

IT SECTOR

IS A HIRING WAR REALLY REQUIRED?



**TECH
EMPLOYABILITY
2021-22**

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About

BridgeLabz Solutions

BridgeLabz Solutions is an AWS recognized Incubator focused on solving the tech employability challenge. In India, BridgeLabz Solutions has been offering fellowship programs to aspiring engineers by following the experiential learning method. BridgeLabz unique model uses the “Maker concept” of experiential learning to groom fresh and experienced talent on any of the open source technologies. Every talent is tailor made to a specific job mandate and the company gets a productive resource from day #1.

BridgeLabz has won BW Tector Award 2020 and secured 2nd position at Global EdTech Start-up Awards 2019, India. Also, was selected by the Maharashtra state government as Top 100 Start-ups 2019 out of 1500 plus entries. It is considered as one of the leaders in solving tech employability and skill-gap issues that prevails in the tech space. We are recognised as MTB 2021 on CNBCTV 18.

BridgeLabz through its various surveys and research has understood the problem and has successfully made at least **3000+ tech talent employable in 550+ companies.**

BridgeLabz Mission is to fulfil the aspiration of fresh engineers to find jobs, tech companies to have qualified fresh talent, senior engineers to co-found start-ups and seasoned professionals to develop ideas.

Being a leader in understanding employability in the tech space through comprehensive research, BridgeLabz has collated this whitepaper to highlight the major changes that have taken place in the tech space this year and the developments to look out for in the upcoming year.



Foreword

The post-Covid period has opened up several opportunities for tech talent. Viewing the current market situation and the inevitable competition in the near future, it will be only wise to strive to improve your learning curve. However, it is good to see that a majority of candidates are utilizing this period to enhance their knowledge and accentuate their portfolios to succeed in the impending competition.

The pandemic has not only changed business models but also the hiring and promotion structures. Today, an employee is expected to have multiple skills to guide peers or assume extended responsibilities in times of crisis. Flexibility is the keyword here. Be it any field, having additional skills goes a long way. A majority of the engineering job seekers are looking to acquire soft skills. Live-working environments can help hone job-relevant skills and prepare them for the real world. Not all engineering candidates have the provision of campus placement in their colleges.

For becoming employable, the biggest area for freshers is to focus on a strong command on their coding skills foundation along with having a problem-solving and critical thinking mindset. Both of these put together will ensure that they (fresh talent) will be able to meet the requirements of the current tech job ecosystem. Here increasingly organizations are not able to take in fresh engineers and groom them on their own.

**Narayan Mahadevan,
Founder, BridgeLabz Solutions**



Executive Summary

The post-Covid era has changed both our lifestyle and working style to a large extent. Most companies are considering the agile or hybrid mode of working. There are more takers for online learning. Not just this, the companies are also adopting different modes of hiring. All this and more has added to our dependence on apps and other digital platforms. A surge in digitalization has been witnessed in the last two years.

Tech companies are on a hiring spree for different types of engineers right from software developers to full stack developers. This year, there were nearly 70 unicorns; startups valued at \$1 billion or more in India that are likely to create 125,000–160,000 white-collar jobs over the next two–three quarters. It is indicated that a large proportion of the hiring, up to 70%, will be for technology roles alone, with a focus on talent like full stack developers, data scientists, solution architects and principal engineers.

The companies are ready to give a salary hike and different freebies in an attempt to hire the talented engineers. For example, this year, the demand for full-stack developers in India is so high that the companies are not hesitant to offer a salary hike as high as 120%; even for freshers with few years of experience.

While the opportunities are galore in the tech sector, the tech talent is also grabbing this opportunity with both hands as the talents are trying to make the best out of the situation in their favour. This space is staring at issues like increased attrition, inflated salaries and drop outs. Many employees are quitting their jobs for better prospects in a phenomenon that has come to be known as the 'Great Resignation'. Companies are paying greater salaries to retain their senior employees and are trying hard to cut down the attrition rate. There are others that are poaching talent from fellow companies to fill in their requirements. In short, it is a hiring war that is on in the tech industry.

The question that arises here is whether this war is worth it? The war is happening because of the talent crunch. Technology is evolving at a blitzkrieg rate. The skill-gap still exists, the companies do not have the time to train the talent. All this is leading to the talent crunch. The solution to end this hiring war is to increase the talent pool. There is a huge volume of fresher talent and also those with one to three years of experience in tech. Besides this, there is an exodus of talent that has deviated from tech to non-tech jobs in the past due to the non-availability of relevant jobs or owing to salaries not matching their expectations. Turning such talent back into tech will help in easing the situation to a large extent. If we skill these talents, then the talent pool will increase. Also, women in tech are untapped. Women take a career break due to varied reasons. Tech sector is primarily male-dominated and the women force is often regarded as the 'reserve force'. If we increase women participation, the talent crunch will come down to a large extent.

Involving non-engineers (BSc, Computers/Information Technology, BCA and others) will also increase the talent pool. In fact, according to a report by the Economic Times, "The tech industry is doubling the hiring of freshers with a non-engineering background already to address the talent crunch. Also, having said this, companies can also explore talent from lower tier cities and smaller states. Reports have shown that talent from such cities and states have better employability scores than those from metro cities.

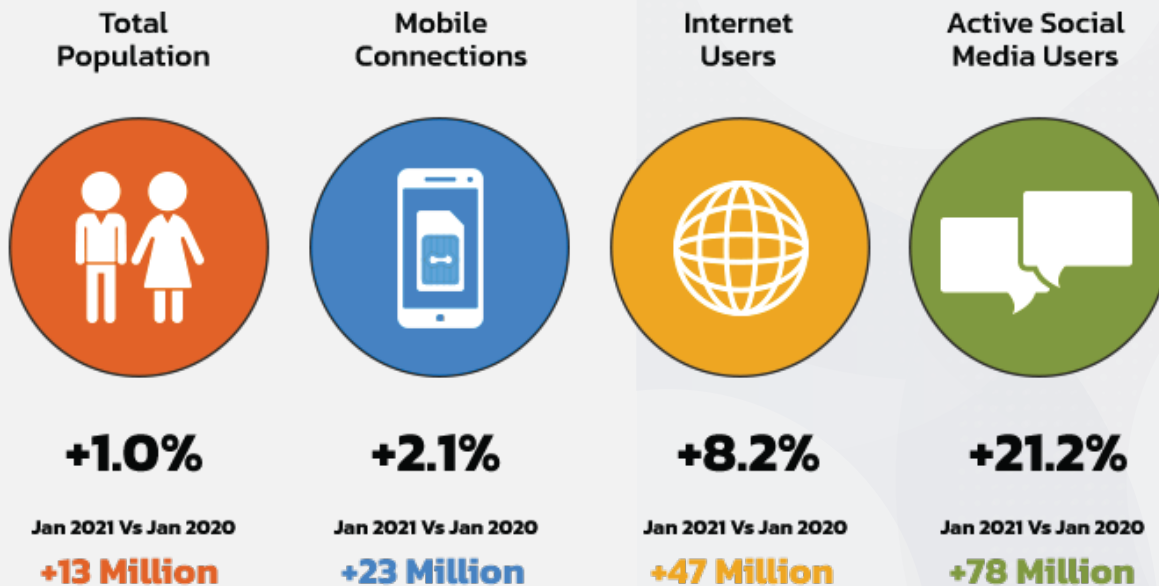
Apart from the above options, the companies have to tie-up with skill enhancement setups that will groom the talent by equipping them with industry-relevant skills. This will make him/her productive from day one. The companies can cut down on training and hiring costs while fulfilling their requirements. With so many solutions in our hands to address the talent crunch and to fulfill the demand for engineers, the question here is, "Do we really need to have a hiring war?"

Demand Variables

Variable 1: Digital presence leads to job opportunities

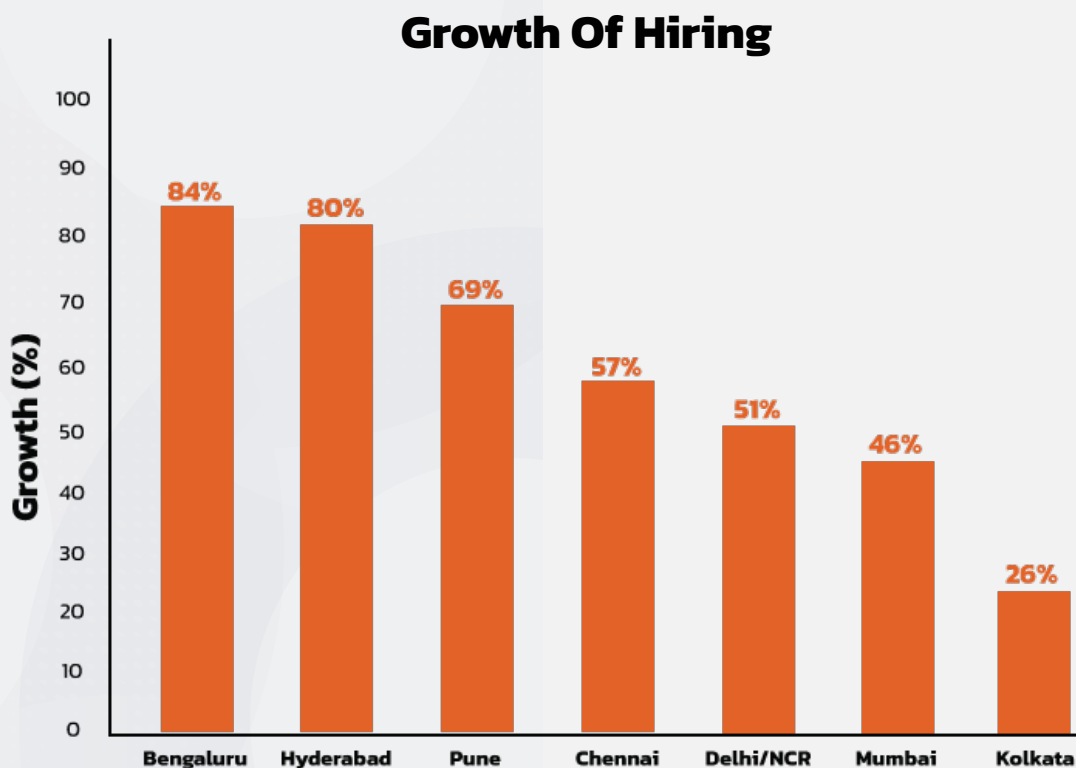
With more and more dependence on mobile applications and smartphones, there are immense job opportunities created for mobile app developers. According to a recent report by app intelligence platform App Annie, "India is the second largest market in the world for app downloads to date in 2021". The report revealed that the digital and mobile payments on and offline has also surged and has therefore created a good opportunity for developers to create apps for merchants.

Digital Trend 2020 Vs 2021



The year 2021 saw a 2.1% increase in the number of mobile connections, 8.2% increase in the number of Internet users and 21.2% active social media users as compared to 2020. This shows a surge in the digital presence in our country.

The growth of the IT software services has enabled the metro cities to outperform their tier II counterparts in the annual growth charts with regards to hiring. The average Y-O-Y growth recorded in metro cities were 59% whereas non-metros grew at a slower pace of 30%. Bengaluru (84%), Hyderabad (80%), Pune (69%) and Chennai (57%) recorded the highest Y-O-Y growth in October 2021 as against Delhi/NCR (51%) and Mumbai (46%), Kolkata (26%); metros that witnessed relatively slower growth.

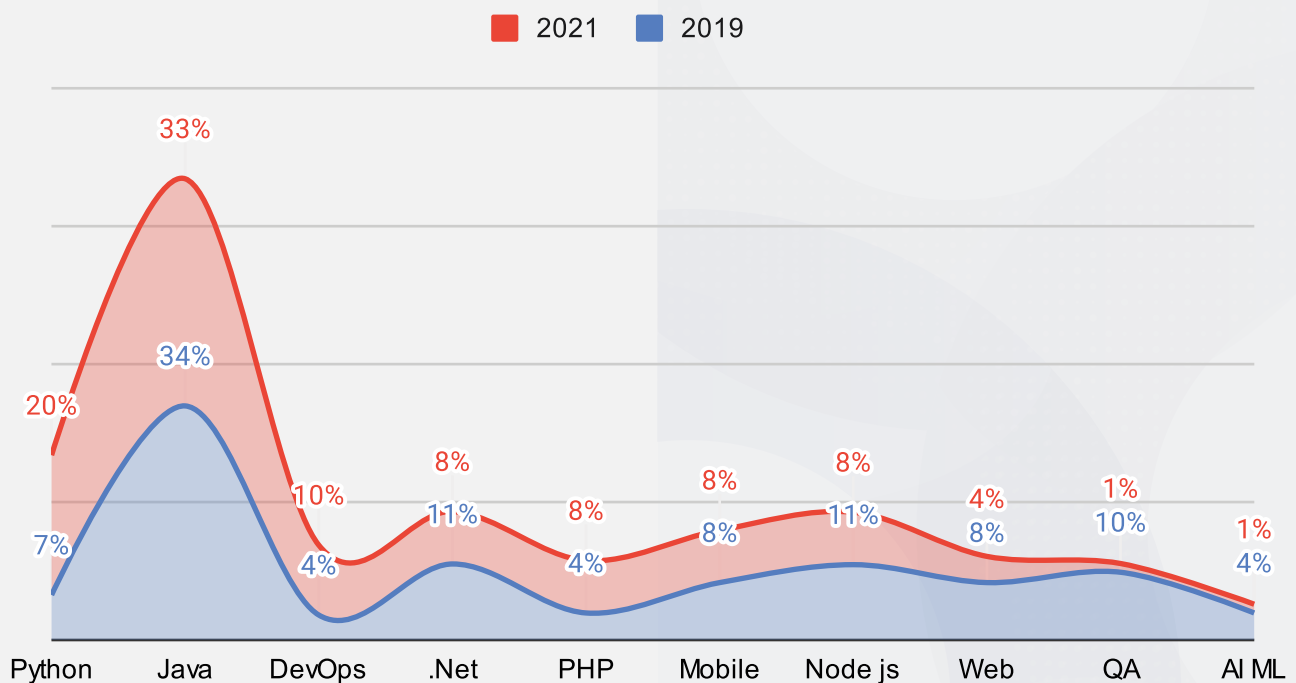


The dependence on e-commerce sites and other online platforms for varied needs has created a lot of job opportunities for developers. Companies are in constant need for skilled professionals who are productive from day one. However, the growth has not been as much as it could have been due to the lack of talent with relevant skills. According to Saran Balasundaram, founder and chief executive officer, Han Digital, a talent consulting firm, "There is a severe shortage for such skills as the demand in the last two years has been exponential, but supply has been moderate."

Variable 2: Tech stack in demand 2021

With artificial intelligence, virtual reality and IoT devices making their way into the companies, many new IT jobs are likely to gain popularity in the coming years. Several in-demand roles like that of a full-stack developer have attracted many talents in 2020 and are likely to continue doing so. The top tech stacks in demand for both the years seem to follow the same trend. However, Python has shown an upward trend in 2021.

2019 vs 2021



Tech stack-wise analysis of pre-covid and post-covid era

According to a survey of 1000+ companies conducted by BridgeLabz Solutions, the top three tech stacks continue to dominate in both pre-covid and post-covid eras.

Earlier companies had separate front-end and back-end developers, who took care of the customer-facing part and server part, respectively. Over the years, while companies have started looking at full-stack developers to take on both roles, demand has never been as pronounced as now.

A full-stack developer is a software engineer who manages the full stack in web development, right from the front end to the back end. The front end is what a consumer faces, such as a login page and the back end is what happens behind the scenes, responding to consumer demand. Bengaluru has the highest number of openings at 2,000, followed by Hyderabad and Pune at 1,600.

Tech companies are ready to give a hike as high as 120% to full-stack developers in India today; even for freshers with few years of experience. According to a report by specialised staffing firm Xpheno, there could be more than 15,000 job openings for full-stack developers across the experience levels. Companies are willing to give a hike of anywhere between 70-120% in 2021, up from 25-35% last year.

“Demand for full-stack skill sets continues to grow in volume and velocity, making them among the most in-demand tech talent. Enterprises have taken to full-stack skillsets with a ‘more for less’ or ‘more the merrier’ approach to talent consumption costs,” says Kamal Karanth, co-founder & CEO, Xpheno.

Over the last 1.5 years, how consumers interact with brands and companies has changed drastically. The number of touchpoints online has only multiplied, initially due to the pandemic and now because it has become a habit. This means that even if you are a brick-and-mortar business, you will need to have an online presence. In the case of B2B businesses, some processes have had to go online to accommodate the remote, agile, and hybrid working model.

According to Jagdish Mitra, Chief Strategy Officer and Head of Growth at Tech Mahindra, “We suddenly went from a downturn to a war for skill.” He further adds, “This demand is likely to stay constant for the next one to two years or longer as the need for tech skills have increased at the back of the pandemic.”

Several leading IT and tech companies have hundreds of positions open. Skills that are in most demand in 2021 include full stack developer, machine learning, and data analytics.

Variable 3: Companies on a hiring spree but shortage of talent

The dependency on e-commerce sites and mobile apps have increased double-fold in the past two years. As a result, there is a demand for IT services and developers. Leading tech companies are looking to hire talent across different verticals. In the second quarter of FY22, top four Indian IT businesses hired over 50,000 people which brought their total hiring to over one lakh in the first six months of the year. They made lateral hires and are also looking forward to bringing on new employees.

TCS, the world's largest IT services company, has hired around 43,000 freshers in the last six months. In the current fiscal year, the company aims to hire another 35,000, taking the total to 78,000.

Infosys has also spruced up its hiring target for this fiscal year to 45,000 freshers, as against 35,000 last year. According to Salil Parekh, Infosys' Chief Executive officer, "We are aggressively increasing our worldwide talent pool, and this year we will hire 45,000 college graduates."

According to two separate studies conducted by EMA Partners and CIEL HR Services, "There are almost 70 unicorns; startups valued at \$1 billion or more in India and these are likely to create 125,000-160,000 white-collar jobs over the next two-three quarters." A large proportion of the hiring, up to 70%, will be for technology roles alone, with a focus on talent like full stack developers, data scientists, solution architects and principal engineers. E-commerce companies are also on a hiring spree.

In fact, almost upto 70% hiring will be for technology roles like fullstack developers, data scientists, principal engineers, solution architects and likewise.

The Problem:

Great Indian Talent Hiring War

While the opportunities are at galore in the tech sector, this space is staring at other issues like increased attrition, inflated salaries and drop outs as the talents try to make the best out of the situation that is in their favour. Over the last six months, the attrition rate at India's major tech companies has gone up to touch a range of 20-30% per annum (effectively amounting to a new employee roster, or a blank slate, every four years). Many employees are quitting their jobs for better prospects in a phenomenon that has come to be known as the 'Great Resignation'. Companies are paying greater salaries to retain their senior employees and are trying hard to cut down the attrition rate.

Besides the attrition problem, the mismatch in the skills still looms large in the tech sector adding to the talent shortage. Technology is evolving at a fast pace and the educational curriculum is unable to teach the students the latest technology. The disconnect between classroom education and real-world skill requirements at workplaces is leading to a shortage of relevant talent.

Also, in an attempt to fulfill their requirements, tech companies are offering competitive salaries to lure the talent apart from other freebies. The tech companies are also getting into a practice of poaching talent from their fellow competitors to have an edge above the rest. The mismatch between supply and demand has certainly raged a war in the hiring sector of the tech industry raising quite a few concerns.

Supply Variables

Variable 1: Hybrid and Remote working model more acceptable

The pandemic has certainly changed the way we work which includes our lifestyle too. With vaccination drives in place, companies are urging their employees to return to work. The companies are considering the return to work as a calibrated move keeping employee safety in mind. Considering these aspects, there are still many companies that are considering remote working or work from home options.

As per the 'NASSCOM Return to Workplace Survey' published on November 1, 2021, about 70% of workplaces in India are exploring the hybrid model of work, whereby employees can work from home on certain days and from office on the others. IT services and global capability centres (GCCs) are expected to be the first ones to adopt this model. Organisations with more than 1,000 employees are more likely to adopt an agile and hybrid operating model, says the report.

Each tech company has its own rules and protocols when it comes to work from the office. For example, Infosys is aiming to bring employees back to office, the company made it a voluntary choice for the employees to come to office with strict protocols in place. On the other hand, Wipro has asked its fully-vaccinated employees to work from the office since October 2021.

Although the companies are trying to adopt the hybrid or agile mode of working, they are still facing many challenges. Getting the employees back to work is a massive challenge as most employees who were living in big cities have gone back to their hometowns after vacating their rented apartments. For such people, returning and finding accommodation will certainly not be a cake-walk. Also, returning and finding an accommodation again will be a huge challenge. There are many employees who feel work from home is a better option as it helps them increase their productivity and cut down on commute time.

As a result, there is a majority of companies that are offering remote working options to their employees. This means the interface needed to operate from a remote location is still in demand and so are the developers working behind the scenes.

Companies are still competing with each other to fulfill this requirement of specialists for the smooth running of their softwares.

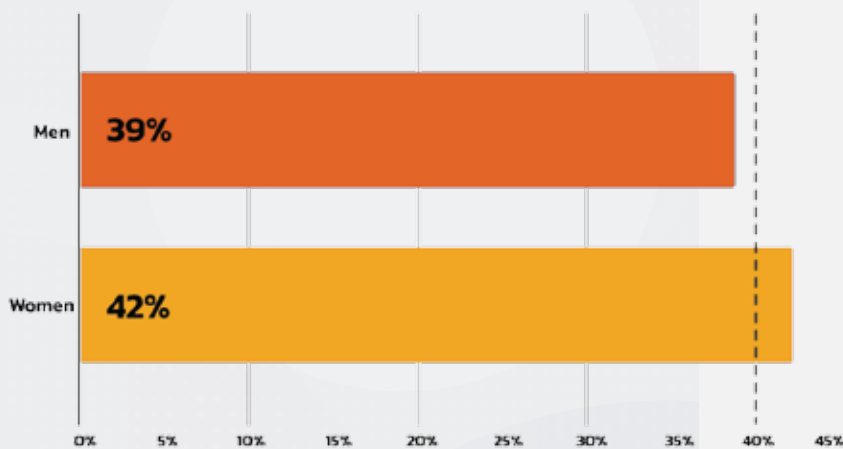
Variable 2: Talent upskilling through online learning

Just like 2020, this year also witnessed many takers for online learning sessions. Government's online platform Swayam has seen a massive jump in demand as colleges were relying on online teaching for a major part of the year due to the pandemic. According to the report Investing for Impact: Education, Skills and EdTech, "With the pandemic contributing to an unprecedented jump in online education and job upskilling in the country, India will soon become a USD 313 billion online education market."

A survey conducted by BridgeLabz Solutions revealed that this year talent chose different online modes for skill enhancement in an attempt to improve employability. Around 58.68% opting to learn through free sources, 19.03% choosing to take paid upskilling courses, 5.89% preferring peer and colleague support to learn and 16.40% selected to attend online webinars and sessions to stay abreast with the new technologies and skills while working from home.

Variable 3: Women Talent Under-Utilized

Gender-wise BTEQ score conducted by BridgeLabz Solutions



Highly educated and experienced women reach the mid-management level and often take a break from their jobs. There are many reasons behind these career breaks right from marriage, childbirth, caring for ailing parents, and others. These women find it difficult to return to work after the gap in their career simply because of the ever-changing technology changes and the skill-gap that arises due to this break.

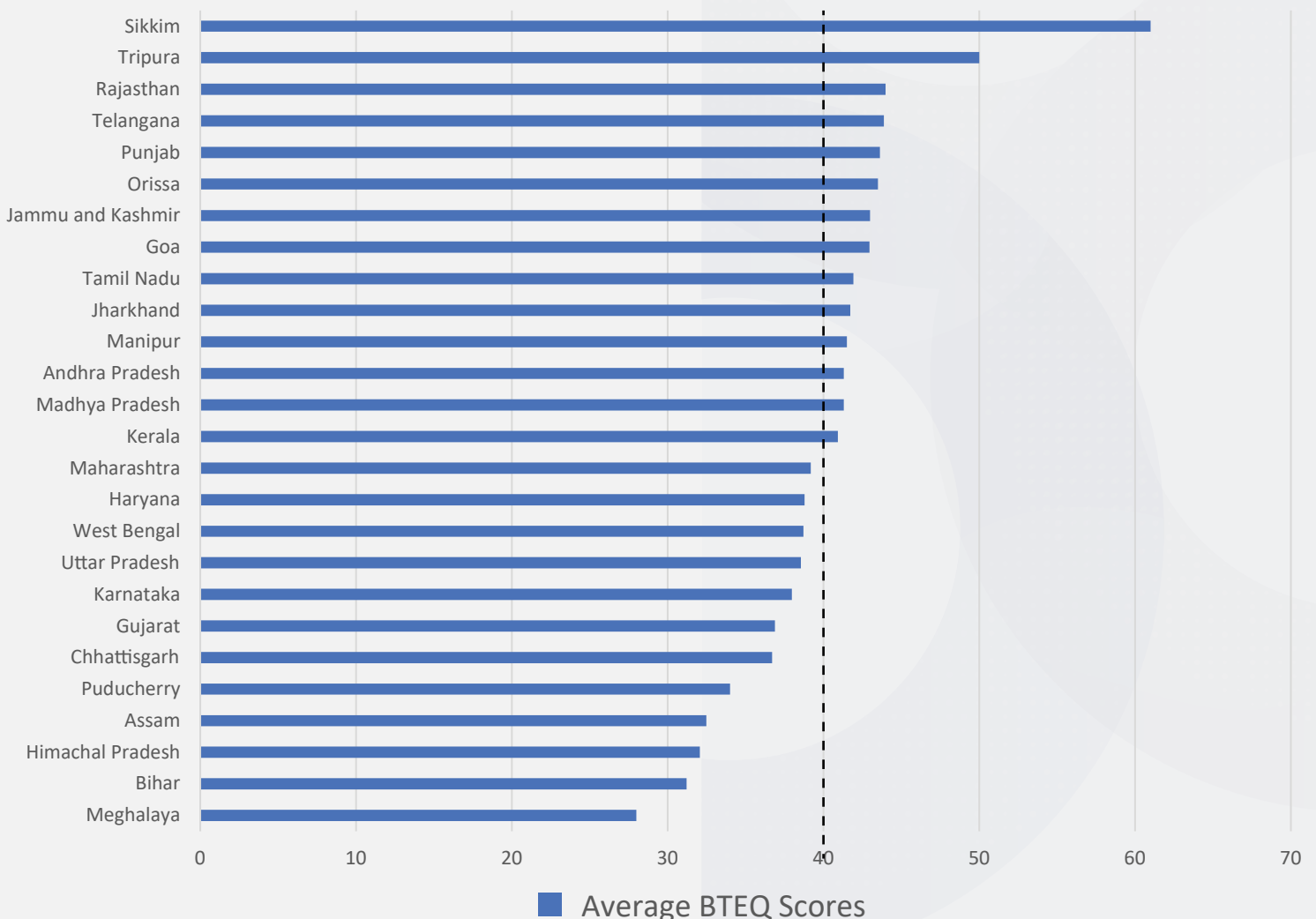
Women are often treated as a 'reserve workforce' rather than an intrinsic part of the economy. The tech industry has always been male-dominated just like other sectors. Statistics say that in a crisis like COVID-19, job loss hits women harder and they find fewer open doors when they want to rejoin the workforce. According to Gitanjali Singh, Head of Strategy and Client Success, Visionet BFSI, "When women find it hard to rejoin work, it is imperative for companies to support them with fair and equal wages, flexible hours and better working conditions so that they feel valued and come back to what feels like an equal opportunity workplace."

According to the BTEQ (BridgeLabz tech employability test quotient) survey; aimed to determine the readiness of the engineering talent for development jobs, conducted with more than 20,000 engineering graduates from varied streams across India revealed that the average score of women was 42% as against 39% men which means women were more prepared and ready to be employed as compared to men.

Variable 4: Talent from Tier 2 Cities Untapped

Talent from lower tier cities and states have better employability scores than those from metro cities. According to the BTEQ (BridgeLabz tech employability test quotient) survey; aimed to determine the readiness of the engineering talent for development jobs, conducted with more than 20,000 engineering graduates from varied streams across India revealed that there is an improvement in the average score from 27% (2020) to 40% (2021). The survey indicated that Andhra Pradesh has 41% of ready talent followed by Assam with 32% and Bihar with 31%. The analysis shows that 75% of the talent is from Tier 2 cities.

Statewise BTEQ score conducted by BridgeLabz Solutions



Variable 5: Lateral Talent Available but Not Utilized

Major tech companies are trying hard to address the talent crunch by opting for lateral talent. There is a good percentage of talent with one to three years of work experience who wish to upgrade themselves in an attempt to get back into development roles. The tech majors are luring the experienced software engineers with better prospects and perks.

There are other companies that are coming up with alumni programs in an attempt to get their former employees to rejoin. Ex-employees are often considered less expensive to recruit and they bring access to needed human capital and possess both an understanding of an organization's processes and an appreciation of the organization's culture.

Solving The Talent Crunch

How do we solve the talent crunch and mitigate the on-going hiring war? Here are some ways for the same:



Opting for Experiential Learning Programs

Tech talent must opt for skill enhancement programs to improve their employability. When the talent has the right skillset and is job-ready, he/she will be productive at work from day one, and will have an edge over the others while searching for jobs. Tech hiring will need to reform and be more open to non-traditional methods of hiring. Skill enhancement and soft skills are definitely something that the tech talent must focus on to improve their employability.

The tech industry can solve this challenge only by joining hands with skilling companies. Research has revealed that only 10% of the total talent is available to be readily employed due to a lack of relevant skills and practical knowledge.

Ideally to solve this problem, freshers should be provided with industry-relevant practical training. Experiential learning has been practised in different sectors right from medicine, technology to law in different forms right from apprenticeships, to fieldwork, studying abroad and clinical simulations. In this form of learning, as a learner, you need to reflect, analyze, and evaluate.

Experiential learning is an integration of theory and application where tech talent can put in the time to practice their skills and learn the nuances of the latest technologies. They can also become lead engineers who can guide the young engineers and eventually become contributors.

This method of learning is widely being accepted by many training centres and incubation labs. In the tech sector, the engineers enrol for fellowship programs or Bootcamps and get a chance to work on the latest technology under the guidance of mentors or experts in the field.

Experiential learning is the future of learning because of the following advantages:

1. **Active learning:** Experiential learning engages the talent throughout the process and does not involve any 'mindless action activities.' Constant engagement makes it easy to understand and learn the nuances of coding and programming. For example, peer teaching is an activity that is conducted during this type of learning. By teaching other students, the talent transfers his/her knowledge and gets a basic insight into how clear his concepts are.
2. **Structured program:** Experiential learning follows a structured program so that the talent can learn in a systematic way for a better understanding.
3. **Engaging:** Experiential learning believes not just in being active during the learning process but also in staying engaged. This method encourages the talent to question, analyze, and seek solutions throughout the session. As a result, the learning process is interactive, interesting and simplified. Also, it involves practical working and so the talent stays focused throughout.
4. **Ability to multitask:** It also helps in promoting the ability to multitask. A talent is trained in a way that he/she can work on two different technologies simultaneously. This method of learning gives the talent a benefit of ownership of the results as they are closely involved in the problem-solving activity. Also, it helps improve their thinking ability to a large extent. Constant feedback helps improve gradually.

5. **Meaningful:** This method teaches the talent what is relevant. It equips talent with industry-relevant skills. Also, experiential learning prioritizes quality over quantity. It lets the talent specialize in certain technologies and master it completely so as to efficiently put them to use.

6. **Personalized:** The tech talent gets a chance to interact and get trained by experts in the field. In this way, they can learn concepts at your pace through regular practice. Also, the mentors help in clearing any roadblocks that he/she may hit during the way.

7. **Success is inevitable:** With constant problem-solving, feedback, and practice sessions, the roadmap to success is obvious and very clear in this type of learning.

8. **Ability to apply the knowledge immediately:** In this type of learning, the talent can apply what is learned immediately. This helps in giving a clear introspection of how much the talent has learned and how much he/she needs to improve.

The experiential method of learning is widely accepted by many top tech companies, startups, and incubation labs like BridgeLabz Solutions. The combination of experiential learning and technology is a step taken towards safeguarding today's learners to succeed in an uncertain future.



Increasing Talent Pool

The second solution to end this hiring war is to increase the talent pool. So, how do we do that? Here are ways to consider:

- 1. Tap fresher or low-experience talent:** There is a huge volume of fresher talent and also those with one to three years of experience in tech. If we offer skill-enhancement programs to these talents, then the talent pool will increase.
- 2. Convert non-tech to tech:** There is an exodus of talent that has deviated from tech to non-tech jobs in the past due to the non-availability of relevant jobs or owing to salaries not matching their expectations. Turning such talent back into tech will help in easing the situation to a large extent.
- 3. Hire non-engineers:** There are many tech companies that are already planning to hire non-engineers (those from Information Technology, BSc or Mechanical background) for their processes to address the on-going attrition problem. According to Siva Prasad Nanduri - VP and business head- IT Staffing, TeamLease Digital, "IT companies are actively hiring freshers from non-IT backgrounds with recruitment increasing by 30% this year and expected to stay up for at least 6 months."



4. Hiring women tech talent: According to a study conducted by McKinsey revealed, “for every 100 men that are promoted to a manager-level position, only 79 women are promoted to the same level; resulting in 62 percent of men being in managerial positions versus the 38 percent that women constitute. Consequently, there is a significantly lower number of women who can be promoted internally, and the number of female external hires with the necessary experience is also much lower.” Women join engineering out of passion for coding and with an aspiration to soar high in their careers. However, due to many reasons, most of them are forced to take a career break. Women need the right support and platform to showcase their talent. Women in the tech sector are open for reskilling and upskilling in an attempt to restart their careers. According to the World Bank, “If all women engaged in domestic duties who are willing to work had a job, the female labor force participation rate would increase by about 20 percentage points in India.”

Conclusion

This hiring war for talent is an indicator of macro-level innovation and rebalancing. It is a key part of economic progress. Companies that are losing talent need to introspect and decide whether they should draw upon their institutional knowledge and make do with stronger process orientation and average people.

With opportunities at large in the tech industry, the demand outstripping the supply as of now, the hiring war is certainly not the need of the hour. By following a simple formula of increasing the talent pool, we can avert this hiring war which can be harmful for both the talent and the industry equally.

Introducing BTEQ

While the number of graduates is increasing with each passing year, most of the graduates possess only theoretical knowledge of the technologies. They do not have the experience of actually working on the technologies. Besides, the technologies are also evolving at a rapid pace. So, by the time the talent completes his/her engineering, the knowledge and aptitude possessed by the talent are outdated and irrelevant. So, the talent finds it difficult to find jobs as he/she does not fulfil the expectations of the companies. We have a lot of tech talent in the country with the tech knowledge and aptitude to perform well. But, freshers need not just skill training but also hand-holding in transitioning from a classroom to a professional working environment. The companies, thus, struggle in an attempt to assimilate them to fulfil these requirements.

To help the fresh graduates achieve all of the above, BridgeLabz Solutions has launched BridgeLabz Tech Employability Quotient (BTEQ) with an aim to solve this employability issue. It is a score that determines the likelihood of getting a development job and lets the talent assess their true potential to get a chance to gain a 100% job guarantee and employability with BridgeLabz. The BTEQ test is conducted on a daily basis and the results are announced every week.

Areas and Competencies of BTEQ

The tech companies are willing to recruit fresh talent provided they have the tech proficiency. BridgeLabz tech experts have over two decades of experience in the tech space and having said that, BridgeLabz has distilled the tech proficiency into five major areas which we know organizations look for in talent and which is the basic requirement for hiring. BridgeLabz Tech Quotient (BTEQ) score will highlight the talent his/her readiness to be interviewed and join a job.

Here are the five areas and competencies the talent is tested on in the BTEQ test:

- 1. Terminal and GIT Command:** Linux environment and terminal commands are quite crucial to achieve tech competency. So, under this category, the talent's knowledge of the Linux environment is tested.
- 2. Programming Constructs:** Writing programs using simple statements, conditions, loops and functions using Shell Scripts will be judged under this category. Besides these, the talent's ability to use Data structures like Arrays and Dictionaries will also be scrutinized.
- 3. OOPS Concepts:** OOPS Concepts play an important role when it comes to designing and developing applications. So, under this category, the talent's proficiency in using OOPS Concepts will be considered.
- 4. Java Programming:** This category determines the talent's current level of hands-on experience of coding using object-oriented programming languages like Java.
- 5. Web Development:** This deals with the talent's exposure to web components, understanding of various components of a web application like web server, web client, HTML, HTTP, URL, form parameters, data exchange between the client and server, status coders, etc. Also, it also deals with the talent's understanding level of dynamic web pages and static HTML pages. It also analyzes how the talent manages to develop simple web applications using Tomcat and servlet.

Based on the above-mentioned areas and competencies, the scores of talent are determined and based on the scores, the talent is categorized as a novice, beginner and expert.

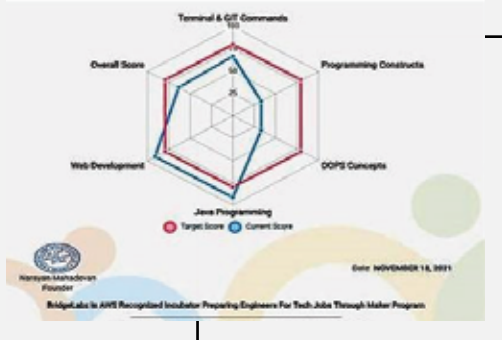
Here is the score and the corresponding meaning for the same:

Novice: When a talent scores between 0 to 49%, he/she qualifies as a novice. This means that the talent is weak in most concepts and needs a lot of guidance to get proficient.

Beginner: When the talent scores between 50 to 70%, he/she qualifies as a beginner. This means that the talent knows some of the concepts, but needs work to get proficient.

Expert: When the talent scores more than 80%, he or she achieves the expert level. This means that the person is quite adept at what is needed with regards to basic tech competency by most organizations

Once the areas of improvement are identified, the talent is given a chance to improve the competency level within 30 days followed by a webinar that informs how to get ready for the interview of his/her dream job.



****BTEQ score report for representation purpose only**

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