

# *transformula*

THE ALGORITHM OF THE FUTURE



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## = opportunities

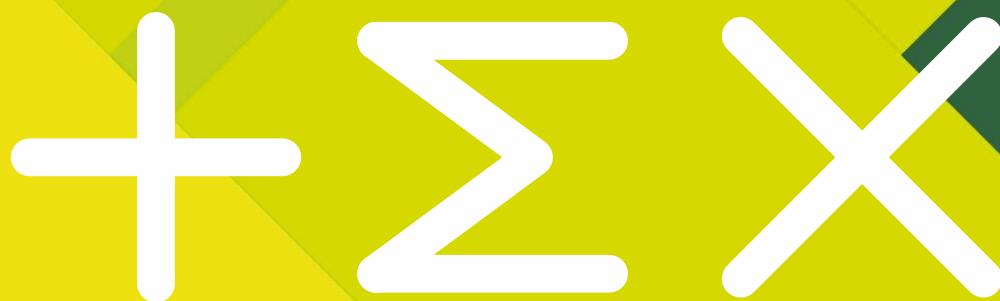
### Ushering in equality of access

The core philosophy of Tata STRIVE is 'no youth left behind'. All our decisions, processes and investments are geared to mainstream the disadvantaged youth in the nation's economy.

## technical skills × soft skills

### Multiplying career growth

Our unique pedagogy and methodology have been meticulously crafted to nurture attitude along with aptitude. The aim is to create a talent pool which can self-navigate its way through a dynamic and competitive economy.



## (domain knowledge)<sup>tech</sup>

### Raising the benchmarks of vocational training

Tata STRIVE augments the power of best practices and domain expertise in skilling through technology enablers. This results in processes and outcomes which are setting new benchmarks in skill building.





## sustainability + scalability

### Adding permanence to the revolution

Our centres have been designed for easy replicability, even in remote pockets of the nation. The entire model is scalable, and designed to become self-sustainable in the near future.

### $\Sigma$ strengths

### Amplifying outcomes through synergy

Tata STRIVE leverages strengths across group companies and collaborates with other corporates, NGOs and government partners, to develop and implement industry-relevant skilling initiatives for the marginalised youth.

# The Need of the Hour

In India,



**99%**

Gross Enrolment  
Ratio (GER) in  
primary education<sup>1</sup>

**19%**

GER in  
higher  
education<sup>2</sup>

**13**

million enter  
workforce  
each year<sup>3</sup>

**93%**

of current workforce  
is employed in  
informal sector<sup>4</sup>

**2%**

Indian workers  
are formally  
skilled<sup>5</sup>

Source: 1 - HRD Ministry, India Government 2014 | 2 - HRD Ministry, Indian Government 2013 | 3 - National Skill Development Corporation  
4 - "Skill Development Initiatives in India", ISAS Special Report-National University of Singapore, July 2013, p.6 | 5 - IDFC (as published in 2011)

Two-thirds of India's 1.2 billion population is under 35 years, making the country one of the youngest in the world from a demographic perspective. The economic benefit of having such a large working age population is obvious. However, a significant percentage of this population is unskilled or under-skilled. Skill building is therefore a key focus area for national development. The outcome of India's skilling mission would be to mould this vast human potential into productive employees and venturesome entrepreneurs. Developing a skilled workforce will also help India leverage a global opportunity.

**As per the 11th Five Year Plan published by the Indian Government, there will be a shortage of 55 million skilled workers in 2022 in the rest of the world, whereas India will have a surplus of 47 million skilled workers.**

Although India does have a large trainable workforce, the supply pool is not always close to demand. Socio-cultural norms and migration issues further complicate the situation. The education system, not being closely linked to industry needs, creates graduates who are not readily employable. From the industry's perspective, therefore, acquisition and retention of new talent, especially of blue collar workers, is a major challenge.

The past five years have witnessed a lot of activity in the skilling ecosystem through efforts from both the government and private sector. However, there are major challenges that are seen.

**1st**

The attrition level at entry level jobs across most industries is high, especially during the initial months of hiring new talent. For industry, soft skills is a threshold competency and is closely linked to attrition, hence it is a top priority of employers.

**2nd**

The investment on upskilling of existing trainers is often neglected, which eventually affects the quality of the overall delivery of training.



3rd

Assessment and certification suffers from authentication issues making it difficult for organisations to assess the professional capabilities of the candidate.

4th

Finally, skilling for entrepreneurship requires a more engaged approach, in addition to a conducive local ecosystem and multi-stakeholder partnerships.

Any skilling programme must address these challenges. The transition of youth into an employee/entrepreneur is a transformation process that involves behaviour change, knowledge acquisition and skill development.

## The Tata Edge

The Tata culture of giving back flows from the tradition of nation and community building sowed more than a century back by Jamsetji Tata, the founder of the group.

For decades, Tata companies have invested in activities related to skill development in communities around which they operate. With the growing need for a skilled workforce, Tata STRIVE was formed to leverage the strengths of Tata companies and their extended ecosystem to bring quality into the training programmes. This is in addition to appropriate certification and measurement of outcomes to create a skilled workforce.

**TATA STRIVE | Right Skills Bright Future**

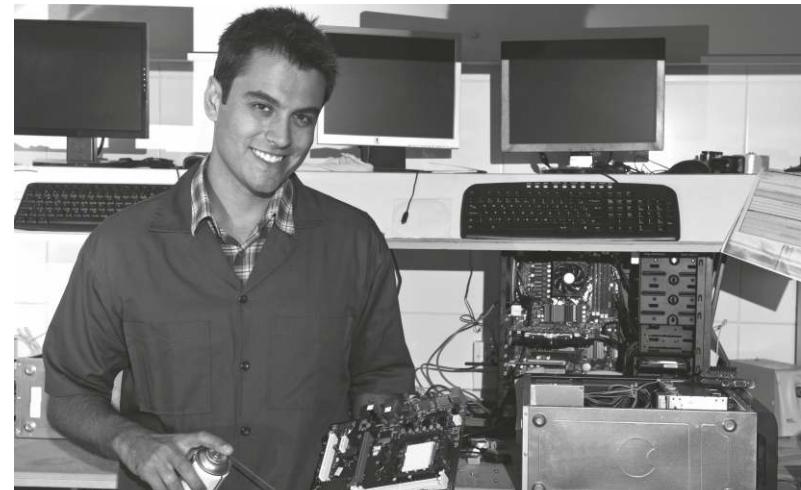
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**M I S S I O N**

**To build capacity to train youth for employment, entrepreneurship and community enterprise**

Tata STRIVE - an initiative of Tata Community Initiatives Trust, and the first Group CSR programme, addresses the pressing need of skilling India's youth for employment, entrepreneurship and community enterprise.

It reaches to communities, develops skills of people from financially challenged backgrounds and acclimatises them with the changing work environment. The core philosophy is to curate courses that would help in creating and supplying trained manpower across the entire industrial spectrum, as well as develop entrepreneurial talent.



## Tata STRIVE is aligned with the 25 'sectors of focus' identified by the Union Government

It has set up a replicable model for training and skill development, creating training capacity in select sectors and trades along with appropriate certification and measurement of outcomes. The model is scalable, and designed to become sustainable over the foreseeable future.

Tata STRIVE is built around certain guiding principles. For example, the programme aims to be accessible to the underprivileged and those who have traditionally been denied access to such training, on account of gender, disabilities or ethnicity.

The quality standard for the programme has been set high to ensure that Tata STRIVE will be synonymous with quality skill-building. Courses offered by Tata STRIVE are at the minimum, aligned to the National Occupational Standards as specified in the Qualification Pack of various Sector Skill Councils and in many cases exceed them.

Scalability and sustainability are key to the exercise. Tata STRIVE drives collaborations in the area of knowledge exchange, technology, domain expertise and delivery models.



Tata STRIVE collaborates with Tata and non-Tata companies, Tata Trusts (Sir Dorabji Tata Trust and the Allied Trusts), Government Institutions as well as with NSDC/Non-NSDC training partners.

The Tata STRIVE delivery model is two-pronged:

- 
- Building internal capabilities through Tata STRIVE Skill Development Centres
  - Scaling up through collaborations with Government institutions such as ITIs, with NGOs and corporates
- 

Trades or skills to be taught at a particular centre are based on the demand and the need in that region, thus ensuring that youth can benefit from a choice of job and entrepreneurship opportunities.



## as well as skill gaps identified by the National Skill Development Corporation.

Empowering youth with the right skills can define the future of the country. Tata group as an industry leader is well placed to build a technology-based scalable model for skilling, with a focus on quality of training, leading to employability and entrepreneurship opportunities for youth.



### Mr. S. Ramadorai

Chairman - Advisory Board, Tata STRIVE  
Chairman - National Skill Development Agency & National Skill Development Corporation



The Tata group is committed to enhancing the quality of life of the communities it serves. In line with this commitment, Tata STRIVE will leverage synergies across group companies to develop and implement industry relevant skilling initiatives for the youth and disadvantaged communities.



### Dr. Mukund Govind Rajan

Member - Group Executive Council  
Brand Custodian & Chief Ethics Officer, Tata Sons  
Co-Chair - Advisory Board, Tata STRIVE





# coachiever

Training educates, and coaching empowers.

Training provides technical skills in a particular discipline, whereas coaching leads to holistic enrichment of the individual.

Training can lend jobs to youth, yet it's the coaching approach that enables them to retain their jobs and achieve higher growth in today's fiercely competitive marketplace.

Towards this objective, Tata STRIVE has instituted 'Empowerment Coaching for Facilitators (ECF)', an exclusive capacity building programme designed to transform trainers into coaches.

This unique pedagogy is complemented with next-gen curriculum and an exclusive teaching methodology.

## Holistic Learning

The transition of youth into an employee/entrepreneur is a process that involves sustainable behaviour change, knowledge impartation and skill development. In a carefully structured programme, Tata STRIVE has engineered processes that have incremental impact across the value chain – from mobilisation to placement

and beyond. Unparalleled methodology, pedagogy and technology are the three pillars of Tata STRIVE. Right from pre-mobilisation to workplace preparedness, Tata STRIVE has incorporated practices that are path-breaking in the skilling industry. These are depicted in the value chain illustrated below:

## Processes & Quality Framework

SKILL DEVELOPMENT VALUE CHAIN					
	Faculty Onboarding	Mobilisation & Registration	Training	Assessment & Certification	Placement & Alumni Network
INDUSTRY STANDARD PRACTICES	<ul style="list-style-type: none"> <li>• Train the Trainer           <ul style="list-style-type: none"> <li>- Soft Skills</li> <li>- Domain Skills</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Basic Student Information</li> <li>• Mass Mobilisation</li> </ul>	<ul style="list-style-type: none"> <li>• Domain Skills</li> <li>• Soft Skills</li> </ul>	<ul style="list-style-type: none"> <li>• Domain &amp; Soft Skills</li> <li>• On Job Training</li> <li>• Summative Assessment</li> <li>• Paper Certificate</li> </ul>	<ul style="list-style-type: none"> <li>• Placement</li> </ul>
TATA STRIVE DIFFERENTIATORS	<ul style="list-style-type: none"> <li>• Empowerment Coaching for Facilitators</li> <li>• Mindset shift from Trainers to Facilitators</li> </ul>	<ul style="list-style-type: none"> <li>• Enable Informed Career Choices</li> <li>• Interest Inventory</li> <li>• Technology Platform for Registration</li> </ul>	<ul style="list-style-type: none"> <li>• Youth Development Focus</li> <li>• Pedagogy based on Problem Solving</li> <li>• Field Projects</li> </ul>	<ul style="list-style-type: none"> <li>• Formative &amp; Summative Assessment</li> <li>• Digital Assessment</li> <li>• QR Coded Certificates</li> </ul>	<ul style="list-style-type: none"> <li>• Listing for Livelihood</li> <li>• On the Job Training</li> <li>• Alumni Network</li> </ul>

HOSTED ON A STATE-OF-THE-ART TECHNOLOGY PLATFORM

# Innovative Aptitude Analysis

Tata STRIVE has designed an exclusive methodology to help youth make an informed career choice.

## Interest Inventory

- An algorithm approach, the Interest Inventory, is a picture-based assessment of the student's interest
- This enables the counsellor to guide the student towards the course that invokes maximum interest in the student instead of being dictated by personal bias



## Career Discovery



- Once the course is decided, the next counsellor meets the student and takes them through innovative audio-video materials. Realistic portrayal of the workplace helps them make informed choices
- Tata STRIVE invites parents to participate in the decision-making process which leads to greater ownership and attendance

## Self-discovery



- Tata STRIVE does not share any domain knowledge with the students during the initial phase
- Students are encouraged to introspect on their lives and aspirations
- The classes are conducted 9-5 daily with a special emphasis on values, beliefs, emotions and self-confidence, which prepare the students well in advance for their careers

The programme is created to be a mix of cognitive and non-cognitive practices, so that the student is empowered with the necessary learnings to transition into the knowledge economy.

## YOUTH DEVELOPMENT PROGRAMME



### Digital Literacy

#### MODULES



### Life Skills



### Values



### Workplace Readiness



### Communication Skills (Non-Language)



### Financial Literacy

# Unique Pedagogy

At Tata STRIVE, the faculty is a coach, not a trainer. A team of well-qualified and expert professionals are trained on 'Empowerment Coaching', an exclusive capacity building programme designed to transform trainers into coaches.

## Good Practices

- Igniting curiosity in students and inspiring them to follow their passion without being judgmental
- Focussing on building non-cognitive skills
- Problem based learning through case studies, role play, discussions, projects, etc.



## Assessment

- Analysing the students' behaviour, emotions, cognitive and non-cognitive skills
- Weekly assessment and guidance on ways to bridge the gap between possible and impossible



## Recognition of Prior Learning

For those who have learnt on the job but do not have formal certification, Tata STRIVE has developed a process of assessment that ascertains levels of knowledge and skills of the individual.

Recognition of Prior Learning (RPL), is an opportunity for youth with experience to secure a certificate from Tata STRIVE after clearing both theory and practical assessments. Certification can help the youth to find better career opportunities.

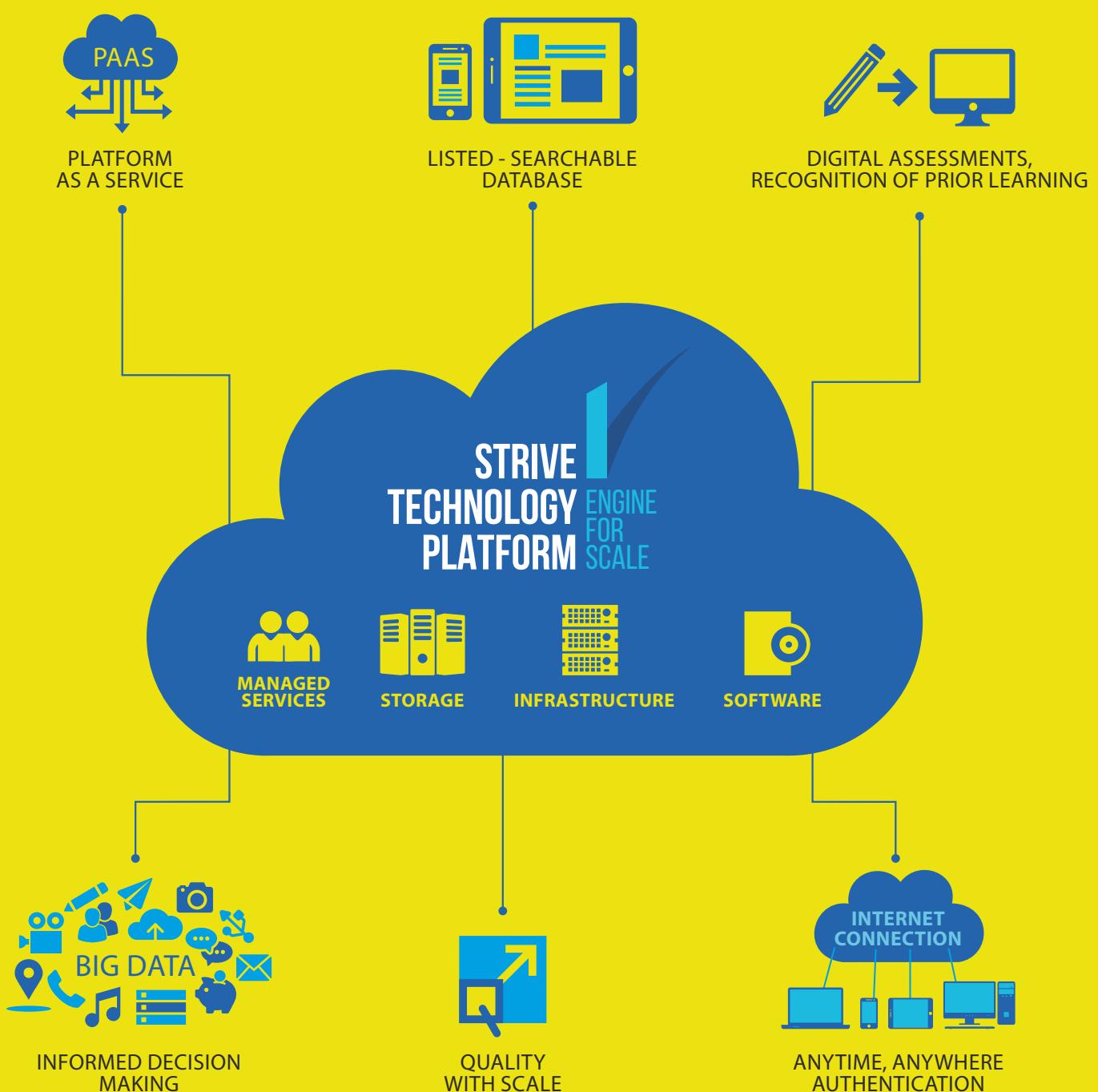
## Youth Development Score Card

- Youth Development Score Card (YDSC) is a holistic approach towards youth's development
- The goal is to develop self-confident youth who believe in themselves. Through expert facilitation and by working on development of life skills that belong to one of the four areas: Behavioural, Emotional, Cognitive and Social, the youth improve their Self-esteem ("I Am"), Self-efficacy ("I Can") and Self-confidence ("I Will")
- A practice of 'goal setting' and 'stretching to achieve' is set right at the beginning through the development score card activities. The youth continues this practice beyond the programme and assimilates it as a part of life

## New-age Learning Aids

Technology is embedded into the Tata STRIVE strategy. The technological excellence of Tata Consultancy Services has been leveraged to develop the Tata STRIVE Skill Development Platform that underpins the programme across the skilling value chain. Besides being a 'single source of truth' from candidate registration to candidate performance and placement, the platform's capabilities include collaboration amongst communities, hosting of digital content and listing for placements.

The technology platform, offered pro bono by TCS, is not only in sync with changing times, but it also makes operations replicable, scalable and measurable. This capability is critical to the model of scaling up through collaborations as illustrated below:



## Centralised Registration and Information Hub

- A digital platform which shares information on centres, faculty, courses, and students, the registration and information hub makes Tata STRIVE easily accessible to the world
- A common touchpoint for employers, job seekers and stakeholders, where they can connect with each other

Technology has also been used to ensure a secure and detailed operational reporting system, which provides analytics to make effective decisions. The platform also provides a database of students to assist prospective employers with recruitment.

## Collaborative Authoring

- A digital space where authors, students, trainers, and employees can create and comment on subjects, discuss topics and express themselves through blogs, comments and share links
- These posts can prove to be a source of learning for students and keep them updated on changing trends in their industry

Tata STRIVE leverages technological excellence of not only Tata companies, but also leading names from diverse industries.

This gives the Tata STRIVE students an edge over others through practical training in their chosen field through simulators. For instance, an automobile student would get to work on a simulated version of a car instead of just being taught using diagrams.



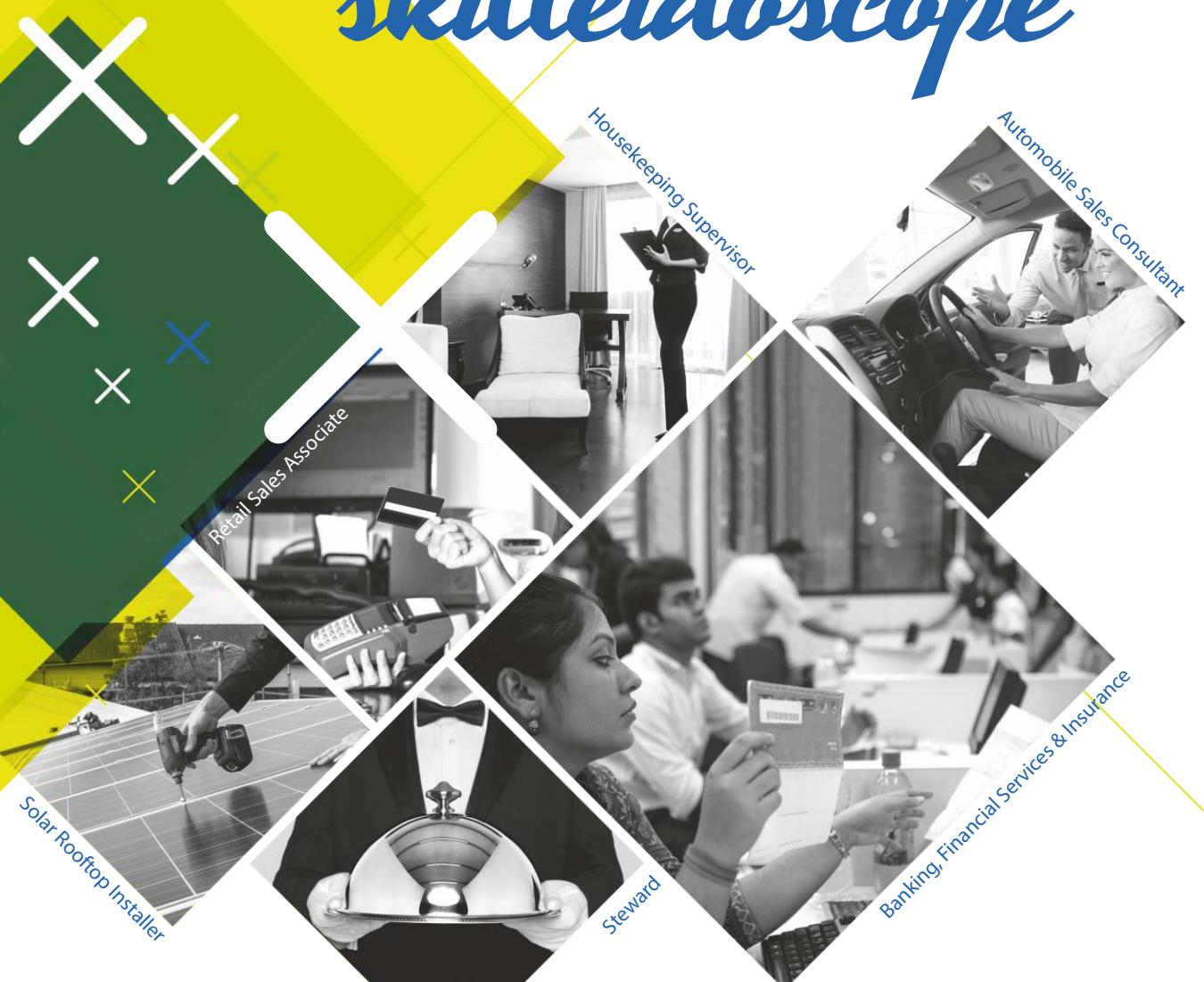
More number of industries we cater to, more number of youth can be absorbed in the economy.

Greater the diversity of languages we address, deeper the geographies we can penetrate in and wider the demographics we can touch upon.

At Tata STRIVE, we closely monitor the marketplace, design and develop courses across a host of disciplines to cater to the diverse demands of industries, geographies and cultural nuances.

Not only are we raising the standards through our courseware, we are also ensuring a high degree of standardisation across centres.

# skilleidoscope



# Glocal Footprint

Each skilled local citizen has the potential of becoming an empowered global citizen. At Tata STRIVE, we adopt the approach of being global but thinking local through initiatives like WEAVE.



In 2015, with a vision of creating 'glocal' platforms, Tata STRIVE collaborated with TCS and leveraged WEAVE - a custom-made skill development software, at the Weavers SJS Training Centre at Varanasi. The initiative lent the weavers of Varanasi a technological edge in their craft. The participants included 16 weavers who were 7th to 12th class pass, and had never used a computer before. Through their ardent endeavour of three hours per day and 139 hours across 10 weeks, apart from their occupation as weavers, the participants upgraded their skill sets in sync with technology. The curriculum of WEAVE included digital literacy, design skills, weave application, life skills and customer orientation, followed by train the trainer. The participants learned to create designs using computer software and later translating them into actual creations. They showcased their creations at the Lohta cluster. WEAVE also introduced a digital platform to the participants, where they could not only showcase their creations, but also garner ratings for their craft.

## Partnership Models

Tata STRIVE works on a two-pronged approach:



**Building Tata STRIVE Skill Development Centres (TSSDCs) in different parts of India by utilising the infrastructure available with group companies**



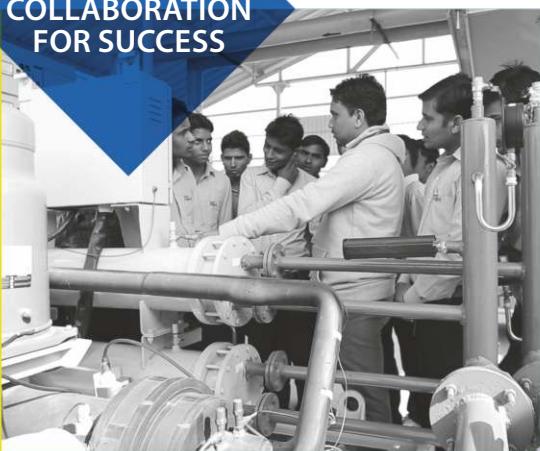
**Working with Partner Centres (Government, NGOs, Corporates) and helping them scale up their training capacity and capability**

Under the partnership model, Tata STRIVE enters into partnerships with Tata companies, non-profits, non-Tata companies, government agencies, foundations, trusts and banks. India's Industrial Technical Institutes (ITI) are a big component of the partnership model. Tata STRIVE works with credible NGOs, some of whom have a working relationship with Tata companies, which are then built upon, bringing in knowledge, technology and process expertise while leveraging the physical infrastructure.

Tata STRIVE is discussing opportunities to partner with non-profits across India and overseas. Partnering with STRIVE will enable ITIs and non-profits to not only expand their offerings but also make them market relevant as these programmes would be developed by companies based on their needs – for instance, an auto mechanic course designed by Tata Motors or a refrigeration mechanic course designed by Voltas.

Other non-Tata corporates are an important part of the partnership model, bringing in complementary capabilities including new domain expertise. Collaboration with funding agencies such as banks enable access to funds for candidates to meet their course fees.

### A COLLABORATION FOR SUCCESS



Tata STRIVE's model is an excellent platform for group companies to come together for collaborative efforts.

The skill development centre at Aligarh is a good example of the power of such collaboration. The centre is in the sprawling campus of Tata Chemicals' Tata Krishi Vikas Kendra.

Experts from Tata Realty and Tata Consulting Engineers helped to redesign the facility, and specialists from Tata Elxsi chipped in with their expertise in designing and branding. TCS provided the IT team and Tata Teleservices helped in connectivity-related issues.

Voltas provided learning material and equipment for the Air Conditioner & Refrigerator (AC & R) operator course. For the electrician and wireman's course, a European multinational specialising in energy management provided the necessary support.

Similarly, companies with specific expertise have helped to develop courses in other areas. The Tata group's retail companies, such as Croma, Titan, Westside and Starbucks, have contributed towards the creation of a retail course. Likewise, other Tata companies have been involved in contributing to courses in hospitality and infrastructure, amongst others.

Many volunteers from group companies worked with Tata STRIVE and were sourced from Tata Engage, the group wide volunteering platform that enables Tata employees to engage in community-development efforts by lending their time, and skills.

Leveraging the various strengths within the Tata group, i.e. its people, technology, domain and industry expertise, to the fullest helps to create a multiplier effect.



# smilestones

Delivery beyond expectations is what brings a smile to a stakeholder's face.

At Tata STRIVE, our performance report is reflected in the number of smiles we generate and the number of success stories we create.

Upping the happiness index, improving learning curves, lifting career graphs and accelerating the nation's growth are milestones we want to traverse and we are pursuing them with a relentless spirit, well thought-out strategy and strategic collaborations.

ASSISTING  
WITH  
DREAMS



Just before 9 am on a Monday morning, dozens of young men come together in the Tata STRIVE campus, on the outskirts of Aligarh, about 130 km south-east of New Delhi. Most of the men, aged 18 to 35 years, are from nearby villages in this backward region of western Uttar Pradesh. They dropped out of school due to poverty and, a few months ago, were set to join scores of unemployed youth, idling their lives in desolate farms. But Tata STRIVE has changed that – for the better.

I realised I wasted time all those years after leaving school. The way they teach here is quite different. I was not absent even for a day.



**Deepak Sharma**

Electrical Wireman, Ginger Hotels (New Delhi)  
Tata STRIVE Alumnus (Batch of 2015-16)

When we work in the fields, we do not pay much attention to concepts such as punctuality, but after a few days here, I realised the importance of time.



**Keshav Dev Gautam**

AC & R Operator, Paramount Engineers (Delhi)  
Tata STRIVE Alumnus (Batch of 2015-16)

Earlier I used to get angry for no apparent reason and fight with my family members. Today, I know how to deal with others and not lose my temper.



**Pankaj Kumar**

Electrical Wireman, Ginger Hotels (Jaipur), Tata STRIVE Alumnus (Batch of 2015-16)



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