

# **Employee Progress Tracking**

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## **Introduction**

- Tata Consulting Services is an enormous organization which was founded in India and is now spread over 46 countries.
- It has partnered with high end companies and climbed the ladder of success.
- In India, TCS hires in large volumes.
- Due to the high rate in employment in the said organization and not having number of projects to map those employees in those projects, most of the employees are supposed to undergo a period called the “Bench Period”
- A Bench period is a period wherein the employee who was hired by the company but the company has no projects to offer to the employees.
- Hence, this employee is made to “sit on a bench”, and is paid without having to work. This period continues till a project, which needs an employee's attention and work, comes across.

# **Reengineering TCS Bench Process**

## **Brief Functional Description (IS)**

Some steps in the current interview process include:

### **Online application or recruitment:**

- The company notifies candidates of the current openings on their website or selects campus recruiting.
- Candidates fill out the required forms and send in their resumes.
- The candidates whose skillsets match the profile are called in for an interview.
- The selected candidates go through a few interviews and are narrowed down to the ones who best fit the bill.

### **Training:**

- The hired candidates are made to undergo a paid generic training process for a time period.
- After the training the candidates are interviewed again to select them for a particular project
- The candidates selected sometimes cannot work as there are no projects available.

## **Bench Period:**

- A bench period is a time where employees who are hired and trained cannot work as there are no projects available to work on.
- These employees although not working are paid and are idle.

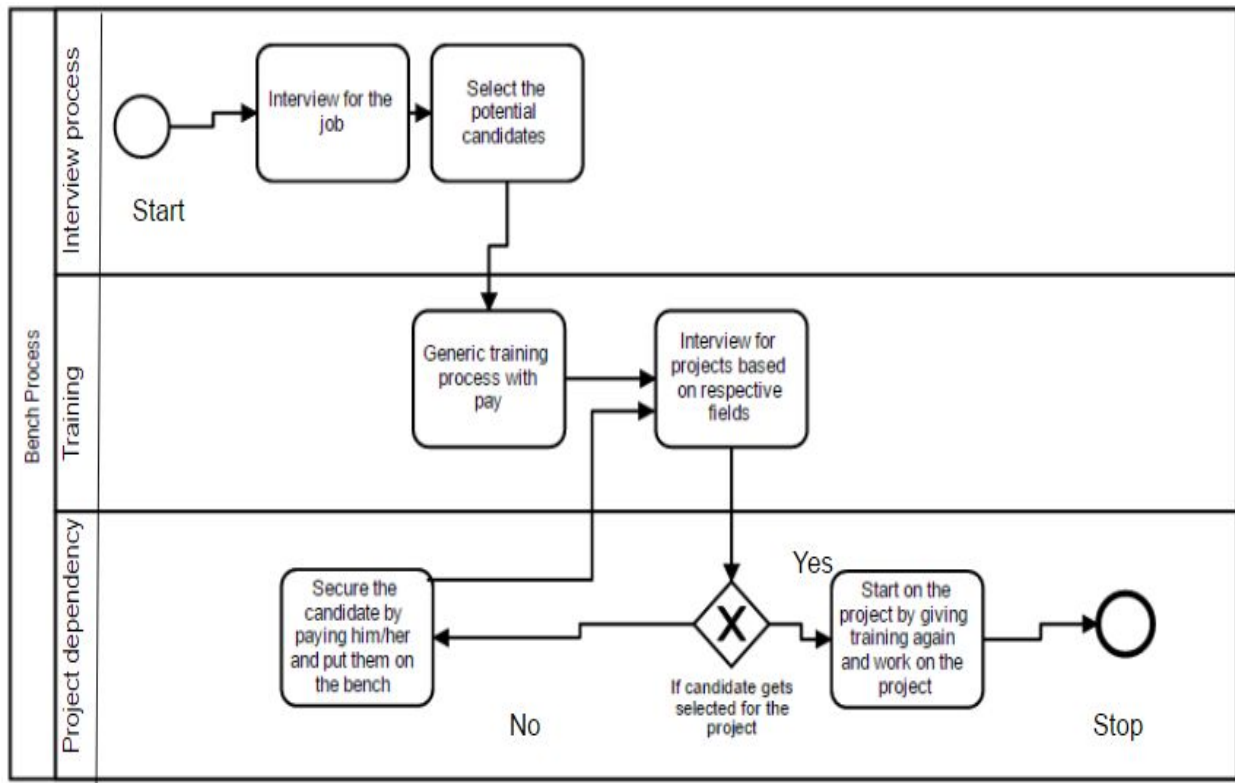
## **Bench Period(IS)**

## **Shortcomings of the Functional Description**

### **Some problems with the current process:**

- Waste of time of the employee.
- The organization will have to pay the working amount to the employee even if the employee is on the bench period and is not working.
- Investing in projects which might not be really fruitful in the long run.
- Two interviews taking up a lot of time and money.

# Process Map (IS) Background



In the above figure we can see that the process map has three constituents - Interview Process, Training, and Project Dependency.

## Process Map IS - Interview

In the interview process a few candidates are selected from a pool of candidates who had applied to the position. The said candidates are selected based on their resume and the skills which would match the requirements of the company's needs. They are then made to undergo a

screening interview where the company gets to know the candidates better and hire them based on the interviews.

## **Process Map IS - Training**

After the candidates are hired, they are made to undergo a training period where in they are given a generic training which helps them get accustomed to the company's working style and project knowledge. After the training period, the candidates are interviewed again and selected for the departments which they pass the interview for.

## **Process Map IS - Bench Period**

After the training period, the candidates are made to sit on a "bench", meaning, they are not given any work but are paid by the organization. They are not working because the company does not have any projects. This results in a loss of capital and time waste to the company and the candidates.

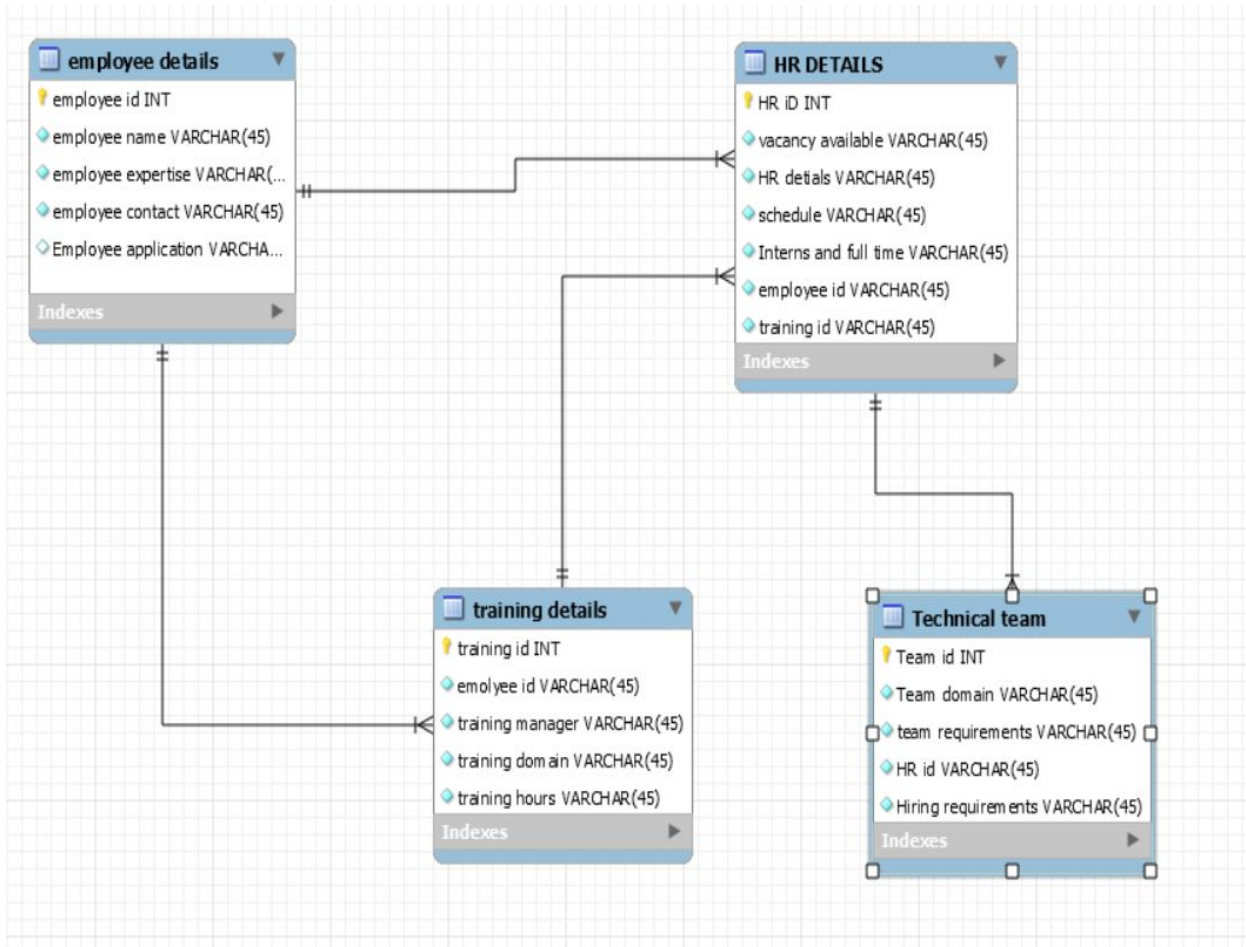
## **Functional Narrative (Should)**

- The process built should be able to reduce the time waste and the money which is being put on risk too.
- The process includes creating a tracking system and be able to save ample amount of time and money.
- This process should eliminate the bench period.
- This process should inculcate Just In Time while hiring candidates.



# Conceptual Data Model

## ER Diagram



E-R diagram will explain the flow and database system related to the project.

In this figure it is shown that HR, employee, training manager and technical team all are connected by a system and works according to the requirements.

Employee details table will show all the details of employee and expertise and technical skills associated

with him/her.

HR manager fetch all the employee details from online form and sorts it according to availability of training manager. Technical team is in sync with HR and training team. According to the requirements of project, technical team will arrange training and HR manager will do follow up of that thing with employee.

So by this process bench process will be removed and employee productivity will increase.

## **Rummler's Matrix Process & Operational Goals**

### **Goal 1: Strong Recruiting**

1. Hire candidates, having skills required for the project
2. Hire only when the projects are available

### **Goal 2: To increase the revenue of the company**

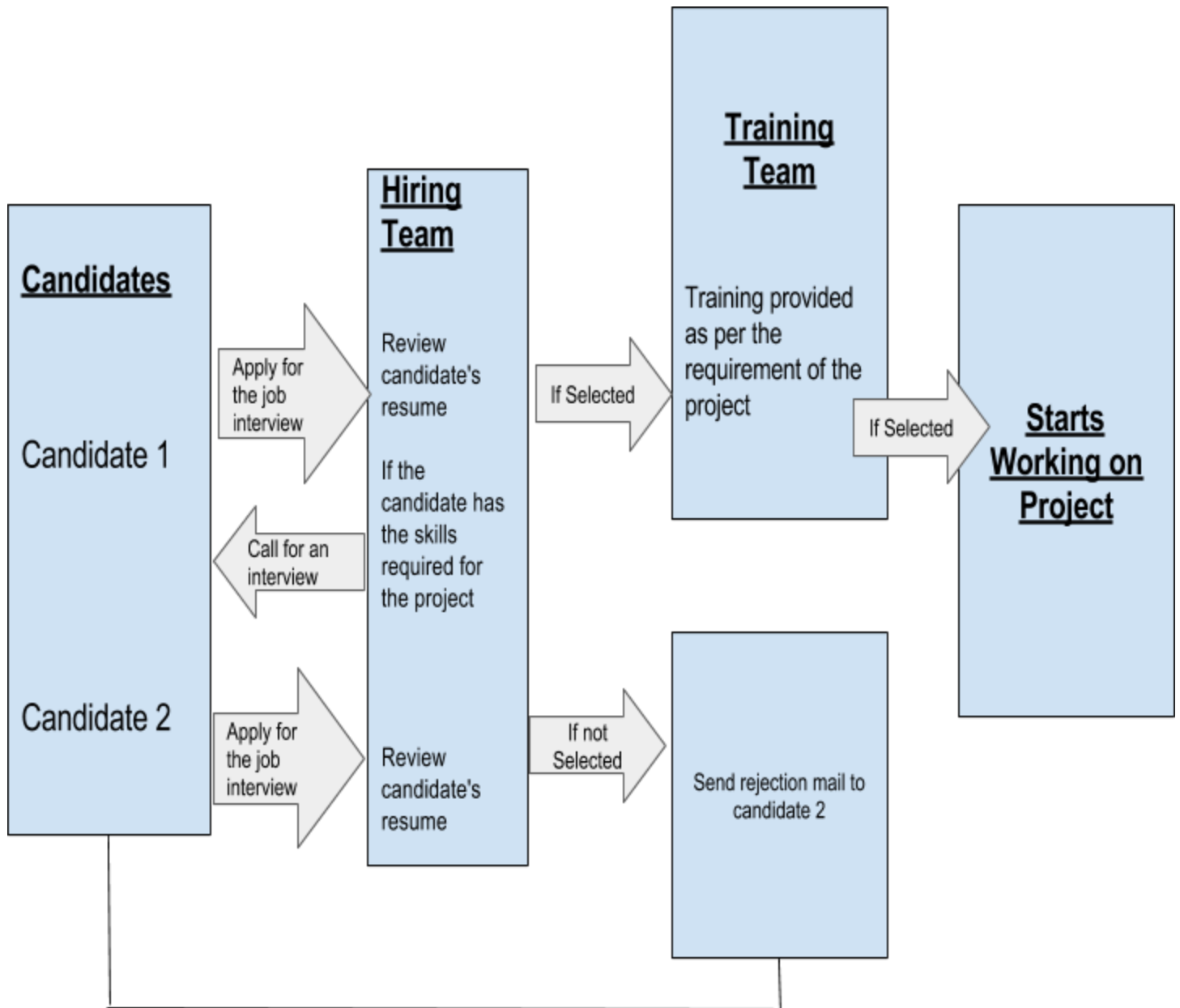
1. Reinvent productivity and business process
2. By increasing the efficiency of hiring process
3. Selecting right candidates and giving them proper training as per the requirement of the project

### **Operational Goals**

1. Provide excellent customer service
2. Investing on the right projects which lead towards the growth of the company and its employees
3. Operational Excellence: Increase the efficiency of the current system

## **Process constituents**

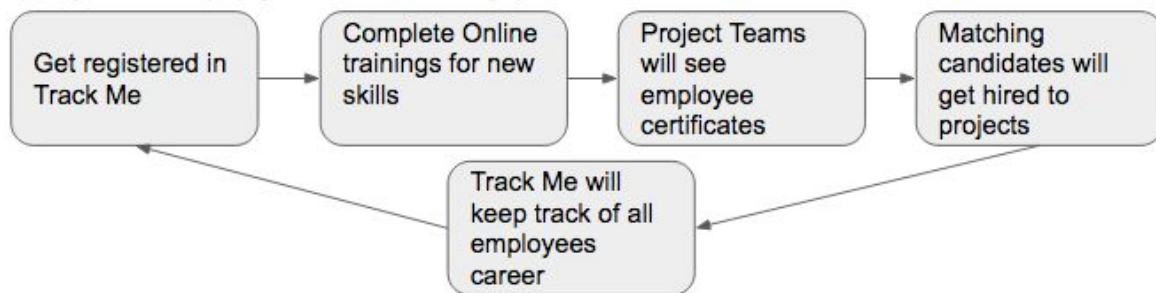
# Relationship Map



## Tools Viewpoint

In this section we will briefly describe how we will use information systems and IT tools to improve the new process that we want to incorporate. The entire progress tracking will be powered by a centralized information system called “Track me”

Track Me Information System:



As seen in the figure above, the track me system will be responsible for tracking the progress of the employee right from the time when he first enters the organization till his last day. As soon as a new employee enters the organization he is asked to make his profile in the “Track Me” system during the onboarding process. The initial face to face training will be replaced by a MOOCS like experience. The Track Me system will have several training modules covering many technologies and soft skills. Instead of the in class training the employees will be asked to complete training modules and certification as

per the organization needs. Employees will get certificates on completing the training which will also determine their performance. These certificates along with the training scores will be displayed on the employee's profile. The profile will also display the current status of each employee that is whether the employee is currently tagged to a project or on a bench

Now whenever there is a vacancy in a project the project team will search for a candidate using the Track Me system. The project team will be able to see the certificates and training modules completed by each employee. Thus say if the project team needs a resource with knowledge of databases and java they will search for employees who have completed both these certificates and select the employee who has the best score and overall experience. In this way the Track me system will help the project team to track the right talent. Similarly this system will also be used to post the requirement by project teams. Each employee will be dynamically asked to complete a training based on their past experience and project requirements. This will help TCS to train employees according to project needs instead of giving everyone the same generic training.

Track Me system will also have fields to add the

experience and skills acquired by employees during their projects with TCS. This will help them while going to another project. Thus the Track Me system will help the employees to quickly get into good project and the project teams to easily get matching talent. The Track Me system will be supported by a central database which will have records of each employee his status (benched or tagged), details of his skills and trainings and certifications completed. All this information at easy disposal will help the entire project allocation process to be easier and ultimately reducing the average bench time. Thus this process aims to save money and unnecessary frustration for TCS and its employees respectively.

### **Input/Output Screens:**

- 1) **Track Me Registration Form:** This is a screenshot of what the registration form of the proposed Track Me system would look like. In addition to the regular details the form will have options asking the employee about the skills he/she possesses and the proficiency level for each skill. As seen below the employee here has selected HTML and SQL as his skills. On

selecting these two skills radio button will be displayed to indicate the proficiency level for each selected skill. Once this form is filled and the employee is registered he/she will be able to take the required courses and completed course certificates and new skills acquired will automatically be displayed on his profile. Proficiency level for new skills will be determined by the grades obtained in the evaluations post the completion of certificate courses.

TCS - Track Me Registration

\* Required

Name \*

Gautam Sawant

Status \*

☒ Bench

☐ Tagged

Skills \*

☐ MCSE

☐ Excel

☐ Oracle

☒ SQL

☐ Javascript

☒ HTML

HTML Proficiency \*

12345

☐

☐

☐

☒

☐

SQL Proficiency \*

12345

☐

☐

☒

☐

☐

SUBMIT



**2) Employee skill tracking dashboard:** This is a screenshot of the employee skill tracking dashboard which will be visible to the project teams in the proposed skill tracking dashboard. As seen below the dashboard will provide a big picture of the skills present in the overall talent pool through interactive graphs. The dashboard will also provide a search functionality wherein the project team will be able to search the skills required and get the results in the form of a list of employees possessing that skill. As seen below the list all employees feature will list all the employees with their skills and the project team will be able to select one of these employee and view his/her profile in more detail.

Employee Dashboard

+ New Employee

+ New Skill

Video Tour

Search Employees



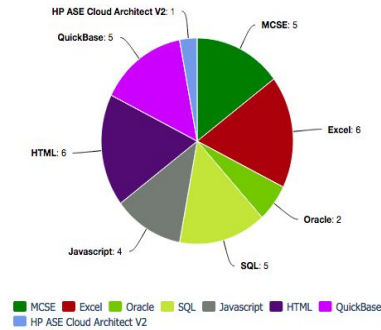
Search Skills



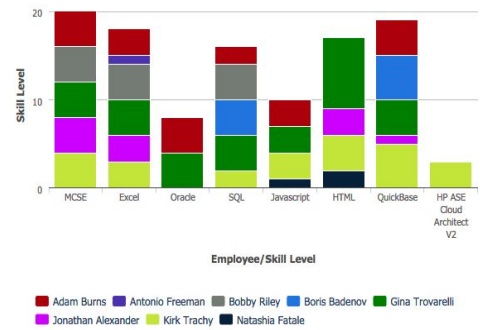
## EMPLOYEE SKILL TRACKER

"Managing employees and their skills"













Employees by Skill Type



Employees by Skill (Bar)



### List All Employees

	Employee	Employee ID	Title	Pix	Manager	Phone	Mobile	Email	Status	Skill Level	# Skills	Add Skill
 	Adam Burns	100050	IT Manager		Beverly Gordon	(560) 555-0492	(560) 555-4493	aburns@example.com	Employee	3,333	8	Add Skill
 	Alan Elliott	100024	Vice President of Sales		Beverly Gordon	(917) 555-4523	(769) 555-6810	aeliott@example.com	Employee	0	0	Add Skill
 	Alice King	100051	IT Manager		Gina Trovarelli	(343) 555-5016	(343) 555-0366	aking@example.com	Employee	0	0	Add Skill
 	Andrea Anderson	100047	Manager		Beverly Gordon	(597) 555-2216	(597) 555-7784	aanderson@example.com	Employee	0	0	Add Skill
 	Antonio Freeman	100023	Team Lead		Beverly Gordon	(917) 555-8702	(940) 555-7488	afreeman@example.com	Contractor	1,000	1	Add Skill

# Organizational/ Operational Viewpoint

## Functional Goal Summary:

Major Processes	Outputs	Departmental Goals	Employee's responsibility	Project Team's responsibility
Job Interview	Result of the interview	(Recruiting) Select well qualified employees	Present information truthfully	Convey requirements
Online Training	Get trained	(Training) Provide top quality tools for training	Complete trainings and acquire skill certificates	Ask training dept. to schedule online courses of required skills
Tagging to projects	Employees getting quickly tagged to	(Tagging dept.) To ensure project tagging is smooth	Complete all the documentation and formalities for	Select employees with right skills using the Track Me

	suitable projects		tagging	system
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The functional goals summary provides a matrix that explains all the major processes at a high level. It also explains the expected results for each of the processes, the process goals for the concerned department and responsibility of the employees and the project team in each of the major processes. Thus the functional goal summary matrix is a combination of process goals and role responsibility matrix Following are the major processes outlined in the functional goal summary matrix:

- 1) Job Interview: This is the first major process. The output of job interview is a result either positive or negative. The department responsible for this process is the recruiting department. The goal of this department is to select well qualified candidates. In this process the employee's responsibility is to present all the information truthfully and the project team's responsibility is to convey their requirements properly to the recruiting team as the recruiting team will be able to recruit candidates according to the specific requirements.
- 2) Online Training: This is the second major process

which will be streamlined by the new Track Me system. The output of the process is to provide quality training to the employees. The department responsible for this process is the training department. The goal of the training department is to provide top quality tutorials and certification courses for the technologies asked by the project team. The employee's responsibility is to make use of the online resources complete as many certification tutorial courses as possible. The project team's responsibility is to ask the training team to schedule trainings of the required tools and technologies.

3) Tagging to projects: This is the last and most important process for the employees as well as the project teams. The output of this process is that employees will get tagged to suitable processes quickly. The tagging department is the concerned department which is responsible for smooth tagging and onboarding of employees in the new project teams. The employee's responsibility in this process is to complete all the documentation and formalities necessary for tagging to project. The project team's responsibility is to select the right individuals for the project using the Track Me information system.

## Cost Benefit analysis

2017      2018      2019      Total

Staff/Hiring	20m	22m	25m	67m
Standardize expertise platform	7.2m	8m	10m	25.2m
Build IT Training centre	10m	8m	8m	26 m
Total				118.2m

So this project will cost around 1.18 billion INR for developing new system, new training process. If this process is successfully implemented then it is predicted that company revenue will grow by 2.1%

## Benefits

- Hiring according to requirement
- Saves bench time period for employee
- More efficient work and output due to proper hiring
- Increases productivity
- Advantageous for financial side of the company

## **Conclusion and Future scope**

- Introduction to new system of hiring process for TCS
- This process will motivate all the employee to work and TCS can target good employees as the bench process will be removed
- Training period will give every employee equal opportunity to learn and prove their value
- In future hiring process can be automated by pre screening automated interviews and interview employees only which are directly fit for project

## **Future Evolution**

- Online automated Video Interview for pre-screening and then if candidate is perfect then he/she will be contacted as per requirement
- Online Training moodle before working on live project
- Certificate course which can not only be useful for TCS but that certificate has validity in almost whole corporate world.