

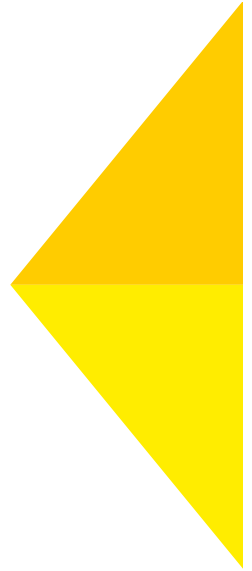
# Talent Acquisition

## Art, Science or Intuition?





- Executive Search, Recruitment & Background Screening
- Headquartered in Mumbai and Offices in Bengaluru, New Delhi – NCR, Pune and Chennai
- Team Strength of 120+
- India Member of IMSA Search Global Partners Ranked in Top 30 of the Leading Executive Search Providers Worldwide
- Dedicated Industry Focused Practise for Technology, BFSI, Consumer, Manufacturing, Healthcare and Others



# Talent Acquisition

- Art, Science or Intuition?



Dr. Santrupt B. Misra

Group HR Director

Aditya Birla Group



“New technologies will bring great speed and power to talent acquisition process by creating smart solutions for different phases and needs of talent acquisition. In high volume recruitment, it would definitely be a great source of efficiency and quality. While the value of predictive analysis is being over focused on, I believe the new technologies will enable data triangulation about candidates improving the overall understanding regarding suitability and culture fit of candidates, which in turn will immensely help organisations to onboard people faster and get them to

a productive state much earlier in the new context. While these technologies can be of great assistance, these would not be replacing human assessment and judgment in every situation or be perfect substitutes for them. So staffing managers may be well advised to combine the power of technology with real time human judgment than submit to the seduction of new technology, irresistible though it may seem. We need to be conscious also that the field is still emerging, and we will see more exciting developments as we go forward.”

Mr. Anil Sachdev

Founder & CEO,  
School of Inspired Leadership



"Talent Acquisition is a critical business process for building capability for the future. Given the extraordinary disruptions taking place in the world and the birth of new business models, it is imperative not to hire people based on a narrowly defined set of competencies for a given role. Instead, we need to follow a 'Talent Appreciation Process' that hires for the organization and pays attention to preparing people for the future. Capacity to learn, think, relate and act may be focused on as

these form the 'raw material' that could be converted into the competencies for the future. A lot of effort must be made to understand what matters to each person, what values they deeply care for and the hunger they display for acquiring new competencies. Aspects such as Mindfulness and Compassion may be given high importance as they enable people to learn from within and without."

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Dr. Sanrupt B. Misra

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Mr. Anil Sachdev

Founder & CEO, School of Inspired Leadership

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## Talent Acquisition





# Talent Acquisition

## 1.0 Talent Acquisition

*"You can dream, create, design and build the most wonderful place in the world...but it requires people to make the dream a reality" - Walt Disney*

*"Nothing we do is more important than hiring and developing people. At the end of the day, you bet on people, not on strategies." - Lawrence Bossidy, Former COO of General Electric*

### 1.1 Talent Acquisition – Need & Significance

Talent Acquisition is the process of attracting, sourcing, hiring and on-boarding a required mix of skilled human resources as per organizational needs. Companies hire talent for various situations and needs as briefly mentioned below:



#### 1.1.1 Inception / Start up Stage

Experts suggest that a company at its inception stage require different skills than an established company. As per Nasscom, India is the 3rd Biggest Startup Hub in the World with more than 1,200 startups came up in 2018 in tech space. Besides tech startups are coming across various sectors including, retail, food, fintech, energy as well as other sectors. Also this is a thrust area for Indian Government highlighted in budget July, 2019. Startups need very unique skill sets which includes ability to setup new processes and systems and work in a highly dynamic environment.



**Landscape**  
Country Comparison

India continue to be 3rd largest start-up ecosystem in the world



	USA	China	India	U.K.	Germany	Israel
Number of Unicorns	126	77	18	15	6	4
Unicorns in 2018	25	20	8	2	4	2
Avg. Time to Unicorn (Years)	6 - 8	4 - 6	5 - 7	7 - 9	6 - 8	5 - 7
Avt. valuation per Unicorn (\$ Bn)	~3.5	~3.8	~2.4	~2.3	~2.1	~1.2

1.1.2 Growth

Companies grow through various strategies such as market penetration, market expansion, product expansion, diversification, acquisition, etc. The constant horizontal and / or vertical growth creates a constant need to hire.



1.1.3 Attrition/Replacement hiring



“Attrition in India is at 14 percent, marginally higher than global and Asia Pacific countries (11.20 percent and 13.81 percent, respectively)”, says a report.

Employee attrition is normally due to reasons like higher salary, career growth, relocation, culture mismatch etc. Most of the times attrition hiring needs to be addressed immediately.

#### 1.1.4 Succession Planning



Companies do plan to hire successor ahead of time for retiring leaders as huge amount of training & grooming is involved in the process. Organisations first look at the internal talent pool and only when that the required skill set is not readily available they go for external hiring for succession planning. Recruitment for succession planning is very strategic and important for the company.

### 1.2 Ever Changing Business Scenarios

Ever changing needs of human beings, environment & businesses necessitate focused research and development efforts which in turn results in to proliferation of newer technologies, products & business models. To adopt new business models and technologies companies need to induct manpower with certain new skills. The manpower planning and talent acquisition strategies need to be aligned to changing business goals. The newer skill set is required across functions and levels.

#### 1.2.1 Impact on manufacturing Sector

Manufacturing sector has seen transformation due to changing product portfolio

as well as production technologies. At one point of time name of Kodak (using film rolls) was synonymous with Camera. However, the market was taken over by new players like Sony, Panasonic by quickly embracing digital technologies. Lately mobile cameras led by Apple, Samsung have taken the lead. Similarly, automobile engines have seen transition from steam to diesel to CNG and now electrical. Furthermore, there are trials at the advanced stages for autonomous cars or robotic cars. The newer production technologies like Automation, Robotics, 3D Printing, Industry 4.0 are changing the face of the manufacturing.



Kodak Roll Camera



Camera Sony Advance



Apple Smart HDR Camera



Steam Engine Car



Diesel Engine Car



Electric Car



Autonomous car

Changing products calls for continuous investments on R&D thus require Futuristic Scientist & Technocrats to join the workforce. While new-age manufacturing technologies pose a threat of unemployment for blue-collar workers including machine operators, inspectors, material handlers, equipment cleaners, helpers, labourer etc. New age manufacturing will increasingly require technical staff in engineering, designing and technology functions. Skilled machine operators are getting replaced by engineers due to increasing complex technologies used for production. A summary of increasing and decreasing jobs in manufacturing is presented in the following table.

Increasing Jobs	Decreasing Jobs
<ul style="list-style-type: none"> <li>• R&amp;D and Innovation Professionals</li> <li>• Production Engineers</li> <li>• Production Automation Experts</li> <li>• Sales and Marketing Professionals</li> <li>• Data Analysts and Scientists</li> <li>• AI and Machine Learning Specialists</li> <li>• Software Applications Developers</li> <li>• Information Security Analysts</li> </ul>	<ul style="list-style-type: none"> <li>• Production Managers</li> <li>• Assembly and Factory workers</li> <li>• Material Handling workers</li> <li>• Stores Record Keepers</li> <li>• Accounting, Bookkeeping and Payroll Clerks</li> <li>• Data Entry Clerks</li> <li>• Administrative staff</li> <li>• Building caretakers</li> </ul>

1.2.2 Impact on Services sector:

Service sector has seen rapid changes in business models due to technological advancements. BFSI and Retail are the large and most impacted sectors. Retail is becoming e-tail and has brought new players like Amazon and Flipkart in the forefront. Also the existing retailers are adopting omni-channel for sales, marketing and customer services. In Banking physical transactions like usage of cheque books, ATM etc. are paving the way for online transactions.



Onsite customer support agents in few sectors like banking, travel etc. are getting replaced by tele-support agents across sectors, similarly in retail store sales officers are making ways for delivery boys. RPA (Robotics Process Automation) Engineers, Data Scientist are taking away jobs of Tellers, Clerks and other support staff. A summary of increasing and decreasing jobs in services sector is presented in the following table.

Increasing Jobs	Decreasing Jobs
<ul style="list-style-type: none"> <li>• Digital Transformation Professionals</li> <li>• User Experience Specialist</li> <li>• Product Managers</li> <li>• Sales and Marketing Professionals</li> <li>• Data Analysts and Scientists</li> <li>• AI and Machine Learning Specialists</li> <li>• Software Applications Developers</li> <li>• Information Security Analysts</li> <li>• Offsite Customer Services &amp; Support agents</li> <li>• Door to Door Delivery Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Sales/ Purchase Brokers</li> <li>• Cashiers/ Tellers</li> <li>• Ticketing Staff</li> <li>• Entry and other Clerical staff</li> <li>• Onsite Customer Services &amp; Support Agents</li> <li>• Stores record keepers</li> <li>• Accounting, Bookkeeping and Payroll Clerks</li> <li>• Administrative staff</li> </ul>

An analysis of global 500 companies reveals, many industry leading companies could not keep-up their legacy and turned bankrupt or became marginal over a period of time. Some of them lacked vision of technological advancements and its effect on changing lifestyle and the product portfolio. Timely investment in R&D, technology and manpower would have saved many companies. This probably is the main reason why Sony & not Kodak became a leader in digital camera landscape. There are numerous other examples.

### 1.3 Why Hire Right Talent

Recruitment of right talent is the most important activity post strategic vision of an entrepreneur. Hiring each right talent in that sense is an important milestone in the journey of the organization's growth. A wrong recruitment may jeopardize organization's future apart from incurring



financial and intangible losses and delays. Some examples of hiring right talent by leading companies are mentioned below:

- a. Companies select premium institutes to hire their fresh talent.
- b. Companies are willing to pay premium to get the 1st Day slot to hire the best from the best /premium institutes.
- c. While few companies prefer to hire such talent at the end of the Degree year, few companies prefer to hire in the penultimate year of the Degree.
- d. Hiring from industry leading competitor firms with right mix of skill sets.
- e. Companies conduct multiple round of interviews.
- f. Companies conduct assessment tests.

"The key for us, number one, has always been hiring very smart people. If we weren't still hiring great people and pushing ahead at full speed, it would be easy to fall behind and become some mediocre company." – Bill Gates

"The secret of my success is that we have gone to exceptional lengths to hire the best people in the world." - Steve Jobs

"Acquiring the right talent is the most important key to growth. Hiring was - and still is - the most important thing we do." - Marc Benioff, Founder, Chairman and co-CEO of Salesforce

### 1.4 Talent Acquisition – Then & Now



It's said that recruitment originates back to Ancient Greece, Egypt & Rome for recruiting / calling of soldiers for war / military service to King, however it's known that the start of modern recruitment, as we know it, began in the 1940's as a result of World war II.

Dimensions and processes of Talent acquisition have made rapid progress in last few decades. In the last few years, digital technologies are helping recruiters to a great extent at the same time overflow of information is throwing newer challenges. Current recruitment trends are filled with very innovative & new age technologies, we are moving into a world of computer BOT language, Blockchain, Artificial Intelligence, Machine Learning and "CLOUD". Some of these are covered in greater detail in our chapter "Digital Transformation of Talent Acquisition".



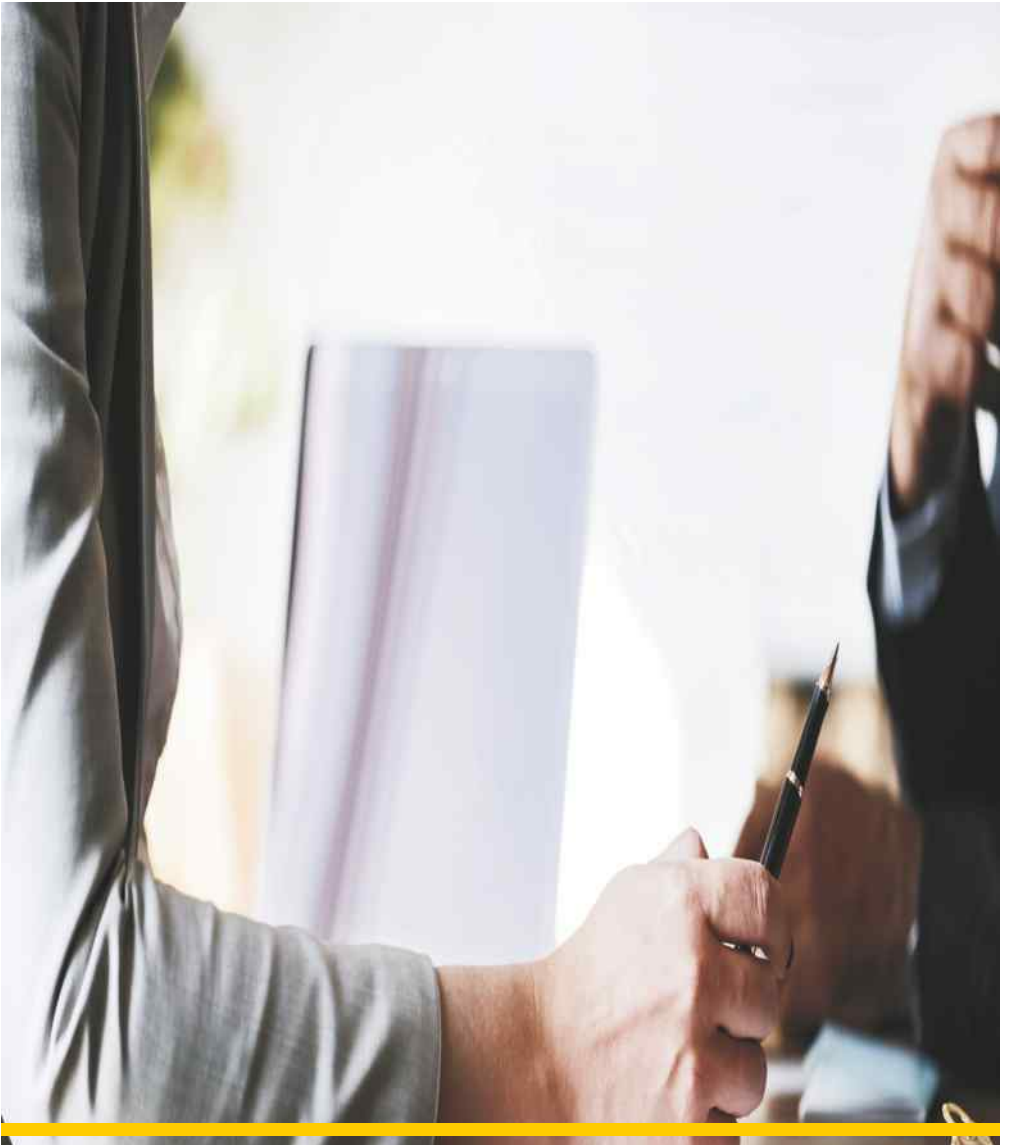


“At CGI we believe that Leaders who are responsible for business growth, client relationships and business delivery are in the best position to attract and recruit talent. Being close to the clients, our Leaders are well positioned to hire talent for immediate assignments and to plan the evolution of the team’s skills and relevance to their clients’ current and future needs. Our Leaders are at the heart of the recruitment process – fully participating in building a qualified pipeline of candidates, selection, interviews and making offers. The recruitment team works in collaboration with the hiring

Leaders supporting the overall recruiting process.

Additionally, we are strongly focused on member (employee) referral – this is our preferred route to identify candidates as it brings quality, better culture fit and helps us to build an extended network in the community.

To support our Leaders with the recruiting process, we have implemented various digital solutions and created automated dashboards. Candidate experience is at the center of our recruitment process and our Leaders are motivated to engage in rich and meaningful interactions with our candidates.”



## Talent Assessment

# Talent Assessment

## 2.0 TALENT ASSESSMENT

Talent Assessment tests are mainly used by companies for pre-employment screening to determine if the candidates are possessing required skills for the specific job. Employers are able to judge certain characteristics / traits of the candidate which are difficult to obtain during the normal interviewing process. Personality type, cognitive abilities, emotional quotient, communication skills, logical reasoning and many more aspects are assessed. Talent Assessments are primarily divided in to two categories

- 1) Psychometric assessments
- 2) Skill/functional tests.

### 2.1 Psychometric Assessment:

“Psychometric” basically deals with measurement of the mind. From a candidate’s profile and your interaction with him/her, it is easy to know details such as academic background, skill set, past work experience, and outward appearance. However, it is not possible to assess behavioral traits and cognitive abilities. A psychometric test allows you to do just that.

Psychometric assessments enable employer to evaluate candidates on the basis of their IQ, logical thinking, interest and personality etc., which eventually helps them if candidate is a good fit to perform the given job. This also helps employer to understand the strength and weakness of the candidate.

There are two types of psychometric test to judge aptitude and personality aspects of the candidates as briefly mentioned below:

Aptitude tests enables the employer to understand the candidate’s mental ability including general intelligence, number abilities etc. requires to perform the specified job.

Personality tests are able to judge candidates on traits like high/low risk taking, introvert/extrovert, dominant/ docile, persuasive/unconvincing etc. Different functions and management levels require different set of personality traits which

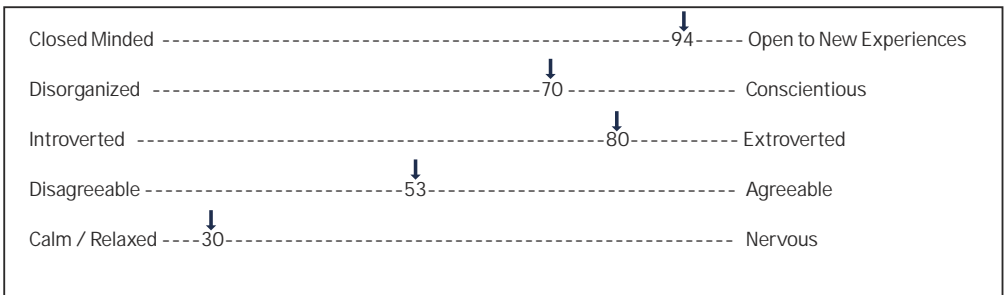
can be assessed by these personality test. Some of leading Psychometric Tools are mentioned below:

### 2.1.1 The Big 5 Personality Test

The 5 personality traits known as “Big 5” are ‘Openness’, ‘Conscientiousness’, ‘Extraversion’, ‘Agreeableness’ and ‘Neuroticism’, The acronym ‘OCEAN’ is used for easy recall.

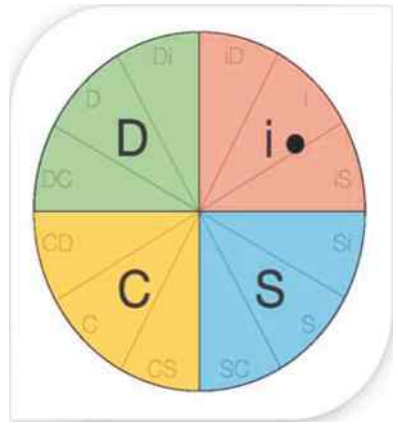
- ‘Openness’ represents how willing an individual is to accept new or non-conventional ideas and experiences, whereas conservatism or traditional are the ones who follow the existing traditions.
- ‘Conscientiousness’ can be observed in an individual’s drive to complete a task to the best of their ability, their attention to detail and level of organization, whereas playful attitude is more easy going, not on time, undisciplined.
- ‘Extraversion’ describes how enjoyable an individual considers social interactions and risk-taking behaviors on the contrary we have Introverts who are reserved, avoid social interactions.
- ‘Agreeableness’ indicates the level of cooperation and consideration an individual might display to others, whereas rigid ones are less cooperative and may not accept others’ ideas.
- Lastly, ‘Neuroticism’ refers to an individual’s ability to remain calm when under pressure and how well they deal with stress, whereas the ones who are sensitive have mood swings, insecure, cannot take own decisions.

A sample summary report is presented below:



### 2.1.2 The DISC Assessment

The DISC assessment is based in the following personality dimensions like Dominance, Influence, Steadiness and Conscientiousness i.e. DISC) which is developed by William Moulton Marston, an American psychologist. In DISC assessment these 4 styles are represented in a circle in 4 zones and each of the zone is further divided in to 3 regions. Placement of dot helps to analyze the characteristic/ style of the person assessed. If the dot is placed in the middle region of a zone, he/she is likely to possess that style itself, however if the dot is placed at upper or lower region then person is slightly possessing the corresponding style. If a dot is towards the edge, then it is observed that the person is strongly associated with that style and if position of the dot is towards the center reflects the person is less associated with the particular style. Following picture further explains and represent a DISC assessment.



### 2.1.3 The MBTI Personality Type (Myers Briggs Type Indicator)

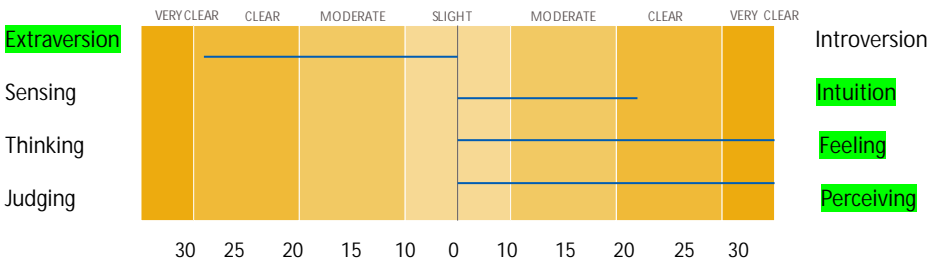
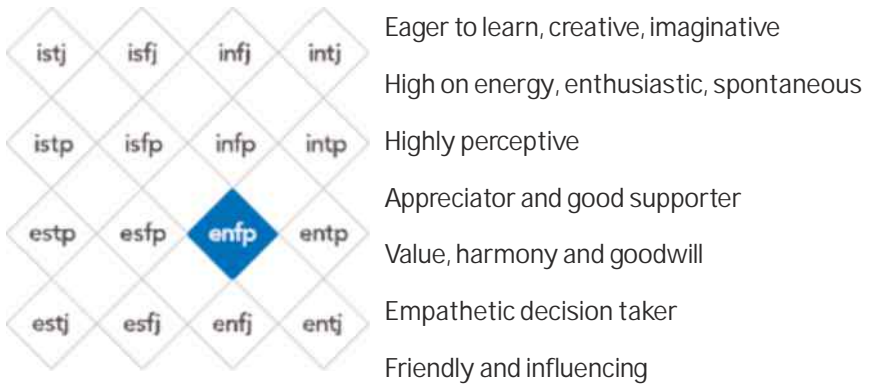
The MBTI was developed by Katharine Briggs and Isabel Briggs Myers, on the basis of Carl Jung's theory of personality types. The MBTI analyses psychological differences of people and categories them into four opposite pairs, which results in to 16 possible psychological traits. These four pairs are 'Extraversion /introversion', 'sensing/intuition', 'thinking/feeling', and 'judgment/perception'. It is emphasized that MBTI does not say if any of the type is ideal or better or worse. The meaning of these 4 groups is further elaborated below:

- A person is an Extrovert or Introvert depends on the how he or she gives preferences to the outer world or inner world. If a person uses his energy to deal with situation or people is then an Extrovert, whereas if a person uses his energy to his own ideas or beliefs then he is an Introvert.
- Sensing or Intuition can be described the way person processes the

information received. So if a person prefers to describe it on the basis of facts then his characteristic is Sensing, however if the person prefers to look into unknown and explore ideas then his characteristic is Intuition.

- Think or Feeling is based on decision making process adopted by an individual. If decision is based on logic then he/she is "Thinking type", however if the decision is based on emotions or values then the person is "Feeling type".
- Judgement or Perception depends upon how the person approach the world. The Judgmental type will form opinion based on the information possessed by him/her without exploring the facts and details, however a Perceiver will explore the facts and figures prior to reaching any conclusion.

The candidate is assessed on all the 4 pairs and further assessed on the degree of clarity of each pair. Following picture further explains and represent a MBTI assessment.



## 2.2 Functional or Skill Test

These tests help recruiters to shortlist the candidates with the necessary job-related competencies. These are skills that one acquires through their education and work experience. Skill tests measure hard skills, which mean instead of measuring basic aptitude, they let you know the extent of knowledge that the candidate has acquired till now in the respective functions.

The functional or skill tests are generally conducted at the entry level and/or lateral levels but not for leadership levels. Normally following functional/skill tests are being used in the industry:

- Language Proficiency Tests: Tests are available for various languages including English, German, Japanese etc.
- Software Programming Tests: Specific skill sets tests are available across technologies including JAVA, Net, SAP, Oracle, etc.
- Functional Test: Function wise tests are available including HR, sales, Accounts, etc.

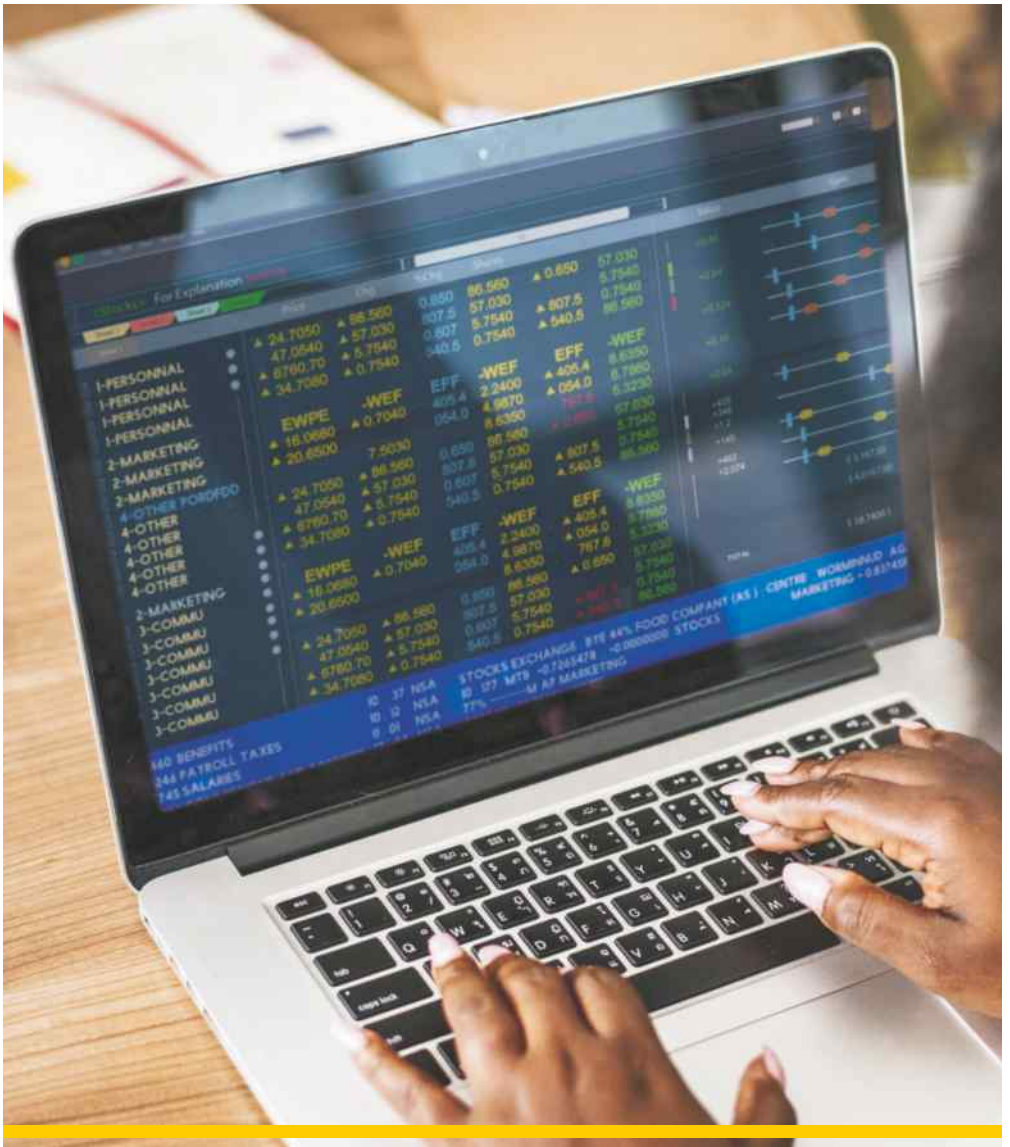
The above tests are also categorized in terms of their level of proficiency such as beginners, advanced and expert levels as per the job requirement.

## 2.3 Assessment Center

Assessment Center is a detailed process of assessing employees and candidates for a defined job role and it is generally used for higher management levels. Leading organization are using Assessment Centers for performance appraisal, promotions, job rotations apart from interviewing fresh candidates for a specified job. The assessment center is a name given for a process and not a place. The Assessment center processes may take anywhere between half-day to 3 days based on the combination of tests selected for the specified job role. The trained assessors evaluate Knowledge, Skill and Abilities (called KSA) over a series of steps including interviewing, group discussions, psychometric assessment, simulation techniques, etc. to arrive at any conclusion. Some of the prominent steps being followed by leading companies are briefly described below:

- I. Personal Interviews: Being Described in chapter 7.2.
- II. Panel Interviews: Described in chapter 7.2.
- III. Psychometric Assessment: Described in Chapter 2.1
- IV. Simulation Techniques: The candidate is subjected to a day-day to business situation relevant to the job for which he/she is being evaluated. Candidate receives emails, telephone calls, requests and expected to handle the situation. They are observed and assessed with respect to his responses, decision making, communication skill etc. Some of the simulation techniques commonly used are In-Basket Technique, Role-plays, Management Games etc.
- V. Group Discussions: A group of 4-6 participants discuss a current business problem and expected to come out with solutions within a given time frame. The group is not having any formal leader.
- VI. One to one presentations: The candidates are requested to prepare their own presentation within a time frame and on a particular business case. Then they make a presentation to a panel /single assessor.





## Digital Talent Trends in Workforce



“The transcendence of Digital Revolution has changed the business landscape and its impact is seen in all the areas of an organizational management, including human resource, where digitization continues to have a significant impact on people practices. When it comes to talent acquisition, the maximum impact of technology and digital upheaval can be seen and the workplace which was once dominated by prospective candidates trying to find jobs is now asking employers to take a proactive approach to sourcing candidates. Enterprises as a whole are becoming digital, and HR is now taking a leading role in this digitization revolution. Not only are companies digitizing HR platforms but they are also developing digital workplaces and digital workforces.

With the emergence of technology, innovations can be seen in areas of applicant tracking system which does everything from posting job ads on multiple platforms, collecting/ uploading resumes, analyzing candidate profiles, scheduling interviews and more. Also, more

organizations are expected to adopt a SMAC-enabled (Social, Mobile, Analytics and Cloud) application process to match candidate expectations specially, Gen Z population. Mobile recruiting is an upcoming area where 90% of job seekers use handheld devices for job searches, so it's crucial for companies to have a mobile-optimized careers page. The next important parameter will be leveraging predictive analysis in hiring since the complexity of workforce will enable HR to execute smarter workforce decisions and ultimately impact business outcomes. Automated assessment tools, integrated e-recruitment systems and video interviews will also act as game changers in technology in the hiring space.

Innovation and new technologies are the constant driving forces behind growth in today's era and the future will definitely see a splurge and increased investments on developing skill sets for people to handle automation and digital revolution for enhanced competitive advantage.”

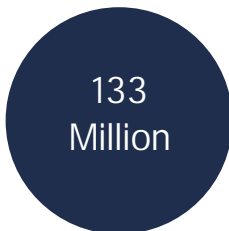
# Digital Talent Trends in Workforce

## 3.1 Emerging & Declining Skills

Today, we live in digital age, starting with booking an online taxi, using google maps for road navigation, ordering daily stuff online, reading news on mobile apps etc. Digital transformation is impacting every business sectors including Automobiles, Manufacturing, BFSI, Consumer, Healthcare, Education, Airlines, Media and Entertainment, IT/IES etc. Nature of impact and timelines may differ from sector to sector but surely all businesses will have to transform and adopt to the digital world else they will be left out in the race. AI, drones, robots, big data, machine learning, - navigating through this new, full of hi-tech stuff reality, may be challenging. Not everyone will come out of this task unscathed. With the growing usage of digital also increasing are the cyber-attacks. Hence companies need to infuse Right Digital TALENT (DigiTAL) in the company. DigiTAL will foresee priorities and adapt digital technologies to meet challenges and opportunities. Digital transformation is not an option. It is an imperative. Moreover, it is completely independent of a company's size. DigiTAL will have to be inducted across hierarchy levels and functions like IT, marketing, sales, design, production etc. At leadership level companies are appointing, Chief Digital Officer (CDO), Chief Information Security Officer (CISO), Chief Analytics Officer(CAO) etc. The World Economic Forum (WEF) in their Sept, 2018 report predicted following emerging and declining job roles by 2022.

### Top 10 Emerging

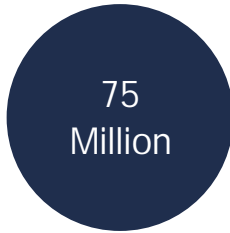
emerging  
roles,  
global  
change by  
2022



1. Data Analysts and Scientists
2. AI and Machine Learning Specialists
3. Production & Maintenance Engineers
4. Software and Applications  
Developers and Analysts
5. Sales and Marketing Professionals
6. Big Data Specialists
7. Digital Transformation Specialists
8. New Technology Specialists
9. Organisational Development  
Specialists
10. Information Technology Services

### Top 10 Declining

declining  
roles,  
global  
change by  
2022



1. Data Entry Clerks
2. Accounting, Bookkeeping and Payroll Clerks
3. Administrative and Executive Secretaries
4. Assembly and Factory Workers
5. Client Information and Customer Service Workers
6. Business Services and Administration Managers
7. Accountants and Auditors
8. Material-Recording and Stock-Keeping Clerks
9. General and Operations Managers
10. Postal Service Clerks

In the following paragraphs we have covered some of the specific impact of Digital Transformation in the sectors like BFSI, Manufacturing, Logistics and Healthcare. Analytics, AI, ML, cloud find its usage practical in all sectors and its applications and hence not covered separately.

### 3.2 Impact on BFSI Sector:



### 3.2.1 Digital Payments:

With mobile phones on everyone's hand and rise of various transaction platforms such as Point-of-sale, digital wallets, payment gateways have greatly simplified digital payments and has brought down cost per transaction for both buyers and sellers.

### 3.2.2 Digital Fintech Services:

Insurance and wealth management sector is coming up with digital products and platforms to provide low cost services to the tech savvy customers. Similarly, new Fintech companies are using credit worthiness of the retail borrowers online and able to provide loans almost instantaneously.

### 3.2.3 Blockchain Technology:

Blockchains are also known as the decentralised, distributed ledgers have gained visibility in banking sector. Leveraging the distributed ledger technology, a consortium of 11 leading bankers in India are about to launch country's first large scale based funding for SMEs. Blockchains will bring operational efficiency, simplicity and transparency in banking transactions.

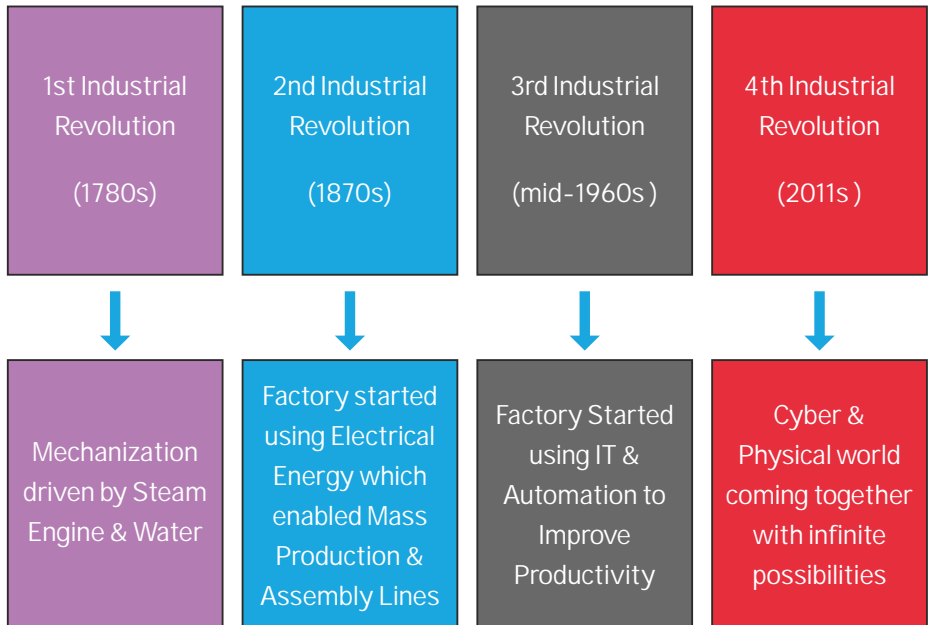
## 3.3 Impact on Manufacturing Sector:



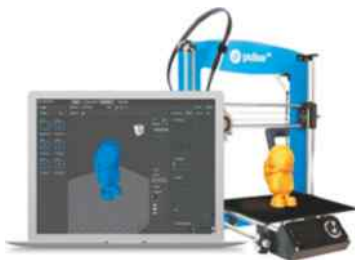
### 3.3.1 Industry 4.0:

Industry 4.0 envisions that current production system will seamlessly be integrated

with the cyber world through platforms like IoT, M2M, Data Analytics, ML, Wireless communications etc. This will make the integrated system self-learning. This concept includes digitisation of entire manufacturing process from procurement of raw material, production and after sales support to customers via interconnections across the value chain. This is at its nascent stage and its adoption will be a game changer for the manufacturing sector. Following table is a simplified illustration of the Four Industrial Revolutions.



3.3.2 3DPrinting / Additive Manufacturing:



The 3D printing machine starts with Computer Aided Design (CAD) of the desired

3D product and then it builds this object by successfully adding material layer by layer which is why it is also called additive manufacturing. Additive manufacturing reduces lead time from product development to manufacturing and thus increases flexibility and efficiency of the manufacturing. 3D printing is already in use across various sectors like automobiles, aerospace, medical (body implants), heavy machinery building, etc.

### 3.4 Impact on Health Care Sector:



#### 3.4.1 Telemedicine:

Through telemedicine medical doctors are able to remotely interact, diagnose, operate patients located remotely. As per certain study more than 7 million patients are using telemedicine across the globe currently. This is saving millions of hours of man-days for doctors and patients alike. The reduced time for the treatment is improving health and productivity of people.

#### 3.4.2 Digital Twins:

“Digital Twin” is a virtual version of a process or product or services. Digital Twin is developed with an objective to simulate and calibrate in different conditions before investing in a physical prototype or model of the required process or product or services. Digital Twin leverages IoT, AI and ML and believed to be a great innovation and finding its usage in healthcare sector as well. Digital Twin of medical equipment’s as well human organs are being created to experiment the medical procedures before using it on a living patient.

### 3.4.3 Robotics:

Healthcare robots including surgical robots, hospital robots, rehabilitation robots etc. are growing at the CAGR 10% per annum. As per recent reports SIEMENS a Germany based global MNC which is a leading player medical equipment's field has tied up with a Medical University for R&D and trials.

### 3.5 Impact on Logistics and Transportation:



#### 3.5.1 GPS and Mobility

Ola, Uber are the prime examples of successful applications of GPS, mobility, digital payments and other technologies. This has totally changed the face of private taxi business.

#### 3.5.2 RFID and FASTag

FASTAG, an automatic toll deduction system is based on Radio Frequency Identification (RFID) technology was introduced by Govt. of India in 2014. As per recent reports this will be made mandatory across India very soon.

#### 3.5.3 IOT, Drone and Driverless Transportation

Logistics companies are using IoT for tracking truck driver's activities, vehicle location and delivery status on a real time basis. Drone based Delivery, driverless transportation systems are some other example how digital transformation is changing Logistics and Transport sector.





## Diversity Trends in Workforce



# Diversity Trends in Workforce

## 4.0 DIVERSITY TRENDS IN WORKFORCE



*“Diversity strengthens our innovative capacity, unleashes the potential of Siemens’ employees and thereby directly contributes to our business success.”*  
—Janina Kugel, Human Resources Board Member and Chief Diversity Officer at Siemens

Workforce diversity is gaining significance day by day. It is believed and even proved that workforce diversity contributes positively to the growth of the organization and increases its competitive advantage. Types of workforce diversity include gender, race, ethnicity, religion, sexual orientation (LGBT), age, physical abilities etc.

- Gender Diversity

Gender Diversity is equal representation of people belonging to different gender. Generally this implicated same ratio between women and men. Further it will also include non-binary gender.

*“A diverse mix of voices leads to better discussions, decisions, and outcomes for everyone.” - Sundar Pichai, CEO of Google*

- Race and Ethnicity

Race and ethnicity are two concepts. Race diversity is related to the characteristics people have because of their genetic or ethnic origins. Ethnicity diversity is defined as “large groups of people differentiate according to common racial, national, tribal, religious, linguistic, or cultural origin or background.”

- Lesbian, Gay, Bisexual, and Transgender (LGBT)

LGBT, is an initial that stands for lesbian, gay, bisexual, and transgender. Many of the organizations are nowadays committed to an equal workplace benefits to LGBT Community. The 6th of September 2018 will be remembered as an important date as the Supreme Court of India overthrew section 377 of the Indian penal code, a decision that will have a direct impact of the lives of millions of LGBT persons.

*"LGBTI inclusion is not only the right thing to do from an interpersonal point of view, it is also a business imperative because CEOs recognize that a culture of equality creates trust, innovation and therefore business growth."* – SANDER VAN 'T NOORDEDE, Group Chief Executive – Products of Accenture

- Age Diversity

Age diversity is defined as the ability of an organization to accept people of various age categories within the organization's business environment. This aspect is covered at length in next chapter "Demographic trends in workforce".

- Persons with Disabilities (PwD)

Under the 2016 Act, 'disabled person' is defined as person with disability and requiring high support needs. It includes both mental & physical disabilities & few types are categorized as "specific disabilities". Some studies have suggested that PwD are highly focused and they generate innovative ideas.

#### 4.1 Significance of Diversity in Workplaces:



- 4.1.1 **Improved Performance & Profits:** A research report (Jan, 2018) from McKinsey & Company, a global management consulting firm, found that companies in the top-quartile for gender diversity on executive teams were 21% more likely to outperform on profitability and 27% more likely to have superior value creation. Also, companies in the top-quartile for ethnic/cultural diversity on executive teams were 33% more likely to have industry-leading profitability.
- 4.1.2 **Better Decision Making & Problem Solving:** Harvard Business Review found diverse teams are able to solve problems faster than cognitively similar people.
- 4.1.3 **Encourages Innovation & Creativity:** Diverse team of professionals bring different perspectives leading to creativity and innovation generating fresh ideas and concepts to improve your business.
- 4.1.4 **Better Brand Reputation:** Organizations who are promoting diversity in workspace are always seen to be more socially responsible and more compassionate.
- 4.1.5 **Effective Hiring and Employee Retention:** Willingness to hire from a larger pool of candidates enhances the quality of hire. Acceptability and inclusion aid in employee retention practices.

## 4.2 Examples of Diversity in Leading Organizations:



- 4.2.1 Considering the growing importance of workforce diversity, Thomson Reuters a leading financial research company has evolved a Diversity and Inclusion (D&I) index in 2016. The D&I index covers the top 100 publicly traded companies globally and measures 24 metrics across four key categories: Diversity, Inclusion, People Development and News Controversies.
- 4.2.2 Accenture, global IT services company which tops the D&I index in 2018 has publically announced goals of achieving a 50/50 gender balance by 2025 and having 25% Women Managing Directors by 2020. Currently, Accenture has 150,000 women, nearly 40 percent of its global workforce. Over the past several years the company has set milestones on the path to gender equality.

- 4.2.3 GAP Inc which ranks 5th in D&I Thomson Reuter's index has 76% women across various levels and notably more than 50% women are VP and above levels.
- 4.2.4 Lemon Tree Hotels: The group has set a mark by taking special initiatives to hire PwD individuals challenged with Down syndrome, hearing and speech impairment and other disabilities. They aim to increase their PwD staff from current 22% to 40%.
- 4.2.5 Aegis India: The Company has specially focused in hiring diverse and PwD candidate resulting in 700 PwDs employees (Persons with disabilities) on board including individuals with disabilities like visual impairment, locomotor etc.
- 4.2.6 L'Oréal employed 1,177 people with disabilities and they are further endeavoring to attract greater numbers of differently-abled people.
- 4.2.7 Kochi Metro Rail: The first government-owned company to employ staff from the transgender community. It was part of Kerala state's initiative to make the workplace more transgender-friendly.

### 4.3 Organization Challenges towards Workforce Diversity:

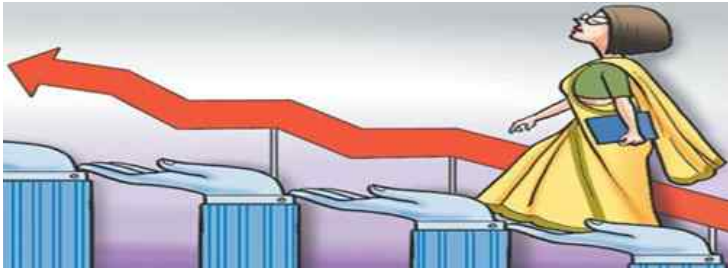


There are few biggest diversity challenges & issues in the workplace.

- Limited pool of gender diverse resources specially in developing countries
- Caste Discrimination
- Regional / ethnic biases

- Religious & Cultural differences
- Language & communication biases and barriers
- Generation / Age Gaps
- Mental & Physical Disabilities

#### 4.4 Gender Diversity - India



Women in India progressing across business, academics, research, social work etc. “Chandrayaan 2” is the India’s first interplanetary mission is being steered by two women and 30% are women team members. Similarly, we have many women CEOs in banking sector. Apart from certain bright spots, we have a long way to go up to uplift women population and empower them. As per a recent report by McKinsey & Company women participation in work force participation in India remains limited to just 25 percent.

Below graph is a comparative presentation of Gender diversity in APAC countries:  
Women as a percentage of total men in the workforce

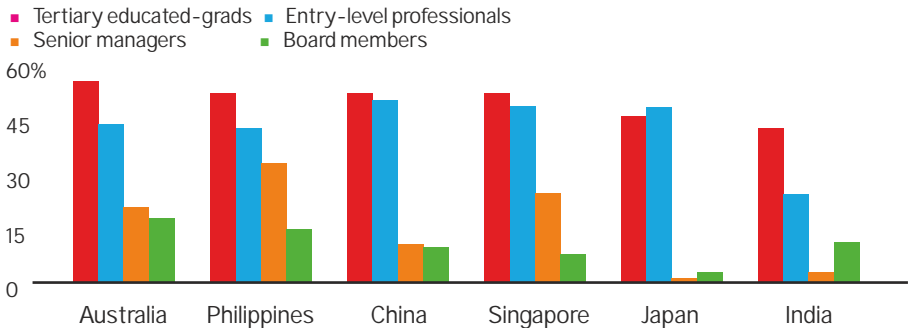


Image Data Courtesy: McKinsey Global Institute



## Demographic Trends in Workforce

# Demographic Trends in Workforce

## 5.0 Demographic Trends in Workforce

Demography is defined as study of human population in terms of quantitative and qualitative parameters including age, life span, gender ratio as well certain sociological like education, wealth, etc. over a period of time. Workforce demography is a sub set of human demography and hence study of world's workforce demographics has been crucial for all the industrial revolutions. This study is more important to welcome the fourth industrial revolution which is not restricted by boundaries of the countries. Over the years, workforce has migrated and distributed across continents. As people live longer, the employee lifecycle/ workforce participation and concept of work will change.

## 5.1 Four Generations and their Characteristics

Generation Name & Age Span	Characteristics
Baby Boomers: 1946-1964	<ul style="list-style-type: none"> <li>• Practical, dedicated and loyal</li> <li>• Prefer face to face communication</li> <li>• Team players and attain personal fulfillment from work</li> </ul>
Generation X: 1965-1980	<ul style="list-style-type: none"> <li>• Independent, resilient and adaptable</li> <li>• Competitive, focused and goal-oriented</li> <li>• Optimistic and disciplined, and strong team players</li> </ul>
Millennials: 1981-2000	<ul style="list-style-type: none"> <li>• Hopeful, fun-seeking and ambitious</li> <li>• They are participative as opposed to directive, enjoy multi-tasking and are goal oriented</li> <li>• Considered to be team players and have an attitude of entitlement</li> <li>• They are considered inclusive leaders and enjoy diversification and input when making decisions.</li> </ul>
Generation Z: from 2001	<ul style="list-style-type: none"> <li>• Entrepreneurial and tech savvy</li> <li>• They tend to want independence and may be motivated by security</li> <li>• Multi-tasking could come naturally</li> </ul>



Each generation comes with a unique set of behaviors and presents a unique set of challenges for those looking to reach them as a consumer or as a workforce.

- a) India, which has about 1.3 billion people versus China's 1.4 billion, will see its Gen Z population rise to 472 million next years, 51 percent more than China's projected 312 million. [Ref: Bloomberg]
- b) Gen Z will comprise 32 percent of the global population of 7.7 billion in 2019, nudging ahead of millennials, who will account for a 31.5 percent share. [Ref: Bloomberg]
- c) Age-related workplace trends have global significance and local implications. In India, the last 15 years have contributed to the development of a larger middle-class and increased demand for consumer goods, which provides younger generations with new and broad economic opportunities and perspectives.
- d) The increase in India's working age population in the next decade will account for more than half of the total increase across Asia. India could better benefit from their demographic dividend (growing youth population) by increasing the labor force participation of women.
- e) Despite China's large labor force, the aging population and decline in young adults have led to labor shortages in certain industries.

## 5.2 Retirement Age Across Leading Countries

Listed below is the statutory retirement age for government/ public sector enterprises in different countries across the world.

Country	Men (In years)	Women (In years)	Year	Notes
Australia	65	65	2012	The retirement age will be increased gradually to 67 years by 2023 as per Australian Govt. budget 14-15.
Bangladesh	59	59	2013	

Country	Men (In years)	Women (In years)	Year	Notes
Brazil	65	60	2015	
Canada	65	65	2015	
China	60	50-55	2011	
France	62-67	62-67	2018	As per various proposals the minimal retirement age will be increased from 62 to 67 years by 2023.
Germany	65.7	65.7	2018	In Germany the retirement age is to be increased to 67 years by 2029.
India	60-65	60-65	2014	For special cases of Health and education, the retirement age is increased to 65 years. (Revised in 2017)
Japan	62	62	2018	The retirement age is proposed to be increased to 70 years, this is at the discussions stage as of now.
South Korea	60	60	2016	
UK	65	65	2017	State pension age equalized at 65 in 2018. Increasing to 66 by 2020, 67 by 2028 and 68 by 2037.
US	62-67	62-67	2018	

### 5.3 Effects of changing workforce demographics on businesses:

Workforce demography is certainly a key determinant for showcasing sectorial growth potential. The Gen X and Millennials are “Tech savvy” and use technology and social media in their day to day life. Speed, efficiency and convenience in all their buying experience is what is sought after. Ecommerce has changed the business dynamics in recent years. The changing workforce is leading to changing buying patterns of the working class which in turn has affected the hiring patterns in various sectors as below:

#### 5.3.1 Banking Sector:

The Gen X and Millennials have adopted the digital methods of banking and bypassed the traditional method where one had to visit bank for the transactions.

This has resulted in many banking process being automated and digitalized. More of low end back office jobs have become obsolete. An Economic times report noted that in the duration of one year between September 2016 and September 2017, HDFC Bank's workforce dipped from 95,002 to 86,543, due to increase in digital transaction by customers and adoption of RPA, chat-bots and other digitization technologies for various internal processes. Similarly, Yes Bank reported a reduction of 2500 employees in 2017 due increase in productivity due to digitization as well some other measures.

There is a gradual shift from people driven process to machine and technology driven process.



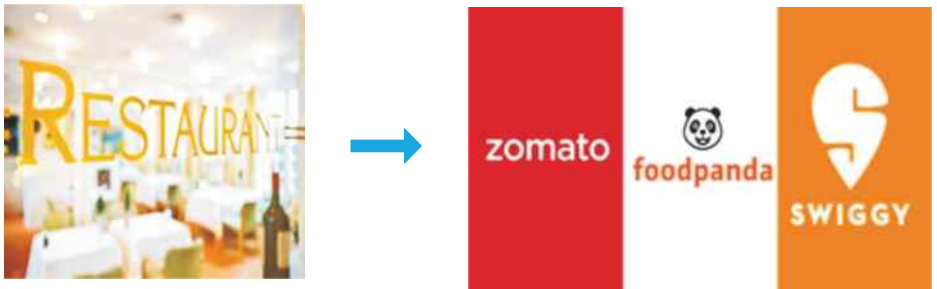
### 5.3.2 Auto:

Owning vehicle has become a passion of past. Millennials are more bent towards convenient travelling patterns without any liabilities and hence use modern pooling services or cab services like OLA /Uber. As per experts the current slowdown in auto sector is not only due to general economic slowdown but also due to this changing preference of millennials as mentioned above. This slowdown is resulting in to job losses in auto sector.



### 5.3.3 Food:

Rise in income and urbanization has brought about drastic changes in the eating habits of workforce. Online delivery companies like Zomato/Swiggy/Food Panda etc. have started capturing the traditional restaurant business. Dark kitchens and Cloud kitchens will be the future of food industry. The hiring would therefore shift from traditional service staff to delivery staff. As such this sector is experiencing a growth and shift in job opportunities.



### 5.3.4 Real Estate:

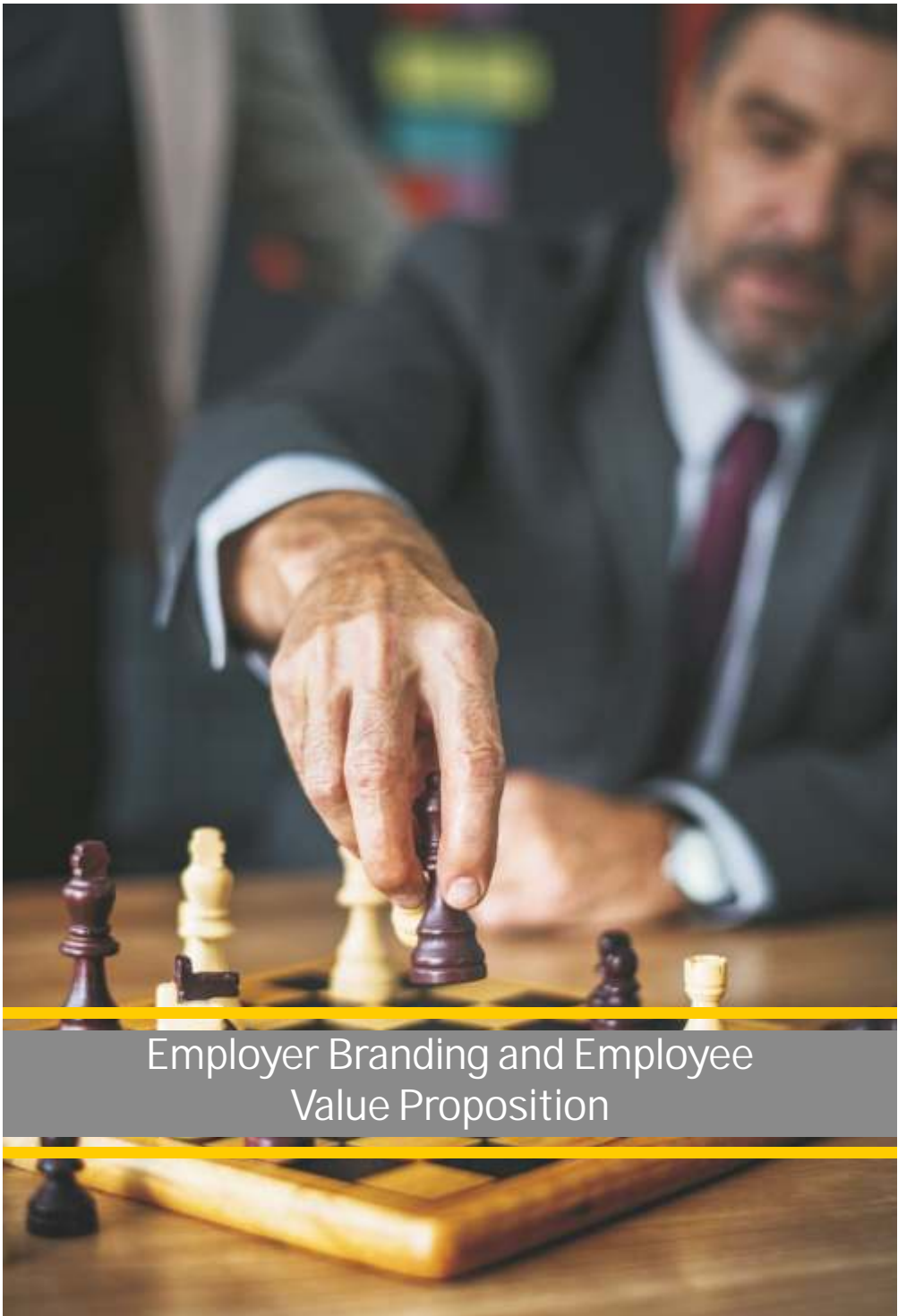
As millennials are migrating across locations for better job opportunities, the need to own a house has diminished. They prefer to rent a house as it becomes convenient for shifting to various locations. The same is the case with office space. Past few years have seen an upsurge in Co-working space and Shared Office. For small companies, start-up entrepreneurs and freelancers, Plug and Play offices are a beneficial solution these days.

### 5.3.5 Gems / Jewellery:

Owning jewellery or diamonds is not the priority with the millennial. For them spending on vacations and outings, globetrotting, owning branded goods has become a priority. We therefore see a shift in job opportunities from Gem & Jewellery industry to other luxury manufacturing businesses like watches/purses/clothes etc. The tourism sector has also seen a boom in the last decade and tends to grow.



Impact of ageing demography and changing behaviors traits of younger workforce are being felt by employers across globe and accordingly they are developing talent engagement and talent acquisition strategies. Facilities like Gym and Indoor Sports are becoming part of campus/office to attract and retain the Millennials and Generation Z workforce.



Employer Branding and Employee  
Value Proposition

# Employer Branding and Employee Value Proposition

## 6.0 Employer Branding and Employee Value Proposition

*“Building an Employer Brand is the collective responsibility of each and every person in the organization. Moments of truths are experienced not only at the top, but at each and every experience and touch point in the organization. Staying connected to the ground is the best way to build and strengthen the Employer brand and the culture”.*

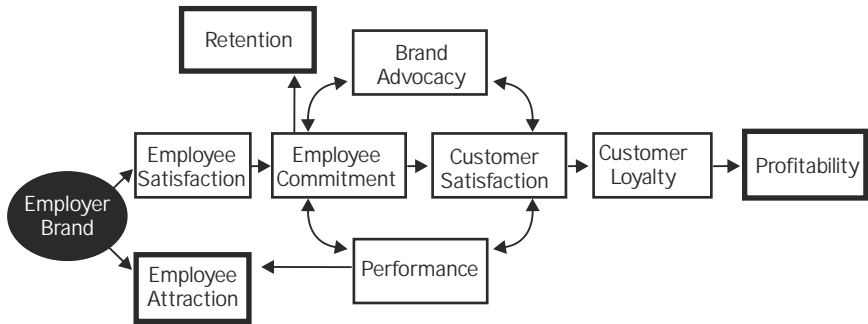


*Dr. Raju Mistry,  
President and Global Chief People Officer, Cipla*

## 6.1 Significance of Employer Branding

- 6.1.1 An Employer's Brand describes an employer's stature as a place to work. It is a collection of ideas and beliefs that influence the way the current and potential employees view an organization and its employment experience. Employer Branding permeates beyond the glamour of the recruitment advertisement and internal communication campaigns of the organization to sell the benefits of the employer. The objective of Employer Branding is to be the employer of choice. In the context of Human Resource, Employer Branding facilitates organizational performance in areas such as recruitment, retention, engagement, loyalty, satisfaction, commitment, differentiation from competing brands.
- 6.1.2 What could strongly attract an employee to join an organization could be its culture of fostering innovation and entrepreneurship zeal and support from the management. Similarly, with another employee, the motivation to work with a dynamic leadership team in a particular organization could attract him or her to the brand. An employee may have the quest to work with a particular brand for a longer duration as the organization is believed to be constantly adapting and improving to achieve greatness in its chosen domain. Many a times, an employee looks forward to joining an organization which may be stable, even during times of economic and business volatility, while demonstrating high employee loyalty, job satisfaction and commitment levels. An organization with a clear Digital Transformation strategy and its ability to effectively manage digitization and disruption may attract key talents. A

powerful Employer Branding may also transform the mindset of the employees, turning them towards more positive approach towards the brand and at the same time boosting their morale.



Source: Gaddam

6.1.3 In the Employer Brand Model, we observe that an Employer Brand attracts talent as well as leads to higher employee satisfaction. Satisfied Employees become committed to their goals which also lead to creating satisfied customers. This in turn builds customer loyalty which results in higher profitability. The enhanced commitment of employees and customer satisfaction drives the path for higher performance of the organization. Higher level of performance in turn draws employees to the organization. The employee commitment and customer satisfaction are key components for the advocacy of a Brand. The higher level of commitment of the employees towards the organization directly influences the retention of the employees.

6.1.4 In simple words, an Employer Branding refers to how the employer is viewed as an employer. The employer brand gets etched in the mind of its employees – the current employees, the past employees and it creates an impression for the future employees. In today’s fiercely competitive job market, a positive Employer Brand thus becomes all the more significant. An Employer Branding incredibly facilitates the hiring and retaining of the desired employees and attracting the best talent available. Without a strong Employer Brand, it may be costly to hire the desired employee. A positive Employer Branding framework instills a sense of commitment and pride among the employees and also creates an aspiration for potential employees and



other stakeholders to be associated with that Brand. An organization needs talented employees at all levels and leaders to drive the business and the best way to draw them to the organization is by projecting the company as the best place to work for.

6.1.5 This is further elaborated in the concept of Employee Value Proposition in 6.4. What therefore becomes paramount for an organization in its desire to be an employer of choice is to create a compelling Employer Brand. The Employer Branding process to be truly successful has to be a continuous journey and not limited to a one-time attention-seeking activity.

6.1.6 Investing on an Employer Brand is critical to the success of a business. A positive Employer Brand, indicating those companies having a high reputation in the industry and will be able to attract and retain the best talents. When top quality employees are hired by an organization, they built a more successful and robust business environment. On the other hand, with a negative Employer Brand, an organization spends more resources to hire an employee. Hence, by creating a stronger Employer Brand the organization benefits from the fact that the top candidates are keen to work with such organizations. This also results in drastically lowering the hiring cost. This can be measured by the time and manpower invested in the recruitment cycle, the drop outs by the candidates at the various stages and the repeated replacements required to fill the critical and regular openings. Conversely, with a strong Employer Brand, there is certainly less challenge to introduce the organization to the desired top grade talent pool, drawing them to join the organization and also being able to retain them for a considerable period. The company becomes a talent magnet which further lifts the brand value.

## 6.2 Role of Every Employee in Building Employer Brand

6.2.1 The Employer Branding may be initiated by the senior management/ CEO and in mid to large size Corporates by the HR along with Communications team and the Marketing Department. What is more exciting today is that Employer Branding is not restricted to what the company website may be portraying. The Employer Branding is reflected through the employees of the organization. The Employer Branding is personified by each of the employees. In the context of the company website, the Leadership, Recruitment, Marketing and Communications team might mention in a

certain way. But the Employer Brand is deeply rooted in the experiences of the employees and what they have to mention about the organization. This can be observed through social media posts, job reviews, testimonials, word of mouth, referrals and reviews in print, electronics and social media in different ways that the company's employees can impact on the reputation of the Brand. The Employee Assessment reviews conducted by recognized authorities also impact on the Employer Brand. This can have a positive impact when the employees speak about their favorable experiences. At the same time, if the employees share their experiences which are on the contrary to what the organization is communicating through its branding, then this can have an adverse effect on the Employer Brand.

6.2.2 Hence, what follows from the above is that the employees are the spokesperson of the organization and are doing the branding for the organization on a day to day basis and in such a context they may be referred as the brand ambassadors. If it becomes so evident that the company culture and work environment is not conducive, efforts must be directed to amend the situation. For an organization with a strong Employer Branding, the organization will be in a better situation to magnify the brand positivity.

### 6.3 Employer Branding – Key Steps

Here are some of the key steps in building an Employer Brand:

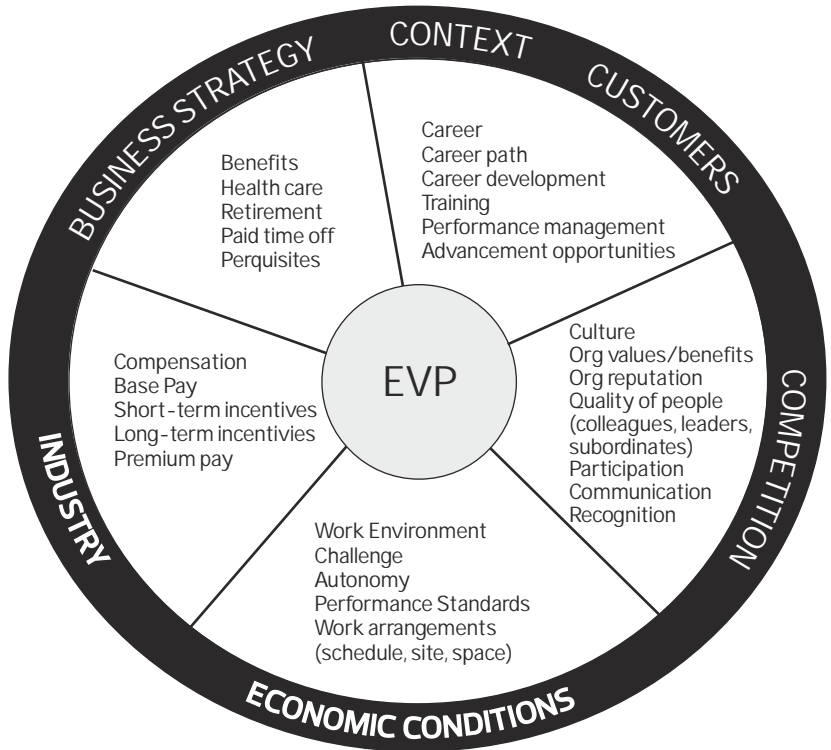
6.3.1 The first step in building an Employer Brand is to understand the company's unique attributes, its fundamental business, Mission, Vision, Value and Culture. Accordingly align the company's objectives with the talent needs and what kind of talent would be required to achieve these objectives.

6.3.2 The company needs to conduct Employer Brand Audit to understand where the Brand stands with respect to the competition in the industry and how the organization is being perceived by the current or past employees and the opinion of the prospective candidates. The company would need to strategize on the specific areas for improvements in company's operations and boosting the employee's confidence, team spirit and work atmosphere – particularly with respect to improving the talent acquisition process.

- 6.3.3 The company needs to specify the Employee Value Proposition.
- 6.3.4 The organization uses Recruitment Marketing techniques to look for suitable answers to create an Employer Brand. The company must effectively use Social Media, Company Blog, high quality Videos to promote Employer Brand.
- 6.3.5 The organization builds engagement activities with the employees through a number of initiatives at various stages of the employee life cycle including Induction, Training & Development, Transfer, Career advancement opportunities etc. These can build a deep and long lasting impression in the minds of the employees and these satisfied employees would shape the company's culture. Eventually this would enable the organization to become an employer of choice.

## 6.4 Employee Value Proposition

- 6.4.1 The candidates have far more power during the job search and choosing their career with their desired organizations. In the current scenario, an increase in Compensation Package and Benefits alone may not be the compelling factor for selection of an organization by the candidates, particularly at almost every leadership level appointment. Similarly, these factors may not be sufficient to attract and retain top talents with an organization.
- 6.4.2 In most cases, what becomes paramount for the candidates in selection of the desired organization is the Employee Value Proposition. The Employee Value Proposition (EVP) is a unique set of offerings and values that positively influence target candidates. The importance of Employee Value Proposition EVP has been ever so increasing today. The candidates, at the same point of time, may be equipped with multiple career opportunities to select from. Challenging work environment, career advancement opportunities, environment of innovation are as important elements for choosing a job as only Compensation and Benefits.



Institute of Management Services U.K.

6.4.3 An employee may find satisfaction and excitement in more than one way by ascertaining the job content, work challenges, reporting structure, designation and level, relationship with peers and superior, salary package, work atmosphere, benefits and perks offered by the organization. The organization culture is an enormous influencer in the mind of a prospective employee on his / her choice of an employer.

6.4.4 Employee Value Proposition becomes critical for hiring the best talent that is the perfect or may be the closest fit to the organization. In the simplest form, Employee Value Proposition seeks to answer the following questions.

6.4.5 Why an employee should join a particular organization and not some other organization?

6.4.6 What does the organization offer that other organizations do not offer?

6.4.7 What makes the organization a great place to work?

6.4.8 What influences a candidate's decision whether to accept a job offer or not includes the following aspects:

- Company Value and Culture
- Company's location and accessibility and ease of travel
- Leadership Team and Board Members
- Communication channel
- Compensation structure
- Career development opportunities
- Feasibility for family relocation
- Education facilities for children in that location
- Job opportunity for spouse in that location
- Management style
- Quality and scope of work
- Employee recognition
- Work -Health -Life balance
- Benefits offered to employees and their families
- Perks like subsidized meals, care for children, facilities for working women, flexible working hours, work from home, leave benefits, conveyance facilities
- Employee Stock Options
- The Financial Results of the Companies
- Organization Rating by recognized agencies
- Employee Loyalty
- Attrition Rate
- Organization and Reporting structure, team members, peers
- Learning, Training & Development facilities
- Scope of higher education/ company sponsored programs
- Job security
- Travel opportunities
- Medical and Health insurance
- Gymnasium, Library, Games, Events & activities



## Sourcing and Interviewing





“Talent Acquisition remains one of the most significant and strategic components in this era of technology disruption and digitalization. As companies adopt strategies to enhance customer experience, HR has a pivotal role to play in the transformation of an organization as it is responsible for employee onboarding, engagement, retention, growth, etc. While new tools are introduced constantly, companies which have a customer-centric mentality need to be agile and embrace the paradigm shifts

in acquiring talent and change management. Data analytics, artificial intelligence, machine learning and mobile optimization are changing the dynamics for recruitment and hence managers responsible to use these tools for various talent acquisition purposes need to be well-trained and equipped to make full use of the technologies. Effective talent acquisition and management requires HR managers to not only be aware of the digital tools but also know how to use them in enhancing productivity.”

# Sourcing and Interviewing

## 7.1 Candidate Sourcing

Once a vacancy is identified the task of recruitment team begins. Recruiters need to understand the Job Description thoroughly on factors like qualification, experience range, skill sets, salary etc. They should also be thoughtful of availability of such talent in terms of target companies, geographies etc.

Sourcing is a very critical component of the recruitment process post creation of the job description. In the absence of a sound sourcing mechanism, an organisation would have spent time and effort in evaluating and interviewing the wrong set of candidates resulting in huge wastages of resources. Hence, sourcing the right candidate for an organisation become very critical. Some of the most prominent sourcing channels for recruitment of candidates are mentioned below:

### 7.1.1 In-House Team

The companies normally have an in-house recruitment member or a team for sourcing of the candidates. The size and composition of the team depends upon the nature of business, attrition and volume of hiring. This may be cost-effective in case the company is able to fulfill all its manpower needs within stipulated time period.

### 7.1.2 Employee Referral

The current employees of the organization may refer their school and college friends, past colleagues, acquaintances and relatives for various positions that are open to the organization. The companies often reward the employees by cash incentives for successful referrals.

### 7.1.3 Using Executive Search / Recruitment Consultants

The organizations very often use the expertise of Executive Search / Recruitment Consultants for hiring of junior, middle or senior and Board level positions. The organizations will largely depend on such firms for their specialized knowledge to shortlist and present suitable candidates from various sources and industries for the openings. This will also enable the organization to save considerable time and resources in the hiring process and obtain dedicated services. On several occasions



the companies may not be able to directly approach certain candidates. The Consultants may facilitate in bridging the gap. The Executive Search Consultants through various communication, negotiation and convincing prowess may convert passive candidates. Similarly they may also influence those candidates initially unwilling to make a job change eventually to change their mind through a series of prolonged discussions and ultimately leading to progressive discussions and joining the prospective employer.

Another important aspect played by the Consultants is in guiding the candidate for a passage of few months leading to the candidate's joining the organization and also post-joining to enable a smooth transition.

#### 7.1.4 Contemporary Channels – LinkedIn, Job Boards

LinkedIn, a professional networking site, is most commonly used to identify potential candidates and connect with the professionals across industries and diverse geographies. This may be quite effective in connecting with middle to senior level candidates.

The Job Boards have been used most frequently to source candidates. This becomes very useful particularly for entry level and junior to mid-level positions.

#### 7.1.5 Untapped Channels/ Social Media – Instagram/ Twitter/ Facebook

Instagram/ Twitter/ Facebook are relatively less used channels of sourcing candidates. However, these could be better utilized by both Corporates and Consultants. The companies create their Facebook Accounts to promote their brands and also for advertising for career options. The Consultants sometimes connect with the candidates through Facebook to share about job openings.

Similarly, less used channels today may be better utilized for more effective results for sourcing potential talent.

#### 7.1.6 Campus

Campus hiring will play a very significant role in the future. The new age skills like Artificial Intelligence, Internet of Things, Big Data, 3D Printing, Virtual Reality and

Robotics will be in high demand from the campus students. There is also a focus by the Government of India to focus on bringing foreign students to study in higher education institutions in India like IITs, IIMs and IISc and to create “World Class Institutions”. The transformation of the higher education system is aimed to support the talent requirements of the Industry. The campus recruitment may be targeted at diploma holders, technicians, fresh graduates, engineering graduates or post-graduates. The campus hiring take place usually once in a year and hence needs to be fully utilized.

Some of the candidates, who remain unplaced during the placement season, but having the required skill sets, may be considered by the organizations for subsequent placement drive during the year.

### 7.1.7 Job Advertisement

The companies can advertise for various job openings through the Company Website, Job Portals and through Print Media.

In many cases a huge number of Resumes are received in response to the advertisements. A majority of these candidates are often irrelevant to the job specification and the desired candidate sought by the organization. A lot of time and effort is required to find out the desired candidate from a large number of applicants.

### 7.1.8 Internal Job Posting

Internal Job Posting enables the company employees to apply for suitable openings after serving a stipulated period, approximately 2 to 3 years, in a particular role for an internal move or transfer.

This enables the employee to move to a different geographic location or move cross-functionally to gain further experience within the organization.

The organization also benefits from such moves internally as it saves considerably on the recruitment and training process. Further, such an approach boosts the employee's confidence level and also enables the employee to gain recognition within the organization. This in turn enhances employee loyalty.

### 7.1.9 Job Fairs

Job Fairs enable organizations to meet a large pool of jobseekers face to face in a short span of time. This may be quite effective in the hiring of fresher's and junior level executives in bulk numbers. Many of the organizations from sectors like Banking and Financial Services, Insurance, Hospitality, Travel and IT/ITES participate in Job Fair to attract talent.

### 7.1.10 Industry Journals

The candidates are also connected through various Industry Journals and Trade Magazines. There are numerous Journals catering to specific industries which help in networking among industry fraternity and also for posting of advertisement for specific talent needs.

## 7.2 Interviewing

Interviewing perhaps is the most important and critical component of the hiring process. A structured interview process is a combination of various steps including information gathering & information sharing. Companies want to hire someone who is genuinely interested. Information gathering assumes lot of importance as the decision will be made based on the information gathered. Most of the hiring managers wants to know the capability of the candidate to handle complex situations, some of the key failures in the past and how they have addressed it. Hiring manager can get in to the information sharing, after he/she is reasonably convinced that the candidate is meeting the expectations and let the candidate know about the job and your business in detail, so that any doubt can be clarified. The following interview techniques are useful:

### 7.2.1 STAR Methodology

**Situation:** Candidate need to describe the situation or the task that needed to accomplish. He or She must describe a specific event or situation in the past. This situation can be from a previous job, from a volunteer experience, or any relevant event.

**Task:** Explains the goal, which candidate was working towards.

**Action:** Describe the actions taken to address the situation with relevant detail. What specific steps taken and what was the particular contribution? Focus on individual contribution not the team.

**Result:** Describe the outcome of actions. What happened? How did the event end? What was the accomplishment learning?

### 7.2.2 SPIN Methodology:

**Situation** - Candidate can think of key achievement and explain the situation in the beginning.

**Problems** - What were the problems/challenges associated with that particular situation

**Implications** - What were the implications of those problems.

**Need payoff** - What were the action taken and the benefits (preferably candidate should quantify the benefits).

Careful analysis of the candidate's answers will provide a clear picture about how the candidate has handled complexities. Conducting interview requires focus, knowledge and expertise on the part of interviewer to be able to take a right judgment of the candidate's expertise, interest, attitude, achievements etc. Once the interview process is completed, its better hire the candidate who is excited about the career opportunity.

Usually companies employ a right mix of telephonic, video, personal interviewing processes based on the job specification (level, function), time, cost and other considerations.

### 7.2.3 Telephone interview:



Telephonic interviews are generally conducted by recruiters as an initial profiling of

the candidates. This allows an employer to screen candidates on the candidate's relevant experience, interest levels and salary expectations pertaining to the position and the company.

The telephone interview saves the recruiter's time and eliminates candidates that are unlikely to meet the company's expectations. Now a days certain candidates also prefer a first round of telephonic round to save their time and efforts to attend a personal round of interview.

It is a cost effective method to short-list candidates and thus helps company in reducing number of personal interviews to fill a particular position.

#### 7.2.4 Video Interview



Video interviewing is gaining importance day by day as this in a sense is a combination of personal and telephonic interview. You get best of both modes.

There are multiple options to conduct video interview and some of popular methods Microsoft skype and Apple Face Time. These are relatively cheaper options and easy to set up, however this has its own drawbacks like quality of video, storage and categorizing the video etc.

The other main options for the interviewer is to use specialized video interviewing software from vendors, such as HireVue, Montage, Spark Hire or Sonru. These platforms have data capture and analytics capabilities and have more controls for scheduling video interviews and sharing the videos among hiring managers and HR. These products also facilitate standardization of the interview process to help remove bias and error. Video interview platforms also are getting integrated with

talent management software, which enables the online interview and associated candidate data to be incorporated into the software's recruiting module and used elsewhere in the human capital management (HCM) system.

### 7.2.5 Personal interviews:

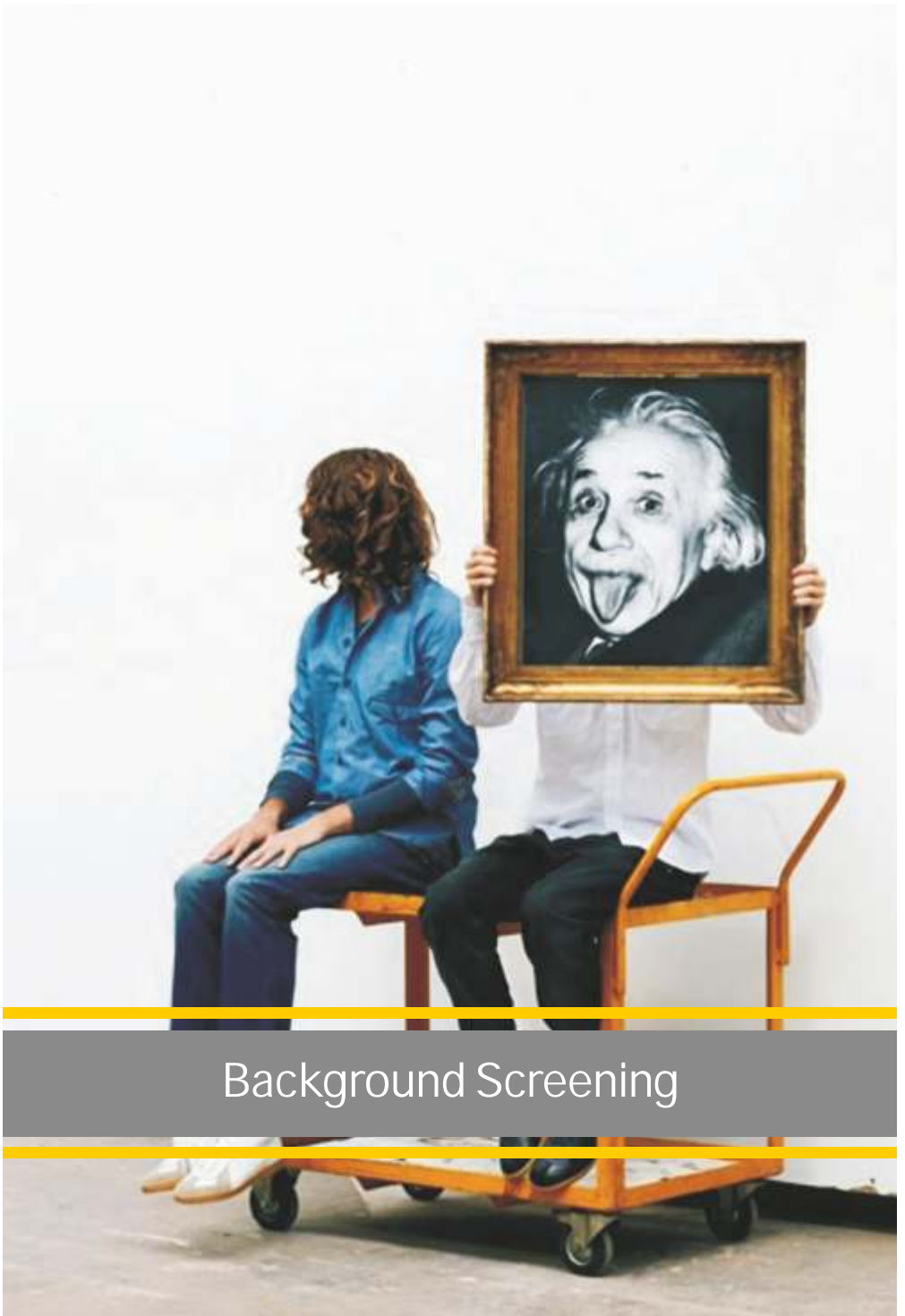


Personal interview perhaps is the most common technique used by the employers. Companies conduct a combination of One to One interview, Panel interview, Casual interview and Job Simulation.

One to one interviews are personal meeting between interviewer and candidate. This is the traditional mode of interview before the emergence of Technology.

Panel interviewing reduces personal biases into the assessment process. Each interviewer will observe different characteristics, strengths and weaknesses at the end they in- turn discuss and come to better judgement.

Casual Interviewing is an opportunity to observe and analyze candidate's communication, etiquettes and other behaviors characteristics in an informal and social atmosphere.



## Background Screening

# Background Screening

## 8.0 Background Screening

“Background screening serves as a safety net, uncovering valuable information, which can be used to root out inappropriate candidates and eliminate risk” - says Rudi Kruger, GM of data services at LexisNexis - USA based pioneered electronic accessibility of legal and journalistic documents.



Will you hire a person who fakes his education degree or make false claims on this employment credential? Would you hire a person with criminal records or a drug addict? Will you hire a person with strong social biases? 'NO' is the universal answer and Background Screening is the solution.

Whether you recruit a CEO or security guard, the pre-employment checks are very important to find out past mistakes, character, and fitness, and to identify potential hiring risks for safety and security reasons.

As per norms organizations inform job applicants in advance about the various types of background checks hence applicants are fully aware of the data submitted and consequence thereof. This builds trust based on openness, also ensuring that the business is adequately covered from risk.

## 8.1 Different Types of Checks

Reference Check is a way to understand and confirm on candidate's credentials in his previous employments this includes checking on candidate's performance and behavior.



During Employment Check one confirms the candidates past employment duration, designation, salary etc.

The same goes with Education Verification where one finds out if the degree submitted by the candidate is genuine or fake.

Address Verification helps us to understand the candidate's family status as well as his personal details. Neighborhood check helps to understand the candidate's life from a third person's point of view.

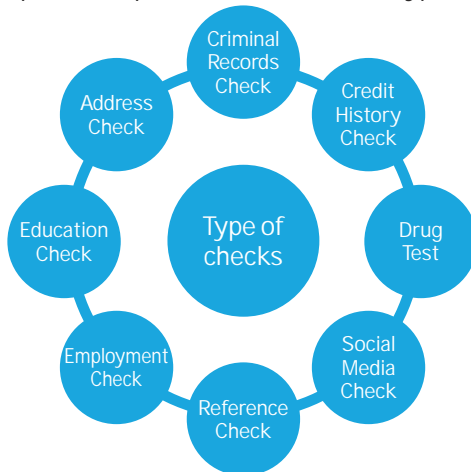
Checking Criminal Records (police and court records) is almost a mandate for each and every employee, new or existing.

Credit History: Companies check CIBIL and other score cards to establish financial stability of the potential hire.

Drug Tests: Companies check if an employee consumes certain restricted drugs which are prohibited by the law and have potential risks associated.

Social Media Check: Companies checks Social Media Posts and Comments made by the candidate and analyse same on various factors like gender biases, political affiliation, negative propaganda etc.

Following is the pictorial representation of various types of checks



## 8.2 Discrepancy Explained

During the last 3 years various studies have been published in media. The overall discrepancy level in India is hovering around 14%, however it varies drastically from sector to sector. We have found out that discrepancy levels are highest in BFSI sector followed by IT/ITES.

- a) Employment: Candidates fabricate salary slips, provide forged relieving letters. Some employers also reply that they rated the candidate as a “poor performer”. Sometimes they also mention recovery pending with the candidate. Professional references are also a part of employment check where many a times relatives or friend’s details are provided by the candidate instead of reporting manager or colleagues.
- b) Education: Candidates have provided fake or counterfeit Marksheets / Degree Certificates.
- c) Address: Candidate is shifted from his provided address for any reason but he still provides old address proof or untraceable address given by the applicant.
- d) Criminal: Reveals the criminal history, if any, of the candidate by checking various records available on the public domain through Court Verification, Database Check or Police Verification.

## 8.3 Losses due to Bad Hire

Hiring is a long structured process. Companies invest extensive time & man power in their hiring process. However, any incorrect hire may incur below losses to the organization:

- a) Salary and benefits of the wrong hire: Companies pay for salary and benefits offered to the wrong hire until it is discovered that he/she is a wrong hire. Sometimes companies need to pay notice period/ severance salary as well. In certain cases, companies also pay for onetime bonus and or relocation reimbursement and facilities.

- b) HR Team's Salary Cost: Companies build Talent Acquisition teams who look into the hiring activities like advertising, searching of resume etc. resulting in to salary cost.
- c) Consultant Fee: Many a times, services of external consultant are used which is an addition cost incurred.
- d) Interviewing and selection cost: Right from lining up of the interviews, actual interviewing, selection, negotiations etc; in every stage there is an expenditure & time involved. Hence lot of time is invested of the panel and miscellaneous costs are incurred in the selection of the candidate.
- e) On boarding and Training cost: On boarding the candidate includes background verification, offer creation, administration & induction training cost.
- f) Business Loss / Opportunity loss: Significant time is lost before the replacement is re-hired. The company suffers on business/ opportunity losses.

As per certain estimates economic cost of a wrong hire is 3 to 5 times of the salary and benefits paid to the wrong hire.

Apart from the monetary costs, hiring the wrong person can affect morale and productivity. A bad hire can also hamper the company's reputation which is far more damaging.

### 8.4 Sample Report:

A sample background screening report is attached herewith.

#### Final Background Report

Name of the Candidate:	XYZ	Status of Report:	Major Discrepancy
Name of the Client:	ABC	Date of Initiation:	12 December 2018
Employee code:	ABC111	Date Insufficiency Cleared:	Not applicable
Reference Number:	F/NBHC/M/abc	Date of Report:	04 January 2019

Synopsis

Education verification

Qualification	Status
Bachelor of Commerce	Major Discrepancy

Employment Verification

Name of the company	Status
def	Verified Clear

Address Verification

Location / City	Status
Haryana	Verified Clear

Education Verification

Education details 1:

Status

Major Discrepancy

Details	As provided	As verified
Qualification	Bachelor of Commerce	-
Name of the College / Institute	S.M. College Chandausi	-
Affiliated to University / Board	M.J.P Rohilkhand University	-
Seat No / Roll No	Abcdef	-
Year of passing	xxx	-
Mode of verification	-	
Verified by	Mr.abcd	
Additional remarks if any	Official from college in a written email stated that there is no regular student of this name, roll number in B.Com. Part Third, in the year xxx in college record. As per college record the candidate was not enrolled in college –SM College Chandausi.	

### Employment Verification

Employment verification 1:

Status:

Verified Clear

Details	As provided	As verified
Name & Address of the company	ABC	✓
Period of employment	09 March 2015 to till date	09 March 2015 to 09 September 2018
Title / designation	Not provided	Assistant Manager
Reporting Manager's name & designation	Not provided	Did not comment
Salary / remuneration	INR 24,671 Per month Net	Did not comment
Reason for leaving	Not provided	Personal
Eligibility for rehire	Did not comment	
Any area of concern	Did not comment	
Additional remarks	Full and final settlement was Completed	
Mode of verification	Written	
Name & designation of the verifier	HR Team	
Contact details of the verifier	Hrhelpdesk@abcde.com ( written email received )	

### Address verification

Current Address:

Status:

Verified Clear

Address Details	Information obtained
Complete Address	XYZ
Address Type	Current
Prominent Landmark	Near Sweet Shop
Period of stay	Since 01 year
Marital Status	Married
Easy to locate	No
Type of accommodation	Row house
Residence Status	Rental

Address Details	Information obtained
Building Appearance	Good condition
No. of family members	02
Person Met	Mr. PK
Relation with the Candidate	Landlord
Contact number	Not provided
Re- Confirmation:	
Name of the verifier	Mr. Santosh
Relationship with candidate	Neighbor
Conclusion & Additional comments: The existence of the Candidate is confirmed.	

Disclaimer

The factual information in the structured screening process is being presented to the client in the prescribed format. This report is furnished to you in accordance with the agreement for service between the parties. TABS is not providing any personal opinion but all information provided is obtained and maintained in good faith from a variety of sources deemed reliable. Although every effort has been made to assure accuracy, TABS cannot act as guarantor of information accuracy and completeness. TABS cannot be held responsible in any manner whatsoever for the actions taken by the client or by the employee (existing / potential) due to this report. In no event TABS shall be liable for any indirect, incidental, contingent, consequential, special or punitive loss, damage or expense (including without limitation, lost profits, opportunity costs etc.) even if the TABS has been advised of their possible existence.

Background screening helps companies to reduce wrong hires and hence reducing the cost, improves safety and credibility of the company. As per expert's quantum of wrong hires are reduced by 20% to 40% by the effective background checks and this varies sector to sector. Background screening is normally outsourced to specialized service providers as this requires unique capabilities, access to various networks and databases. This also ensures independence of the recruitment process. The additional cost of background screening is more than its worth.





## Digital Transformation of Talent Acquisition



“Organizations’ war for talent has now reached digital frontiers with social media and artificial intelligence playing a decisive role in how talent is attracted and assessed. In today’s marketplace, on-boarding making bad hires simply isn’t an option wherein organizations invest time and money to attract, evaluate and hire a candidate so that the candidate is the right fit and there is no risk in erosion of its competitive advantage. While organizations have embraced a digital transformation strategy, intelligent automation and machine learning has influenced the manner in which talent is identified and evaluated.

Considering that talent requirements are extremely diverse, there has been an increased focus on using automation and artificial intelligence capabilities, not to mention data science and analytics, to leverage on decoding the DNA of applicants.

The evaluation or filters, applied to the landscape of potential employees (both those who are actively seeking and those who might be open to a new opportunity) has expanded exponentially with many recruiters deploying algorithms that apply various criteria to evaluate personality assessments that determine if a given candidate is likely to be a good fit. Some recruiters are also applying such algorithms to candidates’ social media footprints to dig deeper into the fit between personality and business culture as well as to assess the percentage of likelihood that a candidate will accept an offer. The administrative element of evaluating candidates has reached near automation with tools pipelining candidates, capturing data, transferring data from one application to another, processing documents, auto texting and auto scheduling capabilities, video interviews, etc.



Data Analytics is empowering talent acquisition teams to gain deeper insight into a candidate's specific skills, as well as their alignment with a company's culture.

More advanced cognitive applications apply natural language processing capabilities to enable instant messaging-activated chatbots. These applications can handle routine communications between recruiters and candidates such as descriptions of new job openings, status inquiries and updates to applications, as well as gather data on questions important to the hiring manager. Additionally, these chatbots can provide metrics and insights on the types of candidates applying

for the role and the gaps required to close any lack of suitable candidates.

Today's digital revolution has become tomorrow's quest to traverse new boundaries where talent optimization and ensuring holistic alignment with the organization's culture is the real comparative advantage. As organizations deploy newer technologies and systems to identify and absorb talent, what should remain at the core of this endeavour, is the belief that organizations will identify the right candidate for the right position at the right time, irrespective of the means used to serve the end."

# Digital Transformation of Talent Acquisition



Getting the right people with the right skills, at the right price and right time has been a long-running headache for recruitment teams, digital technologies are coming to the rescue of recruiters. Digital technologies finding its usage across value chain of the recruitment process starting from attracting, sourcing, assessing, selecting, hiring and background screening. Companies are effectively using career websites, job portals, online assessment, social recruiting, video interviewing etc. in their recruitment processes. Some of the examples are mentioned below:

- The entire ecosystem of recruitment (Companies, search consultants and candidates) are very effectively using job portals and social platforms like LinkedIn, Facebook, Instagram etc.
- The online psychometric/ language/skill assessment tools are helping companies and candidates alike to reduce travel time required for this part of the recruitment process.
- Cloud based technologies are being used in uploading and storing candidate resume and other documents for recruitment and background screening purposes. Companies provide access to the candidates and respective partners to upload the resume/data online and avoiding the physical documents.

- AI and ML are being used to expedite resume screening without any human bias. Chatbots are being used to communicate with the candidates at initial level.
- A detailed analysis of various social media profiles of the candidate can reveal certain important aspects such as interests and hobbies. Their social media habits on subjects like gender, age, race and politics can be revealing candidate's personality and behavior.
- In future block-chains may be used in hiring process and it is predicted that it will play be a big aid in the background screening process.
- The websites like Glassdoor provides an inside view of a company including information such as compensation range, culture, career growth options etc.
- Companies are able to digitally store, screen, engage with the new, current and past candidates.

In the competitive and ever changing marketplace for talent demand for skilled workforce is far exceeding the supply of qualified candidates. This makes it more important need for recruiters, to master new digital techniques to find, reach and engage right skilled potential candidates. Candidates who are seeking jobs are tech-savvy and they in-turn expect smooth, seamless recruitment process and timely feedback. Power is getting transferred from recruiter to the candidate.



"I believe attracting the right talent to the organization has been the nightmare for any organization and the process has been evolving. ATS solutions, HR tools, large online job boards or Social media has become the reality of life in the last few years. The abundance of information about candidates in Social media makes it easier to identify and access information about those candidates. Second, online recruiting tools are using new business models, and thought leadership to engage with candidates. Companies are trying to engage with candidates in new ways. For example, Glassdoor has grown quickly by providing additional information about salaries and employee reviews, drawing job candidates to its sites.

Unsupervised online testing has become the standard for assessment administration

because it increases efficiency in the recruitment process by decreasing the time needed to fill vacancies while reducing costs.

Also, for the post millennial candidates Gamification is one of the effective tools which gives an insight into candidates' various capabilities such as problem solving, personality and communication style. Of course, more and more companies are using video interview solutions records candidates' responses to pre-set questions and then analyse and scores them based on tone, body language, and keywords.

But definitely corporate branding and culture will play important role to hire the best talent. As the race for talent gets more competitive, brands will need to use every edge they have to reach their desired talent audience."



“Talent Acquisition, the Key and Lock of the business.”

“Technology can be bought, Finances can be arranged, Material are easy to procure, and know-how can be transitioned but when it comes to People, this is what troubles most of the business leaders. Business success and failure largely depends on people and kind of people we have to run the show and that’s why I call talent acquisition as the Lock and Key to the business success. Ability to get right talents is Key, Inability may lead to Lock.

Most of the business leaders lose their sleep on the topic of recruitment and getting skilled manpower. Talent acquisition is the most critical area of Human Resources function and I have a great respect for the Recruitment specialist who brings in and provide competent resources to the business. Talent acquisition takes high level of involvement, immersion, knowledge, market intelligence, dedication and passion to hunt for competent resources and make business

get- set- go. In my experience, Business leaders are most concerned about recruitment than anything else when it comes to HR function. They have a natural attention on this piece and as a HR leader we must understand that this is most critical for the business. People with right recruiting skills are valued resources.

Recruitment is all about sourcing. While easy looking pool is available, talent pool may not be in plenty at a point of time. Hunting from the right source is like half job done and one needs to have lot of common sense for doing that. Current trend is hiring from Social media as this is where we have almost everyone available. Linked-in is linked-out and even candidates know this, so we must not avoid this source and use it as extensively as possible. Traditional sources like employee referrals, advertisement are still relevant and we should not under utilize any of these but need to blend it with right tool and media to optimize the value versus efforts.”

While every companies advertise jobs on atleast one of the job portals, we need to have smart processes of screening all the cvs so that we don't miss any good talents. I am sure most of the candidates have this complaint that they have no clue on what happened to their candidature when they apply through some jobsites.

Consulting partners are another good source which we should use strategically to fill our leadership and senior position. They add lot of values in terms of bringing diverse profiles and candidates who are not active in job market. We should not make mistake of keeping them as a last source of recruitment in view of cost reduction programs. Headhunting companies offers lot of value and compliment our efforts in recruiting right mix of talent pool.

Diversity and Inclusion is the key and we must account this in our recruiting practices. Gender, Regional, Cultural, differently abled are some forms of diversity which talent acquisition should keep in mind while recruiting. This

helps organization to balance the equation and get right talent mix for increasing productivity and profitability.

Another good way to recruit is to keep meeting people from the industry and create succession pipe line. Its not necessary to connect only when you have a position. I don't know if we can call this as active or passive networking.

One last piece of insight on Interview Assessment. Many Hiring Managers believe in hiring only when they get 100% fit and push recruitment team to present more candidates. We must acknowledge that at a point of time, resource pool is limited. Time to fill the position is the key in recruitment. One can waste time in seeing more candidates or get onboard the trainable resource and keep the show going."

"Key to recruitment is right people at right time in right roles."



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Conclusion

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## Conclusion

The rapid changes brought around by technological advancements and socio-economic factors have always been changing the requirement of talent, so has the process of identifying, reaching & assessing the talent. Those organizations/companies who are unable to foresee the changes & unable to be equip themselves with future ready talent are bound to be left behind in the race and may become extinct.

Selection of every right talent calls for investment of resources including the critical man-hours for multiple rounds of interviews, organizing online tests and reference checks etc. The process spans over couple of days, weeks & months depending upon various factors. What becomes more complex is that even in such hiring situations, the members of the interview panel may vary in the choice of the final candidate. In spite of following the processes, it is observed that many new recruits fail to perform, leave or sacked by the companies, resulting in to colossal waste of resources, opportunity and reputation of the organization. Hence Recruiters must diligently follow all the steps of talent acquisition including employer branding, creating a job description, sourcing, interviewing, assessing, background screening, offer negotiating, on-boarding etc. Recruiters should also be trained on assessment, negotiations and relationship management apart from sourcing. Understanding candidate's mind set in terms of interest level and excitement specially during the offer accept to joining period is very crucial. Companies must examine each incidence of failed hiring critically and go to the root cause analysis and come with corrective measures rather them putting under the carpet.

With the advent of Big Data, AI, Analytics and various other Tools and Technologies the recruitment process may become faster but cannot replace the human involvement and intuition in finding the right candidate.

Considering the changing landscape of talent needs & type, the Talent Acquisition activities cannot be described as only Science (i.e. process, tools for assessment etc.) or Art (creativity, negotiations) or Intuition (final selection out of the 2-3 shortlist). Hence Talent Acquisition is a wholesome mix of all the three Science, Art & Intuition.





“Most probably all the head hunters in the globe would agree, that in order to succeed in recruitment, we need a little bit of all ingredients. The first one is understanding of the role – which comes with the knowledge about the organization, combined with the precise information from the employer regarding expectations towards the candidates. Then – let’s add highly developed skills on how to evaluate the competencies, which might be difficult, no matter if we hire the millennials or C-level executives. In addition – the phase, the time, which became crucial considering

how dynamic the markets became. And last but not least - when you ask the head hunter, having several years of experience within executive level recruitments, whether he finds intuition an important factor, I bet the answer would be positive. At some point, you just know, that this is the one. Therefore, the key to success would be not to underestimate any of above ingredients, in order to be successful in a talent acquisition nowadays.”

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This publication is general in nature. In this publication, we have summarized key elements of talent acquisition processes and upcoming trends and challenges to the process due to technological advancement. It may be noted that nothing contained in this publication should be regarded as our opinion and facts of each case will need to be analyzed to ascertain applicability or otherwise of the contents published herein. We are not responsible for any liability arising from any statements or errors contained in this publication.

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