



Quantitative Targets for Talent Development (Part of HR Manual)

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Quantitative Targets for Talent Development

Employees are always regarded with development in career-enhancing skills which leads to employee motivation and retention. A well-trained and developed staff will be a valuable asset to the company and thereby will increase the chances of their efficiency and effectiveness in discharging their duties. On the other hand, development means those learning opportunities designed to help employees to grow. Development programs are regarded as specific framework for helping employees to develop their personal and professional skills, knowledge, attitudes, behavior and consequently improve their abilities to perform specific task in the organization. It provides knowledge about business environment, management principles and techniques, human relations, specific industry analysis and the like is useful for better management of company.

Mentioned below are the quantitative targets for talent development:

1. Training and Development:

Depending on the headcount of the organization, we plan to conduct the training sessions annually based on the training hours assigned to every employee per year. As per the training plan, every employee is subjected to at least 2 training workshops or training programs per year. The duration of the training workshop/ course is 6 hours each session and the trainings were according to the technical, behavioral and soft skills. [Employees could be subjected to more trainings in the financial year based on the business requirements from time to time].

The quantification is as given below:

- a. Number of employees in the organization: **1900**
- b. Number of Workshops/ Training Programs planned per employee per year: **2**
- c. Hours allocated to one Workshop/ Training Program: **6 hours**
- d. Hours allocated to two Workshops/ Training Programs: **12 hours**
- e. Number of Manhours planned per year for 1900 employees =
Number of employees x Hours allocated to two Workshops/ Training Programs
- f. Number of Manhours planned per year for 1900 employees = **1900 Employees x 12 Hours**
- g. Number of Manhours planned per year for 1900 employees = **22,800 Hours**

2. New Joiners Onboarding and Induction

New Joiners are added to the organization as and when the position requirements are created either for replacement cases or for newly created positions. It is mandatory to onboard and induct the employees based on the organizational culture, policies, Code of conduct and processes.

Newly created Onboarding and Joining Process was able to curb attrition amongst the new joiners by 8%. The Early Interventions Team which is a part of the training team focused on the new joiners and conducted meetings periodically at 45 days, 90 days, 125 days and 180 days to understand any gaps in their orientation process and departments. There was therefore a significant reduction of 8% in the attrition rate of the new joiners in the first 180 days from the date of joining.

3. Impact on Retention Rate

Employees who receive training periodically are likely to stay motivated and engaged in the organization for longer duration. An effective training and development program help to reduce the attrition rate and retain employees.

The attrition rate in the last three years was 10%, 12% and 15% annually.

It was observed that employees who underwent training workshop per year were able to perform better in their teams and stay focused in their job roles and responsibilities.

With effective training and development program planned for every employee per year, the attrition rate has been reduced to 10% and 12% in the last 2 years.

4. Customer Service Results

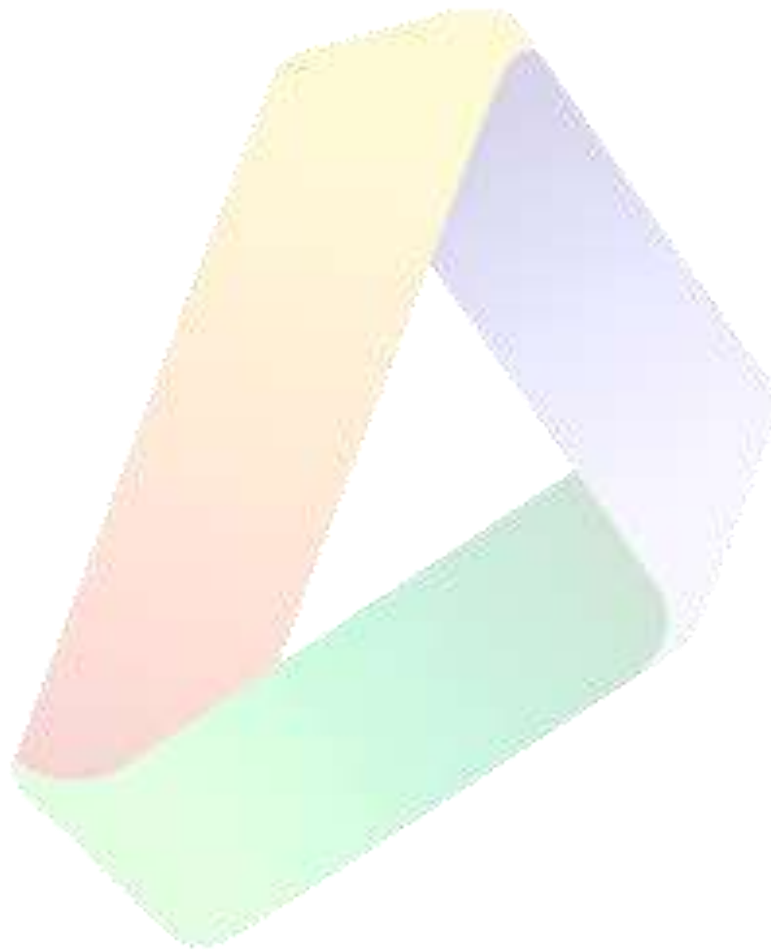
Customer Service is both for the internal as well as for external employees. We were able to resolve the customer service-related issues by our training programs specific for the customer service department. The constant ongoing issues were addressed in the training programs which increased the internal and external customer satisfaction levels by 15% and 9% respectively.

5. Managerial and Senior Positions Promotion:

The training and development programs for the managers and senior positions helped them to upskill their skillsets and we were able to fill the managerial and senior roles from within the organization rather than hiring from external sources and has helped us in cost-saving.

250 employees were promoted to managerial and senior roles in the last year and we could link this to our training and development programs.

On an average, we were able to save INR 1,00,000 per position because of promotion, we were able to save $1,00,000 \times 250 = \text{INR } 2,50,00,000$ per year because of targeted leadership program trainings.





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