Developing talent

The Tata Motors Group employs over 59,000 people. Our people are as diverse as our organisation, because they come from various nationalities and ethnicities, have a wide range of skill sets, knowledge and experience levels. This diversity facilitates debate, dialogue and fresh perspectives, and ingrains a lateral thinking mindset across the organisation.

Tata Motors believes in a progressive people culture. We ensure that a judicious mix of people is maintained in our workforce. This is achieved through hiring multi-skilled people both from within the automobile industry and from other sectors. In addition, a regular and consistent recruitment programme at engineering and management institutes ensures a steady stream of high quality people getting inducted to fuel the growth plans. We also have ongoing partnerships with Industrial Training Institutes, besides our own professional training centres, to recruit shop-floor workforce.

A clearly defined HR strategy is based on the premise that people drive annual performance, a short-term goal, and also strengthen long-term organisational objectives. Programmes like mini-assessments and the Fast Track Selection Scheme (FTSS) ensure that talent is spotted early and given an opportunity to mature into leaders.

Capability development, spearheaded by the Tata Motors Academy, has enabled knowledge-sharing through initiatives, such as Learning Management Systems (LMS) and iTeach. The former allows employees to take ownership of knowledge accretion, while the latter provides a platform for senior management to share their expertise.

Enablers, such as the ‘One Tata Motors’ culture, leverage interdepartmental synergies. Therefore, greater opportunities to learn from and contribute to the organisation are created. Combined with a rearticulated compensation philosophy and reworked variable pay plan, these initiatives ensure that Tata Motors remains performance-oriented and talent-driven.

To drive and support our business growth, we have increased our total workforce to nearly 23,000 people at Jaguar Land Rover. We recruited over 6,200 Salaried, Hourly and Agency workers during the course of the year (including the highest ever intake of over 330 graduate trainees). Jaguar Land Rover is recognised as a preferred employer in the UK. Increasing numbers of International Service assignments have commenced to support global operations, and a new National Sales Company has been established in China.
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We work hard to retain our talented staff, and during the year our employee turnover rate remained low at 1.8% for the salaried population and 0.9% for the hourly population. Relationships with employees and their representatives remain positive and constructive, with no strikes. The 2011-12 Employee Engagement Survey was extended to all hourly paid employees for the first time this year, and employee satisfaction rates for salaried employees rose to an all-time high of 65%, from 57% in the previous year. An extended working week was introduced, with 58% of salaried staff opting to extend their working hours.