

TEAMLEASE SERVICES PRIVATE LIMITED

EMPLOYABILITY PRIMER 2006

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Prologue

The last decade has been exceptional for India. Broad ranging reforms have unshackled the economy, our imaginations, and our ability to think big. India has made a new appointment with her tryst with destiny. This is one she will meet.

But growth has exposed our labour markets; Unemployability (labour supply) may be larger and more difficult issue than Unemployment (labour supply). We believe that our education and training systems fail to

- a) give our agricultural workforce (70% of workers) the preparation they need to transition from agriculture to low skilled manufacturing or services,
- b) give our youth a smooth school-to-work transition leading to unemployed largely being a youth problem (94% of unemployed).

A large part of our workforce is not unemployed but unemployable. Those that are structural or interventionally unemployable need help from the state but this primer is our contribution to what we call “last mile unemployability”

The primer targets those young and first time job seekers who are “diamonds in the rough”; they have the underlying skills or attitude but not the “last mile” skills to systematically approach a job search, prepare for the evaluation process and craft a consistent and compelling story to morph into an employee of choice. There is much more to getting a job than writing a resume and opportunity favors the prepared mind. In a world where you do not get a second chance to make a first impression, this primer hopes to bridge a tragic gap that can put young lives on a different course.

India’s progress will not be worth the trip if we cannot give our youth the strength and self-esteem that comes with a job. HR professionals universally agree that the difference between an ordinary and extra-ordinary candidate is a little extra. Hopefully this primer contributes to that little extra. This document will only fulfill its purpose if it is relevant and useful to you. Please email feedback info@teamlease.com so we can make our next attempt even better.

TeamLease Services Private Ltd - Permanent Staffing Business Unit

Chapter One

The world of work – The new Paradigm

Change is the basis of evolution and the statement holds true be it in the world of work or in our personal lives. Globalization has changed the fundamental nature of doing business. It has redefined competition, shrunk the globe into one giant size market place and opened new vistas for learning.

The good news is that the global economy is dominated by people centric organizations which believe in harnessing intellectual capital to drive business enterprises. This has created a plethora of career opportunities and the need for multi skilled and versatile workforce with the right attitude to go places. However, the bad news is that, Labor supply exceeds Labor demand. In other words, Job security is a thing of the past, either you choose to continuously enhance your skills or be ready for the pink slip.

The work sphere has changed radically across the globe. Let's take a quick glance at these changes and what it means for job aspirants.

Post Industrial Economy	Customer-driven New Economy	Impact on Employment
Standalone, relatively stable.	Globalized & integrated with volatile ups and downs.	Worldwide canvas for educated & skilled professionals.
Large, manufacturing firms & public sector enterprises.	Service oriented organizations of all sizes; increased private sector participation.	Creation of more jobs; freedom and flexibility for both employers and employees.
Automation only for internal efficiencies.	Technology driven marketplace; Internet is the most powerful medium for businesses and life.	Sharing of knowledge, expertise, skills and human resources; mind boggling opportunities to learn, inform, train and re-train.
Huge workforce, steady employment.	Decline in manual jobs; computers and communication devices dominate	Rise in white collared jobs; loss of blue-collar jobs; multi-skilled employees preferred.
Slow business pace.	24 x 7 momentum.	Blurring time zones and round-the-clock work powered by technology.
Customers and competition are predominantly local.	Geographical barriers non-existent; customers and competition are spread out.	Organizations are nimble-footed; pressure to perform is high, increase in work related

		stress.
Profit was the measure of success.	Market capitalization.	High income and attractive pay packets; increased sense of ownership; more millionaires than ever before.
Finance was precious resource.	It is knowledge-endowed human capital.	Demand for continuous learning and updating one's skills.
Conglomerates with a huge product/service mix.	Lean & mean, concentrating only on core competencies; outsourcing is a welcome trend.	Rise of part-time, temporary and contract workers; opportunities aplenty across the shores.
Same-time, same place work.	Anytime, anywhere – dispersed workspace; working on the move is in vogue.	Work intrudes into life and there is no clear cut distinction between work life and personal life.
Nationalistic approach; Individuals as star performers.	Multiculturalism is in; Collaborative work with great emphasis on team spirit and networking to improve organizational and employee productivity.	Employees should have <ol style="list-style-type: none"> 1. Inter-personal skills. 2. Cross-functional capabilities. 3. Respect for other cultures.
Job for life & permanent employment; careers in one or two organizations before retirement.	Restructuring, downsizing, mergers and acquisitions commonplace.	No job security. Careers span across many organizations; But opportunities galore.
Demarcation in Jobs for men & women.	Gender is a non-existent issue; skills matter.	More women in the job market; rising numbers in managerial positions.
Rigid working style.	Flexibility in working patterns to enhance competitiveness and productivity and meet customer needs; customer is THE KING.	New forms of working — Tele-working, working from home, self-employment, temporary employment, and entrepreneurship.

The employment landscape in India too has changed. The dotcom collapse, lull in the local market and recession in the U.S economy is a thing of the past. Foreign investments in every conceivable sector, increase in the purchasing power of a 250 million strong middle class has led to a conducive business environment, which in turn has created abundant job opportunities.

There are about 12 identified sectors which would be ruling the employment market in India for the next 5 – 10 years. These include IT, Organized retail, media and entertainment, BFSI, construction and real estate, ITeS, telecommunications, Travel and tourism, bio-technology, hospitality, healthcare and insurance. Jobs are available at entry, middle and senior management levels.

Employment trends in India

- **Reduced gender discrimination** with corporate flaunting equal opportunity status and women making inroads into non-traditional sectors
- **Lifetime employment is a myth**, except in a few pockets including government, select private sector enterprises etc
- Exploring avenues as different as chalk and cheese - Its perfectly fine to **switch jobs or careers mid way** through your work life
- Vertical career progression has extended to **horizontal and lateral growth** as well depending on abilities and skills sets
- **Skill sets have become transferable** from one industry to the other for e.g. hospitality industry professionals are also suited for BPO enterprises
- Moving away from structured pay scales to **variable performance pay** based on defined parameters such as KRA to measure employee performance
- **Flexi options shattering the 9 to 5 myth**. The internet has collapsed geographical boundaries and organizations in attempt to extract full potential of employees are open to different employment alternative such as temporary staffing, flexi timing, part time employment etc.
- Most of the time, the intangibles matter the most – **sharpen soft skills**
- **“Specialized generalists”** –creating differentiators that add value within the organization
- changing definitions of success which now include a wholistic approach to work and life

Chapter Two

Career Planning: Defining your personal landscape

We spend a minimum of eight hours at the work place, so it's imperative that we plan our careers. The first step involves making a distinction between job and career. Second, understand what you want and accordingly explore the market place. However career planning no longer follows the conventional connotation, instead it's about developing a bouquet of workplace skills that is valuable in organizations across industries. Since "one size fits all" definition of career does not exist in today's context, it might be a good idea to turn to a career counselor for guidance.

Part time jobs can be building blocks to a career goal

Often jobs are means to an end. Young students/fresher often take up several part time jobs for reasons best known to them, however sometimes, these series of jobs can lead to a long term career. Every assignment you take up could be a building block to a career goal, so our advice would be to start channeling your career path through careful selection of short term/part time assignments.

Passion or profession

The million dollar dilemma remains a choice between passion or profession. Much of that depends on your attitude as well as family background. A realistic approach would be to first look after your financial and physical security post which branch out to cultivate your passion.

Career makeover

Career patterns have changed dramatically, making career planning all the more difficult. However the basic tenet remains the same. The principles are centered on the individual and not the organization. Thus long term career planning would involve identifying and developing core skills that employers will always value as you chalk out personal and career goals in broad strokes.

Career planning entails **three basic steps**

- **Get to know yourself through self assessment**
- **Explore career option**
- **Take Action**

The first step to good career planning is self assessment. Then identify your talents and assess your skills to find a suitable match between your aptitude and interest. Do a thorough research of the career options available to you. In case of any ambiguity or confusion, use a career counselor's services to help you make that decision. One word of advice, career development is a lifelong process; therefore, do not be rigid in defining your boundaries. Be prepared for a continuous journey, gathering skill sets as you move along.

Chapter Three

Which Career to choose?

Fresh out of college, now is the time to zero in on “the right” career path. Start by collating all the information about the jobs available. The report has listed a few important categories from among **the 500 odd career choices reportedly available world wide** besides providing detailed information on nascent industry segments in the country with a 5 to 10 year growth perspective.

The “hot” industries of this decade include

Industry update for job aspirants

- Indian **Information Technology industry** is projected to generate 2.2 million jobs by 2008
- Total addressable market for **global off-shoring** is approximately \$300 billion, of which \$110 billion will be off-shored by 2010 and India is expected to capture more than 50 percent of this opportunity
- **BPO market** will directly employ approximately 2.3 million people and provide indirect employment to another 6.5 million by 2010
- **Indian KPO sector** is also expected to employ more than 250,000 KPO professionals by the same time, compared with the current figure of 25,000 employees
- **Organized retailing** is estimated to be US \$ 30 billion by the year 2010 and will employ about two million Indians.
- **Gaming** will be one of the fastest growing segments of the media and entertainment industry worldwide
 - Expected to reach \$55.6 billion by 2008
 - One of the fastest growing regions would be the Asia Pacific (compounded annual growth of 23% for the decade to 2008)
 - Indian mobile gaming market will touch about \$336 million by 2009,
 - 220 million people will be playing games on phones by 2009
- **Animation industry** alone would require 300,000 people by the year 2008
- **Indian Biotechnology sector**
 - Will achieve \$5 billion in revenues by the year 2010 (CAGR of 35.91 percent) with the increased growth in the biopharmaceuticals, bioservices, and bioinformatics fields. Currently, the sector is worth \$1.5 billion.
 - The Indian Biotechnology Industry segment is expected to grow by 25 to 30 percent over the next five years, outperforming the global expected growth of 12 to 16 percent.
 - This year, about 175 new companies have come up in this sector, of which 158 are based in Bangalore. Currently about 55,000 people are employed in this segment. It is expected that by the year 2012, another 100 million jobs are likely to be added in the Biotechnology field!
- About 100, 000 new jobs are going to be created in the insurance sector by the end of 2006.
- Tourism is said to become the world's largest industry by the year 2010
- Industry experts believe that in India alone, about 180,000 vacancies are expected to be filled in the **hotel industry** by the next decade
- Indian government is aiming to augment telecom connections to 250 million by the year 2007 and 500 million by the year 2010. Mobile coverage will be extended to 85 percent of the country
- The **health sector** is projected to employ 9 million people in the next decade. Currently, India spends only 0.9 percent of its GDP on health care in the public sector; this is expected to go up to 7 percent within the next 10 years
- With a work force of about three million and an estimated 25,000 units engaged in the Diamond Industry alone, the industry is churning out new employment opportunities for many
- Industry estimates indicate that 50,000 new jobs will open up every year in the **civil engineering sector**

Chapter Four

Looking for a job

About 25 years ago job search was not even a topic of discussion, few were available and even fewer advertised. Now a buoyant economy with a diversified industrial base and a robust services sector offers a wide array of job opportunities. There is no shortage of jobs in the country but the question is, how one gets access to them. First and foremost you would need to know the channels to explore. This includes both advertised and the hidden job market. About 20 – 30 percent of then jobs is hidden and can be accessed through networking and marketing oneself.

The job opportunity channels include

- **Training cum placement** – vocational institutes which assist in identifying job opportunities
- **Direct Ads in print** – advertisements and classified ads
- **Career portals** – These include naukri, times job (complete listing in the report)
- **Corporate websites** - include information on the openings, select also carry information pertaining to work culture, environment, HR policies etc
- **Job Fairs** – several organizations participate in job fairs
- **Walk-in-interviews** – Details published in newspapers
- **Hr consultants** - job aspirants approach with their portfolio and seek career opportunities
- **Referrals** - Word of mouth referencng
- **Campus recruitment** –corporate recruitment in colleges
- **Employment exchange** – Not the most popular approach amongst city bred however small towns still register in the hope of getting a job

The power of the Internet

The internet is considered to be most cost effective channel for job search. Technology having revolutionized the job hunting and recruitment process, it is a highly recommended tool for job search. You can do more like such as post resumes, search for vacancies listed by employers and consultants, collate information on industries and companies, exchange information, get career advice, take free self assessment and aptitude tests and even get interviewed online. Of late online recruitment has gained popularity as more and more organizations are discovering the advantages of using the internet for increasing their headcount.

Career Fairs

A career fair should be taken as seriously as an interview. Some tips –

- Pre register
- Research on the industries and companies
- Dress accordingly; first impression may just be the last!
- Carry enough resumes
- Build a career portfolio and carry that with you
- The elevator pitch – Interviews in career fairs last for anywhere between 2 – 3 minutes, so make sure you come prepared
- Positive body language
- Follow up post the meeting

Chapter Five

Resumes and Cover Letters Uncovered: The dos and the don'ts

Resume is a document that speaks for you. This is your first tool to market yourself. The main objective is to get yourself short listed for an interview. A user-friendly checklist of dos and don'ts in a resume has been outlined in this chapter.

Cover letters help create the first impression about you. Both your cover letter and resume together determine whether you get an interview call or not.

Resumes and cover letters should be tailored to a specific job. Sending your resume and cover letter via the Internet calls for e-mail etiquettes. If you do not follow them, your document may not be opened, or may end up as garbled text and will be deleted. It is in your own interest that you should respect the e-mail criteria.

Organizations prefer that you organize all your information in clear-cut sections and highlight keywords that adhere to the job you have applied for. This method will ensure that your resume is crisp and appealing. Seek help of professionals to create an interesting resume and exploit the resources available on the Internet.

- Resume **serves to highlight your suitability** for a job opening in your absence.
- Although a Curriculum Vita is more elaborate than a resume, both are used interchangeably. However, a **career portfolio is more specialized** and can contain multimedia files
- A compelling resume should **contain vital clues about your personality** in terms of career objectives, summary, work history, and academic achievements.
- Resumes should **ideally be two pages**, well written, and without errors of any kind.
- The size, format, presentation, content, authenticity of information, language usage, etc. are to be checked before finalizing the resume
- **Do not include references** in your resume unless specifically asked for.
- **Salary history** must be provided only **if required**.
- Sample resumes indicate what to include and what not to; Bad resumes reflect errors, poor presentation, disorganized data, etc whereas good resumes, are clearly formatted, easy to read, and cogent.
- Cover letter should not be more than a page, should be neatly written, and summarize your capabilities in few sentences.
- You need to have **both a print and electronic version** of your resume.

Chapter six

Dealing with Interviews

This is a two-way interaction, so technically “discussion” would be accurate, as it gives both the interviewer and the candidate to initiate a meaningful dialogue which will hopefully lead to a better understanding of the other. Preparation is the key to success. Learning all about the company and its offerings will certainly give you the edge during the conversation. There are several sources you can tap into such as the company website, trade journals, business magazines and people you take advice from. Bottom-line: Never go with a blank mind.

- **Familiarize yourself** with the specific set of dos and don'ts before, during and after the interview.
- **Research** the company and industry information before the interview.
- Company website, trade journals, business publications, industry associations, networking among peers, friends, etc. are some of the resources you must tap.
- **Interviews are not one-time sessions.** There could be screening interview, departmental interview, panel interview, and finally HR interview. Telephonic interviews are also common these days.
- Do **carry relevant documents** for the interview.
- Choose **proper attire** and be **punctual** for the interview. First impressions always last long.
- Your posture during the interview, the way you maintain eye contact, your **mannerisms... all these count.**
- There are about **ten routine questions that interviewers invariably ask.** Knowing what they are likely to be helps in responding positively.
- Sometimes, group discussions are included as part of the interview process.
- **It pays to be honest,** straightforward and sincere in your tone and approach.
- Be prepared to answer questions about **salary expectations.**
- You need to know **what questions to ask the representative of the organization and what not to ask.**
- Send out a polite **thank you note** after the interview.
- A **positive outlook** is what you need to develop even if you do not get an affirmative response.

Chapter Seven

Mid Career changes

Often employees in the middle management level feel the need for change. External factors such as a dynamic economy and a demand-driven job market impact career changes as much as internal, organization-specific issues like lack of recognition, underutilization of talent, mergers and buyouts, and inter-personal problems.

This is easier said than done. Not everybody has the courage to take the plunge. But by doing a SWOT analysis of your workplace skills, it is possible to re-ignite your career passion. By taking a hard look at what you are, what you lack, what are the external factors that influence your decision, and how you can improve; you can change your career destiny. However, in case you are planning to change not just your job but your career mid-stream, be prepared to scale down your expectations on all fronts - opportunities, salary, designation, etc.

This is where networking comes in handy. The more you meet and socialize with people, wider are the horizons to discover. In fact, networking is an art. For some it comes naturally but you could always cultivate the knack of networking and use the interactions for mutual benefit.

Here is a sample SWOT analysis for a journalist

Personal Strengths	Weaknesses	Opportunities in your chosen career	Threats
Educational qualifications — Post graduate in Mass Communication.	Lack of contacts.	Entry of foreign players gives rise to more publications and hence more choice of jobs.	Competition from young graduates from well-reputed institutes.
Five years of work experience.	Weak technical knowledge.	Short-term skills enhancement courses in reputed institutes available in plenty.	Limited professional development in the field, making it hard to stay marketable.
Personal attributes—ability to work under pressure, amicable in nature, strong in work ethics, never-say-die attitude, and team player.	Lack of discipline	Other allied areas such as technical writing, corporate communications, public relations, script writing, etc. demand journalistic skills	
	Lack of clear-cut career	Writing online content for global players is lucrative	

	goals		
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- Your perception of what is a perfect job determines your happiness in your career
- The **paradigm shift** in the world of work throws up **new challenges**.
- If your inner voice constantly tells you that this not what you should be doing, listen to it. You may be going through a mid-career crisis and a change will do you good.
- **Either you get into a job that you like or start liking a job that you already have.** If you can't do both, it is time for some serious introspection.
- There is **no harm in changing jobs** for better financial prospects or more challenging work profile.
- If the work culture does not appeal to you and if you feel you are a misfit, change.
- Top management changes, mergers and acquisitions, restructuring, downsizing, etc affect employees. **Negative impact calls for changes**
- By listing down your dreams and goals, try to match them with your career profile.
- **SWOT analysis** is a proven method to identify problem areas and troubleshoot.
- Social and professional networking helps build contacts, leads to knowledge sharing and improves job prospects.
- If required, **take up additional qualifications and training in specific skills** to give you the career edge.

Chapter eight

Ready to be on your own

- If you want to live your own dream and not work for anyone else, branching out either independently or in partnership with others is a career option
- Entrepreneurs are born leaders who are willing to take risks and explore the unknown.
- India has a long list of zealous entrepreneurs who have chosen the rough terrain to create well-known business empires
- **Entrepreneurship as a subject is gaining interest in the academic circles** and many institutions offer this as a course of study
- **Financial support is crucial** for an idea to flourish and mature into a viable business model
- The different avenues of financing include: venture capital, angel funding, institutional loans, besides your own personal savings
- Specialized institutions across India help would-be entrepreneurs to incubate their ideas and sustain them
- **An offshoot of entrepreneurship is home-based careers**, thanks to the Internet as a powerful and cost-effective resource
- **Telecommuting is a global trend today.** Home-made businesses, freelance work and consultancy arrangements offer flexibility and freedom
- Young mothers, retired professionals, creative people, and the physically challenged opt for 'work-at-home' job opportunities for convenience
- **Opportunity areas are not restricted to a specific industry** and cover a gamut of fields such as content creation, consultancy, real estate, design, etc.
- However, **working from home has its own challenges** and calls for a different mindset
- **Self-discipline and time management** are the most important pre-requisites
- It is easy to fall prey to luring advertisements that promise a lot and do not deliver; you have to **exercise caution while taking up assignments from unknown businesses**

Chapter Nine

Social Skills for success

- Hard skills in your resume are in the form of education qualifications, technical acumen, and work experience. These skills are tangible
- Interpersonal skills essentially called ***Soft skills are a set of intangibles that are unique to every individual***
- Soft skills include effective communication, trustworthiness, amicability, and a lot of other personality characteristics
- ***Employers appreciate*** technical work-related skills but also place high value on soft skills
- ***Important social skills for career success*** include: Being a team player, optimistic attitude to work and life, good oral and written communication abilities, adaptability, high levels of self-esteem and confidence, openness to criticism and learning, time management, business etiquette, etc.
- ***Employers enjoy working with out-of-the-box thinkers.***
- ***Soft skills can make or break your career***; hence do not take them for granted nor neglect them.
- Discover your soft skills and work on them if necessary.
- ***Social graces can be cultivated*** over a period of time, sharpened, and used successfully for moving ahead in your career.

About TeamLease Services Private Limited

TeamLease is India's largest staffing solutions organization and the *number 1 player in the temporary staffing* industry today. TeamLease has been recognized for having pioneered the concept of temporary staffing in India. Currently they have over 54,000 employees on the rolls, presence across 464 locations with 19 offices in India. They are currently *India's second largest private sector employer*, poised to be the largest private sector employer by 2007.

Permanent Staffing Business Unit

TeamLease Services, in a short span of time, has become one among the country's top 5 players in the Permanent Recruitment space as well. In the permanent recruitment domain, TeamLease Services provide *executive search, database selection, advertised selection* and *turnkey solution*, with domain experts to anchor specific industry verticals.

TeamLease adopts a holistic approach to develop company specific staffing solutions that are highly research oriented with process capabilities and a strong technology platform. Their approach is derived from organizational experience and is customized to client needs.

The explosive growth of TeamLease is attributed to the ability to leverage on its national presence and its people & technology platform. The combination of people, technology and focus enables TeamLease to deliver on its committed objective of value creation for all its clients.