

TALENT ACQUISITION PRACTICES IN INDIAN ORGANISATIONS

A joint study by
SHL Talent Measurement, CEB
and People Matters



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FOREWORD

Dear Friends,

It gives me immense pleasure to bring to you a joint study by SHL Talent Measurement, CEB & People Matters on Talent Acquisition Practices in Indian Organisations.

This study is the result of a year-long initiative of Talent Acquisition Leadership League, promoted by SHL Talent Measurement, CEB and People Matters, which included a series of events, webinars and monthly newsletter on thought leadership.

Right talent is an organisation's most valuable asset. Recruitment and retention of the right talent is essential at any time but in the current economic climate recruitment at all levels is proving to be highly competitive.

Organisations also receive massive numbers of applications for some positions and a lack of qualified candidates for others. The impact of hiring the wrong candidate is significant. At the same time, organisations are under mounting pressure to reduce costs and improve productivity. Keeping this in mind, we decided to launch this whitepaper to address the current concerns of talent acquisition and also highlight the best practices & trends in the country today.



YVL Pandit
Managing Director
SHL Talent Measurement India, CEB



Ester Martinez
CEO & Managing
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People Matters

Dear Friends,

The talent acquisition (TA) landscape in India presents many complex challenges. Availability of skills is a massive question mark across the industry. Additionally, studies prove beyond reasonable doubt that considerations of choosing an employer in the Indian talent market are widely divergent from the rest of the world. Indian recruiters also face several challenges in managing individual parts of the talent acquisition process, some stemming from the supply side while others merely a factor of general governance and administrative bottlenecks. It was important to bring together TA leaders in India under a common umbrella through our annual initiative, the TA Leadership League. This whitepaper is an outcome of the cutting-edge practices which were shared across the course of the year by TA practitioners across the breadth and the expanse of the Indian industry.



TALENT HIRING AND ITS IMPACTS ON AN ORGANISATIONAL BRAND




An industry leader of a leading recruitment portal in India says, “No business plan can see the light of the day without people.” To execute a business plan, it is vital to acknowledge that a business strategy starts at the point of hire. The talent acquisition function is the first interface between an organisation and the talent market. Oftentimes the fate of a business plan starts taking shape at the time when an organisation makes a pitch to the talent market on why a candidate should consider investing their time, effort, and faculties for a brand. And from there on, every human capital metric — from engagement to performance — depends on how well the talent acquisition function was able to align the needs and requirements of a candidate with those of the organisation.

How often, though, do we see talent acquisition as an active ingredient in an organisation’s strategy planning process? Cases from across the globe show that an organisation that takes pains in choosing its people carefully are inherently more prepared to meet future business challenges. Lately, business corporations have started realising the importance of talent acquisition and its impact on long-term business strategy. But does that necessarily translate into action?


SHL Talent Measurement, CEB partnered with People Matters in 2013-14 for a year-long industry initiative to bring together talent acquisition (TA) professionals from various organisations in different industries in India to share best practices and understand contemporary developments in the function. A significant number of TA leaders who came together to participate in the events, half-day meetings, and webinars noted that while they have all the right intentions to bring about positive business impact, oftentimes their organisational rigidity, the lack of tested ideas, and the limited opportunity to learn from other industries hinders their momentum to change. The thoughts and practices shared during the course of the year brought to light the increasing importance of the talent acquisition function as a part of HR’s strategic contribution to the business. Beside leading edge talent acquisition tactics and thought leadership, the increasing influence of market drivers such as social media will drive organisations to alter their traditional way of looking at talent acquisition. This whitepaper attempts to bring together these leading-edge paradigms, not just in principle but also in the form of actual practices that companies have adopted to impact their respective business goals through talent acquisition.

GLOBAL BEST PRACTICES IN HIRING





Claire Fix, Director – Custom Solutions, SHL Talent Measurement UK, CEB, shares insights on how an organisation can positively influence the impact of a hiring process on the talent brand



There is a striking correlation between performance of talent when measured against the confidence that a hiring manager had while selecting him/her. CEB's 2009 research titled, *Driving to Win-Win Selection Decisions* shows that there is a difference of 24 index points between performance of new hires where the hiring manager was confident about them versus new hires where hiring managers were not confident. If the under-performance of new hires can be termed as the “wrong decision,” there is a surprisingly high incidence of hiring organisations taking the wrong decisions, with as many as 50 per cent of hiring decisions turning out to be wrong.

The impact of the wrong hiring decisions are no secret. A hiring organisation witnesses staff turnover, absenteeism, performance issues, and low engagement as a result of wrong hiring. While selection of candidates is tricky, behaviours prove to be a more credible basis of selection/rejection as opposed to traditional measures, like industry fit.

A key problem that an employer brand faces during a hiring process is the impact of the actions of a rejected candidate. With social media the problems have compounded more as disgruntled candidates may post unfavourable content about an organisation's TA process right after a rejection experience. It is important to maintain a positive brand image in the event of a rejection.

1. **Defer rejection communications-** Rather than immediately communicating a rejection, behavioural studies show that an organisation can significantly lower the psychological effect of rejection in a candidate by delaying rejection communications.
2. **Clear and consistent messaging-** It is important for talent acquisition managers to review all forms of communications that goes out to the talent market, including e-mails

and social media messages.

3. Follow-up- A key way a talent brand can maintain a positive image among rejected candidates is by following up a rejection with a thank you e-mail, feedback, and some career advice.

SHL Talent Measurement's *Candidates Are Customers Too*, 2010 study indicates that 48% of candidates have a negative view of an employer brand after a rejection and 54% among them have taken a subsequent action based on the negative view.

Among the possible reasons why candidates may have a negative experience during a recruitment process from an organisation include the following:

1. Over-stretched recruiters- Candidate volumes have increased by 69 index points between 2007 and 2012, but 75% of organisations have not included more staff for the recruitment process.
2. Information breakdown- Research indicates that hiring organisations do not invest too much in clearly outlining day-to-day job experiences to candidates and about 37 per cent of new hires in a CEB's 2009 research, *Driving to Win-Win Selection Decisions*, mentions that the job experiences provided by recruiters are inaccurate.


Hiring organisations have a great opportunity for creating a positive candidate experience during a hiring process. Some of these include the following:

1. Differentiated hiring strategy- Rather than have a "one-size-fits-all" strategy, recruiters who have differentiated strategies for recruiting different candidate segments achieve far lower attrition and higher performance.
2. Creating employee brand advocates- Progressive organisations who create employer brand evangelists within the organisation have much higher probability of internal employees recommending the brand to friends seeking employment.
3. Lifecycle based brand delivery- The best recruiting organisations hand hold candidates through the attraction, recruitment, and early career period and realise much higher referrals and new hire satisfaction.


Many Indian organisations reveal that lack of rigorous analysis of their talent hiring process on candidates have impacted their employer brand severely. It is important that organisations take note of the impacts of a process on the overall talent brand and create processes which impacts the talent brand positively.

HARNESSING THE POTENTIAL OF SOCIAL MEDIA





Zenobia Madon, Head of Talent Acquisition and Gautam Ghosh, GM-HR Strategy & Projects at Philips shares some progressive social media practices



Organisations often talk about social media without understanding the intent and purpose behind their social media activities. Without a definite intent, an organisation can very quickly lose brand reputation and impact on social media. In this age where most of an organisation's target talent pool is on social media, absence or purposeless involvement in social media can both negatively impact an organisation's employer brand fatally. The talent acquisition league's webinar on "Leveraging social media for employer branding" discussed several key decisions that organisation's need to take to make their employer brand worthy and impactful on social media. The session discussed the following four key topics of social media employer branding.

1. Need for social media employer branding
2. Role for driving positive brand
3. Challenges & opportunities
4. Philips case

In the next 6-7 years, there will be more number of people on social media than any other country in the working age population. As a result, India will become a major location for sourcing talent not just for Indian firms or MNC firms working out of India but for firms all over the world. New age talent comprises talent who are optimistic and confident, tech savvy, entrepreneurial, lives in now and not the future, eager to know more, learns on the go, and is looks to break down hierarchy. As a result, the importance of employer branding on social media has become critical. LinkedIn's 2012 research indicates that 81 per cent of HR and talent management professionals across the globe agree that employer brand has a significant impact on ability to hire great talent. The employer value proposition is the core value of an organisation in terms of who they stand for, and what they would like themselves to be seen as internally as well as to talent outside. An employer

value proposition comprises three key things. It is made of the perception of the brand, the image of the brand that an organisation wants to have with the target group, and the reality of the brand that people perceive.

When it comes to using channels of employer branding, the composition of channels has undergone a massive change. Recruiting teams used to use a lot of print media or advertising campaigns primarily to get their message across to talent. Today, however, there are multiple channels available to communicate the employer brand to the target segment. Research from several organisations indicate that social media has become the most popular channel for employer branding. Among all other channels, most of the popular channels that recruiters use today are online. They include, the company's web site and other online media channels.

Philips believes that an organisation's culture is the organisation's employer brand, and all its employees are brand ambassadors. In recent times, several forums like Glassdoor, JobBuzz, and Mouthshut have become transparent channels where discussions about a company's culture have become easily accessible to the talent market. These sites make it very easy for talent to express what they think of an employer based on an experience, either as an interview or any other form of interaction with the organisation's brand. Social media, thus, allows talent to know about an organisation much more in depth as compared to an interview or other traditional recruitment processes.

Philips' foray into social media branding started with its Facebook page and the initial months were characterised by the company's efforts in trying to identify what worked and what did not. Soon, the company understood that the key to being successful is not to concentrate on the channel, but to understand where talent spends most of their time. Some of the places where Philips spends its efforts on employer branding include leadership development initiatives and campus interacting initiatives round the year to keep engagement with the Philips brand alive. Two specific initiatives are the campus journals and blueprint competition.

Campus Journos: The business need for Philips was to engage with the first year students of business schools so that the employer brand is on the top of every student's mind across the course of their study. Campus journals is an initiative where business school students are required to submit content in the form of write-ups, blogs, or videos to answer a specific "topic of the week" that Philips rolled out. The participants

are required to make their content viral and at the end of the week, the winner was announced.

Blueprint: Blueprint is a case competition for business school students which is run on the most popular social media channel that business school students in India use- Facebook. Every new student who participates in the case competition increases visibility of the competition among her/his peer group within and outside her/his business school. Philips also announces insights, winners, videos and other content from the competition through Facebook. The twitter handle for Blueprint for 2013 reached 39,000 twitter users.

Employer branding's role in talent acquisition has steadily increased and employers need to have active engagement with their target talent pools in order to prepare themselves for the talent war in the coming times. Social media is a channel where employers have realised maximum impact, both in terms of reach and engagement. Philips' key purpose behind all their remarkable social media initiatives is to ensure that their target talent pool perceives them as an employer who cares and is committed to creating high performance professionals.

THE BUSINESS CASE FOR SOCIAL MEDIA HIRING





Debolina Dutta, GM Talent Acquisition at United Spirits shares her findings about what makes a strong business case for social media hiring



Everyone is talking about what works in social media practice and tactics. It is also important for a recruiting organisation to understand an approach which is grounded in theory and best practice. Without understanding the key drivers of social media behaviour and the potential outcomes of certain activities, investments in social media may not yield any results. Today there is a war for talent and there is a niche talent pool that all organisations are trying to attract. Organisations are trying to attract this talent by applying marketing principles. Social media gives us a huge access to the talent pool. LinkedIn has over 200 million users worldwide and Facebook has over 800 million. This gives organisations to do niche targeting of talent.

Conventional channels and social media

In the plethora of available social media options, a recruiter can get confused about what constitutes the right hiring channel. Questions which bother recruiters are where, how, and when? To get on social media, organisations should have a very clear social media strategy. They need to understand what goals they want to achieve through social media and what methods and data. Use this as a reiterative loop to assess if they are getting what they intend to get.

Conventional recruitment is all about demand fulfilment, through job boards, referrals, consultant etc. The traditional measures of recruiting revolve around pre and post outcome metrics, such as time for hire, cost to hire, and sourcing cost per channel. HR function has been in control and it decided

which channels to use and what are the metric to measure. In contrast, social media gives opportunity for demand fulfilment, but also passive targeting. Hence, very big emphasis on employer branding. There are several channels, twitter, blog sites, forums, discussion groups etc. to convey employer brand.

Social can be defined as the consumption, production, and exchange of information through social platforms. Owing social media's nature as a medium to appeal to users as customers, many marketing principles which are commonly prevalent. Among these, the 4Cs concept is one of the most popular concepts of social media hiring. 4Cs of social media refers to connection, creation, consumption, and control. Compared to traditional recruiting, there is a fundamental paradigm shift in social media recruiting. The 4Cs concept explain why people go to social media and talent acquisition leaders can learn volumes about candidate behaviour by understanding these behaviours. The concept teaches that people get on to social media to create content, to consume content, and the locus of control is with the individual.

In terms of RoI, sourcing costs per hire and time to fill are no longer relevant because there is a fundamental shift on how social media recruitment happens. There are 4 key reasons why HR functions start adopting social media at the earliest.

- 1. Better relationship strategy:** Through social media, organisations can target niche skills and individualised talent, invest in them, engage with them, and ultimately get them on board.
- 2. Employer branding:** Social media has proven to be an excellent medium to promote an organisation's employer brand. The amount of reach and potential engagement through social media is far higher through social media compared to conventional channels.
- 3. Reduction in recruitment cost:** Case studies from several organisations prove that organisations can reduce up to 70 per cent of their recruitment costs through social media hiring.

There is a very strong business case for why organisations should use social media for hiring. Many progressive Indian organisations have started using social media as an active hiring channel and the trend will continue to pick up steam in the coming months.

ENHANCING OBJECTIVITY IN TALENT ACQUISITION





Pearl John, Consulting Director, SHL Talent Measurement India, CEB, shares the importance of objective assessments



There are some key organisational challenges that are global. Gen Y talent is filling up the workforce and the war for talent is heating up. Hyper-competition and the changing business environment calls for agility to respond with the requisite skill sets as and when the business needs it.

Thus now more than ever before recruiters need to create a direct link between talent and business strategy. As organisations evolve and sophisticated processes are embedded, one of the key challenges contending organisations is to ensure that individual capability and motivation are aligned with organisational needs. In an increasingly competitive world where strategies are fluid, hierarchies have been de-layered and core business processes optimised and the expectations of employees are changing, it is this alignment that truly differentiates the “best from the rest”. Increasingly, we recognise the inefficiencies of the fragmented people processes and practices of the past and are re-engineering the “people value chain”. Acquiring, on boarding, developing, aligning and engaging people are part of an integrated people strategy, not a disconnected group of activities. The core thread running through this integrated process is the ability to make timely and effective decisions that align people with roles, not just from a skills and experience perspective (that is relatively easy) but, more importantly, matching the less tangible aspects of individual potential and motivation.

Any effort to measure talent needs to be as objective as possible, and organisations should constantly endeavour to remove any form of subjectivity from the process. For talent programs to be successful, it is important to have tangible outputs and outcomes.

Talent acquisition challenges abound

While the function of talent acquisition continues to look for new ideas to be objective and efficient, some primary challenges plague the function. These common challenges may be bucketed as pertaining the managerial hiring and volume hiring:

Managerial and Professional Hires: The time and cost to hire for these critical roles are very high as is their time to become productive. Some research studies indicate that it may take up to 6.2 months for these new hires to start becoming productive. Secondly both new hires and organisations lack confidence in their selection decisions 50 per cent of the time. Rate of failures are also very high and about 50 per cent of executives are fired or leave within the first three years. Lastly, there is a clear decline in leadership forecasts and only 1 in 15 high potentials become effective leaders in the near term.

Volume Hiring: In terms of volume recruitment, 1 in 4 recruitment teams are overstretched which leads to drop in standards. This results in the company's brand getting negatively affected 50 per cent of the time through the candidate experience. More than 80 per cent companies do not see improvement in performance during volume recruitment.

Regretted Hiring: Companies face much higher new hire attrition than the general average, thereby indicating a sub-optimal hiring process. Also one in five new hires are "regretted decisions" according to hiring managers in their teams.

The strength of positive candidate experience

A positive candidate experience during the recruitment process increases new hire effort and intent to stay. New hires who report a positive candidate experience apply 15 per cent more discretionary effort and are 38 per cent more likely to stay with the organisation.

Building Efficiency and objectivity to talent assessments

There are several methods to enhance efficiencies and objectivity into the assessment process. Firstly, an effective sifting process enables: A reduction in time-to-hire, ensures fair and

valid screening out of a significant proportion of unsuitable candidates, increases the likely success rate of candidates entering the formal assessment process, ensures a significant reduction in the person hours spent managing the sifting process, decreases the costs associated with selection errors and moves person time investment from sifting to assessment. Realistic Job Previews, Situational Judgment Tests, Talent Screeners, Ability and Personality assessments are effective sifting tools to 'Sift Out' candidates who do not meet the requisite criteria and 'Select In' candidates who meet the requirements. These 'Selected In' candidates are then assessed in-depth to validate if they have the requisite competencies to meet the demands of the role. In order to enhance objectivity it is important to prepare thoroughly rather than base assessments on gut and instinct. It is important for the recruiter to maintain concentration and attention during the entire recruitment process and ensure that s/he is impartial and fair to every candidate. It is also important for a recruiter to focus on behavioural evidence and not subjective feelings. This is achieved by adopting a structured 'Insighting conversation' which enables gathering examples to substantiate the demonstration of behaviors congruent to defined expectations. An useful approach to fast track insights is an easy to remember O CARL: Open the competency up and seek details on the context, action, results and the learning. Lastly, a recruiter should follow the rules of a rating scale and apply it as defined.

The assessment metrics should include metrics and measures which are relevant to customers and stakeholders. Demonstrating value of an assessment is achieved by showing the relationship between the assessment score and the business satisfaction, business impact and the business outcome. Examples could look like the following.

Business satisfaction- There was a noticeable improvement in the quality of people in the interview.

Business impact- Post assessment, there was a 20 per cent improvement in cost per hire and 23 per cent improvement in candidate reaction to the assessment.

Business outcome- High scoring employees were 25 per cent more likely to attain their goals and made 17 per cent fewer mistakes.

There is no argument on the fact that objectivity is a need of the hour in the assessment process. By imbibing an objective and metrics-based thinking talent acquisition leaders can demonstrate how objectivity in assessment process significantly enhances the realization to business objectives of the organisation.

TALENT ACQUISITION PRACTICES IN INDIA



Through crowdsourcing, a global news and information company increased its women intake from 19% to 40% in one year

Achieving Diversity Objectives Through Crowdsourcing

A leading news and information company with operations in more than 100 countries and more than 60,000 employees was faced with the challenge to increase women talent, mainly in its technological functions and increase hiring of people with disability. The company's organisational goal is to embrace the diversity of thought, style, experience, culture, gender, gender identity and expression and disability status to drive innovation and deliver competitive advantage.

The organisation chose the path of crowdsourcing women talent through internal and external networking, over increasing management pipeline for management profiles, and specific events targeting and purposeful intervention for technical profiles. Although, crowdsourcing posed the challenge to acquire quality talent that would meet the work standards of the organisation, collaboration the practice of talent acquisition and business processes eliminated these issues and resulted in successful diversity hiring. The hiring was coupled with detailed training plan and the project management module with clear timelines for the crowdsourcing activity so that both the professionals who were hired and the business was clear on the deliverables and had an organised tracking mechanism in place.

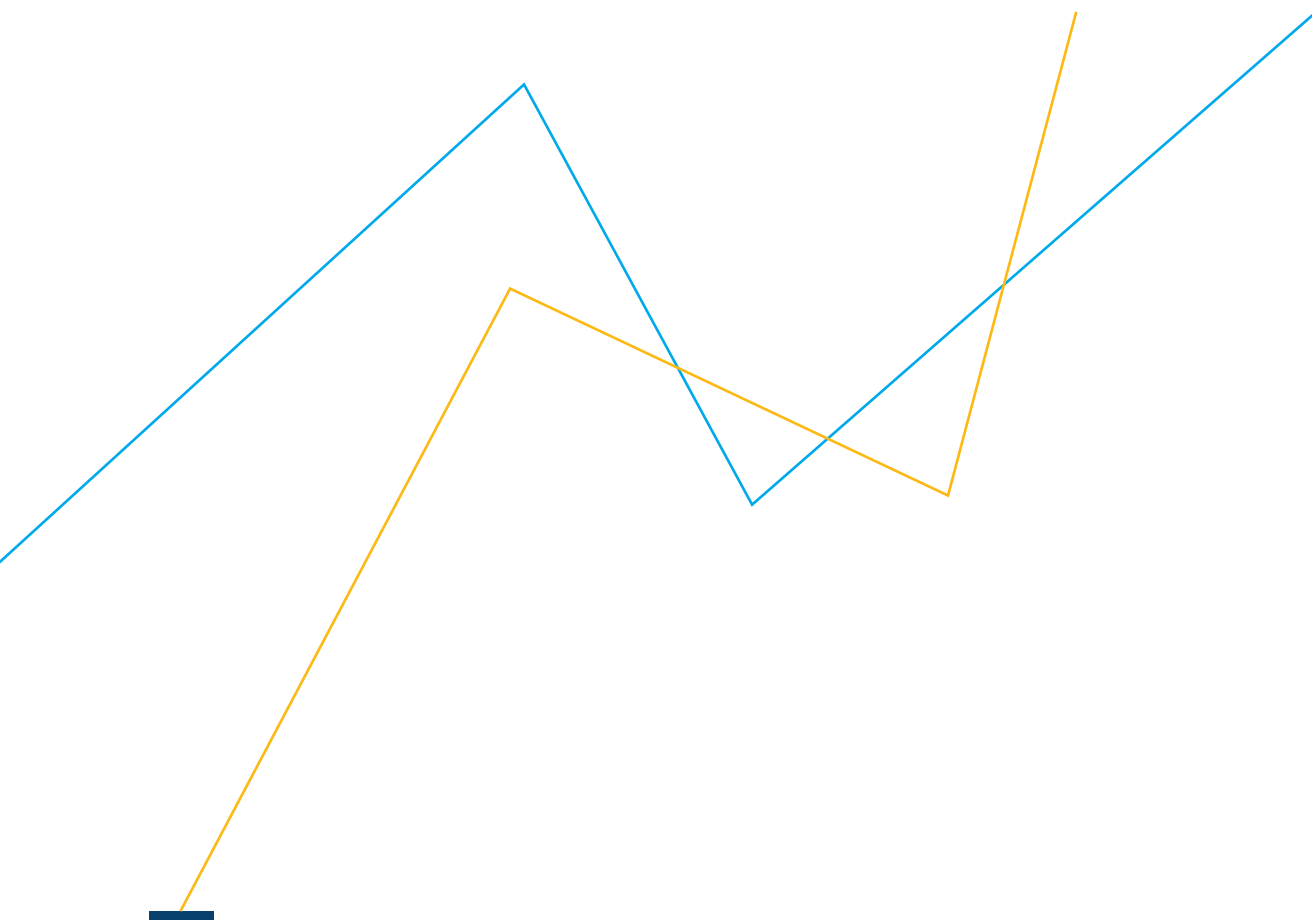
Further, the company intervened on managerial positions by creating slates on each position whereby it provided the business with both women and men professionals for a specific

role. This helped the business to determine the best candidates and select the right ones. To monitor the process, tools like constant detailed feedback analysis, regular interactions and check in mechanisms to check and work on any specific areas are used.

From the previous year's 19% intake of external women professionals at management level, the company's intake went up to 40% of women professionals in 2013. Similarly, overall women professionals' external source hiring across levels went from 30% to 40% in 2013. The success of diversity hiring led to business effectiveness without compromise on quality of work delivered, and helped the organisation to achieve its business objective.

With the same model of crowdsourcing the organisation plans to pursue socio-economic and senior citizen hiring in future.

Such solutions can be feasible and effective in organisations with strong networks. Post hiring the organisation also requires good amount of financial and training resources to ensure meeting of work quality standards and deadlines.



A BPO organisation increased “assessed to selected” ratio remarkably after crafting an assessment methodology internally

Creating customised talent assessment methodology

Being in the business of BPO, communication is the central desirable skill for one of India’s leading BPO service providers. As the hire-able pool of good voice communication quality candidates had thinned, there was a shift from hiring good and ready candidates to trainable candidates. A degradation in hiring quality impacted business, leading to huge customer escalations. The revenues of the company got impacted due to lack of availability of skilled resources that could be deployed on the operations floor to cater to call volumes. Not only this, weak communication areas also reduced the output of training programs.

Thus there was a need to address the problem at the base. While hiring the candidates, voice communication assessment was required to assess implementation skills of candidates in addition to testing only differentiated on concepts of English language. The tool also needed to portray results on the score basis instead of discreet status, so the adjustments to the acceptability benchmark could be made during peak hiring months.

To address the problem, the company felt the need to use internationally recognized and accepted benchmarked assessments. As safe and alluring in terms of accuracy these assessments were, there was a huge cost attached to them in terms of monetary and time investment. There were thus limitations on the volume handling capacity by this solution. Second was the creation of in-house assessment, which would be more customized for the company, scalable, cost effective and calibrated. There was a need of additional skilled resources and the

organisation would lack an outsider's perspective and results to refer to. On the brighter front, the use of in-house expertise would help the company control the training input and output quality.

The company chose the latter to create a separate team called the Talent Assessment Center. For execution the company did market research for any existing solutions available, created an assessment application which was highly objective, offered continuous score, provided an audit trail with recordings and data of all assessments, automated score calculations with proofed algorithms, highly calibrated set of evaluators with stringent quality practices. On the cost side of this solution, there was no investment in terms of capex, but only for the operational expenses.

Hiring numbers were met at about a ratio of 45% assessed to select ratio in addition to higher training throughput and CSAT from external customers. Additionally there is now a readiness for new business due to availability of hiring pipeline.

The company documented rich database to study the hire-able pool from geographical, demographical, academic, perspective has helped towards greater understanding of market and the demographic conditions impacting the quality of resource being hired. These studies have facilitated the company to improve not only their assessment practices but HR, Operations, policies as well. The product is performing successfully in its 2nd version.

With the help of a hybrid model, involving in-house talent, external agencies, and branding, an IT company was able to reach 80% of the passive candidate pool.

Hybrid social recruiting

An IT consulting company underwent a plan to bring about transformational change to build the India centre as a component of its global strategic operations rather than serve only as a delivery centre. As talent was at the core of this transformational change, it was important for talent leaders to understand the quotient of candidate experience in order to build a successful candidate-oriented recruitment process. The target talent market being Gen Y, there was a need to re-look at the campus hiring strategy of the company. The talent acquisition team had no official social media channels for prospective candidates to contact the company. Looking at the social affinity of the target, there was a need of a central platform to provide “Gen-Y” candidates with information about the organisation and its growth, global outreach, delivery models, and future plans. The organisation was also looking to a solution for proactive listening and engagement of prospective hires, building employer brand, and establishing formal tools to track what people are saying about careers in the company.

Social channels provide a great opportunity to understand the level of candidate engagement and other factors, such as experience and skills. In order to improve on the time and cost investment to hire for future as part of expansion plan, the company looked at social channels to build alternative talent pools which were ready-to-use for the talent spaces inside company.

Venturing into the domain of social presence, the company decided to follow a hybrid model, bringing together recruitment, branding and an external agency. The solution utilised both, the in-house available knowledge about company and exter-

nal expertise, shared learning and collaboration from each of the representatives in different domains. For the implementation, the company chose to have a close-knit partnership model between: Talent acquisition - to build an overall framework of the strategy to decide the roadmap and expected outcome of recruitment; Branding- to make sure that the overall social media communication is in accordance with the brand image / external communications global guidelines; and external agency to share available experience, expertise and views for a singular direction.

The company worked with key partner agencies to gather required data about the target audience on social media, case studies in the market, and impact of social channels on talent acquisition. On the internal front they collected data from the study of internal recruitment processes, and their demerits and solutions to overcome them. Further the company conducted a cost analysis of social media investment compared to expected returns.

The result was significant increase in social reach and employer branding. The response time was 24 hours for 99% of the queries on the social platforms used and a lower bounce rate on traffic via social referral. Impact of social media on recruitment activities shot up by a significant percentage.

The benefits extended to development of in house capability to expand talent sourcing reach to 80% of passive candidates. Besides the social media platforms have become a preferred means of candidate engagement, query resolution and employer brand for the company. The company designed and developed technology based talent communities on Social Media to engage target talent with a great mix of original The Company content, thought leadership and industry news / views.

With campaigns like “Be the You, You Want to be” and “Expert Connect” –the company was able to live up to its mantra “People matter, results count”. Another venture used “gamification” successfully to engage technology- oriented employees to create technology based contests. There is also a process to regularly track and document the feedbacks of stakeholders of the intervention, to record the learning.

For future extensions, the company will focus to generate content. Another plan is to shape Employee Referral initiative into Social Referral process and engage candidates into opportunities with use of interactive channels like videos and info-graphics. The company will also work with internal business stakeholders to create a continuous pipeline of interesting and original thought leadership to attract talent to the company.

A diversified product company increased offer acceptance, reduced lead time, and decreased cost of hiring through efficient social media

Making social hiring processes more efficient

A diversified products company holds a strong philosophy of attracting the best talent who share a passion for the company and the brand. Although the company serves in 3 business segments, two of its segments are not well known in the market. Also, the awareness about the company in India is very high as a ‘product company’ but the brand’s awareness as an employer and a great place to work is rather low. In such a scenario, conventional ways of hiring were not as effective in sourcing and identifying the best available talent for any vacant position. The company needed to optimise on both the major hiring metrics, time and quality of hire. In this age where the available talent pool is very particular about the brand image as an employer, and seeks more and more information about the company as an employer, the company decided to promote its talent brand aggressively on the social media space.

The solutions for change circled around ensuring that it was well aligned to one of the top business strategy goals, which was – to attract, develop and retain best-in-class talent for the businesses and to be a great place to work for people who share a passion for the company. The talent acquisition team partnered with the marketing and communication functions to use their expertise and choose a technology vendor when the need came for it. Besides common talent hunt websites and LinkedIn, the company also leveraged Facebook and Twitter. The huge user base, popularity and respective unique styles of both Facebook and Twitter helped the company in multi-folds. Facebook was used for showcasing the company’s EVP, culture

to build engagement and have conversations with the campus students. It was also used to post information about career opportunities at the company. The hash-tag and follow features of Twitter were used to get the entire HR team on board for establishing its social media presence, addressing candidate queries, organising discussions with companies to share their best practices and to get in touch with experts across the globe to provide training on social hiring tools. One of the big investments the company made in people resources was to hire a social media expert in HR.

The intervention has helped the company in terms of greater efficiency of hiring process, increase in offer acceptance, reduction in lead time and cost of hiring. Now the company reaches to hire alumni, and referrals through engagement with alumni on social media platforms. Besides, the NPS (Net promoter Score) on candidate experience has improved manifold. The company has received coverage for the success of interventions and best practice in talent acquisition on media and across other platforms nationally (like SHRM, People Matters, NHRD) and globally.

The company is sharing best practices with various geographies within specific closed groups, discussions, and forums. There are white papers and webinars launched to discuss these and such approaches to improve talent acquisition. The company has also established processes to capture feedback. The company plans to leverage mobile technology for the careers website to enhance access and usage for candidates and ensure increased participation of key talent and hiring managers across the organisation on social media.

Approaches such as these, of leveraging free social platforms with vast people base are a financially feasible solution for many Organisations, provided one knows what and how of social media marketing.

A financial solutions company measures the exact impact of its talent acquisition initiatives with a sound talent analytics base

Measuring TA's impact through talent analytics

An Indian financial solutions and services company wanted to bring forth HR transformation through talent acquisition's impact on the overall business strategy. Focusing on the company's HR module, the management believed that HR is increasingly being looked upon as a strategic business partner rather than just a support function. Hence it seemed imperative to think out of the existing boxed structure. Two of the domains the company focused on were Technology and Talent Analytics. The advantages of incorporating technology into various HR practices and processes were many, including that of bringing in efficiency and quality improvements to various processes. Also with Talent Analytics one could get an exact picture in terms efficiency and cost control.

In order to achieve its objectives, the organisation rolled out two plans.

Manpower Productivity and Revenue: Adopting customized processes in Talent Analytics to introduce efficiencies in terms of quality of hires. Hiring right fit at right time thus helped increasing overall productivity and in turn helped increase in revenue.

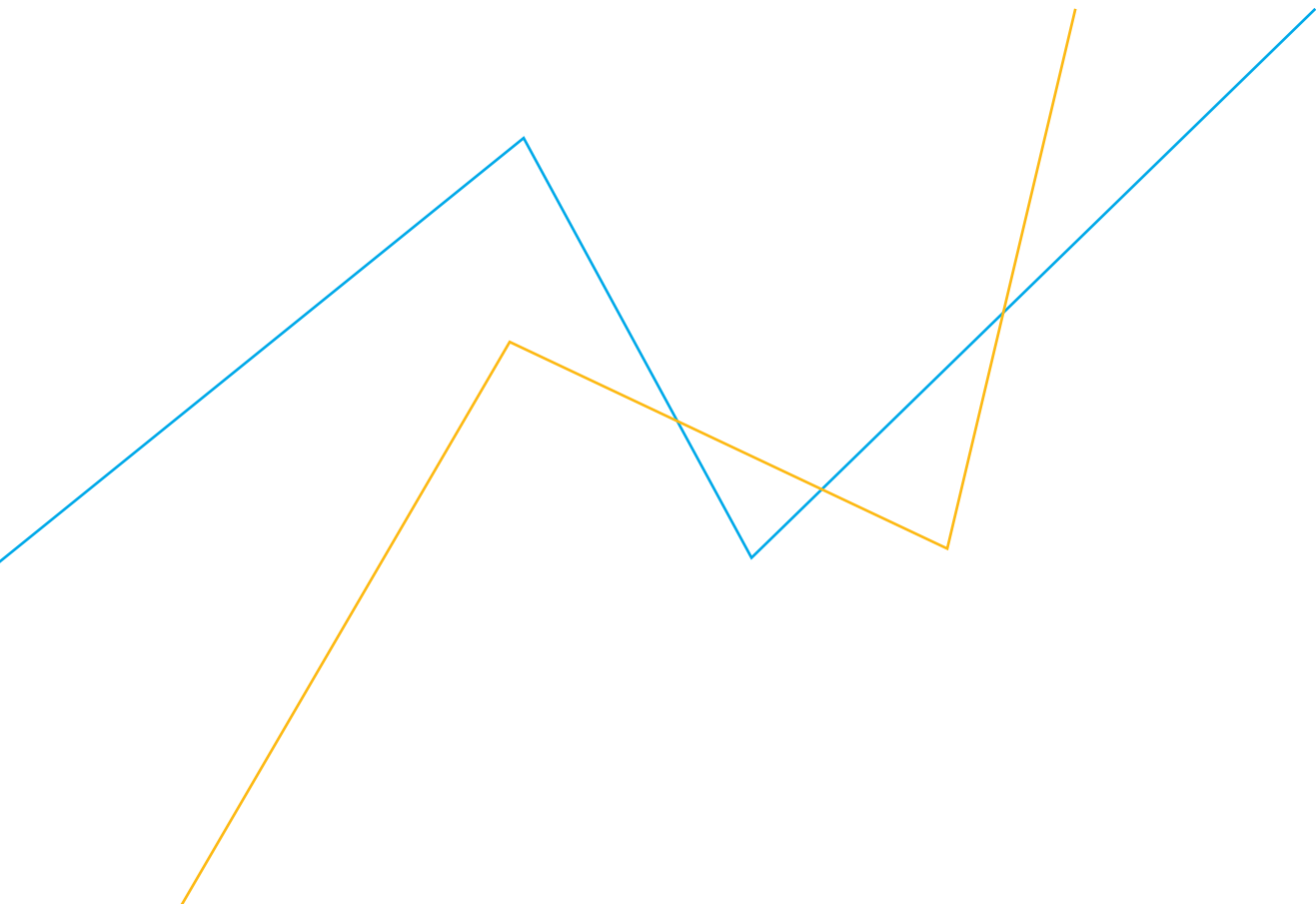
Manpower Cost: Use of SMS based techniques to do screening of candidates at the initial rounds. This intervention improved turnaround time by replacing the physical process, subsequently saving on the finances and efforts. In addition, the lack of human interventions leads to transparency and privacy in capturing information. The company also measured

the operating ratios on periodical basis in consensus with business which helped in arriving at productivity required for a particular project. This in turn resulted in flawless movement of manpower from one project to another project wherever applicable.

The organisation is using the data produced by HRIS strategically. The outcomes are used to manage HR processes more efficiently.

However there were multiple issues on development and implementation of technology and talent analytics processes in system. Besides the need for a convincing business case, there were entry barriers in terms of engaging the existing managers, employees and customers to the new processes. Branding for the same was another challenge foreseen. But, once into action, the interventions created a positive financial impact. Choosing right hiring channel saved on hiring efforts, time and cost incurred. Manpower productivity norms led to optimization of existing employee productivity level.

The company plans to extend the existing frame of hiring to other bands of employees. Further to insure and monitor the quality of hires, work is intended towards creating a quality of hire matrix with stringent parameters to measure the same.



Digitizing L1 assessment helped an IT consulting organisation reduce its interviewing cost by 41%

Optimising assessments through technology

A company recognized as among the world's largest consulting, outsourcing, and professional services companies with more than 130,000 employees in over 40 countries faced the perennial challenge of fulfilling high recruitment numbers, at an increasingly smaller time frame. More importantly the key issue was to continuously decrease the time required to accomplish the end-to-end recruitment process complying with all policies, procedures and system checks, without compromising on the critical business requirements and ensuring a right hire.

The company's present systems taxed on the billing time, interview panelists' costs and highly unfavourable L1 selection and L2 rejection ratios. The company thought of working on a standardized comprehensive solution, setting a benchmark for scientifically evaluating all the all candidates with an unbiased eye. The answer to the problem was a technological solution that could provide both objectivity to ensure a scientific process, scalability with geographic reach across India and homogeneity across tests, locations, candidates and data. The focus was to replace the existing L1 round with a digital evaluation. The digital evaluation exercise was aimed to standardize the assessment for all applicants up to the consultant level, to reduce the time and efforts consumed at both levels.

Being a company with a high entrepreneurial culture, the company decided to partner with an assessment technology start-up. Through the partnership, the system had to be built in a collaborative manner and customized as per requirements.

The execution of Digital Evaluation Engine focused on three specifics:

- ▶ Assessment design (Standardized benchmarked levels of evaluation/selection and updated, non-redundant question bank) – Multi-competency tests with composition matrix, based on sections/sub-skills, difficulty levels, and time limits, 3 level randomization in every test administered.
- ▶ Candidate management (Security for identity testing)– registration, web proctoring, remote invigilation
- ▶ Test Results – individual and population, with section analysis, detailed question reports

Involvement of subject matter experts and internal talent pool of the company for testing and feedback of platform ensured its reliability and validity. Post the success of pilot, and foreseeing the projected long term benefits, stringent security measures a go-ahead was given for formalizing digital evaluations as a process. Learning and data analysis were used as tools for betterment of system. A question usage analysis engine was ideated and implemented to capture analytics at every question level.

Within 24 months of implementation, over 45,000 assessments across 45+ generic and niche skills, this strategy has been a game changer in talent acquisition for the company.

Digital evaluation ensured that only the technically sound candidates proceed to round 2 of interviews. This decreased scheduling effort and time required at L2 stage.

For every face-to-face interview that is replaced by a digital evaluation, the cost is brought down by 41% of the L1 Interview cost.

Digital evaluations are today used across a breadth of functions:

- ▶ Talent acquisition
- ▶ Bench deployment
- ▶ Captives hiring
- ▶ Competency profiling and Career Mapping
- ▶ Learning and Development - Need Identification and Training effectiveness
- ▶ Relevant Discussion in L2 interview: The detailed report that the DE engine provides acts as a reference to the L2 interview panel for in-depth discussions on the correct and incorrect choices, which are more relevant than a candidate's resume.

Creation and execution of such platforms is both, relevant and feasible by Organisations with huge demand to recruit technically capable talent. However with little customizations, such platforms could be developed and deployed in other such Organisations, bringing down the cost and efficiency of acquisition processes.

One of India's leading telecom providers improved closures by 56% through standardisation and integration of processes

Recruitment Reengineering: Adding Method to Madness

A non-uniform talent acquisition approach led to loss of business trust of the recruitment organisation function at one of India's largest telecom service companies. This was also leading to a situation where the team was unable to provide a consistent, positively impacting experience to its various customers and stakeholders. Due to decentralised and non-monitored process, a lot of high value resources had to invest their time in doing transactional activities which in turn increased cost per hire. In addition, due to lower number of hires per month the sales organisation was suffering from understaffing. Subsequently this lower productivity level was leading to a ripple effect on the business productivity. The task was to improve existing selection processes which align with the organisation goals and mandate.

While process compliance as a part of the selection process was critical to improving quality of hires, there also lay a need to better utilize existing resources, improve resource productivity and lower cost by integrating channels of sourcing talent.

The business mandates thus revolved around two bases:

- (i) The need for process standardization across all circles and units.
- (ii) The necessity to ensure bifurcation of core and non-core jobs.

To bring a method to madness required larger change management initiatives, buy-in of all key stakeholders and management of redundancies within the TA organisation. But, advantages with centralizing the process led to better resource integrations (people and system) along with streamlining and standardization of processes.

The organisation built a centre of excellence to encompass centralization of sourcing and ensuring uniformity of recruitment partners pan India. The key focus agendas of the process were:

- Communication of employer brand with a one-company face.
- Cross utilization of resources in a centralized structure, serve as one stop shop for all of business's staffing requirements by better understanding of business
- Delegation of non-core jobs, leading to higher TA Lead productivity due to economies of scale
- Providing a better career path for our pedigree talent acquisition leads

The process hardly required much of financial resources. For the centre of excellence, only redeployment of talent acquisition resources was something that had to be managed with centralization. Thus it took only a rearrangement and realignment of existing resources and processes.

The change improved process experience for line managers and candidates, new hires due to technology interventions; Improved resource productivity by re-aligning processes, structures and system and optimization of sourcing channels by integrating all under one roof thereby led to lowering cost of recruitment. The talent acquisition community and its processes regained trust and credibility in front of the business because of the uniformity.

Active talent sourcing contributions to the overall closures have gone up to 56% and reduced the cost of hire/recruitment cost. A recruiter's non-core activities have reduced and there are significant efficiencies with better recruiter productivity leading to a headcount squeeze of 50% for 2 businesses due to the centralized hiring model. There was a 30% increase in productivity of the talent acquisition organisation.

The vision extends for this reengineered process to be replicated internationally and building a robust internal, home-grown sourcing team. The long term strategy of the company, envisioned for this centre of excellence is to move from a cost to profit centre.

By removing ambiguity in role definitions, an investment advisory company was able to realise 11% decrease in attrition

Reducing attrition by role definition standardisation

The ambiguity in standard definitions of roles and responsibilities led to unsatisfied employees and high attrition rate in the sales department of an investment advisory company. The impact goes beyond the high attrition cost to the productivity in revenues. So much so as about 7.5% of total sales employees had to be hired every month to overcome the vacancies generated.

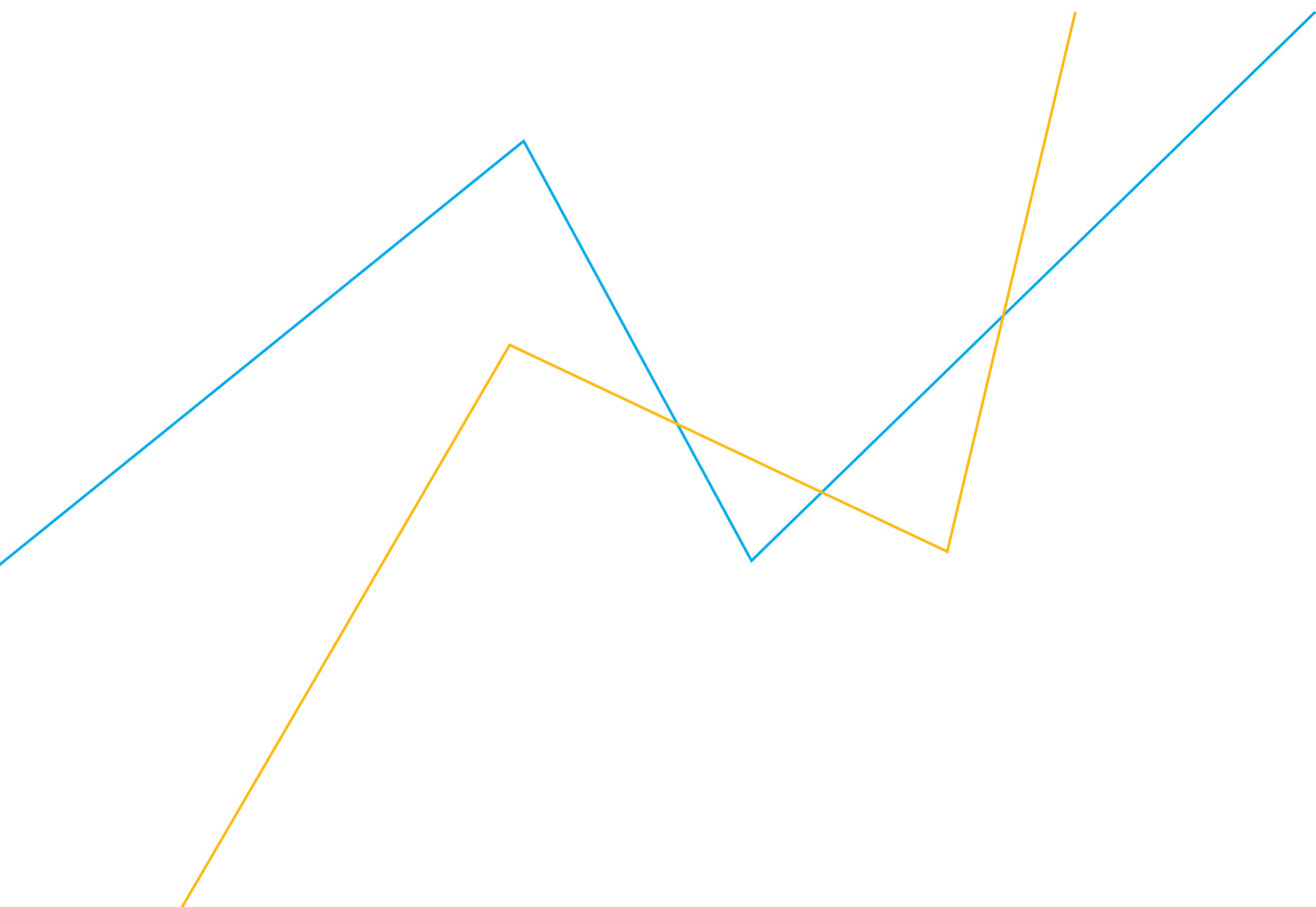
To address the right candidates for right job, the company adopted a two way approach:

Hawk eye: This exercise was aimed to help a candidate select the right job. The candidates shadow and spend the interview day with the interviewer, who is a buddy, doing this role for over 6 months. The process is designed for prospective candidates to get a practical view of the roll they are opting for, so know what they are getting in to. Henceforth the candidates can find a best fit for themselves, ensuring only the ones with will joining the organisation. It further reduces the chances of hired being unsatisfied with the job, due to lack of prior clarity about the same.

Game Toss: This exercise was aimed at helping a recruiter select the right candidate for a job. Sales being a target achievement job, the most important process of assessing the Achievement orientation competency was done via “ring toss” game. The game is so designed as to evaluate the candidate on

a linear 5 points levels of a drive to achieve, and tested their go-getter tendencies.

Both the processes demanded resources in terms of dedicated HR, time and levels of selection process. There was a shift in ratio of fresher hiring towards experience sales staff, which eventually helped to reduce the training man days and resources required for freshers, thus increasing productivity. The cost of attrition of employee selected through this measure went down to 11%. Also per employee saving and productivity for the first 6 months went up to Rs. 6000. Looking at the value addition and a rise in employer brand, the company is planning to extend the strategy to other domains beyond sales profiles.



A global beverages company's India operations greatly increased its diversity numbers through targeted hiring efforts

Targeted diversity hiring

A global beverages company set out to improve the diversity composition within the organisation in order to make it an inclusive organisation. The idea was to mirror the diversity of its customer base and to reflect the diversity of talent available while recruiting and retaining workforce. The company took aggressive targets to increase the diversity percentage by increasing the diversity hiring particularly to address low representation of women in functions like sales operations finance & IT.

A standalone approach seemed short term and not the optimal solution, as the strategy had a potential to be seen a biased and non-inclusive to start with. Addition of business hiring managers identifying specific role fit to diversify in terms of talent, seemed to be viable and had the benefit of being seen as a more collaborative with the business. However the challenge is to invest enough time so as to attract suitable talent.

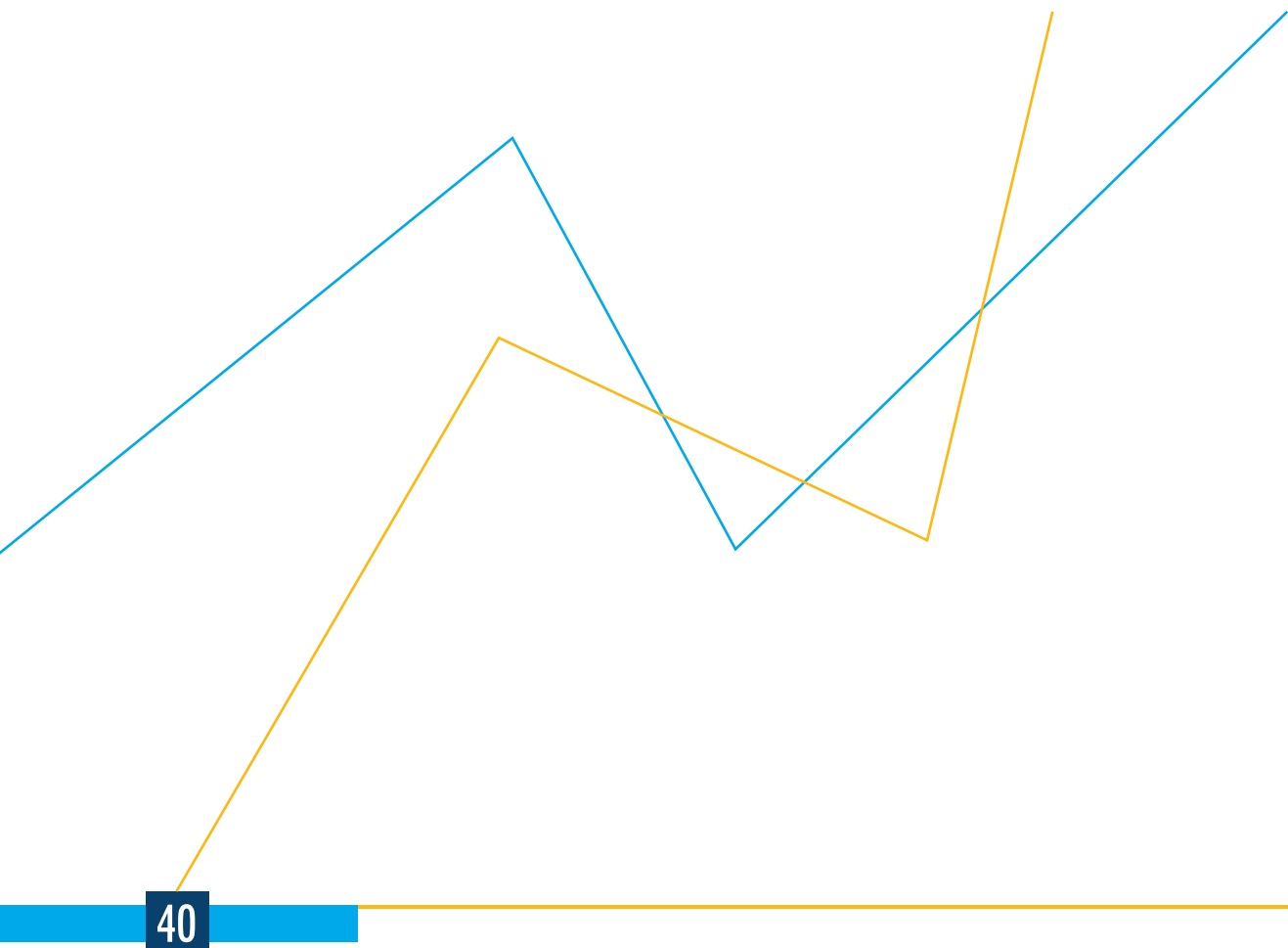
The company sanctioned an additional 2% consultant charges on diversity hiring, additional 20% over & above referral bonus for ERP-led hiring. Also, additional diversity specific consultants were empanelled.

Apart from the feel good factor, pride and benefit of cognitive insights that women bring to table, as a result of the intervention, the YTD Diversity percentage increased from 13% in FY 2012 to approximately 30% in 2013.

To backup successful diverse hiring with sustainability, diversity hiring is now a part of company's leadership KPI. In addition, a Diversity and Inclusion Council was created, that helps in building the culture towards diversity. The Council

has brought about initiatives to bring a few structural and cultural changes.

Organisations where capitalizing on diversity of consumer taste and satisfaction, in terms of product positioning are the requisite of business model, the Diversifying and Inclusion approach is the key to talent acquisition process.



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