



## Digitization in Talent Management: The UltraTech Business Case

### 1. Business Context & Purpose:

At UltraTech we have experienced 80% growth in the last 4 years which has enhanced its spread across geographies with large employee base. 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 including 6 zonal offices, 29 regional offices, and 300+ depots, 150+ RMC and BPD plants.

With this business expansion & quantum of operations, business has provided growth opportunities to 80% of internal talent leading to increased talent demand. To meet this demand, we have embraced digitalization of below Talent Management processes to ensure improve efficiency and effectiveness of the process –

- *Succession planning digitization* – To ensure the quick availability of the successors
- *People profiling dashboard* – To have real time picture of complete employee life cycle data
- *Talent development portal and dashboard* – To engage talent for their next level development

### 2. Conceptual Framework and Important facets:

#### 2.1 Succession plan digitization

UltraTech believes in succession throughout the hierarchy and succession planning process has tremendous scale with ~1400 successors for 70% unique positions which involves multiple touchpoints with stakeholders across 56 locations which makes it time consuming and complex. To simplify the process and get the best out of it, we digitized an end-to-end succession planning process with below conceptual framework which allows successors movement according to the agile talent demands of business.

#### 2.2 Talent Development Portal & Dashboard

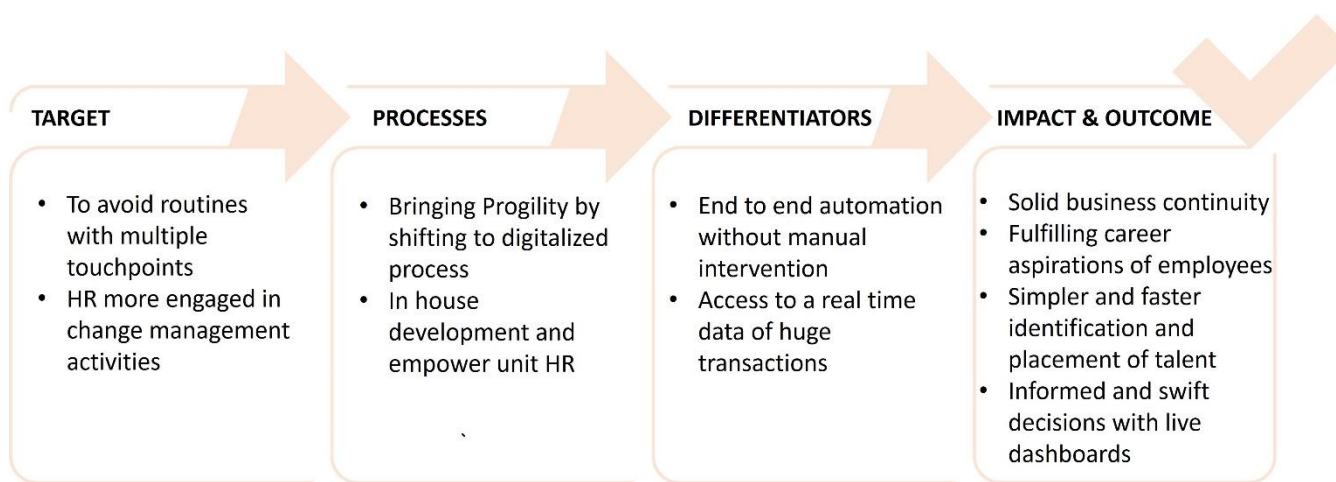
Another area which called out for digitization in Talent Management – ‘development plans of Talent’ where huge impact is felt by leveraging the technology. At UltraTech, to enable talent engagement, specialized development plans called as My Development Plan (MDP) are facilitated for Top Talent (~1000 nos.). This is ever evolving number and it became tough to maintain the data in legacy systems and tracking of the same was herculean task. Digitalization of MDP mitigated these shortcomings by automating end-to-end development journey of Talent. Digitalization also accompanies standardization of success profiling which enables considering possible next roles (PNRs) as a source of developmental inputs.



### 2.3 People profiling dashboard –

At UltraTech each people decision is data driven and conciliary data of employee life cycle is considered for supporting these decisions. This lifecycle data is based on every touchpoint of employee lifecycle including task ratings, potential ratings & conduct ratings which flows from different systems. Need was identified to create a meaningful data story out of huge information. With digitization, we are analysing this mountain of data to find the patterns and relationship to support the leaders in taking data-driven swift decisions to solve business problems.

### 2.4 Conceptual Framework



## 3. Outcome:

### 3.1 Succession plan digitalization –

This digitized succession planning process has made successors identification and placement process simpler and faster by avoiding mundane activities. This platform empowered HR with real time data of ~1400 successors spread across 54 locations. Which enables them swift placements of successors. This automated tool also has a comprehensive dashboard to take data driven decisions which is available to concerned stakeholders. This digitization process has provided solid support for business continuity which has reduced the hiring turn around turn from 55 days to 37 days. All stakeholders are provided with uniform information to reduce the ambiguity. Digitization has enabled end to end process mapping of the succession planning & have no loose ends now.

Before digitization	After digitization
Centralization of Succession planning decisions at HO	Empowering Unit HR with decentralized Talent Processes
Use of legacy systems to update of data and dashboard	Data and dashboards are digitally aligned
Tedious Tracking of transactions	Automatic tracking of transactions
Earlier no bird eye view on summarized transactions	With readily available dashboard bird eye view is possible for swift decision making



### 3.2 Talent Development Portal & Dashboard –

Digitization of process made it feasible to have a real time review and tracking of ~1000 Talent Pool's development plans which created an opportunity for central team and Unit HR team to become more productive by de-investing in mundane activities. Embedded success profile on this portal is game changer which standardized the next level development requirements across units for all talent.

Talent Dashboard depicts the status of Talent available and reflects the journey of the Talent as per their next level requirements.

Before digitization	After digitization
Earlier no bird eye view on summarised development journey	With readily available dashboard bird eye view is possible for swift decision making
No standardization on next level development requirements across organisation	Embedded success profiles option enabled standardization of next level development requirements across organisation
Manual needle assessment on business and learning impact of development journey	Automated needle assessment to devise an agile learning strategy & to mitigate multiple touchpoints
Tedious to create individual development progress card	Individual development progress card is available on single click
No view/track business level development projects & learning journey undertaken by Talent	End to end view/tracking business level development projects and learning journey with single click.

### 3.3 People profiling dashboard –

Now people data analyses of ~9000 employees are automated centrally and brought onto a single platform for better visibility to senior management to take more effective people related decisions. This has eliminated the mundane activity of referring multiple datapoints from around 54 manufacturing setups and analyse it to arrive at a data-based decision making. Centralised dashboards on single platform are enabling swift talent decisions to meet business requirements. One clicks data availability based on different criterion enabling us to provide seamless employee experience.

## Success Measures

1. Bird eye view on business level development requirements to maximize the talent – value of ~1000 talent pool spanning 50+ locations for business continuity.
2. Fulfilling career aspirations of talent by speedy placements – 50% opportunities are provided to successors
3. Improved Talent Visibility - Digitized portal creates opportunity to have real time access to ~1400 successors & talent pool
4. Reduction in hiring Turn Around Time (TAT) – Automation process reduced TAT from 55 to 37 & avoids duplication efforts



5. Swift Decisions - Meeting agile talent demands through automated process for business continuity – 50% vacancies filled through successors
6. Uniform Information - To reduce the ambiguity similar information is communicated to every stakeholder at 54 manufacturing locations
7. To serve business needs, standardization of development needs among talent across 54 locations through embedded success profile feature where there are ~100 success profiles available.
8. Improved productivity with end-to-end automated processes by mitigating mundane activities for both HR and line managers.

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