplace ready for lateral movement.

To combat the potentially negative effects of geographical spread, GAMA now takes a center-specific approach, designating a “client-location champion” to manage geographical spread and ensure implementation of location-specific learning strategies. In addition, a learning engagement team was developed with the sole responsibility of working with business teams to identify development needs and help implement targeted programs.

And finally, to keep employees current with the rapidly evolving IT industry, UST created six pillars of learning that cater to different audiences and offer a holistic approach to learning. Each of the pillars, including New Hire Academy, Project Management Academy, Technical Academy, Leadership Academy, Client Academy, and Domain Academy, contains a heavy blend of Skillsoft courses.

Exponential growth; impressive adoption

With a strong focus on consciously promoting the learning programs, UST took Skillsoft’s lead in including GAMA messages in company newsletters and email blasts,

The customized learning programs launched by GAMA are helping the team improve the competency and improving the customer relationship, thereby taking the account to the next level.

Delivery Head

encouraging employees to complete courses aligned to their roles. UST attributes its tremendous growth in learner adoption and success to this messaging.

Adoption and success of the learning programs can further be demonstrated by the following:

- A 300% increase, year-over-year, in users of Skillsoft solutions from 2012-2013.
- A 121% increase in elearning hours in 2013.
- Half of the employee population are end-users of Skillsoft courses, equaling 6,900 active users across the organization.
- Increased retention rates; attrition decreased seven percentage points from 2011-2013.
- 71.9% of the talent pool took part in technical and non-technical skills training, inspiring faster placement, zero attrition and increasing billability rates for the company.
- An overall increase in employee’s general sense of well-being.

The learning continues

To extend the success of learning programs for an even higher purpose, UST is currently exploring ways of integrating Skillsoft into its high-profile community program, Step IT Up, America, through which the company will train 1,000 minority women from inner city, African American communities across 10 cities in the U.S. and employ them at the end of the training.



For more information or to learn more, call 866-757-3177 or visit www.skillsoft.com

