

EPAM CONTINUUM

Motivating Employees to Learn

Through an Integrated Talent Ecosystem

SANDRA LOUGHLIN, PHD

Chief Learning Scientist | Global Head of Client Learning & Talent Enablement



EPAM helps clients achieve digital transformation

Our 60,000+ technologists, strategists, and designers deliver powerful digital experiences. We specialize in 11 industries and operate in 50+ countries, delivering innovative solutions to our customers' most challenging problems.



CONSULT



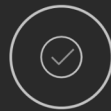
DESIGN



ENGINEER



OPERATE



OPTIMIZE

Fast Facts

FOUNDED IN
1993

U.S. HEADQUARTERED
PUBLIC COMPANY
(NYSE:EPAM)

REVENUE GROWTH
5 Year Revenue
CAGR of 27%
(2016-2021)

2022 Q2 REVENUES
\$1.195B

2021 REVENUES
\$3.758B

FORTUNE

**STANDARD
& POOR'S**

Forbes

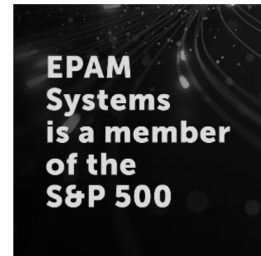
FORTUNE

**EPAM MAKES
FORTUNE'S 100 FASTEST
GROWING COMPANIES
LIST AGAIN IN 2021**

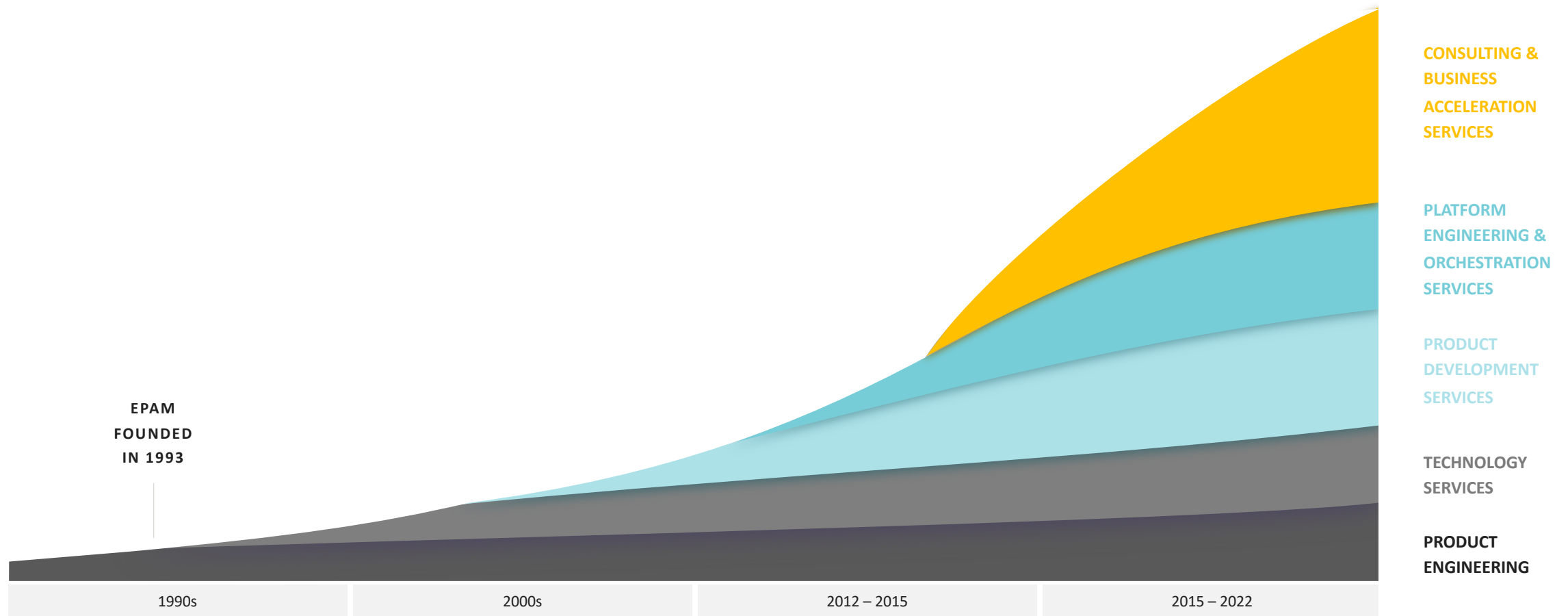
**EPAM JOINS
THE S&P 500
IN 2021**

**EPAM NAMED TO
2021 LIST OF
FORBES' GLOBAL
2000**

**EPAM MAKES
FORTUNE'S 1000
LIST FOR THE 3RD
YEAR IN A ROW**



We don't just facilitate transformation for clients—we live it



Continuous learning is core to our business strategy

57%

Average turnover rate for software engineers
National Bureau of Labor & Statistics

#01

tech employees report career advancement and professional development as primary reason to stay
ICONIQ



Push

Training



Pull*

Learning

A grayscale photograph of a person's hands shaping a piece of clay on a pottery wheel. The hands are positioned to guide the clay as it rotates. The background is dark, and the lighting highlights the texture of the clay and the skin.

THEORY ONE

People will do much of what they have the reasonable opportunity and motivation to do.

- David Perkins -

OPPORTUNITY = TALENT DEVELOPMENT

SUBJECT MATTER EXPERTISE

MOTIVATION = TALENT MANAGEMENT

When harnessed together, eight talent management and development activities create a continuous learning culture that supports strategy

ORIENT & MOTIVATE

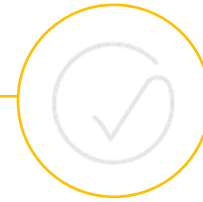
Align target skills with business needs and develop an integrated, *incentivized* pathway to achieve them



COMPETENCY & SKILL MATRICES



CAPABILITY-BASED TALENT ACQUISITION



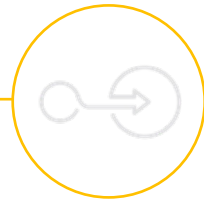
AUTHENTIC ASSESSMENTS



CAPABILITY-GATED TALENT MANAGEMENT

EDUCATE & SUPPORT

Teach the right things, the right way, at the right time and optimally support people to learn



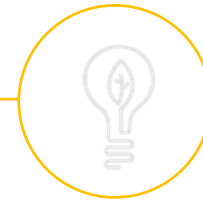
ROLE-SPECIFIC TRAINING CURRICULA



CAPABILITY ACADEMIES



MENTORING & SOCIAL SUPPORT



GROWTH PLANS & INFORMAL LEARNING

Translate business strategy into role-specific capability and skill matrices

Avoid generic matrices. Partner with internal and/or external SMEs to identify critical technical, soft, and growth needs

ORIENT & MOTIVATE

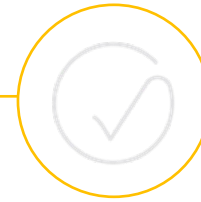
Align target skills with business needs and develop an integrated, *incentivized* pathway to achieve them



COMPETENCY & SKILL MATRICES



CAPABILITY-BASED TALENT ACQUISITION



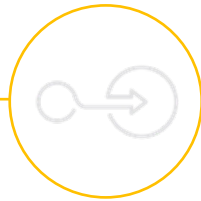
AUTHENTIC ASSESSMENTS



CAPABILITY-GATED TALENT MANAGEMENT

EDUCATE & SUPPORT

Teach the right things, the right way, at the right time and optimally support people to learn



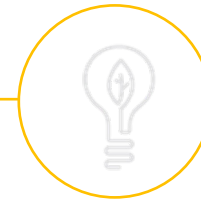
ROLE-SPECIFIC TRAINING CURRICULA



CAPABILITY ACADEMIES



MENTORING & SOCIAL SUPPORT



GROWTH PLANS & INFORMAL LEARNING

Identify and create job-relevant tasks that allow employees to demonstrate capabilities

Define what good looks like. Consider observations, portfolios of work product, behavioral interviews, direct assessment tasks

ORIENT & MOTIVATE

Align target skills with business needs and develop an integrated, *incentivized* pathway to achieve them



COMPETENCY & SKILL MATRICES



CAPABILITY-BASED TALENT ACQUISITION



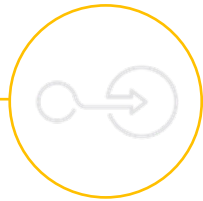
AUTHENTIC ASSESSMENTS



CAPABILITY-GATED TALENT MANAGEMENT

EDUCATE & SUPPORT

Teach the right things, the right way, at the right time and optimally support people to learn



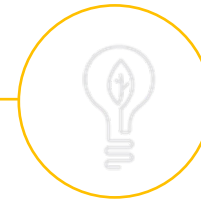
ROLE-SPECIFIC TRAINING CURRICULA



CAPABILITY ACADEMIES



MENTORING & SOCIAL SUPPORT



GROWTH PLANS & INFORMAL LEARNING

Require employees to demonstrate mastery of skills and competencies for promotion

Demystify opaque processes, help employees feel in control of their professional growth, and create critical motivation to learn

ORIENT & MOTIVATE

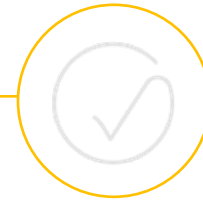
Align target skills with business needs and develop an integrated, *incentivized* pathway to achieve them



COMPETENCY &
SKILL MATRICES



CAPABILITY-BASED
TALENT ACQUISITION



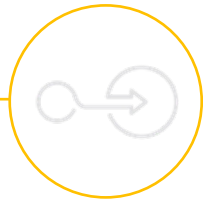
AUTHENTIC
ASSESSMENTS



CAPABILITY-GATED
TALENT MANAGEMENT

EDUCATE & SUPPORT

Teach the right things, the right way, at the right time and optimally support people to learn



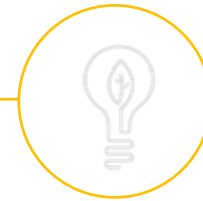
ROLE-SPECIFIC
TRAINING CURRICULA



CAPABILITY
ACADEMIES



MENTORING &
SOCIAL SUPPORT



GROWTH PLANS &
INFORMAL LEARNING

LEARNING ECONOMY

YMONOCE GNINRAEL

Curate learning paths from your training catalog for each role and level

Save employees time and reduce overwhelm by creating an easy-to-follow training curricula, not a laundry list of hundreds or thousands of courses

ORIENT & MOTIVATE

Align target skills with business needs and develop an integrated, *incentivized* pathway to achieve them



COMPETENCY & SKILL MATRICES



CAPABILITY-BASED TALENT ACQUISITION



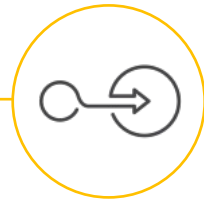
AUTHENTIC ASSESSMENTS



CAPABILITY-GATED TALENT MANAGEMENT

EDUCATE & SUPPORT

Teach the right things, the right way, at the right time and optimally support people to learn



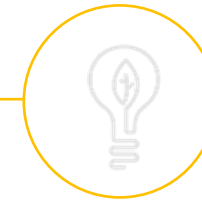
ROLE-SPECIFIC TRAINING CURRICULA



CAPABILITY ACADEMIES



MENTORING & SOCIAL SUPPORT



GROWTH PLANS & INFORMAL LEARNING

Invest time to identify informal learning opportunities and create growth plans

Use the STRIVE acronym: social learning, training, reflection, investigative, vocational, and experiential

ORIENT & MOTIVATE

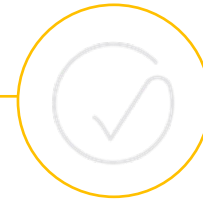
Align target skills with business needs and develop an integrated, *incentivized* pathway to achieve them



COMPETENCY & SKILL MATRICES



CAPABILITY-BASED TALENT ACQUISITION



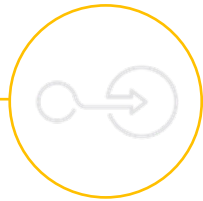
AUTHENTIC ASSESSMENTS



CAPABILITY-GATED TALENT MANAGEMENT

EDUCATE & SUPPORT

Teach the right things, the right way, at the right time and optimally support people to learn



ROLE-SPECIFIC TRAINING CURRICULA



CAPABILITY ACADEMIES



MENTORING & SOCIAL SUPPORT



GROWTH PLANS & INFORMAL LEARNING

Develop a robust mentorship culture and social support infrastructure

Pro tip: Build mentorship into competency and skill matrices prior to management to drive learning and engagement

ORIENT & MOTIVATE

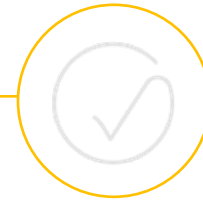
Align target skills with business needs and develop an integrated, *incentivized* pathway to achieve them



COMPETENCY & SKILL MATRICES



CAPABILITY-BASED TALENT ACQUISITION



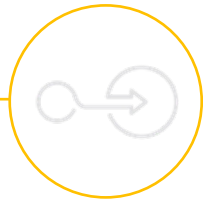
AUTHENTIC ASSESSMENTS



CAPABILITY-GATED TALENT MANAGEMENT

EDUCATE & SUPPORT

Teach the right things, the right way, at the right time and optimally support people to learn



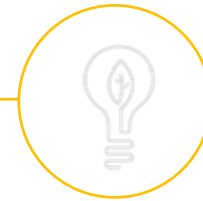
ROLE-SPECIFIC TRAINING CURRICULA



CAPABILITY ACADEMIES



MENTORING & SOCIAL SUPPORT



GROWTH PLANS & INFORMAL LEARNING

Create high-impact capability academies for complex constellations of knowledge and skills

Invest in expert instruction and content, lots of on-the-job application, ongoing feedback from experts, and individual assessment

ORIENT & MOTIVATE

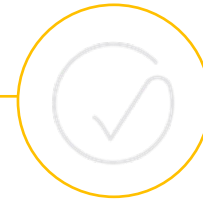
Align target skills with business needs and develop an integrated, *incentivized* pathway to achieve them



COMPETENCY & SKILL MATRICES



CAPABILITY-BASED TALENT ACQUISITION



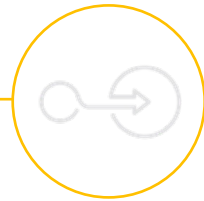
AUTHENTIC ASSESSMENTS



CAPABILITY-GATED TALENT MANAGEMENT

EDUCATE & SUPPORT

Teach the right things, the right way, at the right time and optimally support people to learn



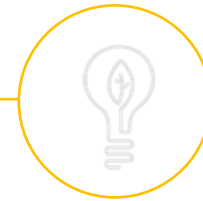
ROLE-SPECIFIC TRAINING CURRICULA



CAPABILITY ACADEMIES



MENTORING & SOCIAL SUPPORT



GROWTH PLANS & INFORMAL LEARNING

Start off on the right foot. Hire for skills and competencies

Repurpose authentic assessments during the hiring process

ORIENT & MOTIVATE

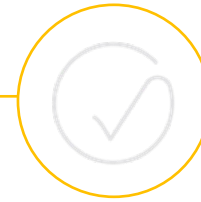
Align target skills with business needs and develop an integrated, *incentivized* pathway to achieve them



COMPETENCY &
SKILL MATRICES



**CAPABILITY-BASED
TALENT ACQUISITION**



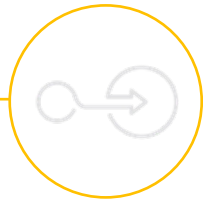
AUTHENTIC
ASSESSMENTS



CAPABILITY-GATED
TALENT MANAGEMENT

EDUCATE & SUPPORT

Teach the right things, the right way, at the right time and optimally support people to learn



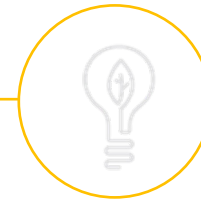
ROLE-SPECIFIC
TRAINING CURRICULA



CAPABILITY
ACADEMIES



MENTORING &
SOCIAL SUPPORT



GROWTH PLANS &
INFORMAL LEARNING

In order to work, all eight components need to be integrated into one coherent ecosystem

ORIENT & MOTIVATE

Align target skills with business needs and develop an integrated, *incentivized* pathway to achieve them



COMPETENCY & SKILL MATRICES



CAPABILITY-BASED TALENT ACQUISITION



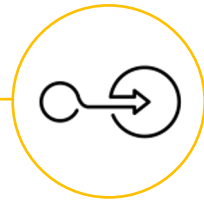
AUTHENTIC ASSESSMENTS



CAPABILITY-GATED TALENT MANAGEMENT

EDUCATE & SUPPORT

Teach the right things, the right way, at the right time and optimally support people to learn



ROLE-SPECIFIC TRAINING CURRICULA



CAPABILITY ACADEMIES



MENTORING & SOCIAL SUPPORT



GROWTH PLANS & INFORMAL LEARNING

Yes, this really can be done

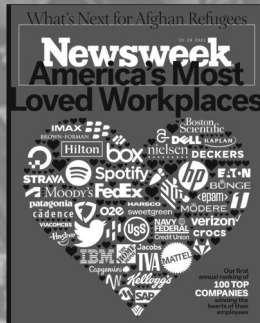


89% Employee engagement index score globally

13% Attrition (industry standard is high-teens to low 20s)

50 Net Promoter Score (typical score is 31)

21% Average annual YoY headcount growth since 2019



Best-Positioned IT Service Providers

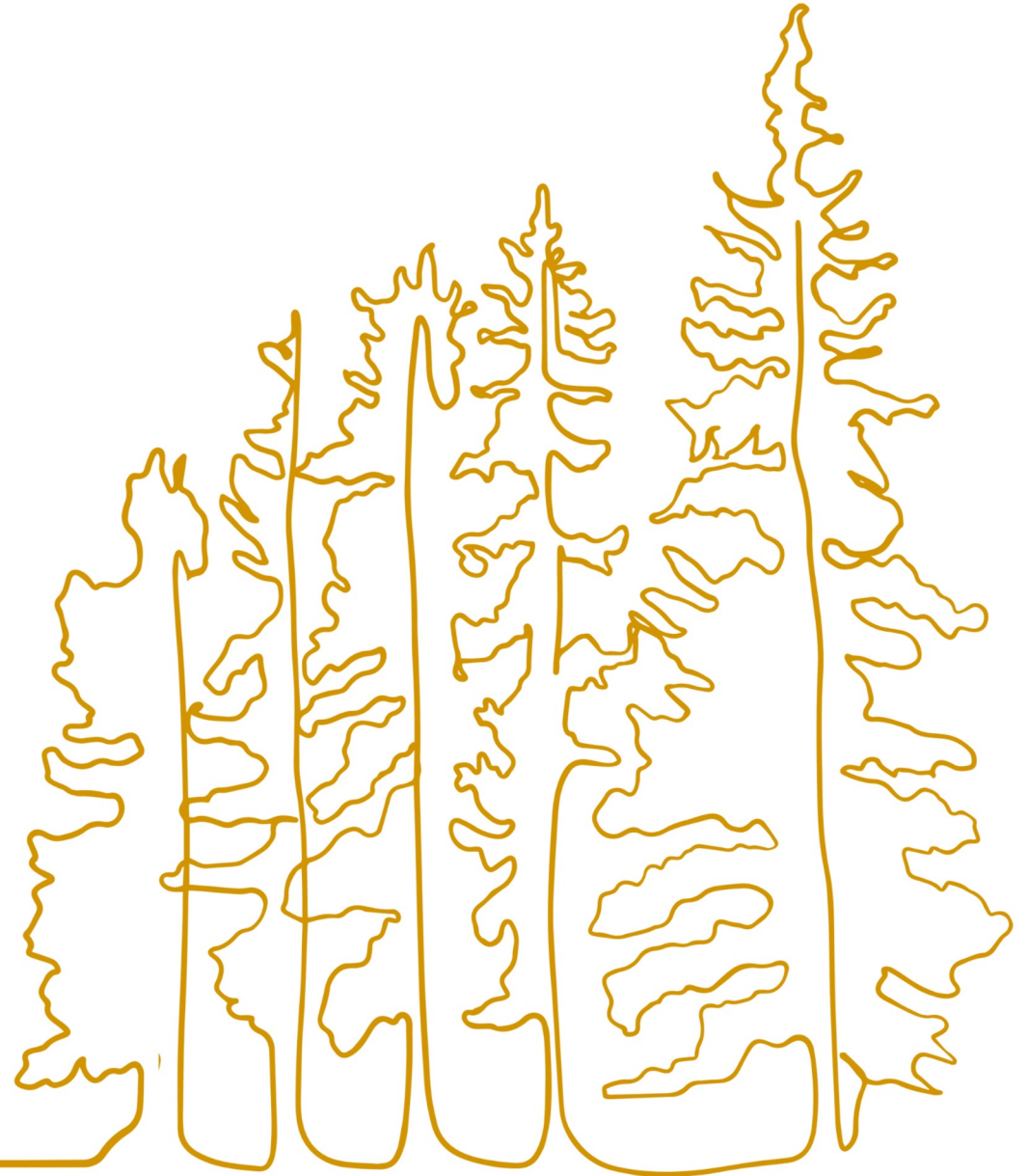
<epam>

- Product engineering heritage is a competitive advantage
- Building on its uniquely-positioned capabilities as it enters new markets
- Brand awareness continues to increase, supported by strong customer satisfaction; increases ability to attract high quality talent
- Superior proprietary system to manage workforce
- Leadership has tactical and strategic capabilities

Sandra Notardonato, VP Analyst
Gartner Invest Series: Quarterly Sector Outlook for IT Services
Published: 14 May 2020

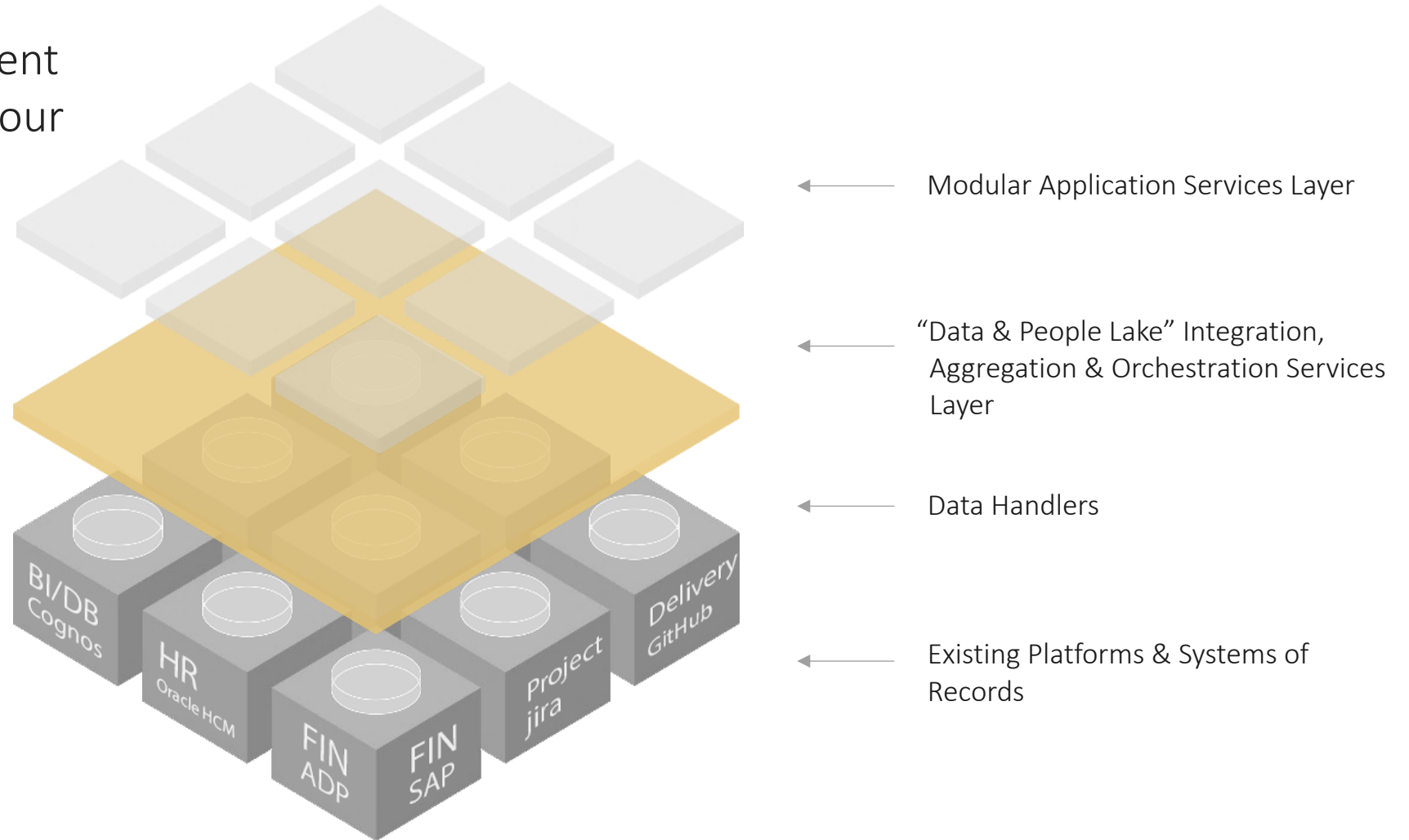
ENABLER ONE: COMPETENCY CENTERS

We created working groups representing the business, SMEs, HR, L&D, and TA that oversee the ecosystem and keep it evergreen



ENABLER TWO: DATA

We use data lakes and integrations to create a talent ecosystem with data from our many people tools



By aggregating data,
we help employees
learn, engage, and
feel valued



Individuals, teams, and projects. At a glance.

- Employee location
- Org chart and reporting line
- Education and language level
- Primary skills and full skills matrix overview
- Current project load
- Trainer/trainee activities
- Training and adaptation progress
- Risk of leaving
- Relocation preferences
- Articles, talks, and recognitions
- Past projects experience and more

Arkadiy Dobkin > Viktor Dvorkin > RM: Aleksei Korenev > 35 reporting people

Sergey Tihon ▾
Chief Software Engineer 2
EPAM Presales Portal
USA, Atlanta, GA, 1 Glenlake Pkwy NE
A
On vacation on 4 May 1 ▾

STATUS
Full-time employee
JOB FUNCTION
Advanced Engineering
Track B Level 2
KEY SKILLS
.NET ☆

PROFILE WALL PAST PROJECTS 2020 SKILLS

Unit OrgChart
EPAM
Presales Services
GDO Office
Aleksei Korenev
Head of unit

Language
C2
C1
B2
B1+
B1
A2
A1
English: B1+
On 13 May 2016

Location & Office Map Google Map
USA, Atlanta, GA
1 Glenlake Pkwy NE
14:07
Local Time

Education
Master
Applied Mathematics And Computer Science
2013
1
Graduation Year Total

GitHub GitHub ?
140 Repositories
sergey-tihon · Updated on 24 Apr
240 Followers 87 Following

Skills Profile ?
NET Tech...
SourceTree
Unity Cont...
Version Co...
Software E...
Microsoft...
See All Skills

Trainee Learn Portal
2021 10.5h
2020 10.5h
2019 7h
215.8 Hours
1.5 Hours This Year
200.3 h Training 5.5 h Conference 5.5 h External C...

Trainer ?
4.30
Average Rating
1 Total Trainings 74 Man Hours

MacBook Pro



GETTING STARTED

Start small

Become partners

Harness data

Make it evergreen

Manage expectations

Questions? Ideas? Comments?

THEORY ONE

People will do much of what they have the reasonable opportunity and motivation to do.

- David Perkins -

Thanks, ATD

If you'd like to talk more, contact me at
Sandra_Loughlin@epam.com