

Tata Motors

CASE STUDY 28

LEAP Programme to Train Unemployed Youth for Motor Vehicle Mechanics (MMV)

Learn, Earn and Progress (LEAP) is a unique year-long programme where theoretical learning is supplemented with 'hands-on' work exposure. The students are economically supported through stipend which is paid throughout the nine-month internship period. The balance between theory and practice help students to become 'job-ready' immediately after completion of their course. The course curriculum has been approved by National Council for Vocational Training (NCVT) which provides students with opportunity to have their new skills formally recognised. This multi-stakeholder partnership between the Company, its dealers and training institutes has empowered youth to LEAP greater heights in their career.

 **What did Tata Motors do?**

3.9 million skilled workforce is required in automotive section in India till 2022. To bridge this gap, trades having high employment potential such as Motor Vehicle Mechanic (MMV), were identified.

In the year-long training programme of LEAP, a trainee is provided three months of classroom training at the Industrial Training Institute (ITI). Afterwards, the trainees are made to undergo a nine-month practical training at an authorised dealership/service station. The ₹ 3,000 stipend is supported partially by Tata Motors and the dealer for every student admitted under the LEAP programme.

Tata Motors developed the course curriculum, trained the faculty members drawn from the implementation

partner, and supported in upgradation of training infrastructure of ITI through donation of vehicle aggregates.

The implementation partner mobilised the candidates and provided classroom training. During the nine months of practical training, the progress of students were tracked.

Tata Motors' dealers, apart from providing practical training, also offered jobs to the students after completion of training.

 **Key success factors: What worked?**

Creating shared value through leveraging unique strengths of partners has helped in:

- Imparting quality training
- Employment opportunity for youth
- Improving quality of life.

GOAL# 8 IMPACTS

- Employment opportunity to youth
- Skill workforce for automotive sector

VALUE LEVERS FOR THE COMPANY

- Improve training quality

 **Project impact**

The project was implemented in partnership with 40 ITIs and 27 dealerships across the country. In FY2016-17 more than 500 students have been enrolled in this training programme. Around 70 per cent students have found employment after completion of the training programme.

 **Challenges**

In the last three years, this programme has been well received by ITIs and Tata Motors' dealers. However, the limited training capacity at authorised dealerships / service stations restrains the intake of students to some extent.

CASE STUDY 29

Livelihood and Skill Building

Taj Hotels has been involved in various skilling and livelihoods promotion initiatives. The Company has focused on enabling sustainable livelihoods by imparting employment-enhancing vocational skills in hospitality. Taj's Hospitality Skill Training Programme aims to enhance employability among school dropouts and less privileged youth, with a focus on youngsters from SC/ST communities.



What did Taj Hotels do?

Since 2008-09, Taj endeavoured to support less privileged and marginalised youngsters gain access to the field of hospitality. As part of its Hospitality Training Programme, short-term courses in house-keeping, food and beverage service and food production have been provided to the target beneficiary group. Taj began partnering with Tata STRIVE – the Tata group's skilling initiative to drive quality and standardisation across its skill certification centres. Taj provides support in the form of curriculum development, guest lectures, joint certification as well as on-the-job training to the youngsters.



Project impact

Since FY2008-09, over 10,000 under privileged youth have been trained and certified in key hospitality traits under Taj's Hospitality Skill Building Programme.



Challenges

- Mobilisation of youngsters, especially girls, to the programme given the long working hours in the hospitality sector
- Post-placement monitoring given the frequency of job change.

GOAL# 8 IMPACTS

- Skilled workforce for the hospitality sector
- Reduction in unemployment
- Promotion of entrepreneurship
- Livelihood enhancement

VALUE LEVERS FOR THE COMPANY

- Local community engagement & development
- Brand Promise - Living up to the brand promise of 'We Sincerely Care'
- Standardisation and enhanced training quality



Key success factors: What worked?

- Location of Skill Training Centres in and around the regions of Taj hotel operations
- Focus on quality and standardisation of the training programme
- Imparting soft skills training helped the overall development of the youth.



CASE STUDY 30

SAMARTH

India is going through a phase of rapid urbanisation. More and more people are expected to move to cities, which will pose many challenges in terms of employment, accommodation and will place pressure on social services in the cities. The construction sector is the second largest employment opportunity provider after agriculture in India. People who look for such opportunities are mostly migrants and lack the requisite skills to excel in this sector. This poses a great challenge to the sector itself in terms of safety, quality, productivity and waste generation.



What did Tata Housing do?

As a responsible developer, Tata Housing has set on a mission to train 1 lakh people by 2024. As a part of its skill development initiative, the Company has trained 12,743 people in FY2015-16. The training is based on the requirement of the Indian Construction Industry and complies with the NSDC guidelines. After the training, due assessments are conducted and the candidates who successfully clear the assessments are given certifications. Tata Housing's efforts in this area are aimed at empowering and developing the skills of the future leaders in the sector. This enhanced training and skill development would also help improve safety standards, enhance quality of work, reduce waste, help workers earn better wages and also improve the overall construction sector eco-system.



Challenges

- Retaining workers for a longer term that could have enabled better hand-holding and sustainable improvements
- Behavioural change towards safety aspects among workers.



Project impact

The impact assessment of the skill development training was conducted through third party agencies. The candidates were tracked over six months to monitor any improvements in productivity and wage earnings. As per the third party assessments, there has been an increase in productivity and quality of work. This has helped the candidates to improve their earning capacity over a period of time. The enhanced earnings enable spending on critical issues like health and children's education. This led to the overall improvement in their quality of lives and also helped addressing intergenerational equity.

GOAL# 8 IMPACTS

- Increase per capita economic growth
- Full and productive employment and decent work for all

VALUE LEVELS FOR THE COMPANY

- Improve productivity
- Reduction of waste
- Improve quality



Key success factors: What worked?

- Providing hands-on skills training rather than class room training
- Flexible timing for training
- Stringent adherence to the curriculum
- Effective monitoring and evaluation of the training programme
- Buy-in of the major contractors for skill development of their workforce.



CASE STUDY 31

Right Skills. Bright Future.

Two-third of India's 1.2 billion population is under 35 years, making the country one of the youngest in the world, from a demographic perspective. The economic benefit of having such a large working age population is obvious. However, a significant percentage of this population is unskilled or under-skilled. Skill building is therefore a key focus area for national development.

Tata STRIVE, an initiative of Tata Community Initiatives Trust, and the first Group CSR programme, addresses the pressing need of skilling India's youth for employment, entrepreneurship and community enterprise. It reaches to communities, develops skills of people from financially challenged backgrounds and acclimatizes them with the changing work environment.

Tata STRIVE has set up a replicable model for training and skill development, creating training capacity in select sectors and trades along with appropriate certification and measurement of outcomes.

GOAL# 8 IMPACTS

- Skill development with a replicable model for training

VALUE LEVERS FOR THE COMPANY

- Availability of skilled workforce
- Access to domain expertise
- Heritage of community development
- Brand and reputation enhancement
- Technology capabilities



What did Tata STRIVE do?

Tata STRIVE has aimed at creating training capacity in select sectors and trades along with appropriate certification and measurement of outcomes. Economically and socially challenged youth are provided access to the best-in-class training programmes designed by bringing together the 'domain expertise from industry leaders' and 'personal transformation' components created internally by its expert team. In order to deliver impact of scale Tata STRIVE works on a two pronged model – building Tata Strive Skill Development Centres (TSSDCS) and Tata STRIVE extension centres in different parts of India; simultaneously tremendous work has been carried out with partner centres (Government, NGOs, corporates) to help scale-up their training capacity and capability. A digital platform underpins the programme across the skilling value chain making it scalable and replicable.



Project impact

- Trained large number of youth for employment, entrepreneurship and community enterprise
- 53,000 students have experienced the STRIVE advantage (FY2016-17)
- Tata STRIVE has over 13 partners and has built a bouquet of over 14 job oriented courses
- Tata STRIVE is present across 8 states with 70 centres - including 20+ partner centres. Tata STRIVE has Skill Development Centres in Pune, Mohali, Mumbai, Aligarh and Hyderabad
- Tata STRIVE instituted 'Empowerment Coaching for Facilitators' - an exclusive training that's designed to transform trainers to coaches and trained more than 400 persons
- Robust technology platform provided scale and standardisation to the programme enabling innovation in skill development.



Key success factors: What worked?

- Replicable model with clear focus on quality
- Pre-onboarding processes towards informed career choice
- Youth development (Life Skills) accepted as a valuable offering
- Capacity building of trainers very well received
- Digital platform was the big game changer, generating wide interest
- Capabilities to conduct 'Recognition of Prior Learning' programmes.



Challenges

- There are several interrelated stakeholder challenges
- Youth – mismatch of expectations, sense of entitlement, short-term view
- Employers – lack of recognition of skills through higher wages
- Government – need for alternate forms of subsidy for the poor, need for focus on quality.

CASE STUDY 32

Ready Engineer Programme

Tata Technologies' Corporate Sustainability Programme recognised the need for technical education as its core agenda. The initiative aims to meet the engineering industry's demand for employable engineers and bridge the industry-institute gap through direct intervention. The Company developed an industry-academia interface which would enable sustainable development of skill sets of engineering graduates.



What did Tata Technologies do?

Several studies revealed that in spite of the vast business potential, only 10 per cent of engineers graduating from Tier 2 or 3 cities in the country are employable. Graduate Engineer Trainees' (GETs) interview and feedback by reporting managers highlighted the lack of skills or the 'readiness' of fresh graduates to be deployed on customer projects. As a part of Tata Technologies' contribution to improving employability of the graduate engineers passing out of universities, the Company developed an industry – academia interface. This interface was developed as a coursework comprising of classroom and hands-on training in CATIA-V5, Basics of Automotive Design, Design-Analysis and Manufacturing technologies to an application based training of 40-50 hours. For ease of content delivery, an online knowledge management tool- 'iGETIT' was provided to each enrolled student for free of cost.



Challenges

- Extending the programme to colleges where, we do not have any physical presence, and where Infrastructure i.e. hardware, software, etc. is not available
- Effective monitoring while scaling up the programme in tier 2 and tier 3 cities.



Project impact

Since the inception of this programme in 2010, industry experts volunteered their time to provide class room training and interactions to over 800 students across cities where Tata Technologies operates. Over 2,500 students in 23 colleges have been trained via distance education in tier 2 and 3 cities in India. This distance education follows train the trainer model supplemented by the course management tool- iGETIT. Over 100 faculties from various engineering colleges have been trained by industry subject matter experts (SMEs).

GOAL# 8 IMPACTS

- Creating better quality engineers
- Bridge the industry- academia gap

VALUE LEVERS FOR THE COMPANY

- Creating high quality pool of resources that is available to industry including, competing companies
- Inculcation of a sense of social responsibility amongst students



Key success factors: What worked?

- In addition, application-based teaching worked better than theoretical learning resulting in better receptivity and understanding of the courses. The focus of this pedagogy was on knowledge sharing rather than performance in examinations
- Shorter time to onboard for GETs and be ready to work on actual projects once recruited as compared to the GETs without the Ready Engineer intervention.



CASE STUDY 33

Livelihood Generation for Rural Women

Okhai is a contemporary fashion brand that symbolises the empowerment of rural women. It promotes traditional handicraft techniques that are in danger of dying. Product innovation, strong process of distributed manufacturing and social media presence is helping Okhai grow every day.

Okhai has made a significant contribution to the lives of rural women by providing livelihood opportunities that help women empower themselves. Artisans working with Okhai, improved their economic as well as social status. They are now educating their children, improving their homes, travelling to cities and are respected in the village for having jobs.



What did Tata Chemicals do?

Okhai, as a brand was created and continues to be promoted by Tata Chemicals Limited and Tata Chemicals Society for Rural Development (TCSRSD) with the aim of generating empowerment in rural areas. The brand was built with the vision of setting up a sustainable business of rural handicrafts/products, that helps in empowering women and uplifting their economic status.



Key success factors: What worked?

- Storytelling through social media helped gather patrons who genuinely supported the cause and helped reach more people
- Selling online helped Okhai enhance profitability, which resulted in higher impact for the same effort
- The same team has been with Okhai since 2014 which has doubled the impact
- Last year, Okhai created products that were first-of-its-kind designs in the industry and hence, enhanced demand.



Project impact

Okhai was set up by the Tata Chemicals Society for Rural Development (TCSRSD) in 2008. Over 500 rural artisans have benefited from this programme, through self-help groups (SHGs) and trained in the processes of modern handicraft production. Artisans have been earning a monthly income of ₹ 500 to ₹ 11,000 depending on the hours they work at home or the centre, their skill level and design difficulty. The idea was to ensure that women could work at their pace and in their homes while managing their household. A team of professional designers supported the cause, and helped Okhai develop products distinct from any other brand. Special training on embroidery techniques, tailoring, color theory, costing and design coupled with factory visits was provided on an ongoing basis to keep the women in touch with the latest trends, colours and fashions. In the current year, Okhai expanded to Kenya (40 artisans), Lucknow (90 artisans), Babrala (30 artisans), Ahmedabad (20 artisans), impacting 800 artisans through trainings or sale of their products. In the next five years, Okhai aims to impact 5,000 women.

GOAL# 8 IMPACTS

- Okhai hopes to empower 5,000 rural women by manufacturing and retailing their handmade products
- Wants to be India's most loved ethical fashion brand, an artisan-led brand

VALUE LEVERS FOR THE COMPANY

- Women empowerment
- Ethical fashion
- Responsible manufacturing



Challenges

- Capacity of training and manufacturing handmade products on a large scale across rural locations
- Developed crafts with cost-effective methods to impact a large number of women in rural India
- Okhai is a women empowerment initiative, that alone is not sufficient for it to brand and sell the products the women make
- Limited resources to market like a fashion brand has been a challenge, yet has also led to frugal marketing techniques that have proved impactful.



Working women for working women – Okhai aims to empower 5000 rural women by manufacturing and retailing their handmade products. Over 500 rural artisans have benefited from this programme through self-help groups and trained in processes of modern handicraft production.