TCS Delivers a Competency Management System for a Major South African Bank.

To succeed today, banks need a renewed focus on delivering innovative services supported by effective technology changes and workforce harmonization. Therefore, performance management is set to play an increasingly important role in an organizations’ ability to achieve business goals and reach high performance.

Our client, a large South African bank, wanted to develop and implement a Competency Management System (CMS) for its IT division. This program was aligned with its larger business goals to attain higher process maturity and CMMI level. Based on our successful experience and rich domain expertise, our client chose TCS to run this program. Using our proprietary workforce harmonization framework, we developed a robust competency model which optimized and structured the workforce, and helped to achieve the set business objectives.
About the Client

Our client is one of South Africa's largest banking and financial services groups. It operates in 33 countries, including 17 within Africa. With more than 50,000 global employees, the group has total assets of US $200B (2010). Founded in 1862, the bank operates in three segments: Personal and Business Banking, Corporate and Investment Banking, and Wealth Management.

Business Situation

After more than a decade of dynamic growth, the banking industry in South Africa has increasingly come to face rising competition, the need for rapid technology changes and increasing demand for innovative services. Faced with foreign competitors and shrinking profit margins, our client’s Personal and Business Banking (PBB) division launched a comprehensive transformation program designed to increase its process maturity level through a CMMI program and workforce training.

The IT division had set to achieve 80% of its project delivery on Time, Quality, and Budget (TQB) metrics, and mature from the current CMMI level 1 to level 3. To reach this target, our client needed not only to advance its process maturity, but also to address inconsistencies across skill levels within the IT staff to align with performance management scorecards.

Consequently, the company partnered with us to develop and implement a Competency Management System (CMS). We designed a competency based mapping process to assess and upskill the workforce so they would be prepared to perform effectively in the planned CMMI Level 3 environment. This workforce harmonization will eventually lead to higher business performance and improved productivity through balanced scorecard performance assessment.

TCS Solution

We conducted a study of the bank’s IT landscape and identified its key pain areas and priorities. Our analysis showed the following gaps due to the lack of a formal CMS solution:

- Inadequate demand planning or visibility of the appropriate resources
- Inability to match the right resources to the right project
- Lack of automated processes to manage the IT workforce
- Existing performance management approach was highly subjective and not perceived as fair and efficient by employees
- Absence of a predictable, formal and communicated career progression path for employees
- Inability to test the skill level of candidates, and to provide a targeted training regime for both contractors and permanent employees

We utilized our proprietary workforce harmonization framework to design a CMS through robust competency profiling, competency assessment, knowledge management and competency management framework. The specific intent of the competency management program was to understand,
baseline and define job descriptions for the roles and profiles for all employees. The competency framework was used to establish the following:

- **Competencies** - we deconstructed roles into their required competencies, conducted peer reviews and incorporated employee feedback

- **Job Descriptions** - we rewrote job descriptions and applied industry standard language to them, ensuring fit with the job descriptions of similar roles in other geographies. After employee peer review and feedback, we finalized the mapping of the job descriptions to the competency proficiency level

- **Assessments** - we prepared and reviewed question sets for competencies, and identified performance measurements for each proficiency level. We also administered online tests and prepared individual assessment reports for more than 1000 professionals.

- **Learning Curriculum** - we created individual development plans based on competency gaps, and reviewed the learning plan with the key stakeholders

Through a detailed Competency model, we delivered approximately 150 competency-based job descriptions, deployed an internally-administered assessment tool and performed assessments and performance development programs for nearly 1000 employees. We utilized best practices on operational procedures for HR business functions. We also leveraged our experience from previous engagements and knowledge assets from prior solutions implemented.

Through the deployment of this program, our client was able to measure and manage employee competence to required performance, and to optimize and structure the workforce, thereby increasing the overall employee satisfaction and productivity.

**Benefits**

Our Competency Management System (CMS) helped assess and upskill our client’s human capital, which led to an increase in process maturity and productivity improvements. In addition, our solution was designed to provide the following benefits. (Evidence of a number of these benefits began to appear within the first year after implementation; others are likely to emerge over time)

- Superior planning of the supply of IT resources; matched with the company’s requirements for IT resources was made possible as of implementation.

- Clear identification of trends and gaps in competency development areas. For example, this work identified that Program Managers needed development in Risk Management.

- Benchmarked pricing of skills in the market to assess vendors and new recruits similarly was put into place.

- Standardized job descriptions and corresponding goal sheets that evaluate an employee’s ‘methods of achieving results,’ his/her ‘fit with the company’ and ‘potential’ to be promoted to demanding assignments

- Enhanced business performance through a streamlined talent management process to be realized over a period of time

- Improved employee satisfaction, shorter time-to-market and operational cost benefits to be achieved over time

- Effective succession planning, formal performance evaluation criteria and investment in the right learning and development programs

- Migration plan to prepare associates with cross training on new technologies/domains/platforms
About TCS’ Global Consulting Practice

TCS’ Global Consulting Practice (GCP) is a key component in how TCS delivers additional value to clients. Using our collective industry insight, technology expertise, and consulting know-how, we partner with enterprises worldwide to deliver integrated end-to-end IT enabled business transformation services.

By tapping our worldwide pool of resources - onsite, offshore and nearshore, our high caliber consultants leverage solution accelerators and practice capabilities, balanced with our knowledge of local market demands, to enable enterprises to effectively meet their business goals.

GCP spearheads TCS’ consulting capacity with consultants located in North America, UK, Europe, Asia Pacific, India, Ibero-America and Australia.

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For more information about TCS’ consulting services, email us at global.consulting@tcs.com, or visit www.tcs.com/consulting

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