



# CASE STUDY

2025

**steel-a-thon**  
Prove your Metal  
Season XII 2025

# Case Title

## Rewiring Roles: Building Skills-First Future

## Introduction

Tata Steel being a pioneer in people practices has always created policies & introduced initiatives for its employees that reflect its values. The current business scenario is evolving at a rapid pace with setting up & integration of new units across geographies and expansion of existing ones. In such times the process of identifying talent for full-time roles within the organization needs to also be robust & agile. This case study has been designed to explore the challenges faced by Tata Steel in achieving these goals.

## Background

Tata Steel has mostly looked at its internal talent to take on new responsibilities & challenges. The company has an Internal Recruitment Policy (IRP) through which it selects employee for vacant full-time roles. Typically, applicants for internal recruitment are shortlisted based on eligibility criteria such as relevant qualification & experience in similar roles.

Today, Rapid technological advancements (AI, automation, digital tools) mean that job roles are evolving faster than ever. Skills—not job titles—are better indicators of a candidate's ability to adapt and contribute.

Tata Steel is looking to Future-Proofing the Workforce, improve Retention & Engagement and provide Business Agility. We have created several learning platforms ranging from online self paced learning to schools of excellence. We have also created a project marketplace which allow employees to look at cross functional roles and volunteer their time to projects and thereby also learn new skills.

For the employee Tata Steel would like to offer an opportunity for them to Own their future, create a limitless career & Jump ahead of the curve. This will help in creating a foundation for skill-based careers. We would replace our current IRP with a skill marketplace.

- 1. Driving Cultural Transformation - What strategies can be employed to shift organizational culture toward embracing skill-based career progression, particularly among a workforce accustomed to growth through tenure and formal qualifications?
- 2. Designing Skill Architecture - How can the organization develop a robust skill architecture (skill-position mapping) that complements and enhances the existing job architecture (job-position mapping), ensuring alignment with business roles and future capabilities?
- 3. Streamlining Skill Assessment - What assessment mechanisms can be implemented to evaluate skills efficiently and accurately, minimizing time spent on interviews while maintaining hiring quality and fairness?
- 4. Communication Strategy & Roll-out Plan - What communication strategy and phased roll-out plan can Tata Steel implement to effectively launch and sustain engagement with its skill-based career framework across the organization over the coming years?