**Minutes of Meeting: Capability Building**

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| Name of initiative | Discussion Summary |
| Training   * Functional Training * Mentoring & Coaching * 360 degree feedback * Segregation of employees | This topic needs further discussion with Rustom on the following points:   1. We must ensure that post training, individuals take accountability of delivering results. 2. Training should not be restricted to one Business Unit. Else, capability differences will crop up 3. Training investment should be linked with enhanced function performance |
| Management Trainee program   * B School hiring in March-Apr * Set quality standards * Introduce Psychometric testing | The management trainee program will comprise of following 3 factors:   1. **Institutes:** we must only go to such institutes of quality which offer VVF a Day 0 or Day 1 slot. Currently we may not get such slots from top of the class Business Schools. So we will target the best talent from next tier of good business schools 2. **Selection process:** can comprise of the usual interview / group discussions, with psychometrics 3. **Post selection:** the MTs should run as a program with the following things clearly chalked out:    1. Persons who will evaluate performance of the MTs    2. Ensure sufficient exposure from senior management    3. Strong HR intervention by the HR head in meeting up with all the MTs individually every month and checking on progress, issues etc.    4. MTs should be rotated across functions and across Business Units |
| Talent quality Review   * Review and assessments * Clean out KRAs & KPIs * Recognize talent | Effective talent quality review will comprise of the following factors:   1. Capability building through rigorous training, followed by bi-monthly review of performance and strong reward/punishment mechanism to weed out non-performance 2. The KRAs and KPIs of employees can be reviewed for sharpness by Hoshi |
| Salary benchmarking   * Annual benchmarking of compensation * Inputs to hiring and revision | VVF should participate in industry-wide salary benchmarking surveys every year, run by Mercer or Hewitt. We may choose to also commission special benchmark surveys with select peer companies. Same can be arranged with Mercer or Hewitt.  Such survey results should be available with the compensation team by January every year, so that appropriate budgeting can be done for revision exercise. |

**NOTE:** In the next discussion, we must cover – **Burning Platform** and **Talent Mobility** within VVF to cross-pollinate existing capability