Career Management Process

FAQs for Employees

Effective July 2013

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FAQs: Career Connect Portal

1. My current Job \ Job family reflecting in Career Connect is wrong?
   ANSWER: All Job Mapping details were obtained in consultation with your DUH and HR. Any changes in the same would require their approval. Please solicit the same and route it to your BP HR, who will in turn get it updated in career Connect through Central team.

2. I am unable to get the drop down of a particular job I aspire for?
   ANSWER: Please refer to career landscape to check the Job family of the job. The relevant aspired roles will auto-populate in the drop down for you. Employees can choose an aspired target role at the same level and one level above from his current positioning in the career landscape from any of the three functions, Delivery, Enabling and Sales but from the same entity only.

3. How soon will my correct Job start reflecting in Career Connect?
   ANSWER: Every month central team will ask for job changes from your BP HR and it will get updated in career Connect

4. My current Mapping appears as To be mapped -what does that mean? Can I aspire for a role?
   ANSWER: It means that the career Connect team is yet to receive your Mapping from your HR. Please contact your BP HR and they would get it updated. Yes you can aspire for a role. The relevant aspired roles will auto-populate in the drop down for you.

5. If I know that I will get my aspired role in next appraisal cycle, can I aspire for a level higher.
   ANSWER: Currently we advise you to select to only one level

6. I have many aspirations, I want to become a BA and a Project lead, then I feel technical track is better. How many aspirations can I take guidance on?
   ANSWER: Employees can only choose a maximum of two aspired roles so that he can focus better, however your Career advisers have an option of suggesting a new role based on your competencies and preferences.

7. I am part of Infra and aspire to move into CSW lead role. Can I choose an aspired target role from a different entity or function?
   ANSWER: Employees can choose an aspired target role at the same level and one level above from his current positioning in the career landscape from any of the three functions, Delivery, Enabling and Sales but from the same entity only.

8. My aspired roles are visible to all in my Meme Circle, will they also be able to see my CDP?
   ANSWER: This would help you as your MEME connects can refer roles and opportunities. Only CDP related Feed activities are viralled to friends & Panel Members(Counselors) in MEME. CDP page is visible to all the Members in the Manager’s pool in career connect Application.

9. I did not get the option to choose my career counselors?
   ANSWER: I did not get the option to choose my career counselors? Please check your eligibility based on the table below. Career counseling is only available for employees with Bands E0-E3 and tenure more than 6 months in HCL. However if you feel that you are eligible and yet unable to do the same, please raise an SSD.

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<tr>
<th>Band/Tenure</th>
<th>Career Counselors or schedule a discussion</th>
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<td>E0-E3 &gt; 6 Months in HCL</td>
<td>Available</td>
</tr>
<tr>
<td>E4 - E6</td>
<td>Not available</td>
</tr>
<tr>
<td>Other than above</td>
<td>NA</td>
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10. Why should I list my preference. Will listing my work preferences guarantee the same?
   ANSWER : Listing work preferences will lead to better awareness and better planning. It will assist the
counseling panel to know the employee’s work choices prior to the counseling discussion to guide for the
best possible alternative however may not guarantee the same due to organizational requirements

11. I have selected 2 aspired roles which I want to delete in the system. Please delete it as I am not able to find
a link to do it.
   ANSWER : Employees can only choose a maximum of two aspired roles so that he can focus better, Once the
role is identified and selected employee will not be able to edit their roles. However you would have the
option of selecting a new role, post your Career Counseling Discussion and during the finalize Aspired Role
stage.

12. There is no role defined for the Job Family. The application is showing the following error message for the
specified Job Family. Error Message: "No role(s) are available for the selected job family. Please refer to
Career landscape for the job family for the aspired primary job."
   ANSWER : Please refer to career landscape to check the Job family of the job. The relevant aspired roles
will auto-populate in the drop down for you.
   Employees can choose an aspired target role at the same level and one level above from his current
positioning in the career landscape from any of the three functions, Delivery, Enabling and Sales but from
the same entity only.
FAQs: Career Counseling Support

1. I selected My Career Aspiration role and Selected Panel members for Discussion, however Panel member are not aware about Career Connect Discussion. Kindly let me know how can I proceed further?
   ANSWER: Kindly block the calendar of your chosen Manager / HR Career Counselor / Expert Career Advisor in parallel as Career Connect currently informs them by an email and doesn’t block the calendars. In case you are unable to get the time of your panel members please reach to your HR Employee Partner who would facilitate the career discussion.

2. I selected an aspired role but my Counselor changed the target roles for me, so do I have to go with his view?
   ANSWER: Peers and managers may select target roles beyond what the employee has chosen as they might consider the new role more appropriate to the employee; however employee can still go ahead with his career preference and still seek guidance for the same.

3. I know what I need to do for my CDP, do I still need to take counseling?
   ANSWER: Yes. Career counseling is a mandatory activity for Bands E0-E3 and tenure more than 6 months in HCL. Soliciting counseling will help employee to advance in his career. Counselors would facilitate detailing out activities which would enable employees to work towards their aspirations within the agreed timeline.

4. Whose responsibility is it to ensure that Career management activities are on track?
   ANSWER: Career management through Career Connect is an employee driven activity. Depending on the business requirements, appropriate support will be extended to the employee on request. However, the initiative has to come from employee.

5. The Career Counselor drop down doesn’t have some options I want to choose my earlier manager as part of career counseling panel?
   ANSWER: The formal career counseling panel would consist of, the Reporting Manager, the Skip Level Manager and the HR representative and listed experts. There will also be a provision for experts counseling through EDNA and TechCEED SME’s. You can seek referrals from your earlier manager.

6. Does Career Connect guarantee my aspired role change?
   ANSWER: Career Connect does not guarantee role change. It is a process that will enable the employee to aspire and have a concrete plan that will help them move towards their aspired role.

7. I have complete the development areas listed in my Career Development Plan, when can I get my aspired role?
   ANSWER: Once an employee has successfully completed all development activities listed in their Career Development Plan, they can further strengthen their chances of selection to their aspired role as per organizational guidelines. He can further strengthen their chances of selection to their aspired role by applying for an IJP as per process laid down by the organization.

8. My work preferences conflict with my chosen aspired target role?
   ANSWER: It is recommended that employee should choose preferences appropriately before identifying their aspired target role. Once the role is identified and selected employee will not be able to edit their roles. However, they have an option to change their work preferences to align to their aspired target role.

9. My HR is not mapped to the career connect. System suggests me to raise a remedy for it.
   ANSWER: Not all HRs are Career Counselors, A selected group of specialist HRs have been identified and trained as Career Counselors who would enable Career discussions. You may select any one of the HRs from the dropdown and invite for your Career Discussion.
10. How will I get to know where is relevant opportunity available for me, Is there any assessment process where i am able to know about my lacking and area of improvement. 
ANSWER: Aspired role should be finalized and CDP creation should be done in consultation with your chosen counseling panel out of RM/SLM/HR Counselor/Expert, who would provide inputs on opportunities for your aspired role. They would also provide periodic feedback on the CDP progression and evaluate the CDP completion and assess your readiness to take up the aspired role. You may reach out to your HR Career Counselors for the Career Advisor (Expert List). Once you complete your Career Counseling discussion and finalize your aspired role you would be able to chart your Career Developmental Plan based on the role based learning. However, movement to the aspired role is based on availability in the organization and performance during the selection process.

11. I selected my Panel members for Discussion and none of them have responded even when I tried twice.
ANSWER: "Override Approval Workflow" appears if the system detects your difficulty in trying to setup a discussion twice with Career Counselor or if Career Counselor does not respond to the discussion scheduled by you. Through "Override Approval Workflow" you are enabled to take help from Career Connect COE:HR partner via SSD. Please raise an SSD and wait for response. It takes time for the HR partner to identify a common available time for counselors (RM/SLM/CareerCounselor/Technical Expert). Once you get the information click on the "Override Approval Workflow" and fill in the information for scheduling discussion you get from HR partner via SSD. Please exercise caution while using this option as post using this option you will not be able to schedule the meeting again with counselors hence wait for SSD to be resolved.

12. The selected panel member (expert) is not available and I need to reschedule the discussion.
ANSWER: Please ask the panel member to reject the current meeting so that a fresh meeting can be rescheduled. Hence it is advised to Block the calendars for panel members before scheduling discussion. Career Connect discussions cannot be rescheduled in the system. Panel members can either Accept, Not respond or Reject the request twice before override option is enabled (post raising SSD) for the employee. Please exercise caution while using the override option as post using this option you will not be able to schedule the meeting again with counselors hence wait for SSD to be resolved.

13. Does Career Connect guarantee training for the aspired role?
ANSWER: Training, identified in CDP and approved by your chosen counselor would be provided as per the Training catalogue of TechCEED / L&D / T2ID (for INFRA), based your Training Function guidelines.

14. How will I get selected for training of my aspired role?
ANSWER: Based on the role fitment assessment as a part of the Career Counseling Process you would be recommended for the role based trainings by your Career Counselors.

15. What are the criteria for selection of an employee for deployment in the aspired role?
ANSWER: Completing all the developmental activities listed in the career development plan only strengthens your chances of selection in the aspired role. However, it does not guarantee selection. Employee can apply to IJPs, respond to other focused Job Fair Interventions which would be published from time to time in Career Connect - Job Fair Corner and other organization defined process. Movement to aspired role will also depend on the availability of open positions in the aspired role in the organization from time to time.

16. How do I get priority for role based training?
ANSWER: You can select the required training upon the advice of Career Counselor by following the process to L&D/ TechCEED/ T2ID (for INFRA) along with your Manager’s approval. You would be included based on their published calendar and it would be taken up based on the guidelines of L&D and TechCEED / T2ID (for INFRA).

17. What if there is no role based training listed in the training priorities?
ANSWER: Most of the role based trainings needed for our organization across (CSW, INFRA and BSERV) have been uploaded in Career Connect, hence the probability of this very less. If the training offering is not available at that time, then employee can discuss with TechCEED / T2ID (for INFRA) and L&D for alternate Learning offerings.
GEO Specific FAQs

1. **What will be the impact on my CDP if my location changes or I have to relocate to different country before completion of CDP?**

   Short term and long term development plans are for overall growth of the employee in line with their aspired role. Hence, location change should not have an impact on their Career Development Plan (CDP). If you want, you can still add counselors from new location who can continue assisting you on your development journey. Your current panel can assist you in searching and identifying the right individuals for counselor role in new location.

2. **I have a mobility constraint, how do I know the roles/ skill areas which will be available in the location of my preference?**

   While no one can foretell what future opportunities are going to be like but broad estimate on likeliness of a role/ technology in a geography area can help employees in making a better informed decision. Employees can seek this guidance from HR/ WPC counselor before they finalize the role and CDP. Even if HR panel would not have the perspective immediately, they can get the information for you through other internal HCL teams. Through inputs from counseling panel and accordingly working on your CDP, you can prepare yourself for positions that are likely to come in future.

3. **How much time will I have post completion of CDP for moving to the new role skill?**

   Career Development Plan is to enable employees to work towards their career aspiration. It does not necessitate deployment of the employees to new role skill area. Once an employee has completed the CDP, they can start applying for IJPs they are interested in, as per IJP process laid down by the organization. If despite working on the CDP, employee for some reason does not want to immediately change their role/ skill area, then they can do so by restraining from IJP applications.

4. **I am yet to complete my CDP but I am interested in an IJP (Internal Job posting) related to my aspired role skill. Can I still apply for it?**

   Career Counseling and Career Development Plan are development focused activities so that employees can have a concrete plan to prepare themselves for their aspired role. The process does not restrict them from applying or choosing a position that might be available right now. Anytime during the process, if you find an IJP suitable for you, then you can apply for the same as per normal IJP process and guidelines.

5. **Will the trainings and work done on development activities listed in my CDP get counted in my normal work hours?**

   Career Connect is a self nominated and self driven development program that will provide the ecosystem for employees to start working on their career aspirations. The trainings and development activities described in CDP are part of employee’s learning curve for the role they want to perform in
future. This will therefore not be considered under daily work and job responsibilities that employees perform on their current project allocations.
An employee is also expected to work in cooperation with their manager to balance project work and development needs. Development activities can be completed over one year from the date of uploading the Career Development Plan that gives ample time to an employee to plan their development activities

6. **What is the source of my current role details that are displayed in Career Connect application?**

The current role displayed in Career Connect application is taken from the inputs received from employee, manager and skip level manager in Role Alignment tool. Employees can get in touch with their HR business partner in case they have any query related to mapped role.

7. **I am deployed on a billing role in customer project. Can Career Connect help me in getting new role within or outside the customer engagement?**

Career counseling and creation of Career Development Plan is a future focused activity to enable employees to craft their aspired career goals. The approach helps employees enhance their readiness for next role and does not ensure immediate deployment on new job. Normal deployment process will be followed for getting new opportunities within or outside an engagement, as per norms defined in the organization.

By working on Career Development plan, employees would be upgrading their capabilities thereby enhancing the chances of getting desired job opportunities when they are available in the company.

8. **CDP guidelines say that 60% of development activities should be work based application. My aspired role does not exist in the project I am working on, then how can I get the work based learning experience?**

Work based application can be on live projects or some pilot simulated projects. The important point here is demonstration of learning’s by putting them into practice. Even if the opportunity does not exist in live project, employees along with counseling panel can develop a pilot project that they can include as part of their CDP.

9. **I have 20 or more years of solid engineering experience and only want to acquire new technology skills. I am not interested in moving up into a management role. How would someone like me benefit from having a written CDP?**

In Career Connect, multi dimensional approach to careers has been offered to employees. Employees, irrespective of their vertical or horizontal growth aspirations (cross track/ technology), can utilize the career management process for getting required development support.

If an employee wants to learn new technology or cross domain proficiencies, then s/he can accordingly specify the career aspiration, preferences and seek appropriate referrals/recommendations. Through Career Connect, s/he would be then able to reach out to suitable panel from the available options of Expert/ SME (Subject matter expert) in that area, RM, Skip level manager, or HR counselor. Guidance and periodic feedback from panel will help the employee in
identifying the relevant training and development needs and ensuring the development efforts are in line with the aspirations.

10. Is it mandatory for employees in Bands E0-E3 to have a written CDP?

Career management through Career Connect is an employee driven activity and not a mandated one. For interested employees who want to leverage Career Connect platform for their career development, written CDP is required to help them in tracking the progress and seeking feedback from panel on time to time basis.

11. Will I be measured in my next appraisal review on how much of my written Career Development I’ve actually completed? Suppose there were delays beyond my control caused by project demands, will consideration be given to that?

Career Development Plan is not directly connected to employee’s appraisal cycle. CDP records the short-term and the long term development goals for the employee along with training and other development activities that will take them closer to their aspired career path. It is an employee driven activity and not a mandated one.

Career counseling discussion and Career Development Plan creation are annual activities. Development activities can be completed over one year from the date of CDP finalization that gives ample time to an employee to plan their development activities.

Managers should actively get involved with them in their development process and extend required support so that development is on track. They may hold regular reviews to evaluate employee’s progress.

12. My manager and I both have vacation plans and he has to travel for work and may not be able to meet with me and help me finish my Career Development Plan very soon. What is the deadline for completing a CDP? Will it be possible to get an extension for leave and business travel times?

The entire career management process is initiated and driven by employees. There are no system mandated deadlines which are to be complied with for CDP creation. As per individual preferences, aspirations, and time suitability, an employee can start his/her career development journey in Career Connect.

Also, Career counseling discussion and Career Development Plan creation are annual activities. As and when CDP is finalized for an employee, development activities can be completed over one year from the date of CDP finalization that gives ample time to an employee to plan their development activities.
FAQs – General
Career Connect – How does it impact an individual

1. **What is a social career management?**

A social career management approach leverages on a social media platform that connects a large number of employees across the organization.

HCL’s social career management approach will be driven through a MEME based application called Career Connect that will reach out to other employees within the organization including an employee’s managers, team members and peers.

2. **How does a social career management approach help me in planning my career?**

A social career management approach allows an employee to access a large network of employees within the organization which includes their managers, team members, HR representatives and peers. Employees can socialize through this approach and gather role referrals and path recommendations for an aspired career path.

3. **How many aspired target roles can I choose?**

Employees can choose a maximum of two aspired target roles.

4. **Can I choose an aspired target role from a different function?**

Yes, employees can choose an aspired target role from any of the three functions, Delivery, Enabling and Sales.

5. **How does listing my work preferences help me in planning my career?**

Listing work preferences such as mobility constraints, region constraints and working in shifts will help employees to choose their target aspired roles with more awareness and better planning. It will also assist the counseling panel to know the employee’s work choices prior to the counseling discussion and have a more focused discussion on the chosen target roles.

6. **Should I choose my work preferences before selecting my target roles?**

It is advisable that employees choose work preferences prior to selecting their target roles. Choosing preferences first will help employees select their aspired target roles with more awareness and information.

7. **What is the difference between a role referral and a path recommendation?**

A role referral is given by peers, team members and HCL’s social network on a target role they consider appropriate for the employee in the future.
A path recommendation is only given by an employee’s managers for target roles they consider appropriate for the employee in the future. Managers are the Reporting Manager, Project Manager(s), Skip Level Managers.

8. Who can refer me for a target role?

An employee may be referred for a target role by peers, team members and HCL’s social network.

9. Can I seek a role referral?

Yes, a role referral can be sought.

10. Who can recommend me?

An employee’s Reporting Manager, current Project Manager(s), Skip Level Managers may recommend an employee.

11. Can I seek a path recommendation?

A path recommendation cannot be sought.

12. Can anyone else select target roles for me?

Yes, peers and managers may select target roles beyond what the employee has chosen.

13. What is career counseling?

Career counseling is a formal discussion that the employee has with the discussion panel consisting of the Reporting Manager, Skip Level Manager and HR representative. The aim of this discussion is to clarify the chosen target roles of the employee and define development activities in order to achieve their aspirations.

Managers should ensure that they participate in the career discussion and co-creation of Career Development Plan for their team members and actively get involved with them in their development process.

14. Is career counseling a mandatory activity?

Career counseling activity is a mandatory stage in the process for Bands E0-E3 and tenure more than 6 months in HCL. Employees in E4+ can directly self-create their CDP without the Career Counseling activity.
15. Is career counseling available for all employees?

Career counseling is only available for employees with Bands E0-E3 and tenure more than 6 months in HCL.

<table>
<thead>
<tr>
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</tbody>
</table>

16. Can I discuss all my aspired target roles in my career counseling discussion?

As a pre requisite to the career counseling discussion, an employee will have to select a maximum of TWO target roles to discuss. These may be a combination of the ones chosen by the employee and those recommended by others.

17. When should I approach the counseling panel for a career counseling discussion?

Once the employee has socialized on the selected target roles and has received role referrals and path recommendations, and selected a maximum of TWO target roles, the employee may initiate the career counseling discussion.

18. Who is part of a career counseling panel?

The participants of a career counseling discussion are the employee and one or more of the Reporting Manager, the Skip Level Manager and the HR representative. There will also be a provision for employee to select any direct reportees of their Skip Level Manager as a counselor.

Managers should ensure that they participate in the career counseling discussion. Moreover, the Manager should actively get involved with them in their development process.

19. If my Reporting Manager changes mid-term, which of my Managers would be part of the career counseling panel?

If the reporting manager changes mid-term, the current reporting manager will be a part of the career counseling discussion.

Manager should take inputs from the previous Manager and ensure that they are well aware of their team member’s development plan and participate in their career counseling discussion.
Thereafter, the Manager should also actively get involved with them in their development process.

20. Can I select my Project Manager(s) as part of my career counseling panel?

An employee may not select a Project Manager(s) as a member of the career counseling panel. The Reporting Manager will be a part of the counseling panel.

21. What is a Career Development Plan?

A Career Development Plan, also known as CDP, captures the short-term and long-term career goals for an employee. It also details out activities which would enable them to work towards their aspirations within the agreed timeline.

22. What is meant by co-creation of Career Development Plan?

Co-creation of Career Development Plan is the process where the employee and the career counseling panel collaborate and jointly work towards identifying and recording the short-term and the long-term development goals for an employee.

The aim of the co-creation of Career Development Plan is to clarify the chosen target roles of the employee and define development activities in order to achieve their aspirations.

Managers should ensure that they participate in the career discussion and co-creation of Career Development Plan for their team members. Thereafter, the Manager should also actively get involved with them in their development process.

23. What is the periodicity of career counseling discussion and Career Development Plan creation?

Career counseling discussion and Career Development Plan creation are annual activities. Employees are expected to follow through on development activities listed in the Career Development Plan and update their progress every 90 days.

24. Whose responsibility is it to ensure that Career Development Plan is on track?

It is the responsibility of the employee to ensure their Career Development Plan is on track. Employees can seek support from their Pool of Career Counselors (RM/SLM/Career Expert/HR) and others to ensure that they are able to complete planned development activities. However, training listed in the Career Development Plan, will be provided, subject to training guidelines and availability of vacancy for training.

25. Is Career Development Plan connected to my appraisal cycle?

Career Development Plan is not directly connected to employee's appraisal cycle. Career Development Plan records the short-term and the long term development goals for the
employee along with training and other development activities that will take them closer to their aspired career path.

26. Would this approach ensure that I will immediately get deployed on the right job?

Career counseling and creation of Career Development Plan is a future focused activity to enable employees to craft their aspired career goals. It is driven by the employee. The approach helps employee develop their career and does not ensure immediate training or deployment on the right job.

27. What happens if I am unable to complete activities related to my Career Development Plan?

Career counseling discussion and Career Development Plan creation are annual activities. Employee is responsible to complete activities as per the Career Development Plan from one year of submission of Career Development Plan. It is an employee driven activity and not a mandated one.

Managers should actively get involved with them in their development process and ensure that it is on track. They may hold regular reviews to evaluate employee’s progress.

28. What is an aspired target role?

An aspired target role is a career path which an employee wishes to take up in the future within the organization. This aspired target role might belong to the same function employee is currently in or to another one.

29. How does choosing an aspired target role help me plan my career?

This is the first and an important step towards planning an employee’s career. The employee may then proceed to gathering role referrals and path recommendations, then attend a career discussion to further add to their career planning.

30. How can I be sure if the aspired target role selected by me will lead me to my career aspiration?

In order to help the employee to identify an appropriate target role and move towards their career aspirations career counseling discussion can be triggered by the employee. The career counseling discussion comprises of a panel that can guide the employee to identify a target role in line with their aspirations.

31. What happens if I am interested in more than one role?
Employee may be interested in more than one aspired role. However, they will have to choose a maximum of two aspired target roles before proceeding with their career planning.

32. **Should I speak to my Manager prior to selection of an aspired target role?**

Employee may choose to discuss their aspirations with their Managers, if they wish to, prior to selection of an aspired target role.

**Managers** may be approached by employees before they select their aspired target roles. The Managers are advised to have a meaningful dialogue with the employee that would help them choose an appropriate aspired target role.

33. **What happens if my work preferences conflict with my chosen aspired target role?**

It is recommended that employee should choose preferences appropriately before identifying their aspired target role. Once the role is identified and selected employee will not be able to edit their roles. However, they have an option to change their work preferences to align to their aspired target role.

34. **What happens if I am referred for a role for which I don't aspire to pursue?**

Employee may choose to ignore the roles referred and recommended by others by not selecting them for the counseling discussion.

35. **Can my peers refer me more than one aspired target role?**

Peers cannot refer employee more than one aspired target role.

36. **Can my Manager recommend me more than one aspired target role?**

Manager cannot refer employee more than one aspired target role.

37. **My Manager has changed mid-year. Would my earlier Manager be eligible to recommend me on my aspired target role?**

Only the current Manager may recommend the employee.

The current **Manager** should take inputs from the previous Manager and ensure that they are well aware of their team member’s development plan and participate in their career counseling.
38. **What is the difference between a job and a role?**

- **Role** is a set of unique jobs that exist in the company. E.g. – Project Lead, Developer
- **Job** is a sub-set of Role, i.e. several jobs of a similar nature can belong to the Role. E.g. – Technical Lead, Project Lead – Internal Projects belong to role – Project Lead

39. **Will I be able view roles in my function?**

Yes, the career landscape will show the employee probable career paths within their own function.

40. **Will I be able to view roles in another function?**

An employee may view roles only from their own function in the career landscape. However, the employee can identify aspired target role(s) from another function by choosing another function from a list.

41. **Will my career landscape show target roles in another function?**

The career landscape will only show the employee probable career paths within their own function.

42. **Will choosing work preference limit me from viewing all the available target roles?**

Choosing work preference will not restrict the employee from viewing available target roles.

43. **Why am I limited to choosing only two aspired target role before moving into my career discussion?**

The employee may choose a maximum of two aspired roles. Further, other roles may be referred / recommended to them on the social platform. The limit on choosing 2 aspired target roles will help the employee have a focused discussion at the counseling meet.

44. **If I am less than 6 months in HCL, why cannot I trigger my counseling discussion?**

This is as per the organization’s policy. Employee is eligibility for any counseling discussion only after they complete 6 months in HCL.

**Managers** can play a key role in such cases by providing assistance and help to employee to
select an aspired target role and creating their Career Development Plan.

45. Who will create my Career Development Plan with me if I am less than 6 months in HCL?

If tenure is less than 6 months in HCL, employees can self-create their Career Development Plan once they have gathered role referrals and path recommendations on their target aspired roles.

46. If my team member is less than 6 months tenure in HCL, who will help them create their Career Development Plan?

If tenure is less than 6 months in HCL, employees can self-create their Career Development Plan once they have gathered role referrals and path recommendations on their target aspired roles. Managers can play a key role in such cases by providing assistance and help to employees to select an aspired target role and creating their Career Development Plan.

47. Can I hide my target roles through privacy settings?

Employees will not be able to hide any target roles through privacy settings.

48. Can I campaign for my chosen target roles through Career Connect?

Employees can share updates on their chosen roles through their MEME page.

49. How long do I have for completing my development activities outlined in the Career Development Plan?

The career management cycle is annual in nature. Development activities outlined in the Career Development Plan can be completed within one year of uploading the Career Development Plan. However, training listed in the Career Development Plan, will be provided, subject to Training Policy Guidelines and availability of vacancy for training.

50. Can I ask for a counseling discussion while I am in the middle of my annual appraisal cycle?

The career management system is not a part of the annual appraisal cycle. Employees can pursue both activities at the same time.

51. Can I reject any role referral/path recommendation I receive?

Employee may choose to ignore the roles referred and recommended by others by not selecting them for the counseling discussion.
52. Can I recommend anyone outside my team?

Employees can recommend only those who directly report to them. Employees can refer anyone outside their team.

53. Would Career Connect pre-populate a list of target roles for me?

Career Connect will populate a list of roles available for a chosen Function. The employee can identify a combination of target role and skills from the available list.

54. Shouldn't there be somebody beside the employee accountable for his development as per plan laid in the Career Development Plan?

The employees are accountable for ensuring that the plan laid in their Career Development Plan is on track. They may, however, seek support from their Managers.

55. What do I do if I am unable to find time for my training programs?

The employees are accountable for ensuring that the plan laid in their Career Development Plan is on track. They may, however, seek support from their Managers.

56. My Manager is not available to help me in creating my Career Development Plan, whom should seek help from? (< 6 months)

In case the manager is not available for creating a Career Development Plan, an employee can reach out to their HR representative for the same.

57. Does Career Connect guarantee my aspired role change?

Career Connect does not guarantee role change. It is a process that will enable the employee to aspire and have a concrete plan that will help them move towards their aspired role.

58. What happens after I complete the development areas listed in my Career Development Plan?

Once an employee has successfully completed all development activities listed in their Career Development Plan, they can further strengthen their chances of selection to their aspired role.
59. What happens if reporting manager does not release me to attend the training programs listed in my Career Development Plan?

An employee is expected to work in cooperation with their manager to balance project work and development needs. Development activities can be completed over one year from the date of uploading the Career Development Plan that gives ample time to an employee to plan their development activities.

60. Will the organization invest in me for any external training that may get listed in my Career Development Plan?

The employee may make a request for an external training or certification. The request will be taken up subject to the probability of open positions in the aspired role in the organization and a business case and external certification policy guidelines.

61. Will I be assigned a mentor to help me through the developmental areas listed in my Career Development Plan?

Only those employees who are part of the career counseling discussion may ask for a mentor and one can be assigned to them after consultation with the counseling panel.

62. Will I have the option to have a second round of discussion with my career counselor to alter the already uploaded Career Development Plan?

Career Development Plan creation is an annual process. Once a Career Development Plan is uploaded it cannot be edited for the year. Employee would only be able to update completion status of development activities, and await another round of counseling as per process in the next annual cycle.

An employee may reach out informally to their manager or HR representative for further discussion and guidance.

63. Do I still need to apply for my aspired IJP if I have already worked on all the development areas listed in my Career Development Plan? If no, what is the advantage that I have compared to the other employees applying for the same IJP?

Once an employee has successfully completed all development activities listed in their Career Development Plan, they can further strengthen their chances of selection to their aspired role.
Each employee who is interested in an IJP has to apply for it as per process laid down by the organization.

64. If employees in Band E4-E6 and are keen on consulting a career counselor, how do they go about?

Career Connect does not have an option for a formal career counseling discussion for Band E4-E6.

An employee may reach out informally to their manager or HR representative for further discussion and guidance.

65. Can I have one on one discussion with the selected counselors?

Employees may select one or all three counselors and then choose if they want a common discussion or a one-on-one discussion. Accordingly multiple or common invites will be sent to the selected counselors.

66. How do I schedule a career counseling discussion?

Once the employee finalizes the counselors, they may schedule a discussion through a scheduling assistant by choosing date and time for it. The career discussion invite will be sent to the chosen panel member(s) via email.