SUMMER INTERNSHIP TRAINING

PROJECT REPORT

POSTGRADUATE DEPARTMENT OF BUSINESS MANAGEMENT, SARDAR PATEL UNIVERSITY

"Recruitment Process of L&T"
'From sourcing resume to final appointment'

L&T Sargent & Lundy Limited

Submitted by:-
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Declaration

I hereby declare that the project report entitled “Recruitment Process of L&T” ‘From sourcing resume to final appointment’ submitted for the partial fulfilments of the requirement for the Master of Business Administration, is my original work and has not formed the basis for the award of any other degree, associateship, fellowship or any other similar titles.

Place:- Vadodara

Date:-

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Post-Graduate Department of Management,

Sardar Patel university

Preface

As a part of our course curriculum, it is imperative for me to go through a Summer Internship and prepare a research project on any topic to gain the right experience and exposure on practical aspects of business management. I want to express my gratitude for the experience and practical knowledge that I earned during this Summer Internship by the opportunity provided. My Internship was with L&T Sargent & Lundy Limited, a design services company headquartered in Mumbai, Maharashtra. L&T-S&L is committed to providing Complete Power plant engineering services to its customers. During my internship, I had been acquainted with various terms related to Human Resources and various matters of the subject also gained insights into the functioning of the human Resources department and various concepts that are applicable in the real world.

As the world is facing power crisis due to shortage of the inputs required in power generation, it becomes the most crucial industry to work in right now. L&T-S&L being the prime engineering service provider of L&T Power, it was my pleasure working in such an industry's human resource department, to witness & learn the applicability of HR concepts.

During my internship, learned about technical talent acquisition, recruitment process, profile creation & profile maintenance. I got enlightened about the entire recruitment process, right from sourcing the resume till the candidate is onboarded. this research will provide you with relevant information about how L&T recruits its staff.

Acknowledgment

I would like to express my gratitude to my honorable SIP Guide Dr. Hitesh Parmar & Faculty of HRM Dr. Vilas Kulkarni, and Faculty of Communication Skills Dr. Darshana Dave; from the core of my heart for their kind support, guidance, and constructive supervision, instructions, advice, and for motivating me to do this report. I would also like to thank Dr. P.K.Priyan, Director of Post Graduate Department of Management, Sardar Patel University, for providing me with this opportunity. A special thanks to Dr. K.S Prasad, Placement Officer of Post Graduate Department of Management, Sardar Patel University, for allowing me to go on a Summer Internship for 45 days.

I am also thankful to the HR Department of L&T Sargent & Lundy Limited for giving me the opportunity to work with their department. I would like to thank Mr. Pawam Kumar Dubey; the Head of HR department and Mr. Niraj Kayastha; the one who looks after talent acquisition, for their cordial help by providing various key information and giving me the path to write a fruitful report.

I am also grateful to the employees of the HR Department for their cordial acceptance. Mrs. Sheba Mathews was helpful too. she has been helpful in providing relevant information for my report whenever I approached, she also taught me the importance of documentation in HR Practices. A special thanks to Mr. Siddharth Bhrambhatt for providing constructive criticism, which helped to build my confidence. It was a great opportunity for me to know about the practical experience of the HR department of L&T Sargent & Lundy Limited from the helpful environment of this organization.

My parents need special mention here for their constant support and love in my life. I also thank my friends and well-wishers, who have provided their whole-hearted support to me in this exercise. The experience I have gathered will be a privilege for my future career planning. I believe that this Endeavor has prepared me for taking up new challenging opportunities in the future.

I think this report will motivate me in the future to take more initiatives and big projects with the help of satisfaction that, I have completed such a big project in an efficient manner.

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Executive Summary

As a post-graduate student of business administration, analyzing today's business world is very crucial to observe in this complex situation. It is necessary to go through all fields of knowledge, both theoretical and practical. Before passing the MBA program, I had been given an Internship program to have practical knowledge of business life as a part of my academic program. In this report, I tried to focus on both theoretical and practical knowledge regarding the recruitment process at L&T and how recruiters perform their duties there. My project topic is “Recruitment Process of L&T”- ‘From sourcing resume to final appointment’. I have tried to identify the recruitment process of this organization and how they appoint the staff.

This report outlines some key issues surrounding the field of human resource management in L&T Sargent & Lundy Limited. The study has been conducted based on the Recruitment activity of the current Human Resources department’s management strategies, practices, and outcomes.

In the HR literature, there are a number of concepts that I noticed here in applied form. Various Models & Approaches demonstrated how strategic the role of HR can be there in L&T-S&L for a coherent set of processes and practices.

I noticed that the HR practices of L&T-S&L are “people-oriented” and were aligned with various other stages of management. But at a higher level, the strategies might differ from what lies for executive or technical staff.

As Mr. Niraj quotes “ the strength of the department is the delegation of HR functions and the peers performing those functions”. In this report, an effort has been made to disclose about organization's system and procedure step by step. Finally, an organizational overview, the HR Manager’s practices, and findings are included in the report.

Before drawing any conclusion based on this report it may be noted that the report was prepared in a very short term and there is a lack of data. But still, the report may be useful for designing any further study to evaluate the HR services provided by the HR Department of L&T-Sargent & Lundy Limited.

Chapter 1: Introduction, Background, Scope, Objectives, Methodology, & Limitations

1.1 Introduction

In my internship research project, my main aim is to identify the applied concepts of recruitment in the field of Technical Talent acquisition and how they are appointed to do the job in L&T-S&L. Human Resources department is the emerging sector in the new era of the corporate world. Previously HRM was ignored by big organizations. Today the situation has changed, most organizations are emphasizing HRM practices. The main reason is, that the organization runs by the people or human resources not by the machines. So, it is important to maintain these human resources in order to gain long-term success in Business.

1.2 Background

There is no doubt that the world of work is rapidly changing. As part of an organization then, HRM must be equipped to deal with the effects of the changing world of work. For them, this means understanding the implications of globalization, technology changes, and workforce diversity. Changing skill requirements, continuous improvement initiatives contingent workforce, decentralized work sites, and employee involvement are the issue for confront. It is a big challenge for the HRM to support the organization by providing the best personnel for the suitable position in the shortest possible time. Starting with recognizing the vacancies and planning for them is a great task. Moreover selecting the suitable candidates and selecting the best person in time is a challenge.

The cost of the recruitment is significant. So, proper planning and formulation of plans is a task that requires more focus and improvement. Equal opportunity and sourcing is also vital part. Realizing this need we tried to find the difference and similarities between theoretical aspects with the practical steps taken by the company.

1.3 Scope

This report deals with the HRM Practices of Recruitment and Selection Process, in terms of theoretical point of view and practical use. The study will allow learning about the importance of this process as well as the use of modern techniques and models used to make it more efficient. The study will help to learn the practical procedures followed by leading organizations like L&T Power, NTPC, etc. this study will help you get an idea about how the recruitment process takes place in real-world and what all activities do a talent acquisition head needs to perform for the smooth flow of recruitment procedure.

1.4 Objectives

The objectives of the proposed study“Recruitment Process of L&T” – ‘From sourcing resume to final appointment’ are as follows:-

- To identify the recruitment & selection practices.
- To identify & highlight the recruitment methods used for staffing.
- To put light on other practices related to recruitment.
- To see what all selection techniques are in practice.

1.5 Methodology

This research seeks to examine the main element of HRM “Recruitment & Selection policies & Practices”. the previous section outlined the objectives of this study, this section directs us in using the appropriate research method for data collection in order to test the perceived importance of the recruitment & selection practices & policies.

Research Approach:- Qualitative Research Approach
qualitative research is concerned with individuals' own accounts of their attitudes, motivations, and behavior. It offers descriptive reports of individuals' perceptions, attitudes, beliefs, views, and feelings, the meanings and interpretations given to events and things, and their behavior. The strength of qualitative research is the validity of the data obtained: individuals are interviewed in sufficient detail for the results to be taken as true, correct, complete, and believable reports of their views and experiences.

The **research method** followed to collect the data following methods were followed & these methods gave me ample **Primary Information**:-

- Face-to-face discussions.
- Telephonic discussions.
- E-Meetings (Microsoft Teams)
- oral interviews.
- Observation.
- Document analysis.

In order to collect & report the necessary information, I have also used **Secondary sources of information** which are mentioned below:-

- Social Media handles of L&T-S&L
- Websites of L&T.
- Internet.
- Research Papers regarding recruitment & selection.
- Internal Job Posting (IJP)
- Employee Referrals.
- Handbook of L&T.

1.6 Limitations

This research project is my first work outside my institute and straight into practical life. Being a student of MBA(1st year) I am still few steps away from entering into professional life. Before completing the institutional experience, Practical experience in the formal stage become difficult. So in the preparation of this report, my lack of practical knowledge has greatly influenced my performance. Besides this some other limitations are mentioned below:-

- Time was the major constraint in my research project on the topic which I selected. A period of 45 days was not sufficient to conduct an apt study on the recruitment & selection practices of a conglomerate like L&T.
- The managers were already preoccupied with their workload, thus despite being willing to give me the relevant training and information required they were failing to do so.
- Some business operations were restricted to handover.
- Lack of previous studies in this research area.
- Sample size & diversity of the sample.

Chapter 2: Company Profile, Services Offered

2.1 L&T

Larsen & Toubro is an Indian multinational engaged in EPC Projects, Hi-Tech Manufacturing, and Services. It operates in over 50 countries worldwide. A strong, customer-focused approach and the constant quest for top-class quality have enabled L&T to attain and sustain leadership in its major lines of business for over eight decades.

We are engaged in core, high-impact sectors of the economy, and our integrated capabilities span the entire spectrum of 'design to delivery.

Every aspect of L&T's businesses is characterized by professionalism and high standards of corporate governance. Sustainability is embedded into our long-term strategy for growth.

The Company's manufacturing footprint extends across eight countries in addition to India. L&T has several international offices and a supply chain that extends around the globe.

Headquartered in Mumbai, Larsen & Toubro Limited is one of the largest and most respected companies in India's private sector. With over 80 years of a strong, customer-focused approach and a continuous quest for world-class quality, L&T has unmatched capabilities across Technology, Engineering, Construction, and Manufacturing, and maintains leadership in all its major lines of business.

2.2 L&T Power

L&T is a multinational conglomerate, L&T power is one of its entities. The Power business of L&T Energy is equipped with the capability and experience to integrate L&T's varied offerings in the coal and gas-based thermal power sector. It is uniquely positioned to combine rich and diverse strands of experience in engineering, manufacturing, and project execution with a strong focus on turnkey solutions in the power sector for the domestic and international markets. The in-house strengths of L&T Power are supplemented by collaborations with global leaders in the fields of engineering, technology, and manufacturing.

It has world-class manufacturing facilities at Hazira in Gujarat, India, for ultra-supercritical / supercritical boilers, turbines and generators, axial fans, air preheaters, electrostatic precipitators and provides solutions for flue gas desulphurisation (FGD) and selective catalytic reduction (SCR) systems.

With a view to achieving excellence in execution, it has set up Power Training Institute (PTI) at Vadodara, Gujarat. PTI conducts in-depth technical training on power plant equipment & systems as well as training related to power/utility projects for in-house engineers, joint venture partners, customers, and engineering students.

L&T Power is committed to achieving sustainable business growth by value creation for all stakeholders through continuous innovation in capabilities, products, and services while remaining agile and adaptable. It encourages a culture of care, safe and healthy work ambiance, people empowerment as well as protection of the environment and natural resources. (L&T Energy is a brand of Larsen & Toubro Limited)

2.3 L&T-Sargent & Lundy Limited

L&T-Sargent & Lundy Limited (L&T-S&L), established in 1995, is a premier Engineering & Consultancy firm in the Power Sector, **it is the prime service provider of L&T Power.** Born out of the shared vision of two renowned organizations - Larsen & Toubro Limited (L&T), India's largest Engineering & Construction Company, and Sargent & Lundy L.L.C. - the USA, a global Consulting firm in the Power industry since 1891.

Larsen & Toubro Limited (L&T) is over USD 21 billion technology, engineering, construction, manufacturing, and financial services conglomerate, with global operations. L&T's commitment to customer service and concern for product quality has enabled the company to acquire market leadership in most of its major business lines.

Sargent & Lundy L.L.C. (S&L) Chicago is acknowledged as a premier force in the power industry worldwide. S&L has been providing Engineering and Construction Management Services for over 125 years. S&L has designed over 1102 Electrical Generating units representing approximately 1,57,409 MW of capacity of Power Plants, which include combined cycle power plants, gas-based, coal-based projects, nuclear power plants, and renewable energy power plants.

L&T-S&L provides a complete range of engineering and design of power plants from concept to commissioning of open/simple cycle plants, combined-cycle plants, cogeneration plants, and coal-based plants - both subcritical and supercritical technology and associated fields. L&T-S&L has also expanded its horizons in Renewable (Solar/Wind/Biomass) Energy, Renovation & Modernization, and Transmission & Distribution space. Since its inception, L&T-S&L has engineered numerous prestigious power projects in India and abroad. Its experience includes overseas projects carried out in the USA, Saudi Arabia, Kuwait, Oman, UAE, Qatar, Jordan, China, Thailand, Malaysia, Indonesia, Sri Lanka, Bangladesh, Nigeria, Central America, Algeria, Morocco, Mozambique, Kenya, Turkmenistan, and many others.

L&T-S&L has provided engineering services to esteemed customers like Doosan, HDEC, GS-E&C, Al-Toukhi, Alghanim, Ronesans, Siemens, Radicon Gulf, SSEM, AJEC, Arabian Bemco, Sadelmi Power, Jubail Energy, Dubal, Yamama Cement, Toshiba, YTL, Mitsui, Sembcorp, General Electric, Adani Power, Vedanta, NTPC, BHEL, GDF Suez, Fortum, KPMG, Orange Power, SBI, ICICI, PFC, REC, IDFC to name a few.

2.4 Vision & Mission of L&T-S&L

2.4.1 Vision L&T-S&L

To continue to be a leading integrated engineering solutions provider in the global thermal power & to enhance the focus on green energy and utilities for other industries, while continuously creating value for our stakeholders.

2.4.2 Mission of L&T-S&L

- Be responsive to customer needs, delivering optimal solutions and value-added services
- Ensure sustainable growth and professional excellence using state-of-the-art technology, process-driven approaches, eco-friendly solutions and IT enabled tools
- Foster a culture of mutual trust, respect, teamwork, continuous learning, innovation, challenge, and employee empowerment to provide a growth-oriented workplace
- Adhere to fair, transparent, and ethical practices in interactions with all stakeholders, in keeping the tenets of good corporate citizenship
- Remain flexible and agile, continually adapting to the changing business environment

2.5 Portfolio of services offered

L&T-S&L offers a gamut of services from concept to commissioning of power plants both in Indian and International markets. **It operates under roles such as:**

- EPC Contractor's Engineer
- Owner's Engineer
- Lender's Engineer
- Special Engineering services

Services offered through the above roles are as under:

- Site selection
- Conceptual design
- Technology evaluation and selection
- Project feasibility study
- Detailed project report
- Tender specification
- Technical bid evaluation
- Vendor drawing review
- Statutory clearance assistance
- Pre-bid proposal Engineering
- Basic engineering
- Detail engineering

- Procurement assistance
- Project Management and Co-ordination
- Field Engineering Services
- Inspection and expediting
- Support for pre and post-commissioning
- Technical Support for Performance Guarantee Testing
- Project Document Review
- Project Progress Review
- Project O&M Review
- Due-Diligence Services
- Special Studies like Efficiency improvement, reduction of greenhouse gas emission
- Power Sector Reforms and other associated studies
- Repowering and modernization studies
- O&M Advisory Services

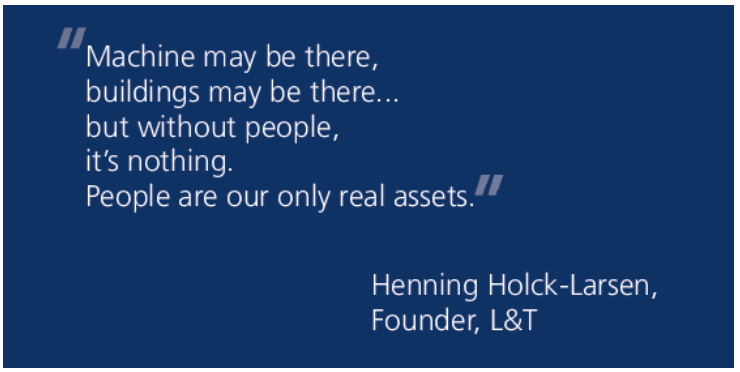
Transmission and Distribution Services:

- Single Line & Protection Diagram
- Design Calculation
- Layout engineering, Grounding, Lightning & Lighting
- Raceway design
- Vendor drawing Review
- Interconnection
- Cable schedule

Power System Studies:

- Load Flow & Voltage regulation
- Steady-state & dynamic motor starting study
- Short Circuit
- Transient Stability
- Relay co-ordination & Protection system study
- Switching & Lightning surge analysis
- Insulation Co-ordination study
- Harmonic Analysis
- Power Evacuation study

2.6 The Human Capital



L&T is a team of more than 40,000 L&T-ites spread across multiple locations around the globe. The team combines a proven track record and professional skills, woven together with a common culture of trust & caring. L&T offers its people freedom at work, unmatched leadership and opportunity to grow at a rapid pace. It provides them challenging, interesting and motivating assignments which bring a sense of professional fulfilment. The company encourages entrepreneurial skills thus, enabling and empowering employees to take appropriate risks. Employee participation is encouraged by inviting suggestions and opinions. This is coupled with competitive compensation & rewards and training through Core Development & Behaviour Development Programmes, to enable them to realise their full potential. L&T is growing at a rapid pace. This growth necessitates greater investment in talent. If you have the passion to excel in your career, we, at L&T, provide you the right platform to translate your imagination to reality in various disciplines - technology, engineering, finance, IT, HR, research, sales, marketing, legal and many more.

"When people go to work, they shouldn't have to leave their hearts at home." ~ Betty Bender

2.7 The Corporate Human Resource Policy

We believe that people are our most valuable resource and play a pivotal role in helping us realise our vision.

We are committed to:

- Acquiring, developing and retaining a pool of high calibre talent
- Enabling and empowering our employees to be creative and innovative
- Establishing systems and practices for maintaining transparency, fairness and equity
- Creating a culture of continuous learning, competitiveness and excellence through change management, respecting ethics, values and good governance

We will protect our environment and uphold in letter and spirit the United Nations Universal Declaration of Human Rights and the fundamental Human Rights Conventions of the International Labour Organisation.

2.8 Prime Competitors

L&T-S&L provides a complete range of engineering and design of power plants from concept to commissioning of open/simple cycle plants, combined-cycle plants, cogeneration plants, and coal-based plants - both subcritical and supercritical technology and associated fields. L&T-S&L has also expanded its horizons in Renewable (Solar/Wind/Biomass) Energy, Renovation & Modernization, and Transmission & Distribution space. it has Various companies competing in the same field, Some of them are briefed below:-

Linde Engineering- Linde Engineering designs and builds large-scale chemical plants for the production of industrial gases including oxygen, nitrogen, argon, hydrogen, and carbon monoxide, as well as large plants associated with the processing of natural gas, LNG, Liquefied petroleum gas, and the manufacture of olefins. The Engineering Division develops process plants in the engineering, procurement, and construction (EPC) business worldwide. The group has more than 1,000 process engineering patents and 4,000 completed plant projects. The product range includes:

- Air separation plants
- Ethylene Cracker Units
- Liquefied natural gas and Natural-gas processing plants
- Hydrogen and synthesis gas plants
- Chemical plants
- Adsorption and membrane plants
- Cryogenics plants
- Carbon capture and storage and carbon dioxide plants
- Furnaces, Incineration, and heaters
- Plant components

Worley - WorleyParsons Limited, branded as Worley after completing the acquisition of Jacobs' Energy, Chemicals & Resources (ECR) division, is an Australian engineering company which provides project delivery and consulting services to the resources and energy sectors, and complex process industries. We deliver projects and provide engineering, procurement, and construction expertise to the upstream, midstream, chemicals, power, and mining and minerals sectors. Thanks to our range of services and the scope of our expertise, we work with our customers at every stage of their project: from initial concepts to sustaining and enhancing their assets.

They are serving in various markets like New & Clean Energy, Power, Upstream & Midstream, Refining & Chemicals, Mining Minerals & Metals, and Building & Maintaining Infrastructure.

Black & Veatch- BV is the largest engineering firm in the Kansas City metropolitan area. Founded in 1915 in Kansas City, Missouri it is now headquartered in Overland Park, Kansas It is a global engineering, procurement, construction (EPC), and consulting company specializing in infrastructure development in power, oil and gas, water, telecommunications, government, mining, data centers, smart cities, and banking and finance markets.

In 2020, BV was the 7th largest majority employee-owned company in the United States. In 2020, with revenues of $3.7 billion, the company was ranked by Forbes as the 123rd largest privately owned company in the United States. Engineering News-Record, which compiles and publishes rankings of the largest construction and engineering firms annually, measured by gross revenues, ranked BV first in telecommunications, second in power, fifth in water, eighth in wastewater, 13th in international markets, and 15th in the overall top 500 design category, in the United States in 2016.

BV has more than 100 offices worldwide and has executed projects in more than 100 countries on six continents.

Tata Consulting Engineers- Tata Consulting Engineers Ltd (TCE) Power Business has a track record of about six decades in concept to commissioning solutions in every aspect of the sector. TCE's Power Business commenced in the early stages of India's electrification program and has now grown to be a market leader. The Energy Business prides itself in its capabilities to design, build and upgrade all kinds of power generation facilities, transmission, and distribution solutions, and value additions for power generation efficiencies.

Established in 1962, TCE has completed about 10,000+ projects in over 55 countries. A strong knowledge base and technical expertise have helped, TCE in delivering several one-of-a-kind projects. Its Power unit **Offers:**

- Powerplant Design & Engineering
- Automation.
- Re-Engineering.
- Digital solution.

Other EPC Contractors- Engineering, procurement, and construction (EPC) contracts are a form of contract used to undertake construction works by the private sector on large-scale and complex infrastructure projects. Under an EPC contract, a contractor is obliged to deliver a complete facility to a developer who needs only "turn a key" to start operating the facility; hence EPC contracts are sometimes called turnkey construction contracts. In addition to delivering a complete facility, the contractor must deliver that facility for a guaranteed price by a fixed date and it must perform to the specified level. Failure to comply with any requirement will usually result in the contractor incurring monetary liabilities. The EPC contractor coordinates all design, procurement, and construction work and ensures that the whole project is completed as required and in time. They may or may not undertake actual site work.

Some **Vadodara-based EPC Contractors** are mentioned below:-

- Hinshitsu EPC Private Limited
- TakViksh Engineering Pvt. Ltd.
- Synthesis EPC Projects Limited.
- TITLIS Engineering Projects.

2.9 Organizational Structure

Board of Directors
Senior Executive Vice President I Vise President I Head Project Director
Executive Vice President I Project Director I General Manager
Joint General Manager I Project director
Deputy General Manager
Assistant General Manager
Manager
Assistant Manager
Senior Executive I Senior Engineer
Executive I Engineer
Officer I Engineer
Junior Officer I Junior Engineer
Junior Supervisor



Chapter 3: Recruitment & Selection: its relativity & Process

3.1 Human Resource Management

Human resource management is concerned with the 'people' dimension in management. There is growing recognition among top executives that organizations can survive and prosper in a fast-changing, dynamic, and competitive environment only if they obtain, retain, and develop the quantity and quality of human resources they need. Since every organization is made up of people regardless of size, structure, ownership pattern, and the sector of industry, acquiring their services, developing their skills, motivating them to high levels of performance, and ensuring that they continue to maintain their commitment to the organization may be crucial to achieving overall organization objectives

Human resource management (HRM) is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns.

every manager performs some “people” or **personnel aspects of management**. These include:

- Conducting job analysis (determining the nature of each employee’s job).
- Planning labor needs and recruiting job candidates.
- Selecting job candidates.
- Salary negotiation
- Orienting and training new employees.
- Managing wages and salaries (compensating employees).
- Providing incentives and benefits.
- Appraising performance.
- Communicating (interviewing, counseling, disciplining).
- Training employees, and developing managers.
- Building employee relations and engagement.

And **what a manager should know** about:

- Equal opportunity and affirmative action.
- Employee health and safety.
- Handling grievances and labor relations.

Also **what a manager should possess in order to be in L&T-S&L:**

- good & Clear communication Skills.
- Leadership Skills.
- Apt & Timely Decision Making.
- Influencing Traits.
- Good Analytical Skills.
- An Inferring Good Listener
- Apt Problem-solving Skills
- Subject knowledge of relevant areas to work in

3.2 Recruitment

The process of attracting individuals on a timely basis, in sufficient numbers, and with appropriate qualifications, and encouraging them to apply for jobs with an organization.

Recruitment involves searching for and obtaining qualified job candidates in such numbers that the organization can select the most appropriate person to fill its job needs. In addition to filling job needs, the recruitment activity should be concerned with satisfying the needs of the job candidates. Consequently, recruitment not only attracts individuals to the organization but also increases the chance of retaining the individuals once they are hired.

“Recruitment refers to the overall process of identifying, sourcing, screening, shortlisting, and interviewing candidates for jobs (either permanent or temporary) within an organization. Recruitment can also refer to the processes involved in choosing individuals for unpaid roles. Managers, human resource generalists, and recruitment specialists may be tasked with carrying out recruitment, but in some cases, public-sector employment, commercial recruitment agencies, or specialist search consultancies are used to undertake parts of the process. Internet-based technologies which support all aspects of recruitment have become widespread, including the use of artificial intelligence.”

By - SmartRecruiters.com

3.3 Sources of Recruitment at L&T-S&L

Recruiting is important. If only two candidates apply for two openings, you may have little choice but to hire them. But if 10 or 20 applicants appear, you can use techniques like interviews and tests to screen out all but the best. Even when unemployment rates are high, many employers have trouble finding qualified applicants. One survey found that about two-thirds of the manufacturing executives surveyed faced a “moderate to severe shortage of skilled labor.”

With manufacturing jobs increasingly high-tech, the available jobs require more math and science than most applicants possess. A recent Lloyd's of London risk index listed "talent and skill shortages" as the number 2 risk facing businesses today. The search for suitable candidates and informing them about the openings in the enterprise is the most important aspect of the recruitment process.

Sources of recruitment refers to various modes of connecting with the job seeker for completing the task of finding potential employees. In simple words, sources of recruitment are the medium through which communication regarding the vacant positions is made aware to the prospective candidates.

There are generally recognized two sources of recruitment, which are internal and external sources. Let us discuss these sources in detail.

3.3.1 Internal Sources

Recruiting typically brings to mind LinkedIn, employment agencies, and classified ads, but internal sources—in other words, current employees or "hiring from within"—are often the best sources of candidates. Filling open positions with inside candidates has advantages. First, there is really no substitute for knowing a candidate's strengths and weaknesses, as you should after working with him or her for some time. Current employees may also be more committed to the company. Morale and engagement may rise if employees see promotions as rewards for loyalty and competence. And inside candidates should require less orientation and (perhaps) training than outsiders.

There are other advantages. External hires tend to come in at higher salaries than do those promoted internally, and some apparent "stars" hired from outside may turn out to have excelled more because of the company they came from than from their own skills. One executive recruiter argues that internal candidates are always better than external ones unless the internal candidates simply can't pass muster. One study concluded that firms that hired their CEOs from inside rather than outside performed better. On the other hand, some firms—particularly those facing enormous challenges— such as IBM and Ford Motor Company—did extremely well by bringing in outside managers.

Various **sources for internally recruiting** the employees are listed below:-

- Job Posting
- Rehiring
- Promotion & Transfers from within
- Employee Referrals

3.3.1.A Job Posting

At L&T-S&L we adhere to the company's policies & procedures related to internal recruitment. Job posting means publicizing the open job to employees (usually by literally posting it on company intranets & bulletin boards). These postings list the job's attributes like qualifications, supervisor, work schedule, and pay rate. Qualifications skills inventories also play a role.

3.3.1.B Rehiring

Rehiring someone who left your organization has pros and cons. Former employees are known quantities (more or less) and are already familiar with how you do things. On the other hand, employees who we let go may return with negative attitudes. We inquire about what they did during the layoff and how they feel about returning before rehiring them. After a probationary period, they are taken on Company's terms, before that they need to serve on third party basis.

3.3.1.C Promotion & Transfers from within

The most important source of filling vacancies from within is through transfers and promotions. A **transfer** is a lateral movement within the same grade, from one job to another. They may lead to changes in duties and responsibilities, working conditions, etc. but not necessarily salary. **Promotion**, on the other hand, involves the movement of employees from a lower-level position to a higher-level position accompanied by (usually) changes in authority, duties, responsibilities, status, and remuneration. **At L&T-S&L** we generally prepares a central pool of persons from which vacancies can be filled in. such persons are usually posted to various departments, depending of internal requirements.

3.3.1.D Employee Referrals

Employee referral means using personal contacts to locate job opportunities. It is a recommendation from a current employee regarding a job applicant. The logic behind employee referral is that "it takes one to know one". Employees working in the organization, in this case, are encouraged to recommend the names of their friends working in other organizations for a possible vacancy in the near future. In fact, this has become a popular way of recruiting people in the highly competitive IT industry nowadays. Companies offer rewards also to employees whose recommendations are accepted – after the routine screening and examining process is over and job offers are extended to the suggested candidates.

Advantages of Internal Sources

Following are the advantages of the internal sources:

- The organization saves money on hiring programs which translates to higher revenue for the business.
- It makes the selection and transfer of employees very easy.
- Internal source of recruitment serves as a morale booster for the existing employees.
- It provides a sense of loyalty towards the business which results in improved productivity.
- As existing employees will be aware of the working pattern of the organization, therefore it will take much less time for the re-hires to get adapted to working conditions.

Disadvantages of Internal Sources

Following are some of the disadvantages of the internal sources:

- Internal recruitment causes a reduction in the morale of those employees who are not selected or considered for appraisal.
- It discourages capable persons from outside to join the company.
- It can lead to conflict if one employee is selected for promotion, while the others are not considered.

3.3.2 External Sources

Employers can't always get all the employees they need from their current staff, and sometimes they just don't want to. We look at the sources firms use to find outside candidates next. The labor market can be tapped by way of job advertisements in newspapers and journals; employment exchanges; and notifying vacancies to educational, professional, and technical institutions.

Currently, the Internet (online) has become another very potential external source of recruitment. Recommendations of employee unions may also be included in this category. The introduction of fresh talent among the workforce leads to the growth and development of the business.

Various **sources for Externally recruiting** the employees are listed below:-

- Hidden job market
- Internet
- Advertising
- Employment agencies
- Outsourcers
- Executive recruiters(HeadHunters)
- Walk-ins
- College Recruiting
- On-Demand Recruitment Services

3.3.2.A Hidden Job Market

Many job openings aren't publicized at all; jobs are created and become available when employers serendipitously encounter the right candidates. one survey found that 28% of those surveyed found their most recent job through word of mouth. 19% used online job boards, 16% direct approaches from employers and employment services, 7% print ads, and only 1% social media sites (although 22% used sites like LinkedIn to search for jobs).

3.3.2.B Internet

In the age of globalization prospective candidates for specialized jobs in large organizations, especially MNCs may be attracted through internet ads. Such ads do have worldwide access to highly qualified people having internet connections. **At L&T-S&L** we recruit through their own websites, or through online job boards such as Indeed, Naukri.com and Monster.com. Users may search for jobs by keyword, read job descriptions and salaries, save jobs to a list of favorites, and e-mail job links to anyone on their contact list. we often use niche job boards such as LinkedIn also.

3.3.2.C Advertising

If organization desires to communicate to the public that it has a vacancy, advertisement is one of the most popular methods to use. However, the media of advertisement preferred is often determined by the type of job.

As, of fact the higher the position in the organization, the more specialized the skills, or the shorter the supply of the resource in the labor force, the more widely dispersed the advertisement is likely to be. The search for a manager, for example, might include advertisements through the internet, in national dailies, in specialized journals, etc. on the other hand, the advertisement for lower-level jobs is usually confined to the local dailies.

At L&T-S&L they mostly preferred what is referred to as a **blind advertisement** in which identification of the is not disclosed.

Respondents are usually asked to reply to a phone number. This is especially preferred when the position that we wish to fill is expected to draw an extraordinary number of applications. Using the blind ad relieves the organization from having to respond to any individual who applies. Only those individuals that we wish to see are notified; the remaining are not as if the application was never received. This method is appropriate when the organization intends to reach a large target group and the organization wants a fairly good number of potential candidates who are geographically dispersed to apply for the advertised vacancies. Let's briefly examine the wide variety of alternatives available to the company as far as ads are concerned:

- **Internet ads:** In the age of globalization prospective candidates for specialized jobs in a large organization like L&T-S&L, and in all other MNCs may be attracted through internet ads. Such ads do have worldwide access to highly qualified people having internet connections.

- **Newspaper ads:** Ads in news papers may be published without much of a lead time. It has in terms of information and can conveniently target a specific geographic location. **At L&T-S&L** practice this every 5-6 months to have enough CVs in our data bank. On the negative side, newspaper ads tend to attract only those who are actively seeking employment at that point of time, while some of the best candidates who are well paid and challenged by their current jobs may not be aware of such openings. As a result, the company may be bombarded with applications from a large number of candidates who are marginally qualified for the jobs, adding to its administrative burden.

3.3.2.D Employment agencies

There are three forms of employment agencies – public employment agencies, and private employment agencies, and agencies associated with nonprofit organizations.

- **Public employment agencies:** Most public agencies tend to attract and list individuals who are unskilled or have had minimum training this, of course, does not reflect on the agency's competence. Rather, it reflects the image of public agencies. Such agencies are perceived by prospective applicants as having few high-skilled jobs, and employers also tend to see such agencies as having few high-skilled applicants. Therefore public agencies tend to attract and place predominantly low-skilled workers.
- **Private Employment Agencies:** How does a private agency, which has to charge for its services, compete with state agencies that give their services almost free? Clearly, they must do something different from what the public agencies do, or at least give them something impressive. the major difference between public and private employment agencies is their image. That is, private agencies are believed to offer positions to applicants of a higher caliber.Private agencies also provide a more

complete line of services. They advertise the position, screen applicants against the criteria specified by the employer, and usually provide a guarantee covering six months or a year as protection to the employer should the applicant not perform satisfactorily. The private employment agency's fee can be totally observed by either the employer or the employee, or it can be split. The alternative chosen usually depends on the demand–supply situation in the community involved. **At L&T-S&L** we have private agencies like ANI, TeamLease, L&T-S&L etc. who does all the above mentionerd activities for us and charge fees for the services they provide.

- **agencies associated with nonprofit organizations:** Most nonprofit professional and technical societies, such as the Institute for Electrical and Electronics Engineers (IEEE), have units that help members find jobs. Many special agencies place people who are in special categories, such as those who are disabled.

3.3.2.E Outsourcers

Recruitment process outsourcers are special vendors that handle all or most of an employer's recruiting needs. They usually sign short-term contracts with the employer and receive a monthly fee that varies with the amount of actual recruiting the employer needs to be done. This makes it easier for an employer to ramp up the reach & quality of employees joining & ramp down its recruiting expenses, as compared with paying the relatively fixed costs of an in-house recruitment office.

3.3.2.E Headhunters/Executive Recruiters

The headhunting management consulting or executive search firms are agencies of such a type that are actually specialized private employment agencies. They specialize in middle-level and top-level executive placements. In addition to the level at which they recruit, the features that distinguish executive search agencies from most private employment agencies are their fees, their nationwide contacts, and the thoroughness of their investigations.

Executive search firms canvas their contacts and do a preliminary screening. They seek out highly effective executives who have the skills to do the job, can effectively adjust to the organization, and most important are willing to consider new challenges and opportunities.

3.3.2.G Walk-ins

Particularly for hourly workers, walk-ins—direct applications made at your office—are a big source of applicants. Sometimes we even post a "Help Wanted" sign outside the door this is the most cost-effective way of attracting good local applicants. walk-ins are treated courteously, for both the employer's community reputation and the applicant's self-esteem.

At L&T-S&L, we frequently organise walk-ins for continuous opening like design engineer, we give every walk-in a brief interview, even if it is only to get information on the applicant "in case a position should be open in the future." Employers also typically receive unsolicited applications from professional and white-collar applicants. Good business practice is answering all applicants' letters of inquiry promptly.

3.3.2.H Campus Recruiting

It is a method of recruiting by visiting and participating in university campuses and their placement centers. Here the recruiters visit reputed education institutions with a view to picking up job aspirants having requisite technical or professional skills. Job seekers are provided information about the jobs and the recruiters, in turn, get a snapshot of job seekers through the constant interchange of information with respective institutions. **At L&T-S&L** preliminary screening is done within the campus and the shortlisted students are then instructed to remain present in the selection process. One problem is that such recruiting is expensive. Schedules must be set well in advance, company brochures printed, interview records kept, and much time is spent on campus.

The campus recruiter has two main goals. One is to determine if a candidate is worthy of further consideration. Usual traits to assess include communication skills, education, and technical and interpersonal skills. The other aim is to make the employer attractive to candidates. A sincere and informal attitude, respect for the applicant, and prompt follow-up letters can help sell the employer to the interviewee.

Employers who build relationships with opinion leaders such as career counselors and professors have better-recruiting results. Building close ties with a college's career center provide recruiters with useful feedback regarding things like labor market conditions and the effectiveness of one's online and offline recruiting ads.

Internships: Internships can be win-win situations. For students, they can mean honing business skills, learning more about potential employers, and discovering one's career likes (and dislikes). And employers can use the interns to make useful contributions while evaluating them as possible full-time employees. A recent study found that about 60% of internships turned into job offers.

3.3.2.I On-Demand Recruitment Services

On-demand recruiting services (ODRS) are recruiters who are paid by the hour or project, instead of a percentage fee, to support a specific project. For example, when the human resource manager for a Design & Engineering firm like L&T-S&L, has to hire several dozen people with Mechanical degrees and experience in Design, he/she uses an ODRS firm. A traditional recruiting firm might charge 20% to 30% of each hire's salary. The ODRS firm charged by time, rather than per hire. It handles recruiting and prescreening and leaves the client with shortlisted qualified candidates.

3.4 Recruitment Process of L&T-S&L

Recruitment is the first step in building an organization's human capital. At a high level, the goals are to locate and hire the best candidates on time and within budget. While the **recruitment process** is unique to each organization, there are 15 essential steps of the hiring process that L&T-S&L Follows. I've listed them here:-

- Identify the hiring need
- Preparing a recruitment plan
- Write a job description
- Advertise the position
- Approaching Candidates from data bank
- Review applications
- Phone Interview/Initial Screening
- Interviews
- Applicant Assessment
- Selection & salary negotiation
- Background Check
- Decision
- Reference Check
- pre-employment health check-up
- Job offer
- Hiring
- Onboarding

An efficient and effective recruitment process is a step-by-step process for hiring a new employee, whereby an organization identifies its talent needs, recruits from its talent pool and eventually hires the most qualified candidates. Most companies have their own hiring processes. **these steps are followed by L&T-S&L** and this may vary from industry to industry & Organization to organization.

3.4.A Identify the hiring need

The hiring process begins by identifying a need within the organization. This need could vary from filling a vacated position, better managing a team's workload, or expanding the reach of organizational tasks. Positions are, in other words, either newly formed or recently vacated based on project requirement.

3.4.B Preparing A Recruitment Plan

Once a hiring need is Identified, recruitment begins. In the case of newly formed positions, the organization clearly identifies how the new role aligns with its goals and business plan.

The organization should also keep relevant internal teams and employees apprised of the new position at each stage of the hiring process. It's important that all those involved in the hiring decision agree to the hiring process, steps, and appropriate communication channels. Recruitment also includes strategizing how to publicize the new position, both internally and externally; criteria for initial candidate screening; what the interview process will look like; and who will conduct interviews.

3.4.C Write a job description

The hiring staff starts by generating a job description that includes a prioritized list of job requirements, unique qualifications, desired characteristics, and requisite experience. The job description also includes information regarding salary and benefits.

3.4.D Advertise the Position

Identifying highly-qualified potential candidates begins internally. Therefore, starting by notifying current employees of the opening. Advertising the job may stop there, if it is decided to fill the position internally. If, however, we are interested in external candidates, it will include this information when we will notify internally. External publicity will likely consist of utilizing a combination of the company's website and social media platforms, job posting sites like LinkedIn, job fairs, industry publications and events, local newspaper advertisements, and word-of-mouth recruitment. Publicity will likely consist of utilizing a combination of the company's website and social media platforms and job posting sites like LinkedIn, industry publications, and local newspaper advertisements.

3.4.E Approaching Candidates from data bank

Beyond simple job posts, the hiring staff will reach out directly to desirable candidates via LinkedIn, social media. Active recruitment will help generate applications from potential candidates who are not actively searching for new jobs but may be perfect for the available position.

3.4.F Review Applications

Many Organization is likely to already have a mechanism in place to receive applications--via email, an applicant tracking system (ATS), etc. In many cases, the review process begins with Human Resource representatives who review the applications and eliminate any candidate who does not meet the minimum requirements for the position or the company more generally. In other instances, the hiring team or hiring manager may prefer to review each application. Once a batch of qualified applications are assembled, the hiring staff should review the remaining candidates and identify those they want to interview.

3.4.G Phone Interview/Initial Screening

Initial interviews typically begin with phone calls with HR representatives. Phone interviews determine if applicants possess the requisite qualifications to fill the position and align with an organization's culture and values. Phone interviews enable organizations to further pare down the list of candidates while expending company resources efficiently.

3.4.H Interviews

Depending on the size of the hiring committee, one or several interviews are scheduled for those remaining candidates. Interviews include:

- Early interviews are typically one-on-one, in-person interviews between the applicants and the hiring manager. Early interview conversations typically focus on applicants' experience, skills, work history, and availability.
- Additional interviews with management, staff, executives and other members of the organization can be either one-on-one or group interviews with the hiring committee. They may be formal or casual; on-site, off-site, or online via Skype, Microsoft Teams, Zoom, Google Meet, etc. Additional interviews are more in-depth; for example, in interviews between a candidate and multiple members of the hiring team interviewer, each member of the hiring team focuses on a specific topic or aspect of the job to avoid redundancy and ensure an in-depth conversation about the role and the candidate's qualifications and experience.
- Final interviews often include conversations with the company's senior leadership or a more in-depth discussion with an interviewer from an earlier stage in the hiring process. Final interviews are typically extended only to a very small pool of top candidates.

3.4.I Applicant Assessment

Once the interviews are completed, or during their completion, the company often assigns applicants one or more standardized tests. These exams measure a wide range of variables, including personality traits, problem-solving ability, reasoning, reading comprehension, emotional intelligence, etc. This step is not involved in all job openings, it is followed in certain openings only.

3.4.J Background Check

Initial job posting should indicate that all candidates are subject to a background check. Background checks review candidates' criminal records, verify employment history and eligibility, and run credit checks. We also cross-verify the documents provided by the candidates by comparirng them with infgormation providedin their CV & during the interview, like educational certificates, experience certificates etc.

3.4.K Decision

After conducting background and reference checks, the hiring staff identifies their top choice. The hiring staff will also select a backup candidate, in case the top choice declines the offer or negotiations fail to produce a signed offer letter.

3.4.L Reference Check

Reference checks will verify any pertinent information shared by the candidate about previous employment--job performance, experience, responsibilities, workplace conduct, etc. A typical question asked to references is “Would you rehire this person?” The organization also checks with the references provided by the candidates to make sure potential employees are likely to represent the company in a professional manner. This references are asked certain questions like strengths & weaknesses of candidate, asking how good was he i leading & managing the team, asking if he/she has signed any kind of contract or bond, asking about his behaviour of candidate, and rating on scale of 1 to 10 which gives us an overall idea of working style, employability, and work-life balance of the candidate.

3.4.M Job offer

Once the candidate is shortlisted, the organization will extend an initial offer. The offer letter should include the position’s salary, benefits, paid time off, start date, potential severance pay, company equipment allowed, and other terms and conditions of employment. Negotiations are likely to follow. Therefore, the hiring staff will determine internally which elements of the offer letter are negotiable, and which are not. It is typical for terms like salary, flexible work schedule, and working remotely to be negotiable.

3.4.N Hiring

After negotiations, once the candidate accepts the job offer they are hired. An accepted offer letter begins the process of filling out and filing paperwork related to employment. Forms and paperwork includes:

- New entrant Form
- Confidentiality Agreement and Signed Code Of Conduct
- Employee Application Form (Filed)
- Interview Assessment Sheet & CTC Sheet
- Resignation Letter from Previous Organization
- Reference Check Forms (Two)
- A checklist with all required paperwork to be completed by new employees

3.4.O Onboarding

Hiring a new employee does not conclude the hiring process. Onboarding new worker in a welcoming and professional way will help integrate them in a manner that lays the groundwork for a long-term productive relationship between them and the company. One buddy from relevant management will reach out to the employee during the lunch time of 1st day.

Their workspace is prepared, cleaned, and equipped with the necessary credentials and equipment before their first day. Orientation is part of the onboarding process, making sure employee has a clear understanding of the expectations and behavior pattern to follow. Lastly, considering assigning a new employee a mentor(IS), who will help them settle into their new position and organization, and set them up for long-term growth and success.

3.5 Challenges of Recruitment L&T-S&L

Being a recruiter is an exciting yet challenging job. The goal as a recruiter is to find the best applicant for the position by streamlining the hiring process. But what happens when you hit a rut and realize that you cannot find employees who are qualified for the jobs you are searching to fill?

The workforce is a fluid environment that is constantly changing due to technological advances and new jobs being developed frequently. As a recruiter, one needs to stay up to date on the career world changes and be prepared to face the challenges that are bound to happen during the recruitment process. Staying ahead of the game and being willing to make adjustments along the way helps ensure that one will find the best applicants for the job.

Recruitment Process is getting more challenging with leaner teams and leaner budgets – but with the same expected results. I have presented below some of the most common recruitment challenges.

- sourcing
- Retention force of the previous employer
- competition
- Experienced Candidates
- Location
- Compensation
- Demographic barriers
- Quick Hiring

3.5.A Sourcing

Depending on where you are looking for potential new hires, it may seem like there are enough people available, but they don’t have the credentials you require. it might also be possible that the skills & attributes which you are looking are so rare that one cannet find it locally the ads for such opening has to wide enough and has to be posted on the relevant columns, newspapers, Magazines or even websites in some cases. How and where you advertise the available jobs you are trying to fill can significantly impact finding the right candidate for the job. Many recruiters struggle to find qualified applicants because they are not sperading it widely enough or are not specific manner, what they need in a candidate.

When searching for applicants, make sure to provide specific details on the requirements, certifications, and training required for the job you are filling. Then, make sure to post the search on a variety of websites and a variety of different companies and locations. Suppose you are only searching for applicants locally or within your community. In that case, you are likely missing out on the genuinely qualified applicants that may be willing to move or work remotely.

3.5.B Retention force of the previous employer

In the recruiting world, connections were meaningful, and establishing business relationships took time. There is still truth to that, but thanks to the availability of jobs at the click of a button, applicants often interview you in the same way you are interviewing them. In other words, you may need to impress them with what the job can offer and be able to do so quickly. Otherwise what would happen is that the employer; of the organization which the candidate is willing to leave; will retain him by convincing him to stay. He can do this by providing salary hike, change in responsibilities, or even promotion in some cases. Workers entering the job market know their worth and are likely not to settle when there could be a more competitive offer out there. Be willing to negotiate. After all, it is true that you get what you pay for, and the same is true for hiring new employees.

3.5.C competition

Businesses know that they need to have competitive offers for jobs that include paid time off, benefits, flexibility, and more. Your company must have offers for competitive salaries as well as flex time and room for growth. Good candidates are often contacted regularly by recruiters, making it harder for your email to stand out. In addition, candidates with hard-to-find skills are often considering several job offers at the same time. You need to put extra effort into persuading passive candidates to choose your company over your competitors. Before contacting a passive candidate, research what motivates them and what makes them happy in their job. With this knowledge, personalize your sourcing emails to describe what you can offer them instead of what they can do for your company.

3.5.D Experienced Candidates

The talent shortage is the No. 1 hiring challenge today. A study by the National Federation of Independent Business has found that 87% of HR professionals reported “few or no qualified applicants" for the positions they were trying to fill. Unfortunately, this problem will only get worse. According to the McKinsey Global Institute study, in 2020 companies in Europe and North America needed 16 to 18 million more educated employees then that were available. Candidates with hard-to-find skills are often considering several job offers at the same time. You need to put extra effort into persuading passive candidates to choose your company over your competitors.

3.5.E Location

sometimes it may be possible that the candidate is currently employed in urban area and he might be staying there with his family. when such a employee starts looking for job he will definitely be looking for a better one compared with his current salary, responsibilities & standard of living. When being offered to work on-site or on remote location or even at the location which deteriorates his current standard, he/she would definitely reject applying for the opening. For instance, person employed at the L&T-S&L headquarters would not be interested in the openings which are for the vadodara, gujarat location. As he would be enjoying lot of benefits which he/she might have to sacrifice to join the opening for the vadodara location.

3.5.F Compensation

A well structured Compensation is again an important factor that the HR must focus on, as there's a huge competition between not only in organisations of the same size, but also the big companies. This has to be tackled by the HR, by introducing reward programs, performance incentives, bonuses etc, so that the employees are benefited in a better way. It is usually a tricky situation as to whether a benchmarking of the present compensation of the candidate or irrespective of the past remuneration, an entirely new talent led offer is rolled out. Also this may differ from candidate to candidate, Fresher or one with past experience in the same field. The negotiation process that goes on is vital as past that, the offer is rolled out. The acceptance of that offer by the candidate is a persuasion that HR undertakes and to get the candidate to acknowledge and accept the offer is a biggest achievement.

3.5.E Demographic barriers

If managing diversity effectively has the potential to increase company performance, increase creativity, and create a more satisfied workforce, why aren't all companies doing a better job of encouraging diversity? it is so because it is hard to provide a non-domicle candidate, the kind of environment and work culture he is habituated of. a person who is situated in kerala would not be ready to work at some place in gujarat, unless he/she is getting some additional advantage to opt-in for. This so happens because the candidate will be moving to place with a different native language, different cultural values, and a different set of people all together.

3.5.E quick hiring

If you want to snatch top candidates, you need to hire fast. How fast? Well, according to ERE Medis's research, top candidates stay available on the job market for 10 days only. Robert Half's research has also found that a whopping 57% of job seekers lose interest in a job if the hiring process is lengthy. Unfortunately, 70% of companies take anywhere between 1 to 4 months to make a new hire, as reported by LinkedIn. The message here is clear: You need to drastically shorten your hiring process. Otherwise, you will have to face the cost of delayed recruitment process. Stop wasting your valuable time on unnecessary and ineffective administrative and manual tasks.

Chapter 4
Findings, Impact, Suggestions, Conclusion

4.1 Findings

It is quite remarkable to see how the workflows are, and the same is expected from such a Conglomerate. Though the work smoothly passess from person to person & Department to Department there are some setbacks that I felt were hampering the timely completion of the assigned tasks. These issues are not that huge which could put the existence of an entity in danger, but it is necessary to enlighten them. These issues are common in nature and almost every Human Resource Manager might have faced them at some point of time while dealing with recruitment.

If being dealt with, this can affect the Post-Apponment experience of the newly appointed employee in a positive manner. along with the issues faced while recruiting I also came to know that new joiners were facing these issues, when one of the employee whom we had just onboarded, comes to me and complained about the punching machine not accepting his face ID. I guided him to do it manually by reporting to his Immediate superior, and tried to resolve it. and the same employee came to me complaining that his portals are allowing him to sign-in. now this issue was technical hence I advised him to contact the technical team. That day I though this was just one specific case as I came across such issues for first time during my internship.

But the problem was not resolved yet. Then next day we onboarded 2 new employees and a day after that both of them faced the same issue regarding the attendance and portals and soon this was the case for every new employee joining the organization. every new joinee would face the issue for 1st whole week. Now this is time period where the image of the organization is shaping up in the mind of the new joinee. Hence, it becomes mandatory that the new employee is not facing any issues during that part, not only during that time but during the time he/she stays employed here.

4.1.A Problem Identification

Not being able to close open positions on time affect a company's reputation and becomes a recurring problem in talent acquisition. Utmost efficiency is necessary for grabbing candidates' attention and inspiring them to look out for a new role. Therefore, your recruitment strategy should be that can overcome the issues in hiring employees. These issues are mentioned below:-

- Retention force of previous employer
- Nature of the Job
- Type of job responsibilities
- Failing to attend interview
- Stringent recruitment process

Retention force of previous employer:- The pervious employer is constantly trying to retain the employees who are serving notice. They might offer a salary hike, change in responsibilities, transfer to location where the employee always wanted to settle, or even awarding promotion in some cases. (maintaining internal parity of employees)

Nature of the Job:- The nature of the job also might create a problem. sourcing candidates on 3rd party basis or contract basis differs from sourcing candidate on permanent or on-role basis. If the employee is permanently employed somewhere then he/she might not lok for any contract or third party roles.

Type of job responsibilities:- The amount of responsibilities one needs to handle after being appointed also decides the candidate's intention to walk-out or stay in process. As the production head would not take the responsibility of document controller.

Failing to attend interview:- Whenever an interview is scheduled the interviewer and attendee both are informed about the date, time, place, and medium of the interview. Yet in some cases it so happens thaat the attendee fails to attend due to personal issues or change in thoughts.

Stringent recruitment process:- Strict recruitment policies might sometimes remove the candidates from the process if the requirements are not matched by the candidate. Requirement can be related to educational background or experience related.

The **issues** which are faced after **onboarding the new joinees** are mentioned below:-

Attendance Issue- The newly appointed employee is not able to punch in while coming in the morning & punch out while leaving for 3-4 days post joining.

Access to Online Portals- The newly Appointed employee is not able to log-in into mandatory online portals even after one whole week of joining.

Onboarding Process- The Onboarding Process usually takes one whole day of the newly appointed employee. Now this is not a major problem as the activities to be carried out during the onboarding are such that both new joinee as well as the officer bringing him/her onboard are busy with this set of activities for longer time period.

4.1.B Impact

Due to these issues various set of activities are affected negatively. At the same time this issues also increase the latency & cost of the recruitment process. If you had to name one thing as your biggest hiring headache, what would it be? It's true that your answers might vary depending on the size of the company, work and type of roles for which you are. But, most recruiters would gravitate to a few common recruiting challenges mentioned below:-

- There are various **Retention force of previous employer** which help him to make the employee stay in his organization any how. Like a **compensation revision** i.e. a salary hike can change the mind of the employee if his motive is to shift is higher salary, a **change is responsibilities** can stop him from leaving if he is shifting for growth & advancement in work, by **changing the nature of ther job** i.e making him permanent employee if he/she is employed on third party basis. This are the reasons why candidate backs-out from the selection process because he is retained by his employer. if any candidate backs-out from the process. This forces ultimately result in increased cost of recruitment. Because at any point of time if the candidate backs out from the process then we as recruiters have start from scratch. we will have to source new candidates by posting advertisements of the openings and have to schedule interviews and shortlist new potential candidates. all this increases the cost and also a lot of time is wasted in filling up this post.

- Sometimes it so happens that the **candidate is unable to attend the scheduled interview.** this so happens because of number of reasons like some **medical emergency** affecting himher or in family, realising that the job is **not the best fit** for him/her, **transportation issue**, **other personal issues** etc. This is so common in the HR practice that few candidates are expected too be absent well in advance. this affects the schedule and work priority of panel members and recruiters. They again have to schedule the interview after taking the appointment from the panel members and do it all over again.

- A **strict or rigid recruitment process** might also led to candidates being rejected without even entering into the process or in between the process. Such a process is totally dependent on the policies, methods & Procedures which are already formulated, and whenever the candidate fails to justify the policy, he/she gets rejected automatically. for instance there is one organization which follows such a format of reliving letter in which only the end date and end designation is to be mentioned, then the organization which has policy of a different format in which the start date, end date & ending designation are expected to be mentioned recruiter would be rejecting such a candidate if the revised experience certificate is not submitted in due time period. Due to this policies some potential candidates get rejected due to the factors in which nothing can done to improve the situation.

Due to these below-mentioned issues faced after onboarding the new joinee, various set of activities are affected negatively. The newly appointed employee gets frustrated and is not able to focus on the assigned job as he/she is continuously worried about how to deal with the issues. The factors which are mentioned below get impacted due to the issues he/she faces:-

- If being unable to punch in & punch out then one needs to do that from an online portal. Now as he/she is new to the organization it takes time to create an online identity of that person. Hence both the options get negated, and the employee has unintentionally miss out on the attendance part. this leads to marking that person absent for the number of days he/she is unable to punch in & out. Now, in order to avoid the loss in pay for those days, that employee needs to regulate the days marked as absent from his IS(immediate superior) the acceptance of which totally depends on the IS. If IS is willing to do so he may allow it, but if he/she is not willing to accept the regularization then, in that case, this would result in a loss of pay for the days marked as absent. it may look like a small issue regarding the attendance but if things go south this can result in even loss of pay. Now, this is one such kind of experience that you don't want to give new joiners in order to retain them in the organization for a longer period of time.

- Then comes the portal part, where the new joiners are unable to access the online portals till the end of one whole week during their time here. For this few things are to be considered. First, the online profile creation of L&T-S&L's employees takes place in a separate block by a separate team. Second, these portals carry important intimations like updating their bank & PAN Details so that their 1st salary can be credited, Booking of company's accommodation without which they will have to book a hotel outside and pay extra for that, Booking a landline for official calling purposes, and various important aspects like this. Third, these portals only allow login by the employee's unique code called PS number. as this number is generated by another separate team. That team is the only team that looks after the new

employee's online profile creation in the whole L&T Knowledge City, they are already overburdened with the work and as they are out of manpower to function effectively & efficiently is not one can think of, and this is the only reason why they are missing out on deadlines. Because of resource crunch and overburdened with work.

- Coming to the onboarding process, it includes various aspects from warmly welcoming the new joiner to sending him to his desk. the process goes as follows:-

➔ calling them and Asking to go to medical centre in L&T Kn owledge City , to get the medical certificate.
➔ A warm welcome and brief introduction by the person responsible for onboarding.
➔ Asking for all original documents for verification purposes.
➔ Attaching any missing documents to his/her file if anything is missing.
➔ Asking to read and understand the company's code of conduct and signing it.
➔ Filling the new entrant form.
➔ Orientation & Briefing about the company profile, Company's organogram, Various Portals & how to use them & their Salary structure.
➔ Introducing their work buddies, Providing with a welcome kit through the buddies and scheduling a lunch.
➔ ask the new joiner to check the file wherein all the copies of his/her documents is attached & signing it with "self-attested" written along with the sign.
➔ Scheduling a meeting with HR Head.
➔ assigning work desk.

all this often takes one full day of the employee, which further leads to delay in allotting him/her their PC, assigning them with Introductory tasks & their fulfillment.

4.2 Suggestions

This issues can be easily dealt with, by brainstorming and team meeting & discussions. During my time there this issues came to my notice when one of the interview I scheduled got canceled as the candidate stopped answering calls and didn't came to attend the interview. Soon after that I came across other candidates backing out of the process even before the interview is scheduled. I have some recommendations for the same which I have derived by discussing with existing old employees, my teammates, External Parties, Fellow Interns Etc.

- We can only overcome the retention force of the employer and the offers from the competitors by constantly being in touch of the candidates and keeping them updated about our process at the same time taking updates from them regarding any other offer which they are considering or offers from their employer as well. This way he would also feel responsible about informing any abnormality if so.

- In order to be able to compete with such forces, the HR should be given special rights to revise the salary of the candidates if found most suitable for the job; they should also be able to revise the job responsibilities if found suitable for the another vacancy.

- The recruitment process should be flexible & as librable as possible. It should totally depend on the case involved. If the case seems doubtful then the process should be followed strictly but if case is in favour of us then the process should be liberal, quick and should not be hasty.

During my time there I also came across the issues which the employees whom we onboarded were constantly coming to me with problems related to attendance, and portal login etc. When discussed with other new joinees, this issues were faced by almost most of them. I have some recommendations for the same which I have derived by discussing with existing old employees, my teammates, External Parties, Fellow Intern Etc.

- For speedy updation of the face recognition and thumb print, the machine should be updated and required extensions are to be attached with. Employees many time face glitches as well due to which there joining time gets misaltered and results in regularised time inspite of timely punch in or punching out.

- The team which is responsible for creating online identity is already informed in advance regarding the new employee's joining date this period is kept for days. Despite of being aware in advance regarding the joining date, the corporate team is taking time to provide a unique identification number, Corporate team also got delayed in giving access to all mandatory portals for new joinee as the basic requirement is not fulfilled on time. Latency in providing a unique Identification number on time results in delay in creating online identity and providing access to mandatory portals. this is issue of resource crunch and as the team is overburdened with work. This is why they are struggling to meet the deadlines.

- As the team is suffering of resource crunch more manpower is required in order to cope up with the deadlines. Additional staff should be appointed in the team to deal with the existing issue. As the issues are in the work being done by that team, increasing the team size would help them to function effectively, the work would be evenly distributed and the efficiency would increase.

- If the management is not ready to appoint new staff in the corporate team, then the alternative solution to this is that the extensive rights should be awarded to the person involved in onboarding. hence this would increase the morale of onboarding officer as he is being trusted for fulfilment of additional responsibilities, it would also decrease the work load on corporate team and their efficiency would also increase as the workload gets divided between different employees. andthe new joinee would enjoy quick access to portals and easy punch-in & punch-out.

- To provide with an alternative solution, instead of appointing a IS to new joinee, the joinee should report temporarily to the Person bringing them onboard i.e that particular officer will be the temporary IS for the new joinee he would handle all of his punching regularizations, his primary requests etc. this would result in better employee engagement and the new joinee won't face any trouble of loss of pay or un-processed requests or logging issues in portals.

4.3 Conclusion

In any organization the human Resource Department holds separate kind of dignity as this is the department which deals with live assets "Manpower" they take care of them and see to it whether their needs are being satisfied or not. It can be clearly concluded that for a company to succeed all it takes is the proper recruitment and selection strategies which also shapes the overall manpower management of the company. Despite these issues being faced by the HR Departement of L&T-S&L they have managed the crisis well and functioned according to the policies under any circumstances. The study emphasizes on the fact that the recruitment and selection process is integrated with other processes such as strategic plan of the company, training and development schemes, compensation, employee attrition, rewarding & incentive system, performance appraisal, and lastly, industrial relations. Because that is what HR does, they formulate and follow the policies made for the betterment of organization. During my internship I realised that if one wants to sustain in multinational conglomerate, one needs to be a teamplayer. It is also necessary to understand the methods & procedures which they follow in order to function effectively. During my internship I learned a lot about the HR functions like recruiting, sourcing resumes, screening them, References & background check of candidates, Cross verification of important documents like experience certificates etc, importance of documentation in Human Resouce Management, Data management & Data analysis of existing employees, Performance management systems, Salary structure and what does it consists of, and many more activities. I Gained lot of confidence at the same time while performing above mentioned activities and I hope that my presence was of use to the HR Deparment and hope that the work which I did was as per their expectations and was finished on time. Again I would like to thank whom-so-ever helped me in successful completion of training.

Literature review

Work by Korsten (2003) and Jones et al. (2006):

According to Korsten (2003) and Jones et al. (2006), Human Resource Management theories emphasize on techniques of recruitment and selection and outline the benefits of interviews, assessment and psychometric examinations as employee selection process. They further stated that recruitment process may be internal or external or may also be conducted online. Typically, this process is based on the levels of recruitment policies, job postings and details, advertising, job application and interviewing process, assessment, decision making, formal selection and training (Korsten 2003).

Jones et al. (2006) suggested that examples of recruitment policies in the healthcare, business or industrial sector may offer insights into the processes involved in establishing recruitment policies and defining managerial objectives.

Successful recruitment techniques involve an incisive analysis of the job, the labour market scenario/ conditions and interviews, and psychometric tests in order to find out the potentialities of job seekers. Furthermore, small and medium sized enterprises lay their hands on interviews and assessment with main concern related to job analysis, emotional intelligence in inexperienced job seekers, and corporate social responsibility. Other approaches to selection outlined by Jones et al. (2006) include several types of interviews, role play, group discussions and group tasks, and so on.

Any management process revolves around recruitment and failure in recruitment may lead to difficulties and unwanted barriers for any company, including untoward effects on its profitability and inappropriate degrees of staffing or employee skills (Jones et al. 2006). In additional, insufficient recruitment may result into lack of labour or hindrances in management decision making, and the overall recruitment process can itself be advanced and amended by complying with management theories. According to these theories, the recruitment process can be largely enhanced by means of Rodgers seven point plan, Munro-Frasers five-fold grading system, personal interviews, as well as psychological tests (Jones et al. 2006).

Work by Silzer et al (2010):

However, the process of recruitment does not cease with application of candidature and selection of the appropriate candidates, but involves sustaining and retaining the employees that are selected, as stated by Silzer et al. (2010). Work of Silzer et al. (2010) was largely concerned with Talent management, and through their work they were successful in resolving issues like whether or not talent is something one can be born with or is it something that can be acquired through development.

According to Silzer et al (2010), that was a core challenge in designing talent systems, facing the organization and among the senior management. The only solution to resolve the concern of attaining efficient talent management was by adopting fully-executable recruitment techniques. Regardless of a well-drawn practical plan on recruitment and selection as well as involvement of highly qualified management team, companies following recruitment processes may face significant obstacles in implementation. As such, theories of HRM can give insights in the most effective approaches to recruitment even though companies will have to employ their in house management skills for applying generic theories across particular organizational contexts. Word conducted by Silzer et al (2010) described that the primary objective of successful talent strategies is to create both a case as well as a blueprint for developing the talent strategies within a dynamic and highly intensive economy wherein acquisition, deployment and preservation of human capital-talent that matter, shapes the competitive advantages and success of many companies (Silzer et al. 2010).

Work by Jackson et al. (2009) :

As discussed by Jackson et al. (2009), Human resource management approaches in any business organization are developed to meet corporate objectives and materialization of strategic plans via training and development of personnel to attain the ultimate goal of improving organizational performance as well as profits. The nature of recruitment and selection for a company that is pursuing HRM approach is influenced by the state of the labour market and their strength within it. Furthermore, it is necessary for such companies to monitor how the state of labour market connects with potential recruits via the projection of an image which will have an effect on and reinforce applicant expectations.

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