

Training and Development Initiatives: A Case Study of Wipro

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Abstract—This is a short case study on a training and development initiatives of employees which has undergone the different types of program for new recruits and experienced professionals. Any company when it grows and expands in the number of employees, services undergoes training and development. What was prevailing initially may not be the same later as the company recruitment. All the recruitment areas undergoes drastic changes. As technology is evolving so is the requirement of training and development, services, product is evolving. Therefore these are essential component of business needs. Training and development initiative as it evolves and gets complex increases in its value that it provides to its employees. The once basic function becomes more advanced with increases features. This case study attempts to study the same at Wipro Ltd.

Introduction Wipro

Wipro Ltd is an international information technology firm and it is also a type of consulting and outsourcing company with more than 1, 70, 000 workforce serving clients, 175+ cities, across 6 countries. In the end of the financial year, the company posted revenue of \$ 7.7 billion.

Wipro helps its clients to run their business by providing profound technology expertise, industry wide exposure and comprehensive portfolio of services and improving business by leveraging.

Wipro has 55+ dedicated emerging technologies centers of excellence enabling it to harness the latest technology to deliver business capability.

Wipro is globally recognized and standardized at the core through technology interventions and its commitment to sustainability. Wipro champions the cause of optimal utilization of natural resources and innovation approach towards delivering business value.

In contemporary world, organizations will have to be more responsive to changing customer needs and here, Wipro is well positioned and facilitate its foray into new market and territories.

Mr. Azim Premji the chairman of Wipro limited, guided the company through four decades of diversification and growth to emerge as one of the finest Indian leaders in the software industry. From soap to software, Wipro today is considered as

one of the brightest success stories in India. Mr Azim premji, is known as one of the wealthiest (owns 79% of Wipro) heads of companies and is well-known for his philanthropic endeavors. Mr. Premji believes that professional education is crucial for employability and strives to imbed this value in every employee of Wipro to shape a better society.

The company regularly conducts learning and development classes and provides better opportunities for its employees. The company received the American society for training and development (ASTD) BEST award on 6th successive event (Most by any company across the globe), for its learning and development practices.

Employees At Wipro

As of march 31, 2015, Wipro has 1, 40,000 employees in the company. Wipro retain a very young workforce with employees of 101 nationalities. Overall 61.5% of employees under the age of 30 years.

The company conducted the employee perception survey and participation grew from 1% to 66%, and overall assignation grew from 2% to 62%.

Overall data shows the company employee assignation platform is inclusive and empowering. It not only connects employee with leaders but also with their peer. And their feedback also suggest that they are conferred with reward and recognitions regularly.

We maintain gender diversity with over 30% of our employees being women. We have more than 30,000 employees outside India, out of which 40% are locals. Employees of 101 nationalities are on our rolls. With 61.5% of our employees under the age of 30 years and the average age being 30.3 years, we possess a very young workforce.

Our employee engagement platform is inclusive and empowering. It connects employees with leaders and also within their peer groups. Forums such as company-level Wipro Meets, business unit-level All Hands Meets and regional meets provide interactive platforms for sharing information and feedback and also conferring rewards and recognitions. We conducted the biennial Employee Perception

Survey Pulse in 2014-15. Overall participation for the company grew from 1% to 66%, and overall engagement grew from 2% to 62%. Wipro endeavors to develop best leadership and strengthen the organization talent pool employees by providing the employees regular growth and career opportunities.

Gender Diversity

Gender	2014-15	2013-14	2012-13
Male	69.8%	69.3%	70.0%
Female	30.2%	30.7%	30.0%

Age Split

Age Group	2014-15	2013-14	2012-13
18 – 20	0.5%	0.3%	0.4%
20 – 30	61.0%	61.7%	63.4%
30 – 40	29.4%	28.5%	28.5%
40 – 50	6.7%	6.8%	6.0%
> 50	1.9%	1.8%	1.7%

Source: <http://www.wipro.com/microsite/annualreport/2014-15/employee-centricity.html>

Training and Development Initiatives at Wipro

Wipro talent transformation team comprises more than 110 trainers and the company has ten enthusiastic state of art learning facilities across 6 cities where 5000 employees are trained within a stipulated time period. The company spends 1% of its total revenue on training. Company training centers impart training in HR, leadership skills and cross- culture training.

Some of the significant highlights of the training and development initiatives are listed below:-

- Over 30,000 employees were certified on various technical skills through the unified competency framework (UCF) during the year, taking the total number of UCF certified employees to 52,305.
- Manager engagement framework is introduced to build manager capability.
- 5000+ employees were trained in future ready programs which was launched to build awareness on the latest digital technology.

- Online project campus strengthened with transformational e- learning initiatives aimed at developing essential competencies of potential e- joining Wipro. This cost-effective and scalable e- learning solution for new hires, has benefitted more than 10,000 new hires.
- The distinguished member of technical staff program was introduced in 2014 to identify, recognize and enable a perennial pool of specialists. The selection process for financial year 14-15 concluded with the selection for fellowships.

Program For New Recruits

Project Readiness Program [PRP]

E- Learning has been introduced in the introductory training for engineering campus new hires. Project readiness program (PRP) is a type of E- learning training and it's a 68 day structured induction training program offered to all campus recruits coming from varied backgrounds (Engineers as well Non- Engineers) to be trained on essential technical skills to work in live customer projects. About 25% of induction training duration has been adopted in E- Learning mode.

Program For Experienced Professionals

Wipro BPOs SEED Academic Program

The seed academic program helps employees enhance their academic capabilities. This program offers a large number of courses, ranging from management to information technology subjects. All courses are available in India and international locations. A dedicated SEED online portal provides 24*7 access to employees and program administrators. Since 2004, SEED has enabled over 6000 WBPO employees shape and transform their careers.

Manager Excellence Framework

The Manager Excellence Framework was launched in October 2012. In this framework, managers have access to a self – development feedback surveys, workshops, and mentors. This process boost team performance and charts out self- learning & development plan to managers.

Skilled Resource Pool

Wipro Academy of Software Excellence (WASE)

The first of its kind in India, is aimed at preparing some of the best Bachelor of Science students for the applications programming environment. The course equips fresh graduates with necessary skills to work in applications in a growing software company, instilling the need for a quality process.

Wipro InfoTech Master of Science (WIMS)

Another unique model of employment offered by Wipro, aims at preparing fresh BCA and B.Sc. graduates for IT infrastructure Management services.

It is an effort where training in Information Technology/System Engineering is offered to the students with practical exposure to the Infrastructure Management Service industry. These programs register every student for an 8 semester Wipro sponsored MS course with the Birla

Institute Of Technology and Science (BITS - Pilani). Candidates will get to work on live projects and earn a monthly stipend.

Source: http://careers.wipro.com/why_wipro/development_training.htm

Attract and retain skilled IT professionals

Wipro continues to innovate and attracting talent and meaningful practices to capability and competitiveness of global workforce to different phase of learning, growth and retention.

Our development centers hires MBAs and graduate engineers from universities of US and retaining local talent. Wipro continues partnership with a leading and top universities in India to provide a program for software engineering Wipro also provide higher education and certification programs.

Pondering Question

- [1] What is the case of training and development in this organization? Is that sufficient to meet the existing and future needs?
- [2] How the organization can contribute towards employee's skills?