



STANDARD OPERATING PROCEDURE

Elevate Wings 1 TSLP – T Shaped Learning Path

DOCUMENT RELEASE NOTICE

This Elevate Standard Operating Procedure, Version 1.0, is released for use in TCS with effect from 01-Mar-2020

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Introduction

1.1 Purpose

This document will serve as the Standard Operating Procedure for Elevate Wings 1 TSLP (T Shaped Learning Path), supporting various stakeholders such as TD, HR, CRMG, BGs/Units and the participants. Elevate is a merit-based framework to bring tighter linkage between learning and career. Elevate provides a democratized, transparent framework/approach for associates to demonstrate their talent and boost their career and compensation.

1.2 Intended Audience

The target audience for this document are TCS associates.

'Elevate' a corporate HR initiative in collaboration with Business, is a merit-based framework to bring tighter linkage between learning and career. It is a platform to measure the associates' multi-dimensional performance using a democratized, transparent approach based on which associates will be tagged to a superior brand (Hi-Talent) with a chance to boost their career and compensation. It provides prescriptive learning guidance/subscription-based learning to associates to self-transform and perform niche/higher roles. Based on experience levels Elevate has 3 programs within

Wings 1 for Junior Talent (Y, YG, YD, C1Y, C1)

Wings 2 for Mid-Level Talent (C2, C3A)

Wings 3 for Emerging/Senior Leadership (C3B and above)

Wings 1 framework focusses on rewarding associates who exhibit high 'Work Performance' and 'Learning Performance'.

1.3 Wings 1 TSLP - Scope

- Target audience:
 - Associates in grades Y, YG, YD, C1Y, C1
 - TCS associates who are in active assignments
 - Phase 1
 - Associates who perform Engineering roles (IT and IT IS)
 - India based associates
 - Phase 2
 - IT/IT IS associates belonging to US geo
 - IT/IT IS associates belonging to UK geo
 - IT/IT IS associates belonging to Other geos
 - Later Phases
 - BPS tagged associates

- Associates performing support/functional roles (Corporate Functions)

1.4 Wings 1 TSLP - Out of Scope (for Phase1 and 2)

Associates who belong to the below list are excluded from the initial phase

TNQT/Design – Innovator	Content Writers	HR – PitStop & non-engineering HR roles
MBA - CAT 1	Bizskill Faculty	Information Resource Centre (IRC) associates
MBA - CAT 2	B.Com/M.Com	TCS Accelerated Leadership Program (TALP) associates
CA/ICWA	Diploma Holders	Japanese Language Proficiency Test (JLPT) certified associates
Legal	Admin	Associates performing non-engineering roles

1.5 Wings 1 TSLP - Flyer



1.6 Useful Terminology

Terminology	Description
TD	Talent Development
BG	Business Group
AOP	Annual Operating Plan
LO	Learning Objects
QP	Question Paper

2 Wings 1 TSLP Program

2.1 Program details

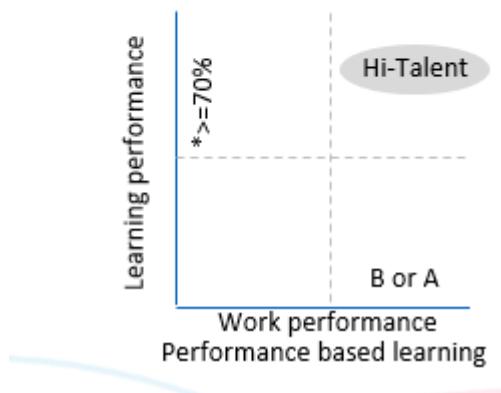
- Timeline/Duration:
 - Approximately 3 years (6 assessment cycles) is the suggested timeline for an associate to complete Wings 1 and be certified. Based on individual's learning pace it could vary from 2 years to 3 years
 - Once the associate takes the first proctored assessment, their cycle count starts. They will have 6 cycles to complete the tracks
 - Associate must not skip any assessment cycle, else they will lose an attempt among 6 cycles
- Learning Credits/Hours:
 - A total of 720 learning hours with an expected 4.5 learning hours per week. Learning hours to include all various interventions such as Content/Hands-on practice/Webinar/Exit Evaluation

	Articulation	Business skills	Technology	Domain/Process	Total
Core	65	150	205	30	450
Unit electives	NA	NA	180	50	230
Associate electives			40		
Total	65	150	385	80	720

- Core (450 hours) owned by Corp TD
 - Pre-requisite for non-tech: Complete the learning path (learning hours tracked and saved based on the learning path) as defined in Wings 1 certificate
 - Pre-requisite for tech: Complete the learning path (learning hours tracked and saved based on the learning path) as defined in Wings 1 certificate or Self Declare the required competencies and provide supervisor (appraiser/(S)WON supervisor) approval
 - Learning credits/hours for rewards CTC/GEMS for core tracks will be awarded based on (proctored) assessment clearance
- Unit electives (230 hours) owned by Business Group/Unit
- Associate electives (40 hours) to be owned by associate & BG/Unit
 - Pre-requisite: Complete any one of the learning paths (learning hours tracked and saved based on the learning path) as defined in Wings 1 certificate
 - Associate to discuss with the BG TD team to accommodate aspirational elective if not present in the Unit elective. It can be added part of Unit elective on BG TD discretion
 - Learning credits/hours for rewards CTC/GEMS for Unit electives/associate electives to be awarded based on any one of the following
 - Clearing assessments (internal) conducted by BG/Unit
 - Being certified (external) as per BG/Unit recommendation/needs

2.2 Program construct

Performance Redefined



2.2.1 Work Performance:

- Will be evaluated thru SPEED via goals and attributes.
- For Jan & Jul cycle
 1. If latest appraisal band is A or B, it will be considered
 2. If latest appraisal band is C or D, the next appraisal cycle band will be considered
 3. If no appraisal band is available (in case of trainees or EP hires), the next appraisal cycle band will be considered
- Work performance data will be maintained in SPEED

2.2.2 Learning Performance:

- Evaluation in 2 cycles: Jul and Jan
- Learning completion
 1. Core - Learning to be tracked based on the iEvolve course completion
 2. Electives - Learning to be tracked based on the iEvolve course completion or external certificate/Unit assessment clearance (Unit to decide)

Cycle Assessment eligibility (completion of learning paths):

- Associate will be prequalified for CTC rewards post clearing 4 track rule, in 1 cycle or 2 consecutive cycles to help associate focus on fewer tracks & give additional chance to clear
- Associate can take 4 or more tracks in 1 cycle and become prequalified on successful completion as per the business rule
- Alternatively, they can complete it in two consecutive cycles. In that case, associate must have minimum two track/learning path completion, in each of the cycle to become eligible for the assessment. And take up another two tracks in the consecutive cycle and attain the 4 track business rule.
- In every cycle, to become eligible for the cycle assessment, minimum 2 tracks have to be completed. Required to attempt minimum 2 tracks of which one must be from core (tech/non-tech) other can be core or unit track, until all core tracks are exhausted
- Track Completed/Cleared Rules
 1. Not Pass: <55%*
 2. Pass: $\geq 55\%$ *
 3. Pass with Distinction: $\geq 70\%$ * (* Distinction & Pass % will be calibrated every cycle)
- Rewards Performance Category:
 1. Cleared 4 tracks (in a one cycle or combining two consecutive cycles) and satisfy the below conditions (Rewards-CTC)
 - Rewards-CTC refers to superior brand identity and CTC revision eligibility (next stage progress)
 - In two consecutive cycles, min 4 track completion/clearance as explained in detail in the Rewards-CTC Business rules
 - Rewards-GEMS refers to awarding GEMS (one time) eligibility, explained in detail in the Rewards-Gems Business rules
- Learning performance data will be maintained in iEvolve

Reattempt Business Rules:

- Core/Electives:
 - < Pass % in any track
 - Any number of attempts within the 6 cycles or until promotion
 - \geq Pass % and < Distinction % in any track
 - Allowed to appear only in the immediate next cycle to improve the score
 - Eligible for Rewards-GEMS in the first attempt (only) if not eligible for Rewards-CTC. In the immediate next attempt for the same track will not be eligible for Rewards-GEMS
 - $>$ Distinction % in any track
 - No attempts there after
 - Eligible for Rewards-CTC provided the business rule clearance
 - Eligible for Rewards-GEMS in the first attempt (only) if not eligible for Rewards-CTC
- Note: In two consecutive cycle rule, the highest score of a track will be considered in case of reattempt

Learning credits/hours calculation Business Rules:

- With the view of not double counting the learning credits/hours
 - For any \geq Pass % and < Distinction % score for core tech tracks, the learning hours will be considered only once, while accumulating it for 720 totals (Wings1 certificate)

2.2.3 Rewards-CTC Business Rules:

- Work Performance: A or B
- Trainees confirmation band will be considered once available on system, if annual appraisal is not available
- Learning Performance:
 - **Pre-qualification criteria:** Expected to clear a min of 4 tracks adhering to the below rules in a single cycle or two consecutive cycles:
 1. Minimum 2 core tracks
 2. Minimum 2 tech tracks of which atleast one must be from core
 3. Minimum 2 non tech tracks

Clearance criteria for prequalification:

If only core:

- All non-Tech tracks, score \geq Distinction %
- Tech track
 - One track, score \geq Distinction %
 - rest of tech, score \geq Pass %

If both core and electives:

- All non-Tech core, score \geq Distinction %
- All elective tracks (Tech & Non Tech), score \geq 70 %
- Tech track
 - One track, score \geq Distinction % (Core) or score \geq 70% (Unit)
 - rest of tech, score \geq Pass % (only core)

4. **Core Tech History rule:** In both the above cases, historically
 - If at least 2 out 7 core TECH tracks score \geq Distinction
 - Then sufficient to score \geq Pass %, in rest of the core tech tracks
5. The associate prequalification based on above criteria:
 - Can be prequalified for interview if the above criteria is met in one cycle & can get rewards post CFT panel clearance
 - If not, two consecutive cycle scores will be considered for prequalification
 - The above business rule will be applicable from Jan'21 results onwards considering Nov'20 scores (two consecutive cycle)

- CFT/HR Panel Evaluation:

Next stage of Rewards CTC is the independent panel evaluation (by Corp TD and other BG/Unit). Associates who satisfy the above Work performance and pre-qualification will have to go through a panel evaluation

- Panel will consist of Tech and HR panelists
- Based on panel recommendation Rewards-CTC will be provided
- Once the pre-qualification is done, the cycle score cannot be carried forward (irrespective of interview outcome). But they can reattempt the track for upskilling adhering to reattempt criteria mentioned earlier
- If the associate does not clear the interview they will be awarded with the GEMS for the eligible tracks

Rewards-GEMS Business Rules:

- Work Performance: A or B

- Rewards-GEMS refers to awarding GEMS (one time) eligibility
 - Securing \geq Pass % in any track and not satisfying the Rewards-CTC rules (irrespective of 4 track rule)
 - GEMS might vary from track to track *
 - GEMS might vary from core to elective *
 - GEMS might vary from cycle to cycle for the same track *
 - GEMS will vary from Geo to Geo *
- * Based on Corp TD/Total Rewards discretion

Business Rules applicable for both Rewards (CTC/GEMS):

- Associate will not be eligible for both Rewards CTC and GEMS in the same cycle
- Rewards-GEMS will be provided only once for a track and will not be provided again if the same track is reattempted
 1. Scenario1:
 - Associate completed/cleared Tech tracks T1 and T2 in cycle1 with \geq Pass % and < Distinction % and received rewards GEMS
 - In the next cycle if the associate is attempting to retake T1 and T2 and has again scored \geq Pass % and < Distinction % (no improvement), he/she is not eligible for rewards GEMS again
 - In the next cycle if the associate is attempting to retake T1 and T2 and has scored \geq Distinction % (improvement), he/she could be eligible for rewards CTC based on business rules
 2. Scenario2:
 - Associate did not complete/clear Tech tracks T1 and T2 in cycle1
 - In the next cycle if the associate is attempting to retake T1 and T2 and has scored
 - \geq Pass% and < Distinction % (improvement), he/she is eligible for rewards GEMS
 - \geq Distinction % (improvement), he/she is eligible for rewards CTC based on business rules (4 track rule) else will be eligible for rewards GEMS
- Rewards to be effective from Oct and Apr for evaluations conducted in Jul and Jan respectively
- Exception cycle – Due to the pandemic, the first evaluation cycle in India was conducted in Nov 2020 (delayed Jul cycle)

Please refer Appendix section for other scenarios

Certificates:

- Wings1 Certificate: On acquiring 720 learning credits/hours across core and electives
- Track wise learning certificate can be downloaded from iEvolve on “Passing” the track
- Knome badge: On getting distinction in any core track

2.3 Learning Program – Wings 1 T-SLP

The learning program has a ‘T’ shaped advanced fully rounded learning construct covering

- Core (horizontal arm of ‘T’ - breadth) owned by Corp TD
 - Core consists of prescriptive learning on Tech, Process, Articulation and Business Skills
 - The core component will be assigned to all Wings 1 participants irrespective of their BG/Unit

- Electives (vertical arm of 'T' - depth)
 - Unit electives to be owned by BG/Units
 - Unit electives to cover Tech and Domain
 - Unit to finalize the electives based on the following approach
 - If desired electives are already available as learning objects (LOs) in TCS LMS, BG/Units to choose the electives from learning catalogue for the competency and proficiency level desired
 - If the desired electives are not available in TCS LMS, BG/Units to seek Corp TD's help to curate the content, create LOs and map/assign competencies
 - SME support will be required for content curation and content delivery
 - TD to help upload the finalized unit electives to the Wings 1 certificate under the BG/Unit
 - Associates from a particular BG/Unit have to take only the electives listed under their BG/Unit even though they would be able to view other BG/Unit electives within the same certificate (Wings 1_IT/Wings 1_IT IS certificate)
 - Associate's aspirational electives (from TCS LMS - iEvolve/Fresco Play) can be selected by the individual or can be merged along with Unit electives (assigned/mandated by the unit based on the unit requirements)
 - In iEvolve, courses will be stitched together to form modules/curriculum/courses to form Wings 1 certificate as shown in the screenshot below

The screenshot shows the iEvolve platform interface for the 'TCS Elevate Wings1 Certificate_IT'. The main content area includes:

- About This Certificate:** Describes the program's objective to self-transform associates to Professional Ninjas by offering a T-shaped curriculum, with multi-modal interventions through a prescriptive learning methodology. Rewards to be administered based on both Learning Performance and Work Performance.
- Recertification Allowed:** No
- Type:** Internal/Partner
- Certificate Reimbursable:** No
- Vendor Name:** TCSL
- Discontinued Date:** NA
- Pre-requisite:** Associates should fulfill following criteria to take this Certification. Grade: C1Y.C1.Y
- Tagged Learning:** Take following certification path
 - Path 1 (0/20 Completed):** Learning Path: Path 1 - Generic
 - Module 1 : Business Skills- Mandatory (All):** 0 of 4 Elements Completed
 - Module 2 : Process- Mandatory (All):** 0 of 2 Elements Completed
 - Module 3 : Technology- Mandatory (All):** 0 of 7 Elements Completed
 - Module 4 : Articulation- Mandatory (All):** 0 of 6 Elements Completed
 - Module 5 : Unit Electives- Mandatory (Any 1):** 0 of 8 Elements Completed
- Digital :** TCS Elevate Wings1 CTO Certification (15836)

Type: Certificate	ListPrice: NA	Currency: NA	Status: NA	Register
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- Digital :** TCS Elevate Wings 1 BFSI Certification (15333)

- Assigning and tracking will be done at curriculum level in iEvolve
- iEvolve Configuration
 - Elevate Wings 1 Certificate will be configured as a Program which is the highest node
 - All the components (core/electives) will be configured as modules under the Program
 - All the tracks will be configured as curriculum under the respective module

- Each of the tracks/curriculum comprise of 3 courses
 - Course Content
 - Tracking VILT attendance
 - Assessment course (will be enabled only when the pre-requisites are met)
- The construct is as below
 - Program
 - Elevate – Wings 1 Certificate IT/IT IS
 - Module
 - Core Art Of Articulation
 - Core Business Skill
 - Core Technology
 - Core Process
 - Unit Technology Elective
 - Unit Domain
 - Associate Elective
 - Curriculum
 - A1, A2, A3, A4, A5, A6
 - B1, B2, B3, B4, B5, B6, B7, B8, B9, B10
 - T1, T2, T3, T4, T5, T7/T9, T11
 - C1, C2
 - Courses
 - Content with integrated Assessments (WBT/Quiz)
 - VILT Courses (iQlass/ILT Session)
 - Final Proctored Assessment course

Core Modules

- Articulation

Track ID	Functional Area	Core Themes & curriculum
A1	Commence: Communicate the Agile Way (E2)	Develop grammar, vocabulary, listening, reading, speaking and writing skills at Intermediate level
A2	Art of Articulation: First Time Right Communication (L1)	Application of verbal and written interaction skills using appropriate techniques (for listening, synthesizing, framing, presenting, storytelling, documenting, social media capital building) to build constructive dialogue. Handling client interactions, Confidence in Articulation, Body language & Non-verbal communication
A3	Communicate Effectively in Global Teams (L1)	Develop intercultural communication skills to work productively in multicultural teams
A4	Express: Communicate with Confidence (E3)	Develop vocabulary, listening, reading, speaking and writing skills at an upper Advanced level
A5	Articulate for Impact: Contextualize Communication (L2)	Application of verbal and written interaction skills using appropriate techniques (for listening, synthesizing, framing, presenting, storytelling, documenting, social media capital building) for impactful exchanges. Large audience interactions, Value articulation & Amplification, Blogging, Data visualization, Charts and Graphs, Graphic design, Making effective presentations, Effective authoring

		of documents, Writing Points of View
A6	Teams without Borders: Inclusive Interaction in Global Teams (L2)	Application of intercultural communication skills to contextualize and work flexibly & productively

- **Business Skills**

Track ID	Functional Area	Core Themes & curriculum
B1	Know the TCS & Industry of 2020	B4.0, Understanding Industry disruption through stories across industry segments, Customer centricity, TCS structure, Pride, Knowledge repos, Key people, how and where to get help
B2	Personal Mastery - Working with Agility	Developing the consultative mindset, Result orientation, How to be a good team player and ability to work with various stakeholders, Agile/Real-time/Collaborative ways of working, Ownership and accountability, DevOps mindset. Continuous learning culture, Stress management
B3	Complex Problem Solving Capabilities	Analytical & Creative skills, Framing the problem, Inventing Options, Multidimensional approach, Holistic approach
B4	Collaborative Decision Making	Methods of analysis such as Decision matrices & Cost-Benefit Analysis, Applying decision tools, Decision Making Styles, Common biases and errors in decision making, playing the Devil's advocate and reaching consensus
B5	Personal Mastery - Mindfulness	Working at client locations, Observation & Eclectic thinking, Time mgmt., Empathy, Global Culture, D&I, Compassion; Mentoring juniors
B6	Persuasive and Influencing skills	Building blocks of trust, understanding persuasive techniques, six principles of influence, Building reciprocity, storytelling, Negotiation, Handling conflict, Interviewing skills
B7	Knowledge mgmt. & Innovation	Creating & sharing knowledge, Creating Enterprise knowledge assets (PoVs, Tools, IP), Creating Open source contributions, Innovation mindset
B8	Writing business cases & propositions	Researching Skills, Proposals, White Papers and PoV writing. Present a solution and proposed viewpoints
B9	Working with Machines	AI/ML/Robotics-Human interactions, Training & Feedback loops, Jobs & Roles of the future, Ethics-Fairness-Explainability in AI
B10	Professional Networking	Building and expanding professional relationships, overcoming barriers to networking, Building internal & external SoMe capital, Being an Influencer

- **Technology**

Track ID	Theme	Relevant skills & tryout technologies
T1	Building modern web apps at scale	Modern Web Development Front-end frameworks, Spread of technologies, Popular stack Tryouts (React, Node.js & Springboot)
T2	Working with modern data repositories	Modern Data Engineering, Handling big data/Data lakes, Streaming data, Data virtualization, Content/Document data, with Tryouts on Spark & Cassandra
T3	Machine first and Intelligent business processes	MFDM, RPA, EDA, Analytics, ML, AI, Automation, Modern Visualization, with Tryouts on Python, D3, Azure AI
T4	Integrating distributed ecosystems	Modern integration methods, Middleware, Microservices, Data integration, APIs, Modern Web Development Back End with tryouts on Kafka, Node.js, and Apigee
T5	Extreme automation leveraging the best of Cloud	Cloud IaaS, PaaS, SaaS, DevOps, CI/CD, with tryouts on Azure, Jira, Jenkins, Selenium, Docker/Kubernetes
T11	Architecting transformation solutions	Enterprise & Application Architecture patterns, ERP Architecture with tryouts on popular products (SAP, Oracle), Performance Engineering, Modernization with tryouts on jMeter and TCS Mastercraft

- **Technology** - For IT only (in addition to the above)

Track ID	Theme	Relevant skills & tryout technologies
T7	Securing the Enterprise and Consumer	Cyber Security – App, Data, Infra and Network, Cloud security, Security testing & Ops with tryouts on Burp suite

- **Technology** - For IT IS only (in addition to the above)

Track ID	Theme	Relevant skills & tryout technologies
T9	Software defined Infrastructure	Infrastructure Administration & Configuration, SDN, IaaS, ITIL, MDM, Digital Service desk , Digital workplace with tryouts on Powershell, Intune, ServiceNow, Vsphere & O365

*Hands on environment: Nuvepro

*SME, Faculty sessions: Webinars

*ILT sessions: iQlass

- Process

Track ID	Functional Area	Core Themes & curriculum
C1	Agile EO + E1	Agile for Beginners and Agile for Practitioners
C2	Rio EO + E1	Application Operations

2.4 Process

- Enrollment:
 - Wings 1 eligible list under each of the BG will be made available at the end of each month in Teams Channel
 - BG/Unit TD teams to validate and share the list of additional associates who needs to be enrolled into Wings 1 month on month before the 5th day of each month so that on the 5th day the new additions will be enrolled to Wings 1 program. This process of enrollment will be automated in the system later.
 - We will unenroll associates from Wings 1 program
 - If the associate grade changes to C2
 - Promotions are quarterly done for junior talent
 - The unenrollment will be done in 2 cycles (Jan and Jul)
 - Scenario1: Associates who got promoted in Q4/Q1 (Jan to Jun) will be allowed to take Jul assessment and hence will be unenrolled at end of Jul
 - Scenario2: Associates who got promoted in Q2/Q3 (Jul to Dec) will be allowed to take Jan assessment and hence will be unenrolled at the end of Jan
 - If the associate resigns or goes on long leave
 - The unenrollment will be done accordingly (monthly)
- Learning:
 - In iEvolve, associates can take different paths to complete their learning
 - Scenario:
 - Path1: Content Learning – On completion all the learning hours of the course content will be provided
 - Path2: Direct assessment path – On clearing the assessment the learning hours assigned to assessment will be provided
 - For Wings 1 calculation, irrespective of the path, the course completion status would be considered
- Assessment:
 - Core Component
 - Proctored Assessment Pre-requisite:
 - For Articulation, associate should
 - Complete the required courses (online learning of Articulation tracks) in iEvolve
 - Attend the one (1) mandatory in-person/digital session
 - For Business Skills, associate should
 - Complete the required courses (online learning of Business Skills tracks) in iEvolve
 - Attend live twelve (12) webinars or view the recordings
 - Attend the one (1) mandatory iQlass/digital session
 - For Technology, associate should
 - Complete the required courses (online learning of Technology tracks) in iEvolve thru any of the learning paths available
 - Self declare the course completion
 - For Process, associate should
 - Complete the required courses (online learning of Process tracks) in iEvolve

- To conclude: Associate needs to complete all the Wings1 certificate courses in iEvolve thru one of the listed paths. Associate can go ahead with self-declaration of technology track to be based on competencies gained thru work experience to be eligible to take up the proctored assessments.
Steps to self-declare: <https://knome.ultimatix.net/private/blogposts/814072>
- Proctored Assessment:
 - Assessments will be conducted either thru physical proctoring or digital proctoring and learning credits/hours awarded based on assessment clearance is outlined in the below table

	Track Category	Track #	Mode	Learning Credits/Hours considered/Awarded
Core	Articulation	A1 to A6	One Proctored Assessment	65
	Business Skills	B1, B3 & B7	Five Proctored Assessments	35
		B2 & B9		28
		B4, B5 & B10		25
		B6 & B8		30
		All Bizs Tracks		32
	Technology	T1	Seven Proctored Assessments	25
		T2		35
		T3		30
		T4		30
		T5		30
		T7		25
		T9		20
		T11		30
	Process	C1, C2	One Proctored Assessment	30

- Electives
 - Unit Electives
 - Pre-requisite
 - Completion of the learning to be captured as iEvolve assessed competency
 - Learning hours will be captured in iEvolve based on completion of the learning
 - Data (clearance status including learning hours) will be made available in iEvolve based on Unit assessment/external certificate
 - Unit internal assessment/evaluation:
 - Assessment Guidelines
 - Non-Tech (Objective Type assessment)
 - Duration: 1 hour
 - No. of Questions: 50

- Question Complexity
 - Simple: 30%
 - Medium: 50%
 - Complexity: 20%
- Cut off score: 70%
- Tech (Objective Type assessment + Coding assessment)
 - Total Duration: 2 to 3 hours
 - Objective Type assessment:
 - Duration: 1 hour
 - Questions: 60
 - Questions under categories
 - Multiple Choice Questions
 - Multiple Select Questions
 - Fill in Blanks
 - Match the Following
 - Sequence/Order correctly
 - Question Complexity
 - Simple: 30%
 - Medium: 50%
 - Complexity: 20%
 - Cut off score: 70%
 - Coding assessment
 - Duration 1 hour to 2 hours
 - Questions: 1 problem scenario
 - Question Complexity
 - Simple: For BSc grad associates
 - Medium: For Ignite and TCS Ninja
 - Complex: For TCS Digital
 - Question Delivery:
 - Hackathon
 - On required playground (physically/digitally)
 - Cut off score: 70%
 - Units may plan to conduct these internal assessments one month prior (May / Dec cycle) to the regular schedule
 - Associates learning hours (can be uploaded manually now but it will be digitized by integrating the assessment system with iEvolve) for cleared assessments need to be fed into iEvolve Governance Utility
 - External certification:
 - Learning credits/hours to be captured in iEvolve. Corp TD will assign the learning hours (based on input from BG/Unit in view of standardizing it across BG/Unit or based on the iEvolve learning hours)
 - Unit TD team to share the results for the unit electives by Jan 15th & Jun 15th to the Elevate team
 - Associate Electives

- Associate elective should be an assessed competency in iEvolve and hence learning hours will be captured based on learning path taken

2.5 Delivery Stakeholder Responsibility

2.5.1 Geo/BG/Unit Leadership:

- Recognition: Geo/BG/Unit leadership to recognize / appreciate (in Geo/BG/Unit townhalls/meet) associates who qualify for CTC rewards
- Track/Monitor number of associates eligible(pre-requisite completion) / nominated for assessments / cleared / distinction / qualified for CTC rewards. Encourage high participation in assessments.
- Track/Monitor/Administer cycle assessments for all Unit electives in every cycle.
- Connect with qualified Hi-Talent associates to understand their aspirations
- Review deployment of Hi-Talent associates to challenging projects (digital/G&T assignments) as per the associate aspiration

2.5.2 Geo/BG/Unit HR/TD:

- Important communication from Corporate TD to be cascaded to participants and their supervisors (as applicable) to encourage more participation
- Plan and devise learning paths for associates based on project needs to learn / complete unit electives in a streamlined / stipulated timeframe
- Quarterly townhalls/live chats/blogs to clarify associate queries/questions on Elevate program
- Recognize TCS GEMS rewardees and encourage these 'Person of Interest' to get qualified for CTC rewards
- Review low adoption accounts and provide special attention

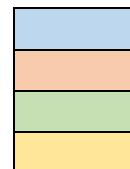
2.5.3 Supervisor (Appraiser/WON Supervisor):

- Supervisor to have regular learning health check with the team members who are part of Elevate program
 - Motivate them to complete the expected 4.5 hours of learning every week
 - Encourage them to check the community for latest updates
 - Check on their learning progress along with BG/Unit TD team
- Track/Monitor/Motivate participants to have the pre-requisite eligibility achieved before the cycle deadline
- Help/Motivate participant to register for assessments and approve leave of absence during cycle assessment
- Guide participants on prioritizing project needs & learning prep for assessments
- Supervisor to provide right support from project to enable the associate take up the assessment and nurture talent

2.6 Assessment Process/Procedure for Core

- Proctored assessments for core will be conducted bi-annually (Jul and Jan)
- Schedules will be planned and published at least two weeks before the actual assessment date
- Sample assessment schedule is shown below

Jul/Jan	Day1	Day2	Day3	Day4	Day5
Slot1	T1	B1, B3 & B7	A1 to A6	B4, B5 & B10	T5
Slot2		T2	B2 & B9	T4	All Bizs tracks
Slot3	T7 or T9	C	T3	B6 & B8	T11



Represents Articulation tracks
 Represents Business Skills tracks
 Represents Technology tracks
 Represents Process tracks

Associate eligibility

- Associates (in Y, YG, YD, C1Y, C1 grades) who are enrolled to Elevate – Wings 1 certification (Offerings & Courses) and who have completed the pre-requisites are eligible to appear for the proctored assessment
- As a one-time exception – Enrolled associates who got promoted to C2 in the last 2 quarters (for Jul assessment – promoted in Mar/Jun and for Jan assessment – promoted in Sep/Dec) are also eligible. Refer: [Promotion process](#)
- Offerings are created in iEvolve
 - for all tracks
 - In case of Physical proctoring
 - for all locations where the proctored assessments are to be conducted (if physical proctoring)
 - maximum seats to be set at offering level while creating it (based on physical infra readiness)
- Eligible associates will be enrolled in the proctored assessment based on their willingness to take the exam and the below criteria
 - Grade
 - Proficiency in Technical skills
 - Course Completion (Business Skills/Art of Articulation/Process)
 - iQlass/ILT/Webinar participation

Infra Readiness

- For Physical proctoring
 - Upon receiving the registration, reconciliation of location wise available infra capacity with confirmed assessment enrollment will be done

- If infra capacity is less, and assessment enrollment is more, either more lab seats will be identified, or additional assessment dates/slots/venue will be identified/provided with new assessment schedules (and with new offerings)
- Assessment labs are identified in TCS buildings within a particular location with all required hardware and software made available
 - Eg) For Chennai, it would be training labs in Siruseri ATL block
- Invigilators will be available for each lab
- For Digital proctoring
 - Participant device readiness
 - Device with camera enabled (Personal/official)
 - Platform readiness
 - Platform with a fool-proof mechanism for proctoring for both the assessments (Objective Type assessment and Coding assessment)
 - Objective Type assessment will have
 1. Multiple Choice Question (MCQ)
 2. Multiple Select Question (MSQ)
 3. Sequencing Question
 4. Match the following (MTF)
 5. Fill in the blanks (FIB)
 6. True or False
 - Coding assessment will have problem statement for which the solution has to be coded, compiled and should deliver proper results (test case based evaluation)

Assessment Platform Readiness

- There will be two parts in the assessments, they are
 - All Pillars (Articulation/Business Skills/Technology/Process): Objective Type assessment
 - Articulation: Writing Skills and Speaking Skills
 - Business Skills: Scenario based Questions (Free-flow writing)
 - Technology: Coding Questions
- Based on the proctoring that can be administered at a particular geo at a particular time, we can go for either physical or digital proctoring
- For Physical proctoring
 - Objective Type assessments will be conducted either in TCS iON CAE
 - Writing/Speaking assessments will be conducted thru external tools
 - Coding assessments will be conducted in Nuvepro
- For Digital Proctoring
 - Webcam is a pre-requisite for digital proctoring
 - Objective Type assessments will be conducted either in TCS iON CAE (with inbuilt proctoring)
 - Writing/Speaking assessments will be conducted thru external tools (with inbuilt proctoring)
 - Coding assessments will be conducted in Nuvepro with proctoring thru external tools
- System Readiness
 - TCS iON
 - Launcher (.exe) file needs to be installed in all assessment machines

- Other proctoring tools
 - Launcher (.exe) file needs to be installed in all assessment machines
- Other assessment tools
 - SSO thru iEvolve/Fresco

Mock Assessments

- Mock Assessment details will be shared with the assessment eligible associates atleast one week prior
- Associates will be allowed to familiarize with the assessment platforms (TCS iON/Nuvepro) and will be allowed to attempt a mock test
- The mock test will be active for a stipulated duration and associates will be provided only one attempt in the mock environment

Assessment Communication & Issue Digital Entry Pass

- Assessment details – Assessment Name/Date/Slot/Venue would be published in all communication channels (Knome Community)
- Digital Entry Pass with the details - Assessment Name/Date/Slot/Venue will be sent as a mailer to the associates along with proctored assessments instructions
- Associate must carry the Digital Entry Pass to get entry into office premises along with other WFO (Work From Office) formalities

Assessment Question Pattern

- Scores for the tracks will be converted to percentage while being published
- *Cut off to vary cycle to cycle to be derived statistically based on cluster analysis for that track
- Articulation
 - Articulation Question Pattern is common for all Wings 1 participants

Question Type	Total Questions	Total Marks	Cut off	Total Duration
Objective Type: MCQ, MSQ, FIB, Comprehension (Includes sub questions)	15	100%	70%*	60 Mins

- Business Skills
 - Business Skills Question Pattern is common for all Wings 1 participants

Question Type	Question Complexity	Count of Questions	Marks Per Question
Objective: MCQ, MSQ, Sequence, MTF	Easy	30	1
	Medium	20	2
	Complex	10	3

Total Questions	Total Marks	Cut off	Total Duration
60	100%	70%*	90 Mins

- Technology
 - Technology Question Pattern will vary based on associate cadre (TCS Smart, TCS Ninja (Including Ignite), TCS Digital) as given below
 - TCS Smart (BSC grads excluding Ignite)

Question Type	Question Complexity	Count of Questions	Marks Per Question	Duration
Objective: MCQ, MSQ, Sequence, MTF	Easy	15	1	40 Mins
	Medium	10	2	
	Complex	5	3	
Coding	Easy	1	100	110 Mins

Total Questions	Objective	Subjective	Total Marks	Cut off	Total Duration
31	30	1	100%	70%*	150 Mins

- TCS Ninja (including Ignite)

Question Type	Question Complexity	Count of Questions	Marks Per Question	Duration
Objective: MCQ, MSQ, Sequence, MTF	Easy	5	1	40 Mins
	Medium	15	2	
	Complex	10	3	
Coding	Medium	1	100	110 Mins

Total Questions	Objective	Subjective	Total Marks	Cut off	Total Duration
31	30	1	100%	70%*	150 Mins

- TCS Digital (includes associates qualifying for Wings1 DCA or TSLP rewards from subsequent cycle)

Question Type	Question Complexity	Count of Questions	Marks Per Question	Duration
Objective: MCQ, MSQ, Sequence, MTF	Easy	5	1	40 Mins
	Medium	10	2	
	Complex	15	3	
Coding	Complex	1	100	110 Mins

Total Questions	Objective	Subjective	Total Marks	Cut off	Total Duration
31	30	1	100%	70%*	150 Mins

- Process
 - Process Question Pattern is common for all Wings 1 participants

Question Type	Question Complexity	Count of Questions	Marks Per Question
Objective: MCQ, MSQ, Sequence, MTF	Easy	33	1
	Medium	14	2
	Complex	13	3

Total Questions	Total Marks	Cut off	Total Duration
60	100%	70%*	60 Mins

Conduct Assessment

- Wings1 assessments will be conducted via physical or digital proctoring based on the Geo. Both means of proctoring will not be made available for a particular cycle in a particular Geo
- For Physical proctoring
 - Assessments will be conducted in TCS Premises, as applicable
 - Associates are expected to show the Digital Entry Pass (Digital/Physical version) for entry into the assessment center which will be verified against their TCS ID card
 - All associates whose enrollment was registered & approved will be given access to the specific track assessment offering. The offering will be accessible only during the assessment time slot
 - Associates physical access will be tracked (attendance) and for absentees offering registration and access to offering will be revoked
 - Associate arriving later than 30 mins after the commencement of the assessment will not be allowed to take the assessment
 - Associates showing up late but within 30 mins after the commencement of the assessment will be allowed to take the assessment, but the slot closure time will remain the same
 - Associate who attempt to take the assessment from other locations except in office premises will be tagged for malpractice and their scores will be marked as 0 for every assessment track and HR action will be initiated
- For Digital proctoring
 - Associate registering for proctored assessment is considered as associate providing the consent for Digital proctoring
 - Digital proctoring requires monitoring the screen, audio and video of the associate while the assessment is in progress
 - Assessments will be conducted virtually (online) using associate's device/network/location. Associates should make sure the network bandwidth is good
 - Associates with valid Digital Entry Pass (Digital/Physical version) only will be allowed to take the assessment
 - Associate has to register his/her photo thru webcam which will be used for proctoring verification

- All associates whose enrollment was registered & approved will be given access to the specific track assessment offering. The offering will be accessible only during the assessment time slot
- Associates digital access will be tracked (attendance) and for absentees offering registration and access to offering will be revoked
- Associate logging later than 30 mins after the commencement of the assessment will not be allowed to take the assessment
- Associates logging late but within 30 mins after the commencement of the assessment will be allowed to take the assessment, but the slot closure time will remain the same
- Associate attempting to take the assessment apart from above mentioned means will be tagged under malpractice and their scores will be marked as 0 for all tracks within that cycle and HR action will be initiated
- In case of digital proctoring, the instructions will be shared prior to the assessment
- Unit to conduct assessments for Unit (Technical and Domain) electives and share the results

Score Tracking

- Associates scores on core (Objective Type assessment and Coding assessment) along with Unit electives will be tracked in iEvolve Governance Utility
- For core
 - The grading scheme/weightage/cut off to be set in TCS iON (under course template level) or in iEvolve Governance Utility (for other platforms)
 - For Articulation the composite score will be based on the weightages defined for Objective Type assessment, Writing and Speaking assessments
 - For Technology the composite score needs to be calculated based on the weightage defined for Objective Type assessment and Coding assessment
 - No of attempts will also be tracked in TCS iON (under course batch level) or iEvolve Governance Utility (for other platforms)
 - Assessment results (Pass/Fail) based on scores to be made available in iEvolve Governance Utility

Generic Business Rules for Core Proctored Assessment

- Assessment enrollment will be closed atleast one month prior to the proctored assessment start date
 - For Jan assessment, the cut off would be 15th Dec*
 - For Jul assessment, the cut off would be 15th Jun*
 - (*Subject to change, based on prevailing scenario)
- One Question Paper (QP) will be created for each assessment in each cycle
 - An associate will be required to take fourteen (14) proctored assessments to complete core
 - Articulation
 - I. One QP comprising A1 to A6
 - II. Contains three (3) parts: Objective Type assessment, Writing, Speaking assessments
 - Assessment is sequenced: Only upon clearing the Objective Type assessment, Writing assessment will be enabled and only upon clearing Writing assessment, Speaking assessment will be enabled
 - Only upon clearing all the three parts of assessment LC/H will be assigned

- If an associate clears only one part, then in the next attempt (next cycle) he/she has to take all the three parts from beginning
- Business Skills
 - I. Five QPs for each of the below
 - B1, B3 & B7
 - B2 & B9
 - B4, B5 & B10
 - B6 & B8
 - Combined test - All tracks (associates need to qualify the first 4 tracks to be eligible to take the combined test)
- Technology
 - I. Eight QPs for each of the below. But every associate based on IT/IT IS mapping need to take just seven
 - T1
 - T2
 - T3
 - T4
 - T5
 - T7 (for IT only)
 - T9 (for IT IS only)
 - T11
- Process
 - I. One QP comprising C1 and C2
- One QP for each of the slot falling in the same time zone will be created. One backup QP with same number of simple/medium/complex questions will also be made available as contingency
 - QPs will be generated from the Question Bank, as applicable
 - Objective Type assessment question/option sequence will be randomized during delivery
- Details of core assessments
 - Articulation
 - I. One assessment with 3 parts
 - II. Duration: 2:30 hrs
 - III. Assessment will be sequenced across the 3 parts

Part	Pattern and Duration	Automatable	Results immediate	Remarks
Part 1: a) Reading b) Listening c) Articulation for Impact d) Intercultural communication	Objective Type assessment for all 4 segments Duration: 1 hour	<ul style="list-style-type: none"> • Yes • Ready on iON 	No	<ul style="list-style-type: none"> • Equal number of questions from each segment
Part 2: Writing Skills a) Email Writing b) Responses to Culture Caselet	<ul style="list-style-type: none"> • Email to be written on specific topic question. • Written 	<ul style="list-style-type: none"> • Yes (Aspiring Minds) 	No	<ul style="list-style-type: none"> • Identified tool to be integrated with iEvolve (SSO)

Part	Pattern and Duration	Automatable	Results immediate	Remarks
	responses based on the culture caselet provided Duration: 1 hour			
Part 3: Speaking 1 role play	<ul style="list-style-type: none"> Topics for each role play based on typical dilemmas in the workplace that associates encounter on an everyday basis. Duration: 5 mins	<ul style="list-style-type: none"> Yes (Aspiring Minds) 	No	<ul style="list-style-type: none"> Identified tool to be integrated with iEvolve (SSO)

- o Business Skills
 - I. Five assessments
 - II. Duration: 1:30 hr each

Part 1	Pattern and Duration	Automatable	Results immediate	Remarks
• B1, B3 & B7	Objective Type assessment Duration: 1.5 hours	• Yes	No	
• B2 & B9		• Ready on iON		
• B4, B5 & B10				
• B6, B8				
• All tracks	SBQ Duration: 1.5 hours	• Yes	No	

- III. Objective Type assessment question pattern would be to assess knowledge and SBQ based pattern to assess application of knowledge.
- IV. The difference between MCQ and SBQs is that
 - MCQ complexity would be lesser (typically related to one module/component of learning) than SBQ (cutting across diff modules/components)
 - MCQ would have options and SBQ will be free format

- o Technology
 - I. Eight assessments (but only Seven to be taken by any individual)
 - II. Duration: 2:30 hrs each

Part 1	Pattern and Duration	Automatable	Results immediate	Remarks
• T1	Objective Type	<ul style="list-style-type: none"> Yes 	No	
• T2				
• T3				
• T4				

Part 1	Pattern and Duration	Automatable	Results immediate	Remarks
• T5	assessment + Coding assessment Duration: 2 hour and 30 minutes	• Ready on Nuvepro		
• T7 (Only for IT)				
• T9 (Only for IT IS)				
• T11				

- Process
 - I. One assessment
 - II. Duration: 1:00 hr

Part 1	Pattern and Duration	Automatable	Results immediate	Remarks
• C1, C2	Objective Type assessment Duration: 1 hour	• Yes • Ready on TCS iON	No	

- Evaluation and Weightages

	Articulation	Business skills	Technology	Domain/Process	Across all pillars
Core	1) Mandatory articulation session attendance 2) Question distribution and score weightage equal across all tracks	1) Mandatory iQlass/Webinar sessions covering all tracks 2) 4 assessments covering all 10 tracks with equal question distribution and weightage 3) Negative marking for wrong answers	Weightage ratio between Objective Type assessment and Coding assessment is 30:70	Question distribution and score weightage equal across all tracks	Cut off score is >= Distinction% satisfying the rules for CTC revision Cut off score is >= Pass% for GEMS
Unit electives	NA	NA	Certification/BG/Unit assessment	Certification/BG /Unit assessment	Cut off score is >= 70% or external certification (BG)

- Competency/Certificate
 - On clearing individual track proctored assessment
 - I. Track Competency will be updated in iEvolve as assessed competency
 - On clearing all (tracks of core) proctored assessments and completing all Unit electives successfully
 - I. Wings 1 certificate will be awarded
- Others
 - If an associate clears all the assessment tracks (1 Articulation, 5 Business Skills, 7 Technology and 1 Process), and completes all Unit electives and Aspirational competencies successfully, he/she will be Wings 1 certified and 720 learning hours will be awarded
 - If an associate earns the cycle assessment learning hours by clearing any/few of the assessment tracks across various disciplines (Core [Articulation, Business Skills, Technology, Process] and Electives [Unit & Associate aspiried]) he/she will be eligible for rewards

CTC/GEMS based on learning and work performance along with CFT/HR recommendation in iEvolve system

- If an associate is promoted to C2 within a particular financial year,
 - I. He/she shall be allowed to continue Wings 1 curriculum and take up one cycle assessment post the promotion to accrue the compensation benefits, if qualified
 - II. After one cycle, associate will no longer be eligible for Wings 1 and will have the option to subscribe for Wings 2

2.7 Digitization

2.7.1 Systems in use

Purpose	Use case	System(s)	Remarks
Learning	Curriculum definition	iEvolve	
Learning	Webinars	Cisco Webex 3000	Recorded video in iON with the details of iEvolve ID provided in Knome
Assessment	Articulation	iEvolve/TCS iON + external tools for writing and speaking	
	Business Skills	iEvolve/TCS iON + external tool for 5 th assessment	
	Technology	iEvolve/TCS iON + Nuvepro	
	Process	iEvolve/TCS iON	
Elevate Evaluation		iEvolve	Appraisal Band from SPEED to be fed to iEvolve
Communication	Launch, Announcement	Ultimatix Announcement, Knome Blogs, Mailers, Flyers, Specific Broadcasts	

2.7.2 Data flow to Other Systems

Hi-Talent Hyper Care

- Details of associates who cleared Wings 1 (certified) will be made available in Hi-Talent Hyper Care system

Purpose	Data Fields	Systems	Frequency
Hi-Talent Hypercare program helps in covering the value chain of Training, Project Allocation, Role Management and Career progression of associates who fall under this category which is in-line with Elevate Objective. Hence	Hi-Talent Flag = 'Y' Hi-Talent Source = 'Elevate – Wings 1'	iTalent and other downstream applications	Half yearly (Oct/Apr)

tagging the Elevate certified associates to this program is required			
----------------------------------------------------------------------	--	--	--

- Details of associates who completed the cycle assessment interview successfully will be made available in Hi-Talent Hyper Care system

Purpose	Data Fields	Systems	Frequency
To cover the value chain for associates who demonstrate early learning	Hi-Talent Flag = 'Y' Hi-Talent Source = 'Elevate – Wings 1 Learning'	iTalent and other downstream applications	Half yearly (Oct/Apr)

For Cycle assessment rewardees, the Hi-Talent Flag will be set as 'Y' if and only if they show consistent work performance.

Reset Business Rules:

- Based on Work Performance:
 - If the associate falls under **Correction** category (Appraisal band D or C in the later cycles), then the Hi-Talent flag will be reset to 'N'

2.8 Payroll – Elevate-Incentive Component

- Details of associates who cleared Wings 1 (certified) will be made available in iEvolve
- Associates who were qualified for rewards CTC as part of a cycle assessment will also be made available in iEvolve
 - For both the above cases the info will be sent to Payroll system for the compensation/incremental compensation revision under 'Elevate-Incentive' head which will be a monthly component
- Compensation revision table is being worked on by Total Rewards team and will be published and made available as 'Elevate-Incentive'
 - Different Elevate-Incentive component is being worked out for associates in different cadre
 - I. TCS Digital associates
 - II. TCS Ninja associates
 - III. Ignite associates in IT/IT IS roles
 - IV. BSc grads in IT/IT IS roles
- Compensation revision and the business rules around it are described below
 - Associates are expected to complete the 720 hours on or before 3 years (ie, 6 cycles) along with Work performance (A or B) to get Wings 1 certificate
 - Within C1 grade, associates can take up one to six cycle assessments and the cycle assessment rewards CTC/GEMS (will be based on completion of 4 track eligibility business rule for CTC revision) along with Work performance (A or B) and recommended by CFT
 - I. For TCS Digital
 - The cycle assessment reward for all cycles will be the same (say 'x/2')
 - At the end of 6 cycles the CTC will be in par to a TCS Innovator
 - TCS Digital cadre associates cannot take Wings1 DCA assessment but they can continue the Wings1 TSLP learning
 - II. For TCS Ninja

- Once the associate qualifies for the reward for a cycle, associate will get a CTC reward component equal to the digital cadre compensation annually
 - The associate will be tagged as TCS Digital cadre and from next cycle their Question Paper format will be as per TCS Digital standards (For Tech tracks)
- III. For Ignite
- Comp structure is being worked on
- IV. For BSc grads
- Comp structure is being worked on
- Upon promotion to C2, the Elevate-Incentive will be merged to the CTC

Correction Category

1. In the subsequent appraisal cycles if the associate gets a band 'D' or 'C', then the 'Elevate-Incentive' will be stopped (from that cycle onwards)

3 Appendix

Business Skills Assessment Pattern with Examples

1. Objective Type assessment pattern
 - a. Multiple Choice Question
 - i. Decision making begins with
 1. selecting alternatives
 2. identifying decision criteria
 3. identifying a problem
 4. eliminating false alternatives
 - b. Multiple Select Question
 - i. Which of following is/are suggestion(s) for dealing with difficult people?
 1. Listen and respond
 2. Use humor
 3. Give feedback
 4. Be argumentative
 5. None of the above
 - c. Sequencing questions
 - i. Rearrange the steps in the decision-making process logically.
 - A. Identification of a problem
 - B. Identification of decision criteria
 - C. Allocation of weights to criteria
 - D. Development of alternatives
 - E. Analysis of alternatives
 - F. Selection of an alternative
 - G. Implementation of the alternative
- Select correct answer
1. GFEDCBA
 2. CDBAFEG
 3. ABCDEFG

4. GCDABEF

d. Match the following:

1. Determine the best solution [d]	a. Moodiness
2. Hostile situation [c]	b. Heuristic
3. Simplify decision making [b]	c. Conflict
4. Emotional symptom of stress [a]	d. Problem solving

e. Fill in the blanks:

i. Structured problems typically have _____ while unstructured problems typically have _____.

- 1. only one solution; many solutions
- 2. many solutions; one solution
- 3. many solutions; fewer solutions
- 4. two solutions; three solutions

f. True or False:

- i. Deep Learning is a subset of Machine Learning
- 1. TRUE
 - 2. FALSE

2. SBQ pattern

Planning for 25k associates will be taking the test in one cycle, yearly 50k will be able to complete this stage

a. *As indicated in the samples, each question would have key points/key words provided to help in the evaluation of the responses. The scoring would be directly related to the presence/absence of the keywords.*

i. Your close friend Joy has joined a new project team that is working in an agile delivery centre or ADC. While his earlier team practiced an agile form of working, the ODC was a regular one. Joy is finding it very challenging to work in the ADC where there are no separators at the work desks. Joy feels that others might be peeping into his screen, something he never had to worry about earlier. His insecurity also springs from the fact that this is the first project where he will be using Python to code and prior to this he has always worked with Java. All this put together has impacted his performance and he is scared that the supervisor should not consider him a poor addition to the team. What would you advise Joy if he came to you with this problem?

[Self-Management, Mindfulness, Dealing with Ambiguity]

ii. Ria has been asked to create the wireframe for a piece of a larger solution that the team is developing newly for the client. The client has just indicated that the possible solution may include elements of people, process, domain and technology, but has not really been able to articulate the key areas/issues. Ria understands the technology piece and has a basic knowledge of domain. She is also expected to keep documenting all the work she is doing in this regard and have it accessible for the rest of the team. Also, this is a responsibility that she has been given in addition to her existing role as a testing specialist. What are the 5 top things according to you that Ria should focus on to ensure a success on both counts.

[Framing the problem, collaboration/collaborative decision making, time management/prioritization, creating & sharing knowledge]

- iii. Rita's delivery manager Lee, has asked her to work on an interesting problem. Many associates in the account have to work late at the client site due to high volumes and have asked for personalized home drops. The client has come back stating that this was not budgeted for and hence cannot be provided. However, there is a fund put aside by the client for the team to conduct CSR activities and that they could use the money from this fund. While the associates working at the client location have welcomed the idea, a few key members of larger team that really looks forward to the monthly CSR activities are not very happy with this plan. Lee is aware that these key members might actually ask for a release, in which case they will have to go for new hires, while the associates at the client location may not take such drastic steps if their request is not heard. Rita now needs to recommend whether it is better to continue to use the fund for the CSR activities or to divert it for the travel needs. What kind of analysis should Rita do? What will be the key factors in the analysis?

[Problem Solving - Cost Benefit Analysis – Cost of cabs, cost of new hires, cost of possible disengagement for those at client location]

- iv. Bobby was recently informed by his supervisor that a specialist team had been working on the creation of a chatbot to help support their team to answer queries of clients as a part of a new project transition process. This was a pilot and if successful the bot would be deployed to many such similar accounts in their unit. This obviously would mean that about 10% of the project including his team, may not have a role going ahead. What should be Bobby's approach in this scenario?

[Working with machines, Human-machine interactions, learning agility]

3.1 Scenarios:

All the below scenarios will be applicable for individual tracks as well as two consecutive cycles.

Dist stands for Distinction

Tech stands for Technical

Scenario	Associate	Tracks attempted	Result	Reward	Reattempt (immediate next cycle)
1	A	2 tech (min 1 core)	>=Dist % (all tracks)	CTC (after)	NA

		AND 2 non tech (min 1 core)		panel evaluation)	
2	B	2 tech (min 1 core) AND 2 non tech (min 1 core)	>= Pass % and < Dist % (all tracks)	GEMS (all cleared tracks)	tracks with >=Pass % and < Dist %
3	C	2 tech (min 1 core) AND 2 non tech (min 1 core)	>= Dist% (all non tech track+1 tech track) >=pass % & <dist % (remaining 1 tech track)	CTC (after panel evaluation)	tracks with >=Pass % and < Dist %
4	D	2 tech (min 1 core) AND 2 non tech (min 1 core)	>= Dist % (all non tech tracks) >=pass % & <dist % (all tech tracks)	GEMS (all cleared tracks)	tracks with >=Pass % and < Dist %
5	E	2 tech (min 1 core) AND 2 non tech (min 1 core)	< pass % (all tracks)	NA	all tracks
6	F	2 core tech AND 2 non tech (1 core & 1 elective)	>=pass % (has 2 core tech)>=dist historically) >=dist % (non tech +electives)	CTC (after panel evaluation)	
7	G	4 core tech (when there are no other non-tech core tracks available)	>= Dist % (2 core tech tracks) >=pass % & <dist % (other 2 tech tracks)	CTC (after panel evaluation)	
8	H	4 core tech (when there are no other non-tech tracks available)	>= Dist % (1 core tech tracks) >=pass % & <dist % (other 3 tech tracks)	CTC (after panel evaluation)	tracks with >=Pass % and < Dist %

In case associate takes up 2 tracks per cycles, below are the scenarios.

Scenario	Associate	Cycle 1		Cycle 2		Rewards- CTC as per 2 consecutive cycle rules
		Tracks attempted	Result	Track attempted	Result	
9	I	1 core tech AND 1 unit elective non tech	>=dist % (core tech) >=70 % (unit elective non tech)	1 core non tech AND 1 unit elective tech	>=dist % (core non tech) AND >=70 % (unit elective tech)	Prequalified
10	J	1 core tech AND 1 unit elective	>=pass % (core tech) >=70% unit elective	1 core non tech AND 1 unit elective tech	>=dist % (core non tech) >=70 % (unit	Prequalified

		non tech	non tech)		elective tech)	
11	K	1 core tech AND 1 core non tech	>=pass % (core tech) >=dist % (core non tech)	1 core tech AND 1 core non tech	>=dist % (core tech) >=dist % (core non tech)	Prequalified
12	L	1 core tech AND 1 unit elective non tech	>=dist % (core tech) >=70 % (unit elective non tech)	1 unit elective tech AND 1 core non tech	>=70% (unit elective tech) >=pass % (core non tech)	Not Prequalified
13	M	1 core tech AND 1 unit elective non tech	>=pass % (core tech) >=70% unit elective non tech)	1 unit elective tech AND 1 core non tech	<=70 % (unit elective tech) >=dist % (core non tech)	Not Prequalified
14	N	1 core tech AND 1 core non tech	>=pass % (core tech) >=dist % (core non tech)	1 core tech AND 1 core non tech	>=pass % (core tech) >=dist % (core non tech)	Not Prequalified (as no core tech >=dist)

Associate can reattempt the track with \geq Pass % and $<$ Distinction % in the immediate next cycle only.

To explain two consecutive cycle additional scenarios are added below:

Scenario:1:

An associate has satisfied the below criteria when s/he had attempted more than one cycle assessment -

- Pre-qualified in Associate's Cycle 1 (Standalone) for Rewards CTC and cleared Interview
- Pre-qualified in Associate's Cycle 2 (Standalone) for Rewards CTC and cleared Interview

Outcome:

- S/he should have been qualified for rewards CTC in each cycle thereby getting 2 chances for CTC revisions as part of each cycle
- Both Cycle 1 and Cycle 2 data would **NOT** be considered for future cycle rewards consideration as they have already been rewarded under two consecutive cycle rule
- **Exception:** if at least 2 out of 7 CORE TECH tracks have been scored with "Distinction" in any of these cycles then those would be taken into account for "**Core Tech History Rule**" validation for CTC rewards in future cycles as part of their Wings1 Journey
- Cycle 3 would be a Fresh Start for standalone pre-qualification consideration for rewards CTC

Scenario:2:

An associate has satisfied the below criteria when s/he had attempted more than one cycle assessment -

- Not pre-qualified in Associate's Cycle 1 (Standalone) for Rewards CTC based on learning performance criteria
- Not pre-qualified in Associate's Cycle 2 (Standalone) for Rewards CTC based on learning performance criteria
- Not pre-qualified when taken Cycle 1 + Cycle 2 (Consolidated) for Rewards CTC based on learning performance criteria

Outcome:

- S/he would **NOT** be pre-qualified for rewards CTC consideration as part of this scenario for Cycle 2

- Cycle 2 (Standalone) scores data would be **ELIGIBLE** to be considered for clubbing along with cycle 3 scores as part of Cycle 3 rewards CTC pre-qualification (if Cycle 3 standalone scores are **NOT** enough to be pre-qualified for CTC revision as part of cycle 3 evaluation)
- Cycle 1 data would **NOT** be carried forward for Cycle 3 consolidated check as it will fail the two consecutive cycle criteria
- **Exception:** if at least 2 out of 7 CORE TECH tracks have been scored with "Distinction" in any of these cycles then those would be taken into account for "**Core Tech History Rule**" validation for CTC rewards in future cycles as part of their Wings1 Journey

Scenario:3:

An associate has satisfied the below criteria when s/he had attempted more than one cycle assessment -

- Pre-qualified in Associate's Cycle 1 (Standalone) for Rewards CTC and cleared Interview
- Not pre-qualified in Associate's Cycle 2 (Standalone) for Rewards CTC based on learning performance criteria

Outcome:

- S/he would **NOT** be pre-qualified for rewards CTC consideration by clubbing Cycle 1 + Cycle 2 scores since Cycle 1 scores were already used for CTC revision reward
- **Exception:** if at least 2 out of 7 CORE TECH tracks have been scored with "Distinction" in any of these cycles then those would be taken into account for "**Core Tech History Rule**" validation for CTC rewards in future cycles as part of their Wings1 Journey
- Cycle 2 (Standalone) scores data would be **ELIGIBLE** to be considered for clubbing along with cycle 3 scores as part of Cycle 3 rewards CTC pre-qualification under two consecutive cycle rule (if Cycle 3 standalone scores are **NOT** enough to be pre-qualified for CTC revision as part of cycle 3 evaluation)

Scenario:4:

An associate has satisfied the below criteria when s/he had attempted more than one cycle assessment -

- Pre-qualified in Associate's Cycle 1 (Standalone) for Rewards CTC and cleared Interview
- Did NOT attempt Associate's Cycle 2 assessment due to personal\professional reasons
- Not pre-qualified in Associate's Cycle 3 (Standalone) for Rewards CTC based on learning performance criteria

Outcome:

- S/he would **NOT** be pre-qualified for CTC rewards as part of Cycle 3 standalone scores
- Cycle 1 scores would **NOT** be considered for clubbing along with Cycle 3 scores as it was already rewarded for CTC as well as it **FAILS** the two consecutive cycles criteria for consolidated score check - rewards CTC
- **Exception:** if at least 2 out of 7 CORE TECH tracks have been scored with "Distinction" in any of these cycles then those would be taken into account for "**Core Tech History Rule**" validation for CTC rewards in future cycles as part of their Wings1 Journey
- Cycle 3 (Standalone) scores data would be **ELIGIBLE** to be considered for clubbing along with cycle 4 scores as part of Cycle 4 rewards CTC pre-qualification under two consecutive cycle rule (if Cycle 4 standalone scores are **NOT** enough to be pre-qualified for CTC revision as part of cycle 4 evaluation)

Scenario:5:

An associate has satisfied the below criteria when s/he had attempted more than one cycle assessment -

- Not pre-qualified in Associate's Cycle 1 (Standalone) for Rewards CTC based on learning performance criteria
- Did NOT attempt Associate's Cycle 2 assessment due to personal\professional reasons
- Not pre-qualified in Associate's Cycle 3 (Standalone) for Rewards CTC based on learning performance criteria

Outcome:

- S/he would **NOT** be pre-qualified for CTC rewards as part of Cycle 3 standalone scores
- Cycle 1 scores would **NOT** be considered as it **FAILS** the two consecutive cycles criteria for consolidated score check - rewards CTC
- **Exception:** if at least 2 out of 7 CORE TECH tracks have been scored with "Distinction" **in any of these cycles** then those would be taken into account for "**Core Tech History Rule**" validation for CTC rewards in future cycles as part of their Wings1 Journey
- Cycle 3 (Standalone) scores data would be **ELIGIBLE** to be considered for clubbing along with cycle 4 scores as part of Cycle 4 rewards CTC pre-qualification under two consecutive cycle rule (if Cycle 4 standalone scores are **NOT** enough to be pre-qualified for CTC revision as part of cycle 4 evaluation)

Scenario:6:

An associate has satisfied the below criteria when s/he had attempted more than one cycle assessment -

- Not pre-qualified in Associate's Cycle 1 (Standalone) for Rewards CTC based on learning performance criteria
- Pre-qualified in Associate's Cycle 2 (Standalone) for Rewards CTC and cleared Interview

Outcome:

- S/he would be qualified for CTC rewards as part of Cycle 2
- Cycle 2 data would **NOT** be carried forward for Cycle 3 rewards calculations as it has been already rewarded for CTC revision
- **Exception:** if at least 2 out of 7 CORE TECH tracks have been scored with "Distinction" **in any of these cycles** then those would be taken into account for "**Core Tech History Rule**" validation for CTC rewards in future cycles as part of their Wings1 Journey
- Cycle 3 would be a Fresh Start for standalone pre-qualification consideration for rewards CTC

Scenario:7:

An associate has satisfied the below criteria when s/he had attempted more than one cycle assessment

- Not pre-qualified in Cycle 1 for Rewards CTC
- Not pre-qualified in Cycle 2 for Rewards CTC
- But pre-qualified when taken Cycle 1 + Cycle 2 together for Rewards CTC and cleared the panel interview

Outcome:

- S/he would be qualified for CTC rewards as part of Cycle 2 evaluation
- Cycle 1 data would **NOT** be carried forward for Cycle 3 clubbing as it will fail the two consecutive cycle criteria
- Cycle 2 data would **NOT** be carried forward for Cycle 3 clubbing as it has already been considered in rewarding CTC as part of Cycle 2

- **Exception:** if at least 2 out of 7 CORE TECH tracks have been scored with "Distinction" in any of these cycles then those would be taken into account for "Core Tech History Rule" validation in future cycles as part of their Wings1 Journey
- Cycle 3 would be a Fresh Start for standalone pre-qualification consideration for rewards CTC

Scenario: GEMS:

An associate has satisfied the below criteria when s/he had attempted more than one cycle assessment

- Pre-qualified in Associate's Cycle 1 (Standalone) for Rewards CTC and cleared Interview
- Not Pre-qualified in Associate's Cycle 2 (Standalone) for Rewards CTC (**GEMS** Eligible on tracks **PASSED**)
- Not pre-qualified in Associate's Cycle 3 (Standalone) for Rewards CTC
- But pre-qualified when taken Cycle 2 + Cycle 3 (Consolidated) for Rewards CTC & cleared Interview

Outcome:

- S/he would be qualified for CTC rewards as part of Cycle 3 under two consecutive cycle rule eligibility [Cycle 2 + Cycle 3 scores]
- S/he would still be getting the GEMS for Cycle 2 "PASSED" tracks
- Associate's Cycle 2 data would **NOT** be carried forward for Cycle 4 check as it will **FAIL** the two consecutive cycle criteria
- Associate's Cycle 3 data would **NOT** be carried forward for Cycle 4 check as it has already been considered in rewarding CTC as part of Cycle 3
- **Exception:** if at least 2 out of 7 CORE TECH tracks have been scored with "Distinction" in any of these cycles then those would be taken into account for "Core Tech History Rule" validation in future cycles as part of their Wings1 Journey
- Cycle 4 would be a Fresh Start for standalone pre-qualification consideration for rewards CTC

Scenario: Pre-qualified for CTC rewards but didn't clear panel interview:

An associate has satisfied the below criteria when s/he had attempted more than one cycle assessment

- Pre-qualified in Associate's Cycle 1 (Standalone) for Rewards CTC and cleared Interview
- Not pre-qualified in Associate's Cycle 2 (Standalone) for Rewards CTC (**GEMS** Eligible on tracks **PASSED**)
- Not pre-qualified in Associate's Cycle 3 (Standalone) for Rewards CTC based on learning performance criteria
- Pre-qualified when taken Cycle 2 + Cycle 3 (Consolidated) for Rewards CTC
- Unable to clear the panel interview for CTC revision as part of Cycle 3 evaluation

Outcome:

- S/he would still be getting the GEMS for Cycle 2 "PASSED" tracks.
- S/he would still be getting the GEMS for Cycle 3 "PASSED" tracks.
- Associate's Cycle 2 data would **NOT** be carried forward for Cycle 4 check as it will **FAIL** the two consecutive cycle criteria
- **Exception:** if at least 2 out of 7 CORE TECH tracks have been scored with "Distinction" in any of these cycles then those would be taken into account for "Core Tech History Rule" validation in future cycles as part of their Wings1 Journey
- Associate's Cycle 3 data would **NOT** be carried forward for Cycle 4 check as it has already been considered and pre-qualified for rewards CTC as part of Cycle 3
- Cycle 4 would be a Fresh Start for standalone pre-qualification consideration for rewards CTC

Scenario: Qualified for rewards CTC but work performance criteria NOT cleared:

An associate has satisfied the below criteria when s/he had attempted more than one cycle assessment

- Pre-qualified in Associate's Cycle 1 (Standalone) for Rewards CTC and cleared Interview - say for ex: July 2021 assessment
- Not pre-qualified in Associate's Cycle 2 (Standalone) for Rewards CTC (**GEMS** Eligible on tracks **PASSED**) – say Jan 2022 assessment
- Not pre-qualified in Associate's Cycle 3 (Standalone) for Rewards CTC – July 2022 assessment
- But pre-qualified when taken Cycle 2 + Cycle 3 (Consolidated) for Rewards CTC revision
- Unable to qualify for the CFT panel interview as the latest available performance band is NOT 'A' or 'B'

Outcome:

- S/he would be getting GEMS for cycle 2 since that Jan 2022 assessment would be looking up the same performance band (Apr 2021) on which s/he was rewarded CTC revision as part Jul 2021 cycle
- S/he would **NOT** be getting GEMS for cycle 3 since the latest band (Apr 2022) for that Jul assessment would NOT be A or B
- The CFT panel interview based on learning performance for this associate **would be HELD until the next immediate appraisal** to give the associate a chance to show better work performance in the upcoming appraisal
- Even in the next appraisal (Apr 2023) if the work performance didn't improve then this CTC revision consideration would be **DROPPED** for associate's cycle 3
- Associate's Cycle 2 data would **NOT** be carried forward for Cycle 4 check as it will **FAIL** the two consecutive cycle criteria

Table:1:

Cycle#	Timeline	Learning Performance	Work Performance	Outcome
cycle 1 + cycle 2	Nov20 + Jan21	Prequalified as per two consecutive cycle rule (Cycle 1+ Cycle 2)	Apr' 20 band is C	<p>CFT panel interview would be kept on hold for cycle 2 until Apr'21 which would be the next immediate appraisal to check for work performance improvement</p> <p>If Apr'21 band is A or B then the interview would be scheduled following that and the CTC revision would be closed before the next cycle (Jul 21')</p>
cycle 3	Jul21	Prequalified for CFT interview based on Cycle 3 standalone learning performance	Apr' 21 band is A or B	CFT panel interview would be scheduled as the latest appraisal band for Jul'21 cycle is A or B

Table:2:

Cycle#	Timeline	Learning Performance	Work Performance	Outcome
cycle 1 + cycle 2	Nov20 + Jan21	Prequalified as per two consecutive cycle rule (Cycle 1+ Cycle 2)	Apr' 20 band is C	<p>CFT panel interview would be kept on hold for cycle 2 until Apr'21 which would be the next immediate appraisal to check for work performance improvement.</p> <p>If Apr'21 band is also C then CFT panel interview would be DROPPED</p>
cycle 3	Jul21	Prequalified for CFT interview based on Cycle 3 standalone learning performance	Apr' 21 band is also C	CFT panel interview as part of Cycle 3 would be HELD until the next available band as part of Apr'22 appraisal