TATA CONSULTANCY SERVICES (TCS)

REVOLUTIONISING RECRUITMENT!

By utilising the latest tools in digital communication technology, TCS Campus Recruitment Ecosystem transforms the hiring process at educational facilities.

CASE STUDY

OVERVIEW

Recruitment for new employees that are conducted at college campuses have been widely regarded as one of the most effective means to acquire new talent. As India's largest campus recruiter, Tata Consultancy Services hires nearly 25,000 freshers from campuses across the country each year. As part of a round of recruitment, TCS typically visits a set of predetermined institutes on the first day of placements, after which it conducts a selection process and makes offers to the preferred candidates.

While the benefits of campus recruitment include its cost-effective nature and the availability of a platform that houses numerous qualified candidates in one setting, there are a number of present day challenges that come with this kind of hiring. Therefore, TCS diverted from traditional modes of recruitment and created an entire ecosystem that would engage students throughout their educational life cycle. This ecosystem would capture digital footprints of students that would enable the creation of leader boards to identify and map talent. It would allow businesses to hire candidates most suited for a vacant role and reduce transition time from college campuses to corporate institutions.

The TCS Campus Recruitment Ecosystem is a self-sustaining, scalable model with business co-ownership. It leverages cloud, social media, mobility and Big Data - the latest tools in digital engagement, and has brought a much-needed paradigm shift in campus recruitment.

INNOVATION

The TCS Campus Hiring Ecosystem is an innovative model that enables engagement amongst members of an educational facility, spots talent and maps a potential candidate's educational journey. It has the ability to manage a student's entire life cycle, from his or her first day on campus to initial contact with TCS. Key aspects that make the hiring process of TCS unique include curated platforms and services such as Campus Commune, a holistic hiring and academic interface program with digital testing and online interviews.

Campus Commune is an interactive portal built on Web 2.0 that enables social and online peer learning. The platform brings students, academicians, alumni and other relevant individuals together and engages them through stimulating digital hubs such as online communities, contests, polls, debates, live chats and blogs. Campus Commune uses, analyses and quantifies the quality aspect of each user's participation to detect talent. It has also evolved as an on-boarding platform. Contests like Code Vita for programming, EngiNX for engineering design, Mobeel for mobile app development, Testimony for testing and Case Wiz for management case study that have been hosted on the portal have had high participation rates and resulted in over 30 phenomenal pre-placement offers. The portal also serves as a "gameified" learning system for post-offer candidates between the time of their offers and when they actually begin working. During this 6 to 8-month period, post-offer candidates use Campus Commune to take courses on technology and communication that could benefit them greatly once they begin working.

YEAR OF IMPLEMENTATION: 2015

INNOVATION IN A NUTSHELL

TCS created an ecosystem that would result in effective identification and recruitment of talent in an increasingly connected world.

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Campus Commune has been extremely productive in executing its vision and has made its mark on the corporate training industry. It serves as a space through which business teams can directly promote themselves, attract talent, train, hire and interact with the best students on campus. Known as the AIP, the Academic Interface Program, has been developed by TCS with the purpose of building and strengthening relationships within the academic community around the world and to improve the employability of students by bridging the gap between campus and corporate settings. AIP conducts a number of programs such as workshops for students, internship training opportunities and global internship programs that increase the skills and attractiveness of potential candidates. Moreover, it hosts Faculty Development Programs (FDP) for teachers and has student awards to encourage healthy competition at colleges.

In addition to Campus Commune in the digital space, TCS pioneered and advocated a 100% digital selection process by assessing students' abilities through an online testing platform called 'Touchstone'. It also chose to replace the traditional in-person interview with online interviews through tablets and laptops. The online examinations allowed for quick revert times on offers and students benefitted from being able to check these offers on their smartphones.

Huge advancements in digital technology and media communication have altered the face of campus recruitment. Currently, the campus target pool is a generation of tech-savvy, diverse and connected individuals, all of whom have numerous career options to choose from. These students are a multi-tasking, ambitious lot that are seeking instant recognition. In order to hire the best and most suitable talent, it has become fundamental for recruiters and companies to manage the expectations and perceptions of the new generation talent pool. From an organisational standpoint, there is a need to develop an awareness to attract the most talented individuals and it is essential to educate them so that they are prepared to be successful in a work environment when they are recruited. The new recruitment model looks beyond a student's CV and taps into his or her areas of interest to fit them with the modern business requirements of today's companies. The model overcomes barriers of time, place and reach, and allows for remote admission from anyone who needs to access the portal.

There are a multitude of ways in which this ecosystem provides value to its various stakeholders. For instance, business teams have unlimited and direct access to the talent they are trying to acquire. These teams can reach out to potential talent, attract them and engage with them throughout their time in college. Students also greatly benefit from this model. By making use of the information on the portal, they have the choice to build on their current skillset and share the knowledge they possess with their peers, academia experts and industry leaders. Not only does this increase their competency for a work environment, but it also contributes to improving the quality of the talent base in the country. The analytics and data derived through the engagement and testing platforms assist in measuring the aptitude of students and maps their aspirations with business requirements. By understanding the interests and potential pursuits of students, the TCS ecosystem has the ability to make informed decisions during its selection process.

Campus Commune – Engaging Digitally

11,67,725 students are members of Campus Commune

1000+ Institutions

Average time spent by Students on Campus Commune is **16:31** minutes

Channels
Brand Visibility, Platform to crowdsource ideas, Talent Spotting, Learning and Engagement

Contests
Talent Spotting, Interns, Niche Skills Spotting (CodeVita, TESTimony, EngiNX, TCS Game On!)

Any One can Code
Collaborative avenue to resolve complex programs, Hone one's programming skills

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The TCS Campus Hiring Ecosystem's distinctiveness stems from the fact that it uses a thorough performance-orientated process and is holistic in its approach of making campus selections. Since performance is used as a key metric, the entire model is completely meritocratic and transparent. Its digitized, paperless and mobile enabled nature make for a rich and enjoyable user experience for students, academicians, recruiters, interview panellists and business teams.

CHALLENGES FACED

- TCS had to position Campus Commune as a value-adding engagement portal

- Since Campus Commune was designed in a way that students and institutes could buy-in based on their performances on the post-offer learning on the portal, TCS had to get potential users to agree to their meritocracy based joining system.

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THE CHALLENGES

While largely beneficial and effective in its intention, an innovative and unconventional campus recruitment model initially came with a number of challenges that needed addressing. One of the major concerns for TCS was attempting to position Campus Commune as a value-adding engagement portal. TCS deemed it best to let the work speak for itself. Through close partnerships with business units, relevant content was created to spike the interest of students and create excitement around the portal.

Campus Commune was designed in a way that students and institutes could buy-in based on their performances on the post-offer learning on the portal. Therefore, TCS had to get potential users to agree to their meritocracy-based joining system. TCS utilised forums like Sparsh, an annual meet of training and placement officers, to carry out extensive communication with relevant individuals. During these forums, the entire ecosystem was showcased to training and placement officers. Moreover, the rationale of a new process and the benefits of a new system from the viewpoint of the overall industry was also explained to them in meticulous detail.

THE IMPACT

An all-digital campus recruitment process leads to fewer costs, faster revert times and a higher degree of efficiency. The cost of creating personal files was reduced significantly as candidates' records were now maintained as e-files. Before the implementation of this new system, every year saw 6-7 lakhs worth of paper being utilised for the campus selection process and for the creation of files for new candidates joining TCS. With the new mechanism in place, the company predicted that over the next 2 years there would be a generated saving of 3-4 lakhs in just paper reduction.

The new model not only benefits TCS and the environment, but also students could enhance their skill sets and the academics had opportunity to actively take part in this endeavour. That being said, the main beneficiaries of Campus Commune were the business units of TCS. For example, EIS used the portal effectively to create an EIS community and reached out to students in regards to the opportunities within its company. EIS also ran an EngiNX Contest on the portal, which got a significant amount of visibility and attracted the right potential candidates. Similarly, CTO R&D discovered the best coders through the CodeVita Contest and the Assurance Services gave offers to the best talent through a Testimony Contest. Like these happy customers, ITIS benefitted from a large pool of continuously engaged students too.

THEIR JOURNEY POST-INNOVISTA

Campus Commune has been hugely successful in the recruitment sector. It currently has over 1 million student members and has propelled the recruitment process into the digital age. As evidenced by the numbers, there has been a great deal of enthusiasm and participation from users.

TCS believes that the success of this portal originates in the active involvement and participation from businesses that have also understood the value that a channel like Campus Commune would bring to them - and have also assigned dedicated SMEs as moderators to run these various channels. The fact that TCS has 35 learning channels and over 100 moderators across the vertical, horizontal and functional groups is a true testament to a strong relationship between TCS and these units that ensures longevity of the portal.
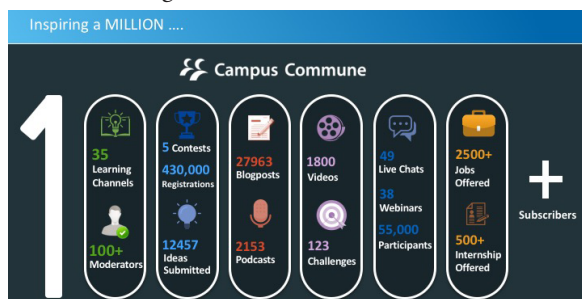
SOLUTION

- Through close partnerships with business units, relevant content was created on the portal to spike the interest of students and create a buzz

- During informative forums, TCS carried out extensive communication with training and placement officers and showcased the entire ecosystem to them

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RESULTS ACHIEVED

- Campus Commune enabled engagement amongst members of an educational institution with the ability to spot the right talent and map a potential candidate's educational journey

- Success of the ecosystem has led to over 2,500 job offers and over 500 internship offers

- The initiative has paved way for societal innovations such as Tata Innoverse and Digital Impact Square

- Through the collection of data and activity on the portal, companies and prospective candidates have been matched appropriately, which benefits both parties in the future.

Campus Commune has been a starting point and become a hub of opportunities for TCS along with a larger ecosystem of the Tata Group. Some of the societal innovations that were developed by TCS and the group include Tata Innoverse and Digital Impact Square that demonstrate talent through contests and rewarding partnerships with millenials. There is a wide variety of issues in the chemical engineering, automobile, ecological fields etc. that require an influx of ideas from a multitude of users. Tata Innoverse is a Tata Group initiative of crowd-sourcing ideas from students, scientists and academia about innovative solutions to challenges posted by participating group companies. 12 participating companies used Campus Commune to enhance the reach of these problems amongst the student community. The results were staggering. In just two weeks since the initiative launched on the portal, over 400 visitors from Campus Commune visited the page.

The Digital Impact Square created by TCS has launched in Nasik, in partnership with MIT and the Government of Maharashtra, as a social innovation initiative. At the moment, the space is used to leverage technology and create innovative solutions that will solve social problems in the field of health and hygiene, food and agriculture, citizen empowerment and transparency. There are currently about 20 parallel projects that are overseen by a team of technical and management students along with entrepreneurs and researchers. After a project is complete, the chosen students enlist in a 6-month internship with DISQ and work with a diverse group to learn and contribute to society. 63% of the traffic on the DISQ platform came as a result of Campus Commune's effort. Out of the 150 students chosen for the exercise, 57 were from Campus Commune.

Campus Commune also hosted 5 large and well-organised contests, all of which had fantastic participation and led to great results. The finalists from 'Game On', a game design-based contest were all recruited by TCS Digital Enterprises to join the company as part of the design team. Campus Commune's biggest flagship contest - CodaVita has gone global and has brought in over 2.6 lakh registrations. It has marked its place in the Limca Book of Records for the Largest Team Programming Contest in India. These contests have led to over 1,000 job offers and internships.

Although there were impressive initiatives taken by Business Units for relevant competencies, TCS also believed in going straight to the source and listening to what the main customer had to say. The channel on 'Data Structures', 'Guild for Mechanical Engineers', 'Creative Corner', 'Readers Den' and 'My Academic Projects' were made based on student requests. Additionally, many institutions have leveraged Campus Commune to promote their own technical symposiums and contests in order to reach a larger audience across universities/institutes in India.

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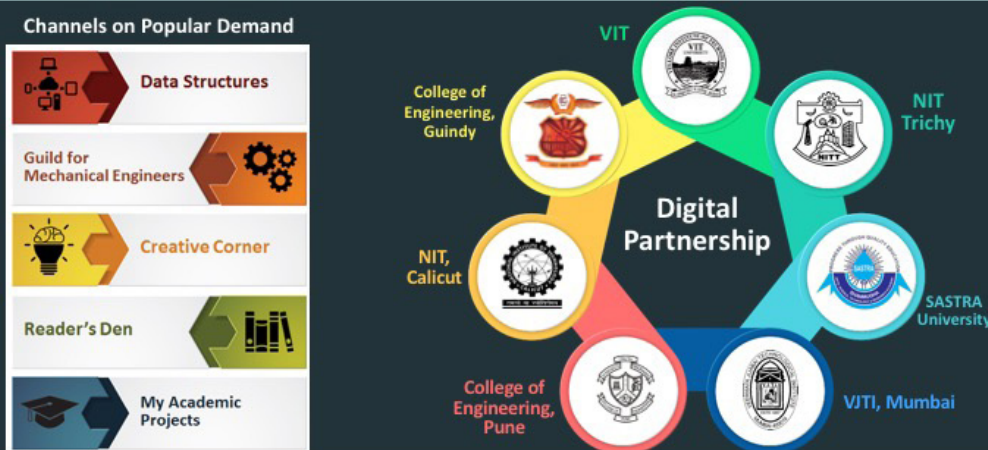
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ABOUT TATA CONSULTANCY SERVICES

Tata Consultancy Services (TCS) is a global leader in IT services, digital and business solutions that partners with its clients to simplify, strengthen and transform their businesses. It ensures the highest levels of certainty and satisfaction through a deep-set commitment to its clients, comprehensive industry expertise and a global network of innovation and delivery centres. TCS has been recognized by Brand Finance as one of the Big 4 Global IT Services Brands. The company's continued industry-leading growth is a testament to the certainty its clients experience every day.