



Re-designing Recruitment Infrastructure

Recruitment Process
Shared Services Case Study



Re-designing Recruitment Infrastructure

Problem Statement

The client is one of India's leading private life insurance companies which offers a range of individual and group insurance solutions, currently operates in 700 cities across India and has a network of over 700 branches with over ~5000 employees. The company's portfolio currently consists of 25 retail, 9 group products and 10 rider benefits under savings, investment, protection and retirement product category. The client's customer growth is better than any private insurance company in India.

The engagement was envisaged to capture multiple value creation opportunities which are

1. Optimize various channels & provide the feedback process, thus impacting the candidate experience
2. Focus HR on more strategic activities
3. Centralized and harmonized processes and policies
4. Improvement in quality of HR Services
5. Greater cost efficiency
6. Improved Performance
7. Standardization of multiple processes being followed at each branch at Recruitment stage

All these objectives once achieved were to support the client in two areas:

- ✓ Redefine and enrich the BHR role to play a Business Partner role
- ✓ One stop integrated technology solution

HR Transformation - The PeopleStrong Way

PeopleStrong conducted a detailed As-Is study of the HR process & policies in the following manner:

- Data was collated for 18 policies and 6 HR processes
- Interviews were conducted with the Recruitment Stake holders across all the Branches
- Feedback from Local & Regional HRs were taken to understand their strategic capability
- Challenges and operational experiences were studied
- Regular internal reviews took place to ensure smooth flow of work
- A core team was created to ensure project governance in place

With the outcomes of this As Is study, PeopleStrong also clubbed the Industry Best Practices as an input to the To-Be processes and policies. The salient points for to be phase were following:

Objectives:

"Client is India's leading private life insurance company operating in more than 700 cities pan India"

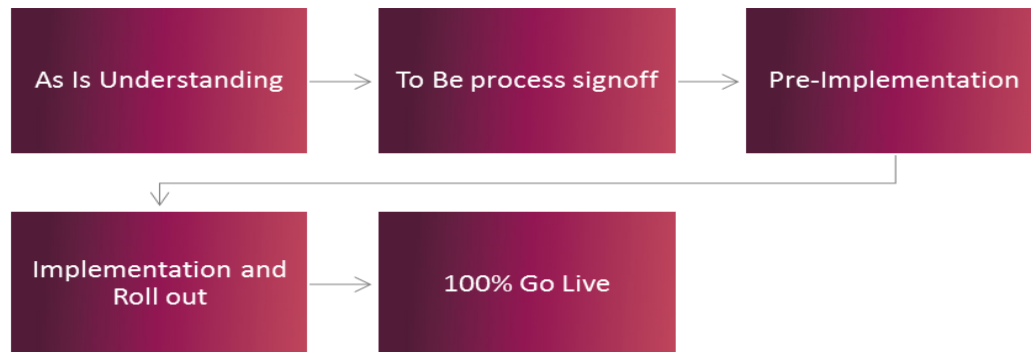
The organization was facing challenges in "providing quality candidate experience, centralizing the recruitment process and increasing cost efficiencies" and hence this was impacting the client's performance.

"Based on PeopleStrong's functional expertise, strategic acumen and commitment to success, client partnered with us to manage their Recruitment Process."

- ✓ Clear TATs for feedback at each interview stage was established
- ✓ Vendors were categorized according to performance to maximize their performance
- ✓ Efficiency matrix were defined including tracking mechanisms to standardize the Recruitment process

Solution Framework

The solution framework was mainly in four groups with the following structure:



As is Understanding

- Identification of key stakeholders
- BU Wise Questionnaire release
- Planning of As-Is processes
- Conduction of Region / BU Wise As Is Study
- As Is Study Presentation / Gap Analysis & Recommendations (Transactions Only and not on Decision Making Arena)

To-Be Process Sign-off

- Consolidation of Documents
- Creation of streamlined and aligned process maps for all BUs and supporting documents
- Creation of Training Manual
- Sign-off on To-be design

Pre Implementation

- Information / Data Exchange templates
- Process Calendar / SLAs / TATs



Business impacts and Results:



1. As per May 2016, the Time to fill a position was reduced to 15 Working Days (Average), the Offer to Joining Ratio was increased to 85%, the Sourcing to Offer Conversion was 13%, Quality Score was improved to a 94% overall.
2. The Source Mix was agreed and implemented - Direct 12%; Employee Referral 45%; Vendor 43%
3. A run rate of over 400 joining in a month
4. 300 Active vendors managed through RSSC Engine
5. Cycle time of 12 days achieved
6. Ensure 'Good Candidate Experience' across all branches
7. Faster TAT (Less transaction)
8. Achievement of ideal sourcing mix for organization
9. Improved conversion ratio and Increase the quality (CTQ Parameters)