BACK IN THE GAME

Stellar performance by Indian IT companies in DQ-IDC IT BES 2010 is a direct reflection of their ability to understand Indian conditions better, and adapt

■ With the job market opening up, employee expectations from employee engagement programs have gone up
■ Indian IT companies dominate the Top 10 positions this year
■ TCS makes a fantastic re-entry, at # 1, pushing HCL Infosystems down one point

Although the Indian IT industry managed to come out of the turbulent economic conditions relatively unscathed, the after-effects of the recession shook the foundations of most companies as they resorted to multiple measures like job cuts, salary freeze, diversification into newer markets to sustain and re-inventing the business models.

While for most of us Indian MNCs were the 'preferred employer of choice' until now, all this changed in a matter of a year and half as Indian IT com-

IT Best Employers: The Top 20 Club

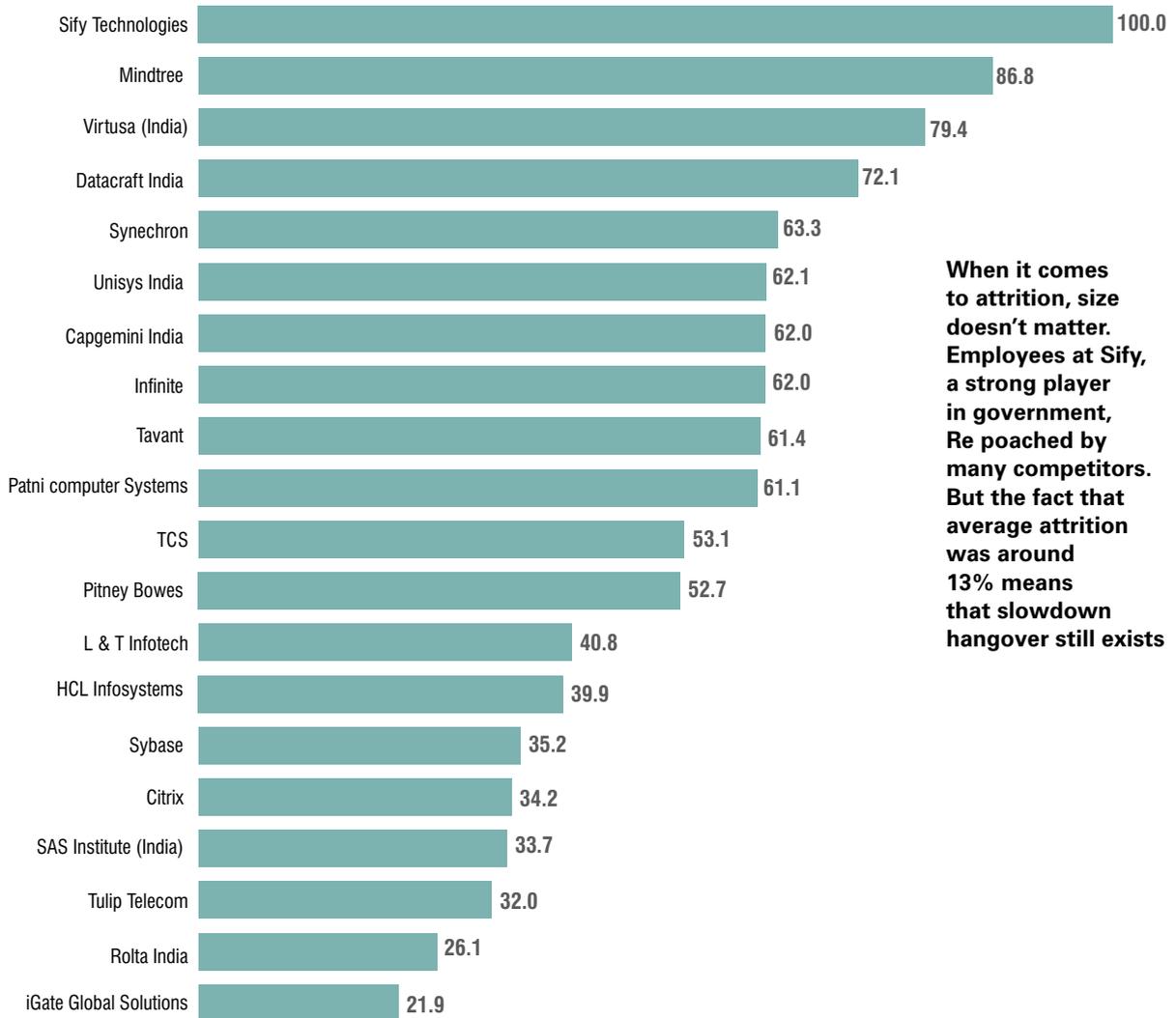| Company	Empex 2010	Rank 2009	Rank 2010	Change
TCS	87.91		1	New Participant
HCL Infosystem	86.26	1	2	-1
iGate Global Solutions	83.75	2	3	-1
Rolta India	82.96	3	4	-1
Infinite	73.76		5	New Participant
Capgemini India	73.09		6	New Participant
L&T Infotech	70.76		7	New Participant
SAS Institute India	70.50	5	8	-3
Tulip Telecom	70.28	12	9	3
Synechron	69.85	10	10	0
Tavant Technologies	69.72	8	11	-3
Sify Technologies	69.06	13	12	1
Mindtree	68.61		13	New Participant
Datacraft India	67.65	9	14	-5
Virtusa	67.55	20	15	5
Patni Computer Systems	67.50	16	16	0
Sybase	67.31		17	New Participant
Pitney Bowes	66.38		18	New Participant
Citrix	66.23		19	New Participant
Unisys India	65.63	18	20	-2

▲ Up   Down ▼

Base: 3,160 employees

Source: DQ-IDC IT BES 2010

The eight debutants this year have done remarkably well led by TCS even as RMSI, Perot, Ingram Micro and R Systems decided to give the survey a miss this year. Infogain which had debuted at # 17 last year, failed to make the cut

Indexed Attrition Score 2010

■ Attrition

Company	Score
Sify Technologies	100.0
Mindtree	86.8
Virtusa (India)	79.4
Datacraft India	72.1
Synechron	63.3
Unisys India	62.1
Capgemini India	62.0
Infinite	62.0
Tavant	61.4
Patni computer Systems	61.1
TCS	53.1
Pitney Bowes	52.7
L & T Infotech	40.8
HCL Infosystems	39.9
Sybase	35.2
Citrix	34.2
SAS Institute (India)	33.7
Tulip Telecom	32.0
Rolta India	26.1
iGate Global Solutions	21.9

When it comes to attrition, size doesn't matter. Employees at Sify, a strong player in government, Re poached by many competitors. But the fact that average attrition was around 13% means that slowdown hangover still exists

Average Attrition Rate: 13%

Source: DQ-IDC IT BES 2010

The graph shows an indexed score for the Top20 companies, calculated indexing the highest attrition rate to a score of 100

panies managed to contain attrition and retain employees. The increase in retention rate (from 81% in FY09 to 87% in FY10) saw Indian companies (read iGate Global Solutions, Rolta and Tulip Telecom) managing to satisfy their employees on key parameters like salary, appraisal, job content and managing slowdown.

In fact, it was the Indian companies who weathered the recession storm better than their MNC counterparts thanks to their focus on do-

mestic market which continued to see growth. Rolta India, a relatively marginal player vis-à-vis TCS, HCL Infosystems, SAS and Capgemini, was the # 1 company when it came to 'managing slowdown'.

This year too like previous years, upcoming companies like Infinite Computer Solutions, Rolta India, Tulip Telecom and Tavant Technologies learned best HR practices from their MNC counterparts and went up the learning curve grabbing a position on

the DQ-IDC Best Employers survey.

The Survey Results

A quick look at the Best Employers survey list shows some familiar names and thankfully there haven't been any major displacements this year. However, the re-entry of TCS in the survey has pushed the top five companies by one place each. Also, there are four new companies in the top ten—Infinite Computer Solutions, Capgemini and L&T Infotech (overall there are

Wish I was there : Dream Company

Company	Share	Rank 2010
TCS	8.1	1
HCL Infosystems	3.7	2
iGate Global Solution	3.4	3
Rolta India	3.1	4
Capgemini India	1.8	5
Datacraft	1.6	6
SAS Institute	1.5	7
L&T Infotech	1.4	8
Synechron	1.4	9
Mindtree	1.3	10
Sybase	1.3	11
Tulip Telecom	1.2	12
Infiniite	1.2	13
Tavant	1.1	14
Virtusa	0.7	15
Citrix	0.5	16
Unisys	0.4	17
Patni	0.3	18
Pitney Bowes	0.3	19
Sify	0.2	20

Source: DQ-IDC IT BES 2010

TCS obviously finds itself at #1 even as companies like Datacraft, L&T Infotech, Mindtree and Capgemini India find place in the top 10; employees are looking beyond the big names. SAS however has slipped three places to #7 while Virtusa has gone down to #15, a drop of 7 places

eight new companies). Some of the major names to get into the Top 20 list include Mindtree, Patni Computer Systems, SAS Institute and Sify Technologies.

Included in the 'Best Places to Work for in India in 2009', a change in HR leadership at Mindtree bore successful results as it made an entry in the survey making the right moves by managing a good score on the employee satisfaction parameter performing relatively well parameters like company image, job content, people and preferred employer (internal). Its employees have shown major satisfaction when it comes to work cul-

ture including managers encouraging employees to speak freely at meetings, manager availability for help or advice and manager genuinely cares about employees' professional and personal growth.

Even though SAS has been named as the Best employer in IT by Great Places to Work Institute in 2010 yet in the survey, it slipped three places to # 8 thanks to a decline in its employee score. The employees have shown their major dissatisfaction on parameters like salary hike, growth opportunities and recognition of special initiatives and efforts at the time of appraisal.

While Sify's overall position did increase by a place, yet its high attrition rate should be a cause of concern. However, its overall employees score did increase owing to employee satisfaction over training and salary hikes.

Interestingly, this year there has been a wide discrepancy in the employee satisfaction and HR score tables, implying that no company excluding TCS and iGate Global managed to find a place in the top five in both the tables. Tulip, for instance, which is at # 15 in employee satisfaction finds itself catapulted to # 2 in HR score. The same could be said about Synechron at # 3 in HR rank and languishing at # 16 in employee satisfaction. Clearly, there is a wide gap between what the company thinks and what the employees perceive of their HR policies.

For years now, HCL Infosystems has been the only hardware company in the Best Employer Survey Top 20 and this year too it lived up to its expectations of a dream employer. However, the re-entry of IT behemoth TCS resulted in a decline of one place followed by iGate which too got pushed down to # 3. While in terms of employee satisfaction, HCL continued to be at # 1, in the HR rank it got pushed down by five places to # 7; iGate, meanwhile, continued to occupy # 2 when it came to employee satisfaction and even in terms of HR rank too there wasn't a major displacement as it only fell by one place. Employee satisfaction has always been a strong forte of HCL and this year they only consolidated their position by focusing more on the training aspect scoring more than the industry average. The high employee satisfaction scores have been arrived at on the back of a a consistent # 1 across parameters like company image, culture, people, salary, appraisal, etc.

iGate, meanwhile, has the lowest attrition score thanks to its mantra of no or minimum reaction. The result: not only there were no pink slips

Loving it here: Preferred Employer

Company	Share	Rank 2010	Company	Share	Rank 2010
HCL Infosystems	95.1	1	Infiniite	37.1	11
Rolta India	87.1	2	Sybase	36.4	12
iGate Global Solution	74.5	3	Tulip Telecom	33.0	13
Mindtree	63.6	4	Virtusa	32.8	14
Datacraft	50.6	5	Tavant	31.9	5
SAS Institute	46.9	6	Citrix	28.3	16
L&T Infotech	46.6	7	Pitney Bowes	14.6	17
TCS	46.3	8	Unisys	14.3	18
Synechron	40.7	9	Patni	11.6	19
Capgemini India	38.3	10			

Source: DQ-IDC IT BES 2010

Contrary to popular perception, TCS finds itself at # 8 in the preferred employer category, the only category where it finds itself pushed beyond the top four

Sify, incidentally inspite of being a Top20 company has not been able to garner a single vote on the 'preferred employer' parameter internally

Managing Slowdown

Company	Share	Rank 2010	Company	Share	Rank 2010
Rolta India	8.9	1	Tulip Telecom	6.7	11
HCL Infosystems	8.8	2	L&T Infotech	6.6	12
iGate Global Solution	8.4	3	Mindtree	6.6	13
Infiniite	7.9	4	Virtusa	6.4	14
TCS	7.6	5	Tavant	6.3	15
Capgemini India	7.4	6	Sify	6.2	16
SAS Institute	7.3	7	Unisys	6.2	17
Datacraft	7.2	8	Patni	6.0	18
Pitney Bowes	7.2	9	Sybase	5.7	19
Synechron	6.9	10	Citrix	5.4	20

Source: DQ-IDC IT BES 2010

When it comes to domestic Indian IT market, no one knows it better than the Indian IT companies and this was corroborated by a good show by the Indian IT companies in the 'Managing slowdown' parameter, introduced for the first time. The poor show by the Indian IT MNCs could be attributed to the fact that with these companies following the business model set up their global units, it naturally takes time to react to any changes in the domestic scenario

or salary cuts but iGate's employees ended up being a select breed of the times—people who felt their jobs were secure. And this achievement has come on the back of a revamp of its communication process for strength-ening the official channels in order to curb rumors and assure employees that there is going to be absolutely no 'downsizing'.

A new entrant to the fifth position, Infinite Computer Solutions makes a grand re-entry into the survey after a gap of few years with employees satisfied on parameters like manager genuinely caring about employees' professional and personal growth, exciting growth opportunities in the company

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Image Matters: Company Image

Company	Overall-Image	Rank	Company	Overall-Image	Rank
All(Top 20 companies)	8.40		Citrix	8.2	11
HCL Infosystems	9.7	1	Mindtree	8.1	12
TCS	9.5	2	Virtusa	8.1	13
iGate Global Solution	9.5	3	Tulip Telecom	8.1	14
Rolta India	9.4	4	Datacraft	8.0	15
Infiniite	8.6	5	Sybase	8.0	16
Capgemini India	8.5	6	Patni	7.9	17
Sify	8.4	7	Synechron	7.9	18
Tavant	8.4	8	Pitney Bowes	7.8	19
L&T Infotech	8.3	9	Unisys	7.7	20
SAS Institute	8.2	10			

Source: DQ-IDC IT BES 2010

HCL Infosystems manages to retain its top slot, the arrival of TCS has shifted iGate to #3. Rolta, a new entrant has done remarkably well for a debutant

and salary hikes.

After a gap of two years, Capgemini was back with impressive showing, occupying the sixth slot, next only to consistent performers of last few years. With no big highs and lows, its best showing is in rank five (in training, salary and its perception as a dream company to work for) while its worth performance (#8) is in gender inclu-

sivity, despite improving gender ratio from 14% in 2006 to 20% in 2010.

Training has indeed been its strong factor and with lateral hiring becoming the norm, Capgemini's training is more around certifications and specific skill sets. And therefore, it chose the path of a learner-centric training approach including components of peer-to-peer and e-learning-based training.

Although moving to a decentralized, business-aligned HR approach, from a centralized model hasn't paid off the desired dividends this year as it ranked # 18 in HR score.

L&T Infotech was perhaps the only company to have hired in such large numbers even in a slowdown—after October approximately 2,200 employees were hired, with plans to hire

Organisational Culture

Company	Overall-Company Culture	Rank	Company	Overall-Company Culture	Rank
All(Top 20 companies)	8.40		Sybase	8.3	11
HCL Infosystems	9.7	1	L&T Infotech	8.3	12
iGate Global Solution	9.4	2	Datacraft	8.2	13
TCS	8.9	3	Citrix	8.2	14
Rolta India	8.9	4	Pitney Bowes	8.2	5
Infiniite	8.6	5	Mindtree	8.2	16
Capgemini India	8.6	6	Patni	8.1	17
Sify	8.5	7	Tulip Telecom	8.0	18
Virtusa	8.4	8	Unisys	7.9	19
Tavant	8.4	9	Synechron	7.9	20
SAS Institute	8.3	10			

Base: 3160 employees

Source: DQ-IDC IT BES 2010

Continuing its good show, HCL Infosystems once again manages to climb two places from #3 of last year as iGate slips a place to #2. The debutants like L&T Infotech, TCS, Capegemni India and Sybase too have put up a good show

Methodology

How we did it

Research Design:

The survey was designed and carried out in two phases. In the first phase, HR questionnaires were sent to around 200 IT companies spanning systems to software companies, both domestic and export players. The questionnaire sought information on areas such as employee strength, salary structure, training days, tenure of top management, etc. Out of the 200 companies, sixty companies participated in the first phase. Out of these, thirty-seven companies were then short listed for the second round, that is, the employee survey based on the following parameters:

■ **Total employee size:** Hardware, software and marketing IT professionals in India only, as on April 1, 2010. This did not include either back-end employees or employees posted outside India.

Average tenure of senior management (GM level and above): The tenure figure was factored by the age of the company to remove any discrepancies that may have arisen between old and relatively new companies.

■ **Total average training:** Included the entire gamut from induction and technical to soft skills and others. The data was weighed on the total hardware, software and marketing IT professionals in the company.

Retention rate: Share of employees (at least three months-old in the company) who were still with the company on March 31, 2010

■ **Average salary hike (in percentage):** The first shortlist of companies was based on these above parameters, which were given different weights based on their relative importance. In the second phase, a large-scale survey was conducted by IDC India among 3,160 employees of the thirty-seven short listed companies, across the country, however during the second phase, one company did not participate and therefore, the survey was conducted among thirty-six companies. The sampling was done on the basis

of distribution of employees in different cities. The employee survey comprised a self administered questionnaire as the instrument with employees at different levels. This questionnaire included seventy-three statements under different broad parameters—composite satisfaction, company culture, job content/growth, training, salary & compensation, appraisal systems, people, gender inclusivity and managing the slowdown. Employees were asked to rate each of the statements on a ten-point agreement scale. The respondents filled-in their opinions on the questionnaire in the presence of IDC's trained interviewers and supervisors.

Other than the above parameters, employees were also asked about their salary structure, preferred company in the industry, etc. The Employee Satisfaction survey covered seven major cities—Mumbai, Delhi, Chennai, Kolkata, Hyderabad, Pune and Bengaluru. In each city, the sample quota was assigned based on the company's employee strength in that city. A further classification of employees was done on the basis of job profile (hardware, software and marketing), years of IT experience (less than two years, two-five years, five-ten years and more than ten years) and gender ratio. This quota system was followed strictly to get a proper representation of different types of employees in the sample. In order to retain objectivity, every attempt was made to take on an unbiased sample and to ensure that the management of the company did not influence the selection of respondents (employees) or their responses.

BES Ratings

Scores from the HR survey and the Employee Satisfaction survey, calculated separately, were combined to arrive at a composite score. Companies were then given ranks based on the composite scores.

The HR score of the selected thirty companies was calculated based on various parameters, indexed and weighed on a total score of hundred. The parameters used were—total employee

size; average tenure (years); total average training; retention rate; and average salary hike (%).

The employee survey score was calculated based on twelve parameters, which was also weighed and indexed on a total score of hundred. The eleven parameters used in this case—overall satisfaction score; composite satisfaction (company image); company culture; job content/growth; training; salary and compensation; appraisal system; people; preferred company (internal: percentage of respondents of a company who said their own company was the preferred one); dream company (industry: percentage of respondents in the total sample who preferred a particular company), gender inclusivity and managing the slowdown.

The scores on the above parameters like company image, company culture, job content/growth, training, salary & compensation, appraisal system, people, gender inclusivity and managing the slowdown were calculated on the basis of number of statements under each of these parameters. A correlation analysis was run between overall satisfaction and statements across all these broad parameters. It gave us the dependency of the dependent variable (overall satisfaction) on each of these statements, which, in turn, provided the weights of each of the statements. The weighed average of the individual scores of statements gave us the scores at each of these broad parameters level, and these were used for the final ranking.

The HR and employee satisfaction score was weighed and indexed on a hundred point score to arrive at DQ-IDC BES score, 2010. Dataquest and IDC India decided the weights for all parameters in consultation with HR experts from the Industry, and these were used in the survey analysis. The weights were finalized before the survey, to ensure complete unbiased ranking.

HR Ranking

Company	Rank	HR Score
TCS	1	13.52
Tulip Telecom	2	9.81
Synechron	3	9.53
iGate Global Solutions	4	9.20
L&T Infotech	5	8.71
Rolta India	6	8.44
HCL Infosystem	7	8.31
SAS Institute India	8	8.17
ADP	9	8.14
Infinite	10	8.14
Fulcrum World Wide	11	8.11
Synygy	12	8.00
Pitney Bowes	13	7.85
Zensar Technologies	14	7.72
Infrasoft Technologies	15	7.63
Sybase	16	7.62
Infogain India	17	7.54
Capgemini India	18	7.32
Polaris Software	19	7.04
Patni Computer Systems	20	7.03
Fidelity(FIS)	21	6.98
Hexaware Technologies	22	6.97
Philips	23	6.97
Kale Consultants	24	6.94
Virtusa	25	6.91
Ingram Micro	26	6.90
Novell	27	6.80
3i Infotech	28	6.79
Cybage Software	29	6.75
UST Global	30	6.75
Tavant Technologies	31	6.74
Unisys India	32	6.71
MindTree	33	6.68
Citrix	34	6.64
Datacraft India	35	6.58
ITC Infotech	36	6.58
Sify Technologies	37	6.37

Base: 3160 employees

Source: DQ-IDC IT BES 2010

◀ **Some companies like ADP #9, Zensar Technologies at #14, Polaris Software # 19 and Infogain at #17 although appeared in the Top 20 in the HR ranking however failed to make the cut in the overall rankings. A reminder that employees do not share the same opinion with the company when it comes to HR policies. On the other hand, HCL Infosystems ranked at #2 last year slipped five places to #7**

*The HR score of the selected thirty four companies was calculated based on various parameters, indexed and weighted on a totoal score of 100. The parameters used were - Total Employee Size; Average Tenure (years); Total Average Training; Retention Rate; and Average Salary Hike (%). Scores from the HR Survey and the Employee Satisfaction Survey, calculated seprately were combined to arrive at a composite score. Companies were then given ranks based on the composite score

1,500 to 1,700 more in the next seven-eight months. The CEO communication program wherein the CEO communicates once a quarter with the employees undertaken last year, is showing good results as employees have shown major satisfaction on 'manager genuinely cares about professional and personal growth'.

An increase in employee score and HR score combined helped Virtusa jump five positions to rank #15. With employees giving thumbs up to its positive work environment, Virtusa concentrated its energies on building a culture where equal emphasis was given to team work, professional and personal development and quality of life with its core values now revolving around what it calls—Pursuit of excellence, Integrity, Respect, Leadership (PIRL).

Ideal Company

From this year onwards we decided to introduce a new parameter—'Ideal Company to work for' wherein employees were asked to score the attributes of an ideal company. No surprises were sprung here as employees gave highest score to job security followed by growth opportunities. As the job environment got increasingly unsecure thanks to the slowdown, employees were on tenterhooks when it came to retaining their jobs and therefore job security gets the # 1 rank.

Interestingly flexibility of office hours is at # 3, an indication that employees are no longer bound by dictates of work pressures and are increasingly looking for a work-life balance in order to give their best to their work. A positive work environment is at # 4, implying that more and more employees are laying emphasis on a stimulating and positive work environment wherein the managers motivate and encourage their team members and at the same time recognize good performance in order that employees look

Employee Satisfaction

Company	Rank 2010	Employee Score
HCL Infosystem	1	77.94
iGate Global Solutions	2	74.55
Rolta India	3	74.52
TCS	4	74.39
Capgemini India	5	65.77
Infinite	6	65.63
Tavant Technologies	7	62.98
Sify Technologies	8	62.69
SAS Institute India	9	62.34
L&T Infotech	10	62.05
MindTree	11	61.93
Datacraft India	12	61.07
Virtusa	13	60.64
Patni Computer Systems	14	60.47
Tulip Telecom	15	60.47
Synechron	16	60.32
Sybase	17	59.69
Citrix	18	59.59
Unisys India	19	58.92
Pitney Bowes	20	58.53
Hexaware Technologies	21	57.93
Novell	22	57.91
Cybage Software	23	57.80
Fidelity(FIS)	24	57.68
Kale Consultants	25	57.41
Polaris Software	26	57.25
ADP	27	57.03
Infogain India	28	56.37
Zensar Technologies	29	55.99
3i Infotech	30	55.09
Philips	31	54.31
UST Global	32	53.53
Synygy	33	52.70
ITC Infotech	34	52.23
Fulcrum World Wide	35	51.50
Infrasoft Technologies	36	51.05

Source: DQ-IDC IT BES 2010

Making a re-apperance in the Best Employers Survey, TCS slipped three ranks in the Employee Satisfaction rankings however it has ranked among the Top three almost all employee satisfaction parameters. HCL Infosystems too has continued its good run from the previous year

forward to work everyday. A healthy workplace environment benefits both employees and business. Supporting people and relationships and maintaining a healthy work-life balance leads to more productive, satisfied and dedicated employees—a clear recipe for success.

Significantly, four participating companies—TCS, HCL Infosystems, Rolta India and iGate Global managed to find a place in the top ideal companies to work for.

And HCL Infosystems has done a fine job scoring full on for job security as well as creating a positive work environment, the company has once again literally become 'the preferred employer of choice'. iGate Global Solutions, although having fewer employee count than HCL Infosystems, has scored full marks on job security, growth opportunities and strong brand image thereby indicating that a large employee base does not necessarily translate into good HR policies.

Compensation and Retention

In a year when job cuts became the norm especially in H1 2009, a high percentage of employees obviously expressed satisfaction that they were paid adequately for the work done. However, there was a growing discontentment over salaries not at par with industry standards.

After a year of salary freezes and pay cuts, employees can raise a toast to salary hikes and fattening wallets. And what's more Indian MNCs no longer hold the fancy of Indian white collar job workers as the desi story gets a new twist with most Indian companies looking to appease their employees with fatter salary packages. The DQ-IDC Best Employers survey too corroborates this fact as the top four employers are Indian entities—TCS, HCL Infosystems, iGate Global and Rolta India.

Even on the salary front, the top four paymasters are Indian companies

once again with the Indian MNCs like Capgemini India and SAS Institue pushed to the #5 and # 12 spots, respectively.

A survey by Hewitt Associates also projects salary hikes for 2010 in India at 10.6%, the highest in Asia-Pacific and up 60% from the actual increase of 6.6% in 2009. It further adds that Indian owned companies are expected to outperform MNCs with a projected average increase of 11.4% as against a 10.2% by the latter.

Hits and Misses

Continuing from yesteryears' practice, this year too we take a look at companies beyond Top 20, which for some reason failed to make it to the list. While most of them are emerging companies like UST Global, Fulcrum Worldwide and Snygy; as new entrants to the Best Employers Survey, they stand every chance to find a place in the next year's Top 20 rankings. However, there are a few established companies like ITC Infotech, Polaris Software, 3i Infotech and Zensar Technologies which did not find a place in the coveted Top 20.

Companies that have been displaced in a major way include Hexaware Technologies which fell by seven places and found itself at rank #22; Novell ranked at rank #23 from rank #19 last year. In a dramatic fall Infogain fell from its rank #17 to rank #28, a decline of eleven places thereby barely making it to the next ten best employers list.

The steep decline in Hexaware's rankings can be attributed to a decline in its both HR and employee score and rank as compared to last year with employees showing major dissatisfaction on parameters like 'not encouraged to take risks in work' and 'most importantly not paid at par with industry standards'. Even employee welfare activities like get-togethers, quarterly meets, trips were discontinued during this phase.

A few names which continued to

Gender Inclusivity		
Company	Overall - Gender Inclusivity	Rank
iGate Global Solution	9.6	1
Rolta India	9.5	2
HCL Infosystems	8.9	3
Infinite	8.6	4
TCS	8.5	5
Pitney Bowes	8.4	6
Sify	8.3	7
Capgemini India	8.0	8
Patni	7.9	9
Sybase	7.8	10
Datacraft	7.7	11
Synechron	7.7	12
L&T Infotech	7.5	13
Unisys	7.5	14
Virtusa	7.4	15
Tavant	7.4	16
Citrix	7.2	17
SAS Institute	7.1	18
Mindtree	7.0	19
Tulip Telecom	6.6	20

Source: DQ-IDC IT BES 2010

All the big talk about the so-called 'gender inclusivity' has come to nowhere near realisation as the male-female ratio is still dismally low in most IT companies. While the companies themselves claim to be undertaking special efforts to recruit female employees, they cite the lack of women engineers as the reason for poor performance in gender inclusivity. Only iGate seems to have done some work here as it boasts of an impressive 40% female population within premises and plans to take this figure to 50% in the next few years

find themselves out of Top 20 this year too, include Zensar Technologies (at rank #29), a decline of five places from rank #24 last year; Infrasoft Technologies at rank #36, down five places, don't be surprised if Infrasoft finds itself out of the Best Employers list next year; Fidelity at rank #24, which, however, gained three places, yet missed to make it to the Top 20.
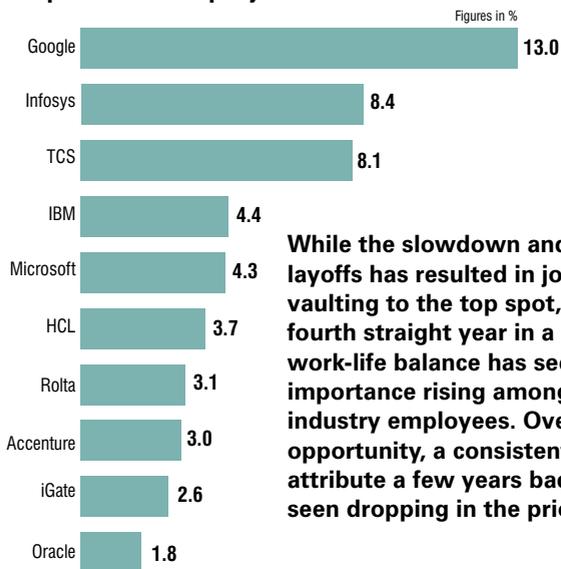
Significantly, out of the sixteen companies which failed to make to the Top 20 list, nine were new entrants and each of these new entrants stand a fair chance to enter the Top

20 club next year.

Coming back to the Top 20 list, here too eight new companies managed to break in including the rank #1 Tata Computer Systems (TCS); Capgemini India at rank #6 and L&T Infotech at rank #7. The biggest success story has been of the relatively lesser known Infinite which managed to zoom straight to #5. The next ten include debutants like Bengaluru based Mindtree at rank #13, Sybase at rank #17, Pitney Bowes rank #18 and Citrix at rank #19.
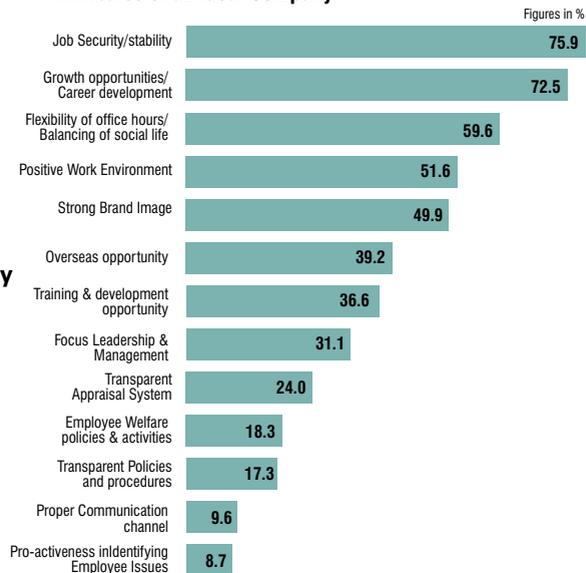
The gainers include Virtusa which

Top 10 Ideal Company

Figures in %

Company	%
Google	13.0
Infosys	8.4
TCS	8.1
IBM	4.4
Microsoft	4.3
HCL	3.7
Rolta	3.1
Accenture	3.0
iGate	2.6
Oracle	1.8

While the slowdown and the layoffs has resulted in job security vaulting to the top spot, it is fourth straight year in a row that work-life balance has seen its importance rising among the IT industry employees. Overseas opportunity, a consistently top attribute a few years back has seen dropping in the priority list

Source: DQ-IDC IT BES 2010

Attributes of an Ideal Company

Figures in %

Attribute	%
Job Security/stability	75.9
Growth opportunities/ Career development	72.5
Flexibility of office hours/ Balancing of social life	59.6
Positive Work Environment	51.6
Strong Brand Image	49.9
Overseas opportunity	39.2
Training & development opportunity	36.6
Focus Leadership & Management	31.1
Transparent Appraisal System	24.0
Employee Welfare policies & activities	18.3
Transparent Policies and procedures	17.3
Proper Communication channel	9.6
Pro-activeness in Identifying Employee Issues	8.7

Source: DQ-IDC IT BES 2010

jumped five places to rank #15 and Col HS Bedi led Tulip Telecom which gained three places from rank #12 to rank #9. However in a dramatic fall, Datacraft fell by five places from rank #9 to rank #14 while both SAS Institute and Tavant Technologies fell by three places as Unisys at rank # 20 too fell by two places.

Ingram Micro, the only distribution company to have made it to the Top 20 list did not participate this year while last year's rank # 4 RMSI too did not participate. R Systems and Perot Systems too did not take part.

Counting on Training

With the industry seeing a revival from H2 2009 onwards, most of the companies spent an arm and leg for training their employees to equip them with the desired skill sets when the market picks up and competition toughens to bag customers. And not surprisingly, training has the highest industry average among all parameters (7.9). However, only a handful of companies (only eight companies) had an average higher than the industry average led by HCL Infosystems (9.7), TCS (9.4) and Rolta (9.2). This year too a major-

ity of the companies scored lower than the industry average, thereby bringing forth a major challenge when it comes to making the employees understand the benefits of training.

There has been a visible increase in the training budgets of most companies and this has directly resulted in an improvement in the 'amount and quality' of training. Most importantly, there has been an increase in the employee satisfaction level when it comes to relevance of training with most employees feeling that the training 'genuinely helps in my professional and personal growth'. For instance, Sify's focus on training during the year has paid off as its scores on training went up significantly. Over the year, Sify took the conscious decision of making training more relevant to its employees by identifying training needs within the organization and based on the needs, it was able to match employee requirements and deliver more customized and domain based training. This initiative was very well received by the employees. The company, over the year, offered both behavioral as well as technical training leading to significant skilling

of its employees.

In the existing industry, there is a growing demand from employees to equip them with multi skill-sets to increase their opportunities to shift to any domain within the company thereby increasing their growth possibilities. Moreover, companies now need to recognize that any training has to be relevant to the present job and should be enhancing employee's growth opportunities. Rolta India, for instance, made good use of the slowdown by honing its employee skill-sets by focusing on hand holding and training, especially for under-performers.

iGate too embarked on an aggressive training module for better utilization of resources including running the Positive Psychological Capital, aimed at inculcating the values of permanency and long term service within its employees.

Companies like Zensar Technologies and Pitney Bowes have been ranked in the bottom three when it comes to training while HCL Infosystems and iGate Global Solutions find a place in the top three.

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