Some Insights into Procedures and Practices to Acquire the Right Talent

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Abstract

HRM views talent as Human Resource Capital .The focus of talent management is to attract best talent and convert them into effective work force. The future is Talent Analytics; Human Resource Analytics is the application of sophisticated data mining, and business analytics (BA) techniques to human resources (HR) data. The descriptive study based on observation and interviews was conducted in Dr.Reddy's an emerging Indian Pharma major in global space. The recruitment philosophy of Dr.Reddy's is embedded in the talent acquisition process and is oriented to acquire the talent with highest commitment to fulfill the organization's core purpose. The boomerang policy, integrated HRIS system etc., enable talent analytics in the Organization. The talent acquisition system is based on Role-Designation matrix.

Keywords: HR Measurement issues, Human capital, International HRM, Performance management

Introduction

The HR Flow as a system is important to the strategic management of human resources. The Human resources are the partners to the business and strategic in nature and have to adjust to changes (Porter, 1980;Charles Handy, 1989). The economies of the world are accelerating towards a knowledge-based economy. The economies of 1980's were dominated by the capital resources of the organization but from then onwards, the organizations were made competitive by virtue of their talent base of the human resources (Tansley et.al,2006 ;Lance A. Berger and Dorothy R.Berger, 2003). The valuation of the organizations was made on the ownership of natural resources, manmade-assets etc., but in later years the human contributions were formulated to assess the impact on the organization.

Talent as a word was evolved from Greek as talanton which means weight equivalent to 25.86 kg. Tansley (2011) sketching the evolution of the term talent, traces the meaning to The New English Bible of the Greek word, talent is the capital. Ed Michels, Helen Handfield-Jones and Beth Axelrod (2001) have popularized the concept in the corporate world of business through their revolutionary slogan 'war for talent'. Since then HRM views talent as Human Resource Capital (Lance A. Berger and Dorothy R.Berger, 2003). The approaches to talent are categorized as Objective and Subject, the Objective approach views it as characteristics, natural ability, mastery, commitment or fit whereas subject views talent as people, high performers or high potentials.

Literature Review on Talent:

Ulrich and Smallwood (2012) views talent as the product of competence, commitment, and contribution. Christopher Bartlett (1996) in a case study on McKinley termed it as a trait and summation of the sum of a person's abilities, intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character, drive, ability to learn and grow.

The talent management is embedded in the processes and practices of the contemporary HRM. The resource-based approach (Fossas Olalla, M., 1999, 84-92) has paddled HRM into new terrain and talent is a resource for competitive advantage. Some authors have carried the concept of talent forward as core competencies of the Organization (Hamel, G. & Heene, A.,1994; Ben Wuim-Pam,2014, 49-55; Ed Michels,Helen Handfield-Jones and Beth Axelrod,2001). In contemporary business, numerous business revenue models were framed for sustainability. Talent Management is one such framework for improving revenues for the organization.

Some authors based on focus derive a difference between Talent Management and Human Resource Management. However, Human Resource Management is responsible for talent management. The focus of talent management is to attract the best talent in the market and convert them into the efficient and effective workforce (Tansley et.al, 2007). The responsibility of the Talent management is the acquisition, retention, and development. Bersin Model has suggested an Integrated Talent Management System with the components of   Talent Strategy and Planning, Sourcing and Recruiting, Performance management, Learning and Development, Succession Planning, Leadership Development and Compensation. Since then custom models were framed to explain the talent management system in accordance with Organization requirements and sustainability (Josh Bersin,2014).

Recruiting is a part of Talent Acquisition and includes the activities of sourcing, screening, interviewing, assessing, selecting and hiring whereas Talent Acquisition includes some other strategic elements of Planning and

Strategy, Workforce Segmentation, Employment Branding, Candidate Audiences, Candidate Relationship Management and Metrics and Analytics (Robin Erickson, 2014). Lisa Barry, Udo Bohdal-Spiegelhoff, Robin Erickson and Kim Lamoureux (2014) views acquiring and accessing talent is company's most critical goals. Without critical talent and skills, companies cannot grow their businesses. The areas where an organization has to put efforts to bring in the best talents are Social Media, Treat recruiting like marketing, Innovation, and Sourcing.

Some authors view Talent Analytics as Human Resource Analytics (Margaret Rouse, 2016) is the application of sophisticated data mining and business analytics (BA) techniques to human resources (HR) data. The conversion of talent data into talent intelligence is a vital function of HR Analytics and it finds application as human-capital facts, analytical HR, human-capital investment analysis, workforce forecasts, the talent value model, and the talent supply chain (Thomas H.Davenport,Jeanne Harris and Jeremy Shapiro, 2010). Anupam Rani and Upasna Joshi (2012) notes from general literature review, organizational supply and demand requirements are to be effectively integrated with talent management strategy, integrated data process and analytics for the right Talent DNA.

The research studies in manufacturing sector of Sri Lanka by Sajeewani Karunathilaka, K., Prof. Dr. Mohd Shukri Ab Yajid and Prof. Dr. Ali Khatibi (2015) noted a correlation between talent retention and compensation base pay and job security. Talent management strategies consist of identifying, developing and retaining talent strategies and the studies on Small Medium Enterprises in Malaysia by John Musong Tusang and Dewi Tajuddin(2015) provides some insights of significant positive relationship between Talent Management Practices (TMP), Employee Engagement (EE) and Organization Performance (OP) in Malaysia SMEs. Akram Al Ariss and Yusuf Sidani(2016) examining the issue of talent management in International context, felt in comparative International Human Resource Management the focus of research on talent management,international mobility and diversity are inadequate and need to be probed for sociocultural and institutional factor influence. The discussion on whether talent is innate nature or acquired is inconclusive but can be calibrated for acquiring the talent (David G.Collings and Kamel Mellahi, 2013, 322-325). The existing empirical studies have conclusively predicted that talent agility, readiness is essential for organizational development, growth, and sustainability (Angela Martin,2015, 112-116). So the problem for organizations is preparing a framework for talent acquisition.

METHODOLOGY
Nicky Dries (2013) made an attempt to understand the talent management by exploring the linkage between existing psychology literature, theoretical frameworks, research design, and assumptions and discussed the gap in the literature on tools to measure the talent. The study was conducted with the objective to identify the process of talent acquisition framework.

The descriptive study based on observation and interviews was conducted in Dr.Reddy's. The data was culled to meet the objective of elucidating the talent acquisition practices and procedures in the Organization. The talent is the competing factor in the pharmaceutical industry.

Dr.Reddy's is an emerging Indian Pharma major in global space. The Organization believes in Good Health Can't Wait with robust talent practices, with more than 21 manufacturing facilities spread across the geographies of the world. The Organization by engaging 28,000 talent workforces' with 31,174 million rupees (US$ 443 million) per annum generates revenue of 154,841 million rupees (US$ 2.3billion) per annum. Dr.Reddy's produces active pharmaceutical ingredients over the counter, biological, differentiated formulations and generic drugs. The company invests in research and development with over 170 ANDA's (Abbreviated New Drug Applications), 500 DMF's (Drug Master File) and 86 in-house patents in its repository.

PRACTICES TO ACQUIRE THE RIGHT TALENT IN DR.REDDY'S
Talent Acquisition Philosophy:
The recruitment philosophy of Dr.Reddy's is embedded in the talent acquisition process and is oriented to acquire the talent with the highest commitment to fulfill the organization's core purpose. The recruitment looks for talent with values which are strategically aligned with the philosophy and culture of the Organization. The Values inspire the recruitment policy and streamed with the talent practices. The recruitment is open for both the entry and lateral level.

Roles and Designations:
The categorization is based on roles and is divided into
Role Bands (9):   R0, R1, R2, R3, R4, R5, R6, R7&R8
Sub-Role Bands(14) :R0A,R0B;R1A,R1B;R2A,R2B;R3A,R3B;R4,R5;R6;R7A,R7B;R8.
The functions are sub based as General Management Track, Scientific Track, Sales & Marketing Track, Plant Track and Legal Track. The designations are fixed along the Role Band and Functions Tracks. The four functional tracks are

General Management: Finance, Supply Chain, Human Resource, Strategy Planning, Corporate Communication, Corporate affairs, Business Development, Regulatory Affairs, Quality Assurance, Medical affairs, IT- BPE, Secretarial and Compliance etc.

Scientific Track: Research and Development functions in IPDO, Biologics, Chirotech, CPS and other areas relevant to such job types.

Sales and marketing: Global Generic Sales and Marketing business of GG India.

Plant track: Operations divisions like production, quality control, packaging and engineering service, Project engineering functions etc.

Legal Track: Entire legal function.

The entry-level hires for functional tracks are designated as Management Trainee, Technical Trainee, Trainee Representative or Post-Doctoral Fellow. Whereas the new recruits with experience come under later category. Dr.Reddy's scout for talent at the entry level from the campus and other sources, the lateral entry in all the tracks is for experienced.

The talent acquisition process follows as

PRE-RECRUITMENT: Manpower Planning & budgeting, Manpower Requisitioning Process, Mode of Recruitment, Recruitment Cycle Time, Empanelment of Recruitment Consultants, Re-Employment of Ex-Employees (BOOMERANG).

SELECTION PROCESS: Advertisements in Print Media, Sourcing through Internet Channels, Interview Panel, Internal Recruitment – Domestic and International, Selection Process, Compensation Fixation & Offer.

POST RECRUITMENT: Pre-Employment Medical Examination, Background Verification Process, Internal TAT Reviews, Bill Payment/ Invoicing.

PRE-RECRUITMENT:

The talent acquisition process starts with manpower planning and budgeting. The manpower requirement is estimated by the business unit HR team (BU HR Team) by following the guidelines framed by the Corporate HR, C&B team and Finance Team. The manpower requirement is channeled to the BU HR Head by the BU HR team in concurrence with functional heads. The manpower plan is numbered in consultation with BU Head, BU Finance Head, CHR, CFO, and CEO. The Corporate C&B Team uploads the plan with a position code number in the internal computer network. The manpower plan with details is forwarded to Business Unit Talent Acquisition Team (BU TAT Leads), this forms the basis for preparing detailed annual recruitment timetable for the Organization. The BU HR Head review the work and progress of the requirement plan, any out of turn emergency recruitments are conducted after getting financial concurrence.

Manpower Requisitioning Process

The manpower plan for both budgeted and non-budgeted positions is posted in the career center. The BU HR Facilitator validates the requisitioned approved manpower plan and releases the universal work list. The facilitators release the requisition to the TAT (Talent Acquisition Team), the web-based portal is utilized for the purpose.

The TAT team starts the talent acquisition process and all positions R2 and above are advertised, the advertisement is placed internally through circulars, notice, e-mail etc., and is available on the website, the advertisement is placed for 15 days. The internal candidates have to apply in response and the external sources are also used through external portals, job-sites, consultants etc. The internal applications are given first preference and on failure to get the suitable candidates, externals applicants are called up with a pre-determined objective of the best talent and role-fitment. The organization believes in internal talent with priority for lateral entry. The TAT team is given timelines (see table 1) known as cycle time to avoid time-lag in sourcing of employees.

Table 1: Showing Timeline for each Work level

Serial No.	Work Level	Timeline
1.	R5 & above	75 days
2.	R3 & R4	60 days
3.	R1 & R2	45 days
4.	R0	30 days

The consultants are empanelled for a specific period through a contract. The performance of the consultant for recruitment is periodically evaluated and data is used for renewal decisions. The evaluation is done on a qualitative scale and converted into a quantitative score on the criteria like the ability to understand role, turnaround time for recruitment, resumes quality etc. These scores are converted into percentages for comparison. The recruitment consultants are assigned tasks to work with minimum 3 BU's and on maximum 2 positions with each BU. But for positions in the work level R5 and above specialized recruitment consultants are engaged.

BOOMERANG

The re-employment of ex-employees is called BOOMERANG policy, a special procedure is adopted for

boomerang permanent employees who apply for re-employment within two years from the separation. The boomerang employee is fit into the position he left along with salary fitment. Dr.Reddy's attracted the talent back into its fold through boomerang policy. The Organization uses HR Analytic tools to store data of all the present and past employees.

SELECTION PROCESS
Channels:
The following channels are utilized for national and global posts to attract the best talent for the organization

- **Advertisements in Print Media**
- **Sourcing through Internet Channels:** company website, job sites, social media (paid or unpaid platforms), community websites, and alumni groups. The talent analytic systems are integrated with Intra and inter websites for seamless follows of data and information. The HR analytic plays a crucial role for mining the relevant data from both internal and external environment.
- Consultants (Both National and International)
- Campus recruitments from premium institutes

The job posting is done by BU TAT members with clearance from BU TAT Leads in the websites of Company, Job portals, Community and Alumni groups whereas the Corporate Communication Team posts in the Social Media. The candidate goes through an elaborate selection system; the interview is conducted at 2 levels and with minimum four rounds of interviews. The Interview Panel is constituted based on the work levels ROA to R6.

The Organization has framed policies and elaborate procedures for Internal Recruitment – Domestic and Internal Recruitment- International.

The talent management objectives for internal recruitment of domestic and international positions are stressed on to provide career opportunities to internal employees and utilize their latent potential and capabilities. The eligibility norm is at least 2 years experience in the current position for an employee to apply for a position. The internal candidates can apply to TAT member, who shortlists the resumes in consultation with the concerned BU HR Head for facing selection panel.

Selection Process for Lateral Positions:
The candidates with some experience are considered for the lateral position. The applicants shortlisted for the positions are interviewed preliminarily by the TAT member and interviews are scheduled through either telephonic or Skype or video conference or direct interview with a panel constituted according to the requirement of the position. The interviews are conducted at two levels comprising of either personal interview technique or panel presentation or situation analysis or other similar modes. Further, the Interview evaluation sheet is marked keeping in view the requirements of Role Clarification Document.

Coordination of Talent Acquisition Process:
The recruitment process by work levels will be coordinated at the Corporate Recruitment and BU Recruitment. The Corporate recruitment is responsible for hiring at Role Band R5 and above, coordinate with BU HR,corporate hiring's and global recruitments R6 and above except for U.S.A. whereas BU recruitment is responsible for all recruitments up to Role Band R4 except for Corporate functions at global level, other global function in consultation with respective geography HR head.

Closing Talent Acquisition Process:
The finalized/selected candidates are required to fill Job Application form with complete details. The appointing authority is fixed according to the work level. The compensation fixation is based on the compensation policy, work level, and pay band. The compensation fixation is discussed and approval is obtained from the Corporate C &B team, finance head by the TAT member and communicated to the BU Head HR. TAT member will proceed with post offer formalities like generating the offer-cum-appointment letter, relocation arrangements (guest house, cab) and intimation to BU HR with the joining date and joining formalities. The boomerang appointees are eligible for joining bonus.

In special cases where higher talent is identified TAT member will discuss the compensation fitment with the concerned BU HR Head and BU TAT Lead and if required with the corporate C&B team. In such cases, TAT member presents the case with skill-set, gap analysis with market position and compensation negotiation. In addition, Dr.Reddy's offers to join bonus and notice period buyout to an identified talent.

POST RECRUITMENT
The post recruitment activities are mandatory with

- Pre-employment medical examination.
- Background Verification Process.

- Closure & Handovers

Reviews and Feedback:
The TAT performance is reviewed internally by monthly reporting, a review meeting with talent acquisition team and audit.

Conclusion
Dr.Reddy's is a knowledge based learning organization and believes in people as its competitive advantage. The talent is given priority with an embedded framework for acquisition. And with global presence and facilities spread over the world geographies its talent management practices has earned brand image for the organization. The boomerang policy is reuniting the lost talent back into the Organization fold. The talent acquisition system is based on Role-Designation matrix as corroborated by Robin Erickson(2014). Tansley(2006) approach in differentiating talent acquisition with hr recruitment is ideal practice in Dr.Reddy's. The HR analytics is given importance with step by step metrics and measures for evaluating the performance of TAT team. The feedback and review of talent practices amend the deviations in Dr.Reddy's. The unique feature is benchmarking practices with its own performance. The lateral entry, succession planning are the outcomes of the strategic potential identification process in the Organization(Patnaik, K. V. S. and Gudivada Venkat Rao ,2013,192-195).
The integrated HRIS system enables talent analytics in the Organization. The detailed study forwards the flawless practices in the Organization to attract talent at the entry and lateral level.

Key Points
- The talent is given priority with an embedded framework for acquisition.
- Integrated HRIS system enables talent analytics in the Organization.
- Flawless practices in the Organization to attract talent at the entry and lateral level.
- Talent acquisition system is based on Role-Designation matrix.
- Boomerang policy is reuniting the lost talent back into the Organization fold.

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