



# 'PraGaTi'

Potential... Guidance... Talent



**Purpose:** At UltraTech we have experienced 90% organic and inorganic growth in the last 4 years across geographies. UltraTech is spread over 56 manufacturing locations all over India, incorporating 23 Integrated units, 27 Grinding units, 7 Bulk Terminals, 3 Head offices, and 345 marketing locations. With continuous industrial advancements and technological changes, UltraTech needs to ensure its workforce skillset to be up to date.

Workmen being the technical foundation to manufacturing processes on the shopfloor, adapting to the **continuous learning process** can help to enhance **workmen proficiency** and **business sustainability**. They being one of the key differentiators for business success, their skill assessment and enhancement are essential steps. Keeping these in mind, '**PraGaTi**' has been designed.

**PraGaTi:** as it states is to identify 'Potential', to 'Guide' them and enhance 'Talent'.

### Need:

1. Long term strategy on workmen skill deficiency due to retirements
2. Align with changing work environment and priorities
3. Uniform and automated process

### Objective:

1. To identify current competency level
2. To carry out holistic development to improve efficiency
3. To develop multi-skilled workforce
4. To catalyze tacit knowledge transfer

### Success Measures:

1. Develop fungibility for high skilled jobs
2. Workmen talent management
3. Workmen productivity

### Business benefits

- Aligning with industrial 4.0
- Right talent at right job
- Catering current & future business needs
- Increased engagement & productivity
- Cost competitiveness & efficiency

### Workmen benefits

- Skill upgradation
- Multi-tasking workforce
- Continuous learning environment
- Career growth and enhancement
- Enhancing individual and team competencies

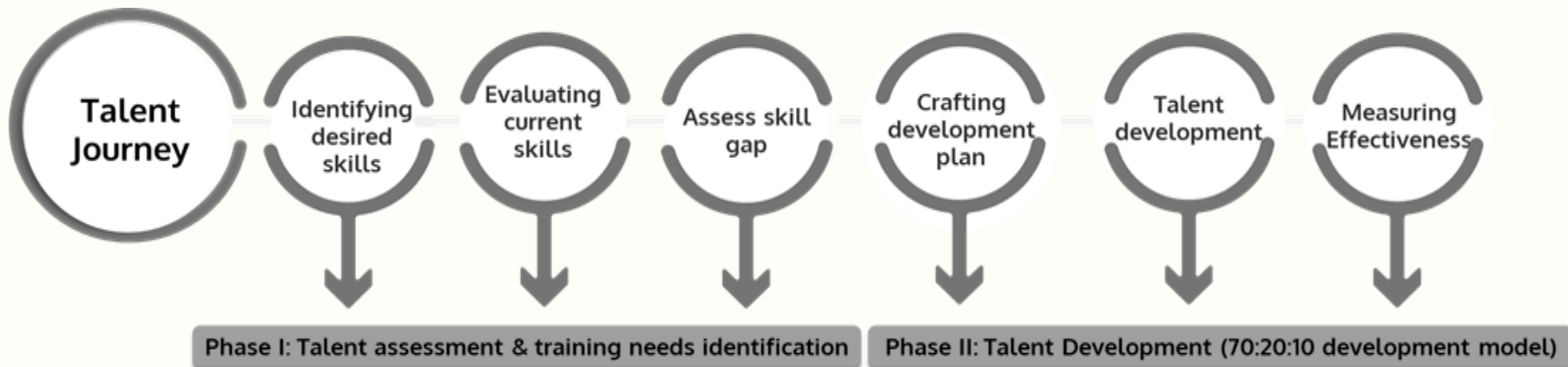


# 'PraGaTi'

Potential... Guidance... Talent



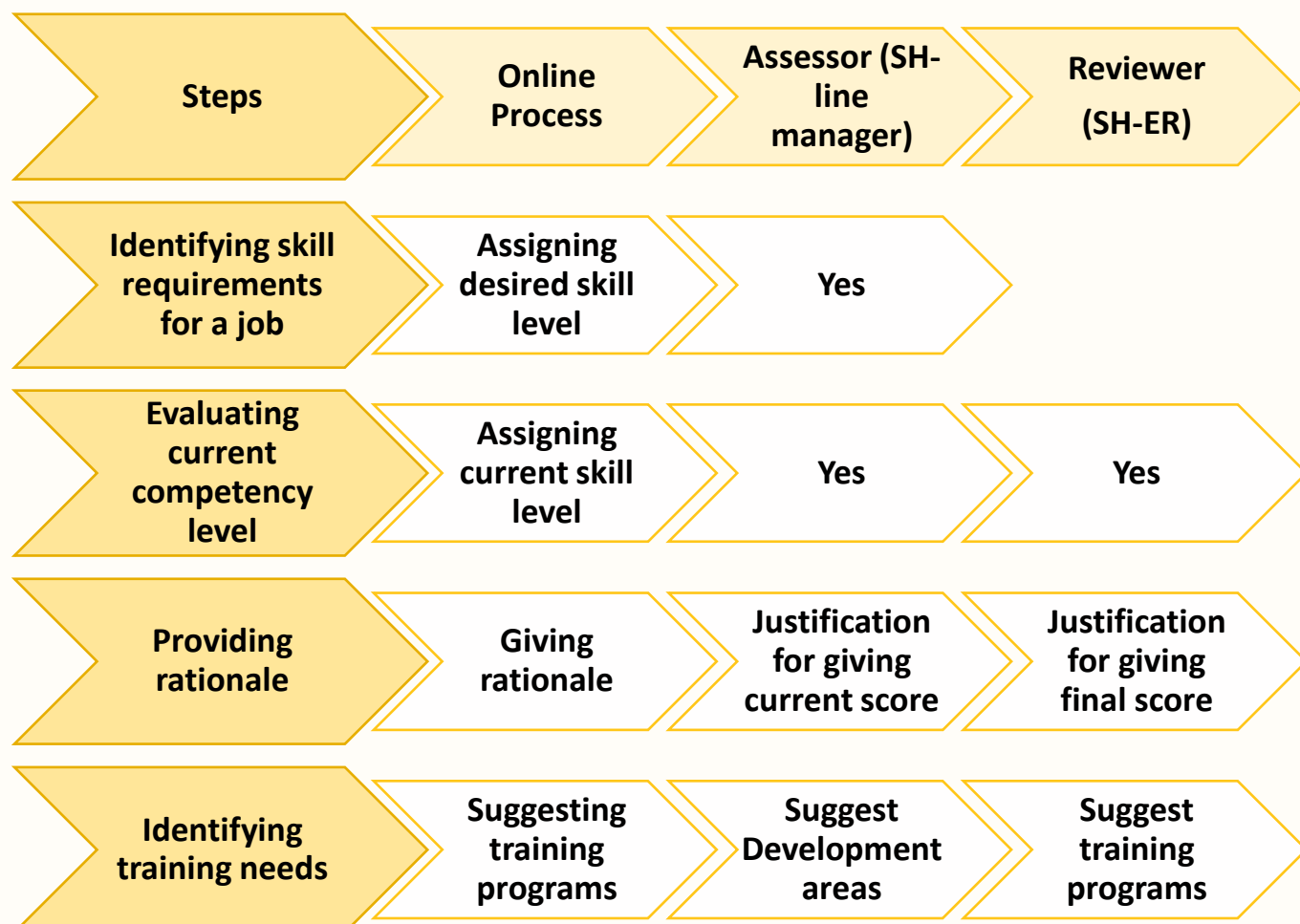
**Conceptual Framework:** A structured automated process has been created for bringing uniformity across UltraTech. As per the below illustration 'PraGaTi' has been divided into two phases:



## Phase 1- Workman Talent Assessment-

Is to evaluate current skills against the desired skills for performing a particular job. This will identify the current competency level and help find skill gaps and training needs. Around 2700 workmen's current skills were evaluated (functionally, behaviourally, quality systems knowledge & safety aspects). This helped in identifying current competency levels & helped find skill gaps and training needs.

### Process steps for assessment:





# 'PraGaTi'

Potential... Guidance... Talent



## Levels of assessment:

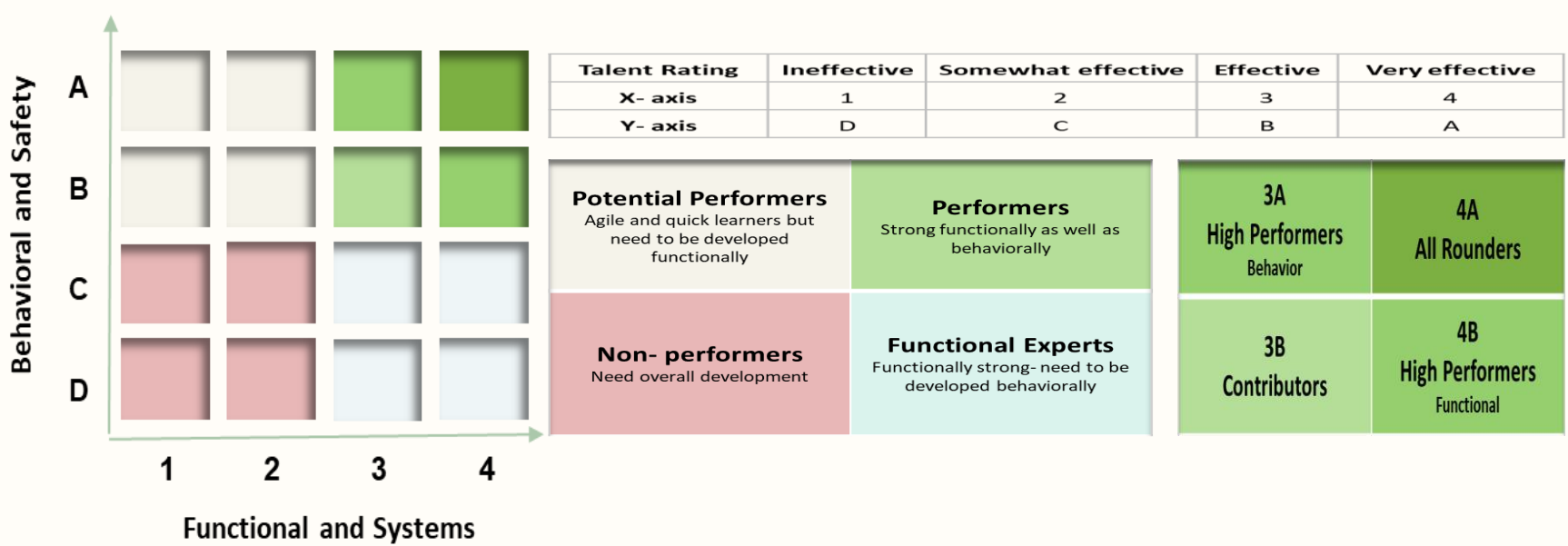
Levels	Effectiveness	Description
Level- 1	Ineffective	Does not possess the required skills and attitude- needs supervision
Level- 2	Somewhat Effective	Possesses partial skills and attitude- requires somewhat supervision
Level- 3	Effective	Meets organizational- needs no supervision.
Level- 4	Very Effective	Outperformer/ role model / can guide others become mentors for others

## Designing action plan:

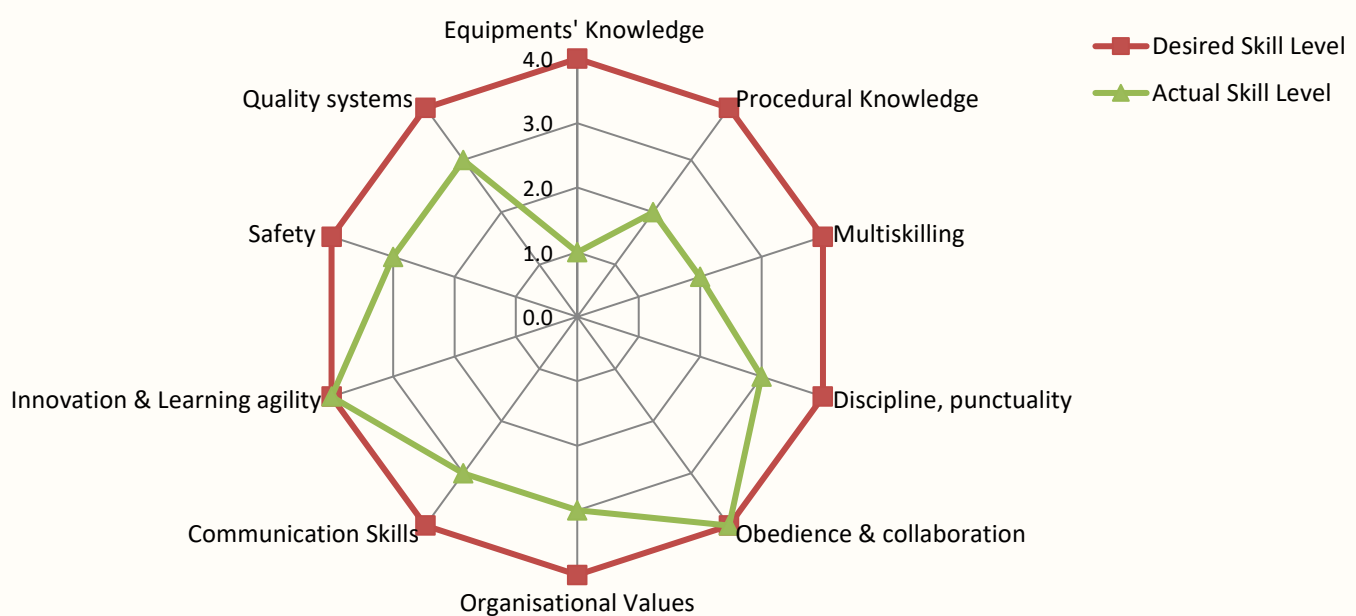
Workman	Category	Desired Score (e.g.)	Actual score (e.g.)	Training Need	Training level
Workman 1	Technical	3	Less than 3	Yes	Needs training to attain current job requirements
Workman 2	Technical	3	Equal to 3	Yes	Has potential but can be trained for next level
Workman 3	Technical	3	More than 3	No	Has high potential

## Assessment Analytics:

**Talent Matrix:** It is a 4 x 4 Based on workman's actual score (rating X weightage of question) he is placed on the matrix as per following parameters



## Skill Graph:





# 'PraGaTi'

Potential... Guidance... Talent



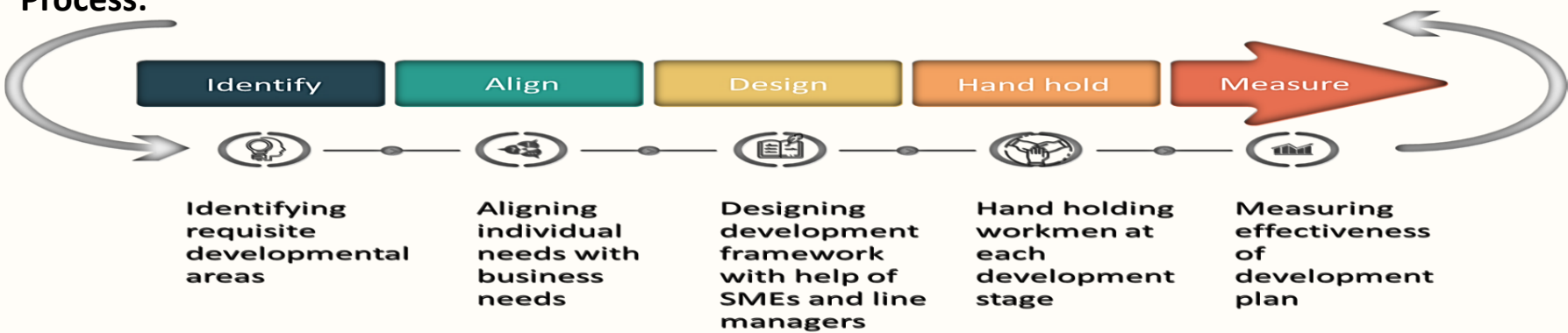
## Phase 2- Workman Development Plan-

A strategic development framework (70:20:10 development model) aimed at improving workmen's capabilities and value within the organization benefitting individual and business overall. Based on assessment workmen have been identified for developmental projects (On-the-job OR being mentored) & classroom training which are underway.

The purpose of the **70:20:10 model** is not to separate learning and working, but to strengthen the synergy between them, so the 70, 20 and 10 solutions are mutually reinforcing.

Plan	Title	Description
70%	On-the-job	Assigning projects for capability building, increasing proficiency level, and encouraging multiskilling culture. The projects can be challenging tasks, unique problems and bringing innovative approach within a particular discipline.
20%	Margadarshan- Being coached/ mentored	Imparting new ways of performing a task by shadowing experienced workmen
10%	Self- learning	Formal interventions with or without assistance of others and planned learning solutions for needs identified through potential assessment. It can also include methods such as reading, simulations, social media insights, one to one interaction

### Process:



### Developments identified:

**1520**

**70- On the Job**  
Functional capability building

**1234**

**20- Margadarshan**  
Tacit knowledge transfer

**10485**

**10- Classroom Trainings**  
Cementing gaps via needs identified

**Outcome:** This initiative has not only helped in business deliverables but also have increased workmen confidence and a sense of organizational ownership. Now workmen are themselves approaching saying “Mein bhi seekhna chahta hu!”. It also reflects workmen harmony to help each other learn new work areas and value add. It has helped business in right times, to name a few – ‘lockdown period’ or ‘Gujarat taukatae cyclone’, where organization faced external resource scarcity this initiative proved to be a boon.