

RECRUITMENT PRACTICES OF SELECT ORGANIZATIONS – A CASE STUDY

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INTRODUCTION

In the new economy winning will spring from organizational capabilities such as speed, responsiveness, agility, learning capacity and employee competence. Successful organizations will be those that are able to quickly turn strategy into action, to manage processes intelligently and efficiently, to maximize employee contribution and commitment and to create the conditions for seamless change. The need to develop those capabilities brings us back to mandate for HR (Daveul Rich, 1998). Human resource policies and systems require new orientation and sophistication. Right from recruitment a change is necessary to attract, retain and utilize human talents. The need for new orientation has caused lot of debate and discussion in management circles, prompted many poll surveys by business magazines and research agencies and stimulated systematic studies by academicians on issues like best employer practices, recruitment and retention. In this study, it is proposed to describe the recruitment practices of select IT organizations based on the secondary data sources. The organizations are:

1. Tata Consultancy Services Ltd.
2. Infosys Technologies Ltd.

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TATA CONSULTANCY SERVICES LTD

Tata Consultancy Services Ltd is an Indian company and was established in the year 1968. They are in to consulting , IT services, Business Process Out sourcing, in fracture out sourcing, engineering and industrial services. The total number of TCS employees are 74,000 and turnover is \$ 4.3 Billion USD.

Recruitment Process

The overall aim of the recruitment and selection process should be to obtain at minimum cost the number and quality of employees required to satisfy the human resource needs of the company.

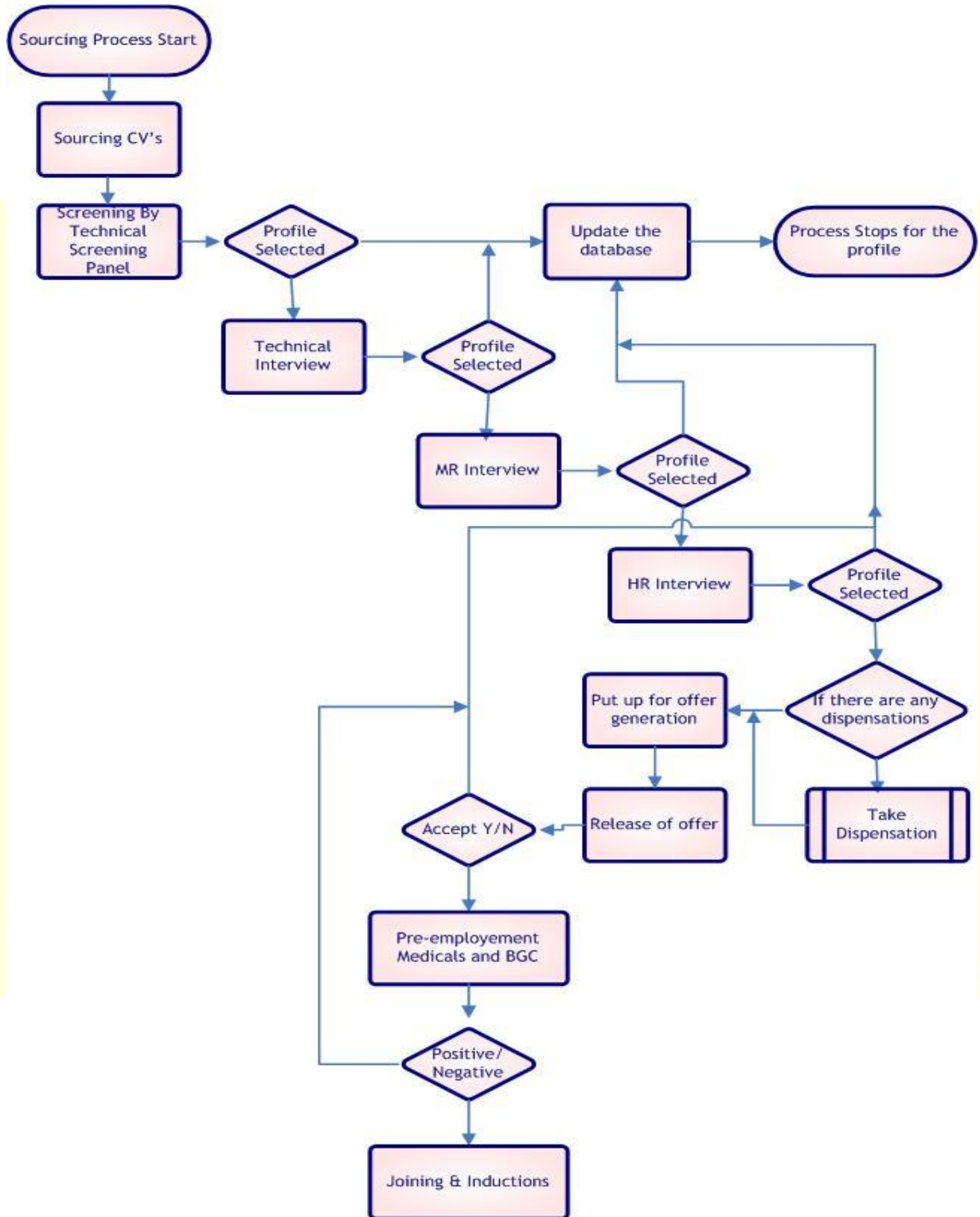
The three stages of recruitment and selection are: -

1. *Defining requirements*- preparing job description and specification; deciding terms and conditions of employment;
2. *Attracting candidates*- reviewing and evaluating, alternative sources of applicants, inside and outside the company, advertising, using agencies and consultants;
3. *Selecting candidates*- sifting applications, interviewing, testing, and assessing candidates, assessments centers, offering employment, obtaining references; preparing contracts of employment.

Defining Requirements

The numbers and categories of people required should be specified in the recruitment program, which is derived from the human resource plan. In addition, there will be demands for replacements or for new jobs to be filled, and these demands should be checked to ensure that they are justified. It may be particularly necessary to check on the need for a replacement or the level or type of employee that is specified. Requirements for particular position are set out in the form of role profiles and person specifications. A role profile listing competencies, skills, educational and experience requirements produces the job criteria against the candidates will be assessed at the interview or by means of psychological tests.

Figure 1: Shows the activity flow in Recruitment and selection process



Role Analysis

Role analysis is the process of finding out what people are expected to achieve when carrying out their work and the competencies and skills they need to meet these expectations.

Role Profiles-

The result of role analysis is a role profile, which defines the outcomes role holders are expected to deliver in terms of key result areas and accountabilities. It also lists the competencies required to perform effectively in the role- what role holders need to know and be able to do. Profiles can be individual or generic (covering similar roles).

Person specifications

A person specification also known as recruitment, personnel and job specification, defines the education, training, qualifications and experience. A person specification can be set out under the following headings:

- Technical competencies
- Behavioral and attitudinal requirements
- Qualification and training
- Experience
- Specific demands
- Organizational fits
- Special requirements
- Meeting candidate expectations

Analysis of recruitment strengths and weaknesses

Candidates are, in a sense, selling themselves, but they are also buying what the organization has to offer. The analysis of strengths and weaknesses should cover such matters that influence a job seeker to choose the company. Factors include the following:

- national and local reputation of the organization,
- pay and benefits
- working conditions,

- intrinsic interest of the job,
- security of the employment,
- opportunities for education and training,
- career prospects, and
- location of the office and plant.

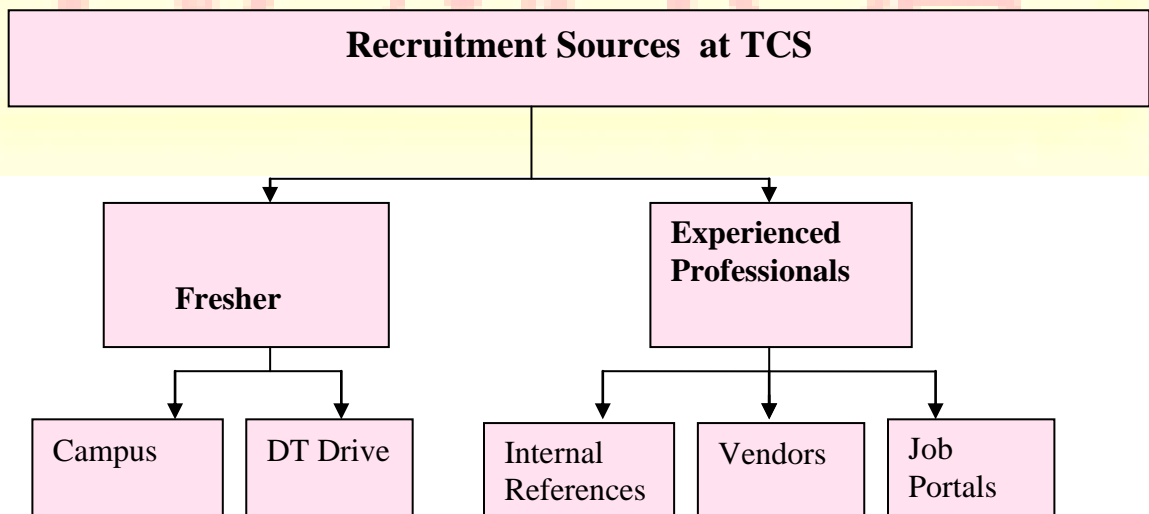
The aim of the study might be to prepare a better of the organization (the employer brand) for use in advertisement, brochures or interviews. Or it might have the more constructive aim of showing where the organization needs to improve as an employer if it is to attract more or better candidates and to retain those selected.

Recruitment methods

Different sources for resumes are:

- Job Sites (Naukri, Monster, Jobs ahead)
- Buddy Lao
- TCS Portal
- Vendors
- Paper Ads
- Campus

Figure 2: shows the sources for fresher and experienced professionals.



SOURCES OF RECRUITMENT

Internal sources

First consideration is given to internal candidates, although some organizations with powerful equal opportunity policies (often local authorities) insists that all internal candidates should apply for vacancies on the same footing as external candidates. If there are no people available with the organization, external sources are tapped.

External sources

The main sources of candidates, as described below, are advertising, the Internet, and outsourcing to consultants or agencies

Advertising: Advertising is the most obvious method of attracting candidate. When making the choice of agency or consultant, the three criteria of cost, speed and likelihood of providing good candidates are considered.

E-Recruitment: E-Recruitment or online recruitment uses web-based tools such as a firm's public Internet site or its own intranet to recruit staff. The process of e-recruitment consists of attracting, screening and tracking applicants, selecting and offering job or rejecting candidates.

Electronic CVs: Electronic CVs are associated with Internet recruiting. Computers can read CVs by means of high-grade, high-speed scanners using optical character recognition (OCR) software. CVs are scanned and converted into basic text format. The system's artificial intelligence reads the text and extracts key data such as personal details, skills, educational qualification, previous employers and jobs, and relevant dates. Search criteria are created listing mandatory and preferred requirements such as qualifications, companies in which applicants have worked and jobs held. The system carries out an analysis of the CVs against these criteria, lists the candidates that satisfy the entire mandatory requirement and ranks them by the number of these requirement each one meets.

Sites: The main types of online recruitment sites are:

Job sites- These are operated by specialized firms and can contain over 1,00,000 vacancies with 6 or 7 million ‘hits’ a month. Companies pay to have their jobs listed on the sites, which are not usually linked to agencies.

Agency sites- are run by established recruitment agencies. Candidates register online but may be expected to discuss their details in person before their details are forwarded to a prospective employer.

Media sites- Which may simply contain a copy of an advertisement appearing in the press, but may include an external description of the vacancy and the company and provide a link to the company’s website.

Outsourcing Recruitment

Outsourcing recruitment involves at least three types of outside agents to facilitate effective recruitment as shown below.

Source	Functions	Charge	Merits
Agencies	Deal with secretarial and office staff.	15 percent or more of the first year’s salary.	Quick and effective but quite expensive.
Recruitment consultants	Advertise, interview and produce a shortlist.	15 to 20 per cent of the basic salary for the job.	They provide expertise and reduce workload.
Executive search consultant or ‘Head Hunters’	Search persons for Senior jobs.	30 to 50 per cent or so of the first’s year salary	Where there are only a limited number of suitable people and a direct lead to them is wanted. They are not cheap.

Responsibility for recruitment

The responsibility for recruitment lies with HRD. HRD is the life-line of any organization and throughout the tenure of an associate's employment with TCS, HRD touches each and every aspect of their lives. HRD has the following functions and functionaries.

H	-Sourcing of Recruitment/Talent Acquisition
R	-Compensation and Performance management
D	-Associate Engagement/ Associate Welfare
D	-Associate Care (Related to Policies & Benefits)
D	-Attrition and Retention
D	-Manpower Allocation Task Committee (MATC)
D	-Learning and Development (L&D)

Talent Acquisition Team

The talent acquisition team performs the following activities.

- Sourcing of resumes,
- Arranges weekend drives for experienced professionals,
- Arranges campus recruitment,
- Arranges panels for taking technical, MR and HR rounds,
- Gives offers,
- Makes background verification check,
- Arranges medical tests for joining candidate, and
- Arrange induction program for a week

Manpower Allocation Task Committee (MATC)

MATC is a pool between project and associate (Figure 3). The primitive function of MATC is to allocate the candidate according the project requirement. MATC utilize the talent according to the clients order. MATC also generates the requirements of candidates to the human resource department (HRD) to get the talent on time as shown in Figure 4. HR department then sources the resumes of candidates for respective skills set, which are required for completing the project. MATC works through the following tools.

- Requirement Gathering System (RGS)
- Network Delivery Model (NDM)
- Foreign Deputation Facilitation Unit (FDFU)

Figure 3: Role of MATC

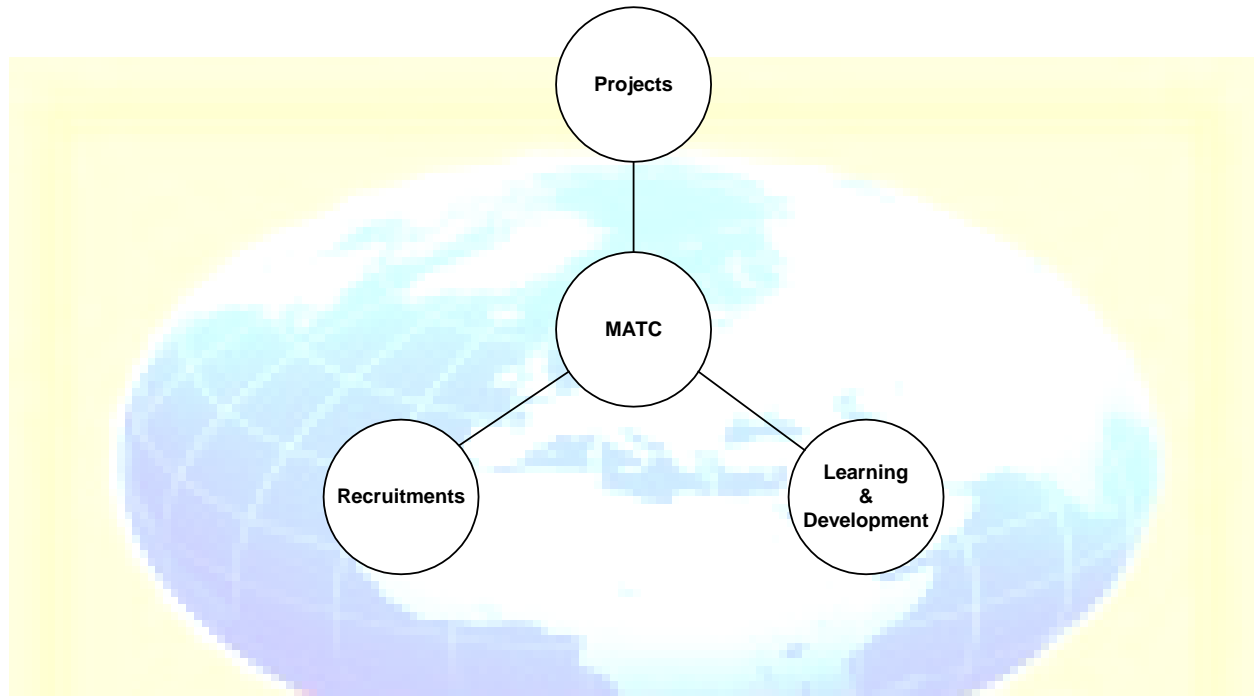
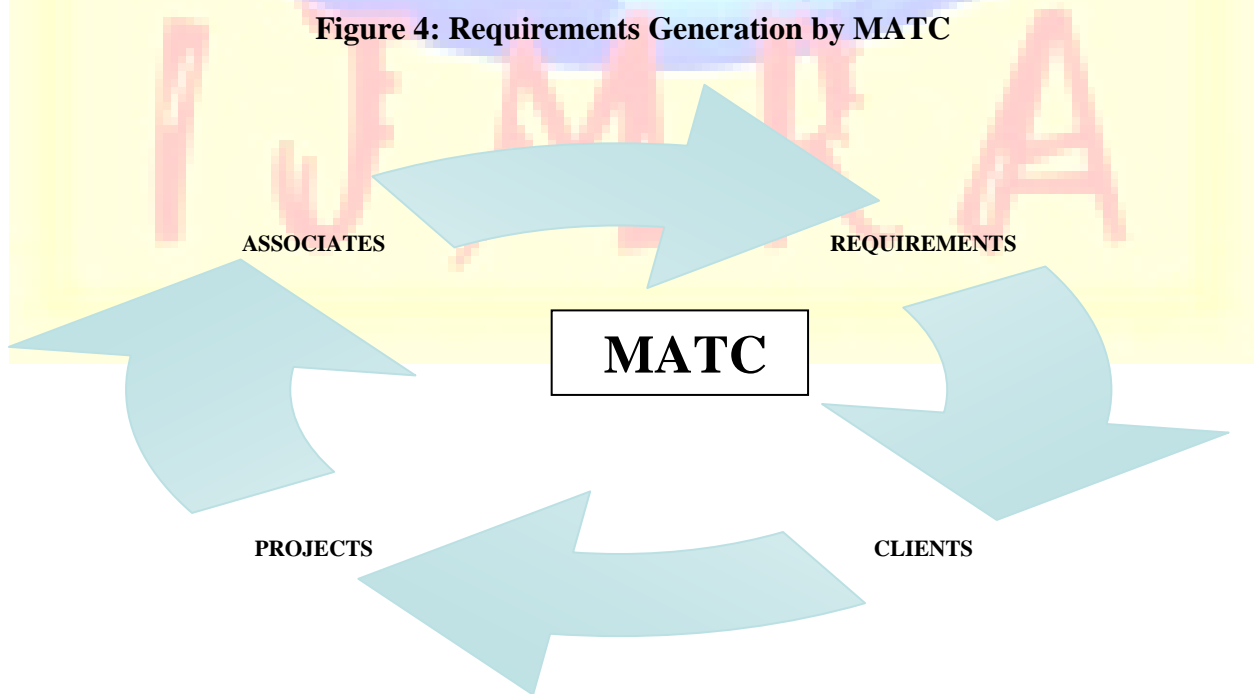


Figure 4: Requirements Generation by MATC



INFOSYS TECHNOLOGIES LTD

Infosys Technologies Ltd., is a leading Indian software company and was established in the year 1981. They are in to consultancy services, IT services, engineering services, BPO services. The total number of employees are 94,379, and turnover is about \$ 4 Billion USD.

The company was well-known for its employee-friendly HR practices. It was given Business Today “The Best Managed Company Award” in 2005. Infosys was one of the first companies to offer ESOPs to its employees. The company followed variable compensation structure where the employees compensation depend on the performance of individual, the team and the company.

Nandan Nilekani, CEO, President and Managing Director, Infosys, observed in 2006.

“We believe that people are our core assets and their empowerment is the key to scalability and longevity. Respect, dignity, fairness and inclusiveness are essential to get the best out of employees.”

According to TV Mohandas Pai, Director Human Resources, Infosys,

“Shortage of manpower is definitely a factor we are concerned with”.

Recruitment process

Infosys uses Recruitment Management System (RMS) developed by Blue shift, an online solution provider based in Chennai, India. Blue shift, was built on a dot NET platform and consisted of different modules for candidates who applied directly, for employee referrals, for staffing agencies which submitted the profile of suitable candidates, and for applications submitted by campus placement coordinators.

On the selection process at Infosys, Fortune wrote, “Securing a position at Infosys is more competitive than gaining admission to Harvard. Last year, the company had more than 1.3 million applicants for full-time positions and hired only 1% of them (Harvard college by comparison accepted 9% of applicants). Candidates who were not selected could reapply after nine months. In 2005-06, more than 14, 23,600 candidates applied to Infosys for employment. Of these, 48,750 were interviewed and 16,878 joined the company.

The initial screening was done based on academic criteria and experience. Short listed candidates were called for a written test which comprised arithmetic reasoning, analytical thinking, and English language skills. Candidates who scored above the cut-off marks in the selection test were called for an interview. The interview panel consists of personnel from the HR department and technical managers. During the interview, a candidate's communication skills, presentation skills, flexibility, and aspiration levels were tested.

Recruitment methods

Recruitment is done through the following

- Campus interviews,
- Advertisements in news papers, and
- Applications received through the company's web site.

(i) Experienced: Infosys recruits experienced personnel for positions such as domain experts, domain consultants, personnel in the consulting area and technical architects.

(ii) Fresher: Each year, out of the total recruitments, Infosys planned to hire 70% college graduates and 30% lateral workers. In the first quarter of 2006-07, 4,200 freshers were recruited while lateral hires were at 2,140.

(iii) Local candidates: In foreign markets, most of the sales personnel and client servicing personnel were recruited locally. According to Hema Ravichander, former Global Head (HR) Infosys, "about 41% of the client facing team is non-Indian and approximately 2% of Infoscians are non-Indians".

In 2006, Infosys planned to recruit around 25,000 people and in order to overcome the shortage in the country, the company was looking to hire people from the 17 countries in which it operated. We are looking at increasing our local hiring at various geographies, where we have presence". In 2006, the company recruited around 300 graduates in the US and 25 in the UK. In China, Infosys planned to recruit around 1,000 employees.

Competencies required

While recruiting new employees, Infosys takes adequate care to identify the right candidates. On the qualities that Infosys looked for in a candidate, Nilekani said,

*“We focus on recruiting candidates who display a high degree of **learnability**. By learnability we mean that ability to derive generic knowledge from specific experiences and apply the same in new situations. We also place significant importance on **professional competence and academic excellence**. Other qualities we look for are **analytical ability, teamwork and leadership potential, communication and innovation skills, along with a practical and structured approach to problem solving.**”*

Innovations in Recruitment

Several initiatives are taken by Infosys top overcome the problem of talent shortage.

Instep

Through a program called Instep, Infosys offered internship to students from foreign universities. It was launched in 1999. The duration of the Instep programme was six weeks. As of July 2005, Instep received around 9,500 applications and chose around 100 students as interns. The interns were from reputed universities and business schools like MIT, Stanford, Harvard, Wharton, Carnegie Mellon, Oxford, London Business School, Munich, Dramstadt, INSEAD, and Royal Melbourne Institute of Technology.

The students were exposed to live projects during their internship with infosys. The students undertook a study on a wide range of topics like equity based compensation in the HR department , the telecom industry in Europe and new services that could be offered there and other topics such as work ethics ,working hours, and employee motivation.

As a part of this programme, infosys conducted a seminar trough which the interns were given a basic idea about Indian culture, cuisine, working style, etc. In order to guide and help them on project –related activities and to buddies who helped them.

Global Talent Programme

The Global Talent Programme is Infosys' university level recruitment programme outside India. Trainees recruited under the program underwent a customized education and training programme in Mysore, where they were trained on technical skills, client facing skills, and the global delivery model of Infosys. In 2006, 126 students from 85 US universities were offered employment in Infosys. Infosys was also looking at UK and other European countries besides Australia and china and planned to recruit 300 trainees from the US in 2007.

Campus Connect

In July 2004, Infosys launched the "Campus connect" program that focused on grooming the students in engineering college and transforming them into industry –ready professional. Infosys invested Rs.100 mn in the program and published its in house course wear on its web site. The program aimed at reducing the burden of training at Infosys as the students of the campus connect program would have some amount of training imported to them. The program also aimed at solving issues such as outdated courses that were taught in some of the engineering colleges and absence of industry orientation among the engineering colleges and students. As a part of Campus connect program, Infosys launched a portal to connect students and teachers of engineering colleges with the company. The portal contained information and course ware related to the IT industry that could be used by the students and faculty. The portal also contained online tests to help students assess their capability.

Campus Ambassador Program

The Campus Ambassador Program (CAP) aims to building relationships with top colleges and creating an understanding of the software industry, available job prospects and growth opportunities in the student and academic community. The programme is a 4 month internship (September – January) and starts with the chosen campus ambassadors from colleges across the country participating in a week long orientation program at he Bangalore office, during which they meet with top management and get a perspective about the industry .In its 3rd year , this program has grown to include 125 colleges under its reach and has attained an aspiration status for students to be selected as the Infosys campus ambassador of the year.

Professor Internship Program

This program aims to bridge the divide between management theory and the dynamics of real world business. The program invites faculty members from B-schools and premier graduate schools for various functional projects at the Infosys. Each project experience becomes an enriching corporate medium to study live subject matter and gain real-world insights for advanced academic research.

Project Genesis

This program creates an awareness amongst the teaching fraternity in B and C towns, to equip teachers to create a positive reflection of the industry among students, help them acquire the necessary skill sets through training programmes and handle any queries about the careers. Over 6000 students have been trained under “Project Genesis”, since its kick off in April 2004. Based on the success of the initiative in Karnataka, Infosys was invited by the Rajasthan government to launch a similar initiative.

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