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Profiling of the candidates: A Study of Recruitment and Selection Practices in A&B Technology Services

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ABSTRACT

The present research paper discussed the recruitment and selection practices of A & B Technology Services (the name of the company is disguised for competitive and commercial reasons). The company has a HR policy of recruiting candidates both from internal sources. But the research work focuses on the profiling of candidates through external source only. The technique is used for candidate profiling is yield ratio. Since, it's technology service company, it recruits technocrats having expertize in software. The candidates' resumes are sourced from the job portals like Naukri, Monster, Linkedin etc. processes through different phases up-to the final selection.

Key Words: Recruitment, Profiling, Yield-Ratio, Technology

1. A & B Limited:

A & B Limited is an Indian multinational conglomerate headquartered in Mumbai, India. Founded in 1938, the company has business interests in engineering, construction, manufacturing goods, information technology and financial services, and also has an office in the Middle East and other parts of Asia.

The organizational structure is of H- Structure (Holding or conglomerate structure). More than seven decades of a strong, customer-focused approach and the continuous quest for world-class quality have enabled it to attain and sustain leadership in all its major lines of business. It has an international presence, with a global spread of offices. A thrust on international business has seen overseas earnings grow significantly. It continues to grow its global footprint, with offices and manufacturing facilities in multiple countries. The company's businesses are supported by a wide marketing and distribution network and have established a reputation for strong customer support. It has delivered Engineering, Procurement and Construction (EPC) services for many projects in the upstream hydrocarbon sector over the last two decades, in India, Middle East, Africa, South-East Asia and Australia.

2. A & B Infotech

A & B Infotech is one of the wings of the Parent organization which focuses on information technology and software services. It is a 100 per cent subsidiary of the parent company and offers software and services with a focus on Manufacturing, BFSI and Communications and Embedded Systems. It also provides services in the embedded intelligence and engineering space.

Though it is a technology services company, it has not outsourced its recruitment function. It has a HR department which has been recruiting manpower for its requirement with the support of different departments' heads.

3. Man power Profile

The company looks for 4 categories employees which are put under 4 clusters.

Table 1: Cluster 1

Characteristics	Requirements
a) It Includes niche skills, which are specific and they skills are not easily found in the market. b) Mostly found with product based companies c) Perfect matching are those with clients d) The package drawn and expected are at higher end e) The candidates are very specific about the job description & the projects offered to	Requirements Include: • GSM(Global System For Mobile) Testing • JAVA Testing • Protocol Testing • JAVA/J2EE(Java 2 Platform, Enterprise Edition) • N/W(Networking)

them f) Most of them are interested in working with only product based companies g) Skill specific match is given importance by the managers.	Development

Table 2: Cluster 2

Characteristics	Requirements
1) Available in abundant. 2) Not restricted to any organization. 3) They candidates mostly seems to work on broader skills, not on focused areas. 4) Domain specific experience is an added value. 5) Mostly candidates not ready to relocate. 6) Salary expectations can be met. 7) Avoid profiles from product based company as the CTC expected is high. 8) Mangers are very keen in getting in the profiles with least CTC expectations.	• C++, Linux • FT • N/W Testing

Table 3: Cluster 3

Characteristics	Requirements
1) Most profiles in the trending technologies/ newer version found 2) Candidates unwilling to work in the older version 3) Profiles matching, lack of communication 4) Most of the candidates who are technically average are rejected due to poor communication. 5) Salary expectation fit	• ENS/NMS • EPC • N/W Testing

Table 4: Cluster 4

Characteristics	Requirements
1) Unavailable or rarely available in market 2) High salary expectations 3) Managers after trying for exact match, ask for similar profiles	• BO/BT/WIFI • LTE(Long Term Evaluation) • EnodeB Testing

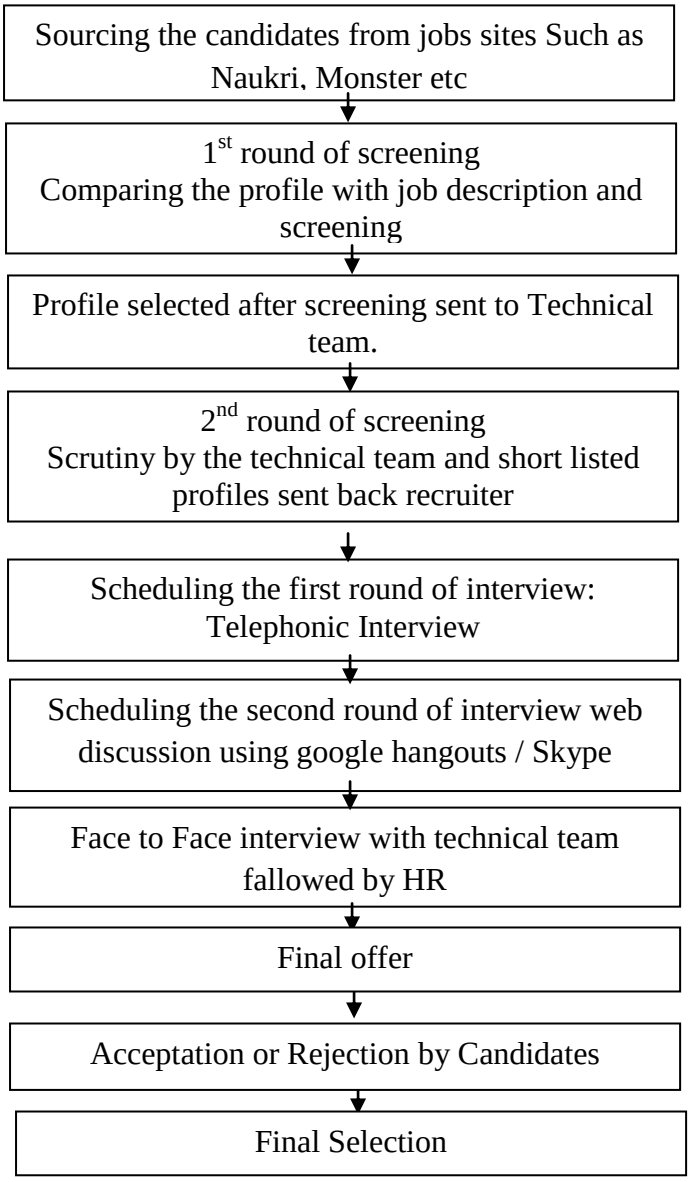
4. Recruitment Process

Recruitment is a process of attracting the best-qualified candidate (from within or outside of an organization) for a job opening, in a timely and cost effective manner. The recruitment process includes analyzing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organization.

The company looks for the candidates from various job portals such as, Naukri, Monster, Times Job etc. After collecting the profile of the candidates, the recruiters compare the profile of the candidates with the job description to check whether the profile matches with the job requirements or not. This is the first round of the screening where candidates' profiles are filtered with the job requirement. The selected profiles are sent to the technical teams who further examine the suitability of the candidatures

for the jobs. After proper examination, they sent back the selected profiles to the recruiters for scheduling the first round of interview which is telephonic in nature. Candidates selected at this round have to appeared for a web discussion using google handouts or Skype. This is followed by vis-à-vis interview by the technical team and finally by HR. The candidates who clear all these rounds are given job offers subject to the requirements. Candidates may accept or reject the offer and those who accept finally join the organization.

Table 5: Recruitment and Selection Process of A&B Infotech



4.1. Recruitment Yield Ratio: Recruitment yield measures the success of recruitment strategies. Recruitment yield ratios refer to, for example, the ratio of candidates' resumes forwarded by the recruitment agency to those then shortlisted for interview those interviewed to offered, those offered to placed, across a business over time.

4.2. Profiling Candidates

Profiling is the process of finding resumes within the recruitment process. Recruiters, both third party and corporate, need to find qualified candidates for their open job orders, oftentimes with very unique or niche work experience. Sourcing refers to the initial part of recruiting (actually finding the candidates through a variety of methods.) Some recruiters perform the sourcing function through to placement; other recruiting professionals specialize in only one aspect of the recruitment cycle. Professional recruiters who specialize only in the initial procurement of names and candidates are called sourcers. Many larger companies and specialist staffing firms employ teams of sourcing professionals that concentrate only on the initial procurement of candidates. The sourcers then "hand off" the candidates to a different department of team of recruiters which handle qualification, interview, and placement

4.3. Recruitment policies

1) In A&B technology services they are two types of recruitment process internal and external.
2) In the company, two times they took to computing requirement
    - General Requirement
    - Urgent Requirement

4.4. Method of Calculating Yield Ratio:

$$\text{Sourcing Yield} = \frac{\text{No. of Hires from the Source}}{\text{No. of Candidates generated from a source}}$$

The technique adopted here is a "Simple Percentage Method". It refers to where the values are converted into percentage (taking a part in100 percentage) for better understanding of the collected data. It is used in analyzing many attitude questionnaires. It acts as a basis for predicting roughly what percentage of individuals in a second sample might express a particular attitude.

Points to note:

• Cost of the source
• Volume of candidates
• Future Trends
• Time of reach

Table 6: ***Candidates profiling***

Requirements/ Details	Total Sourced	Not Shared	Shared	Screen Reject	Inter-Viewed	L1	S	R	NR	L2	S	R	NI
GSM/GSM Testing	47	15	32	12	20	20	8	10	2	8	5	2	1
Java Testing	11	3	8	3	5	5	3	2	0	3	2	1	0
Protocol Testing	274	192	82	37	45	45	15	25	5	15	6	6	3
Java/J2EEE	30	20	10	0	10	NA	NA	NA	NA	10	4	4	2
N/W Development	336	110	226	176	50	50	26	21	3	26	11	12	3
C++,Linux	150	90	60	22	38	38	16	19	4	16	7	6	3
FT	100	42	58	32	26	26	8	15	3	8	6	1	1
N/W Testing	141	90	51	13	38	38	13	22	3	13	6	5	2
ENS/NMS	25	0	25	6	19	19	10	7	2	10	5	4	1
EPC	10	NA	10	1	9	9	5	4	0	5	3	2	0
N/W Testing	40	10	30	14	16	16	7	8	1	7	4	2	1
BO/BT/Wifi	50	28	22	9	13	13	9	4	0	9	5	4	0
LTE	15	NA	15	3	12	12	9	3	0	9	4	4	1
EnodeB Testing	75	45	30	12	18	18	8	8	2	8	3	4	1

L1-Level 1

After screening the candidates, recruiters has to schedule the first level interview which has telephonic with the availability of candidate and interviewer.

S-Selected

Candidate selected in first level interview

R-Rejected

Those candidates who are not selected in first level.

NR-Not Ready To Relocate

If the requirement is in Bangalore and the candidates from another place, then he is not ready to relocate to Bangalore.

L2-Level 2

After candidate selected in first level interview recruiter has to schedule for the second level which is web discussion in Google hangouts.

NI-Not Interested

At the flow of the recruitment process many candidates are not interested.

In the first cluster GSM(Global System For Mobile) Testing, the recruiters source 47 resumes and after scrutinizing as per the job description, the recruiters shortlisted 32 resumes which were shared with the technical team.

The technical team again screen the resumes and further shortlisted 20 resumes for the interview. The recruiter scheduled the interview as per the convenience of the interviewers and interviewees. 8 members of 20 candidates cleared the 1st round of interview (telephonic) excluding 2 candidates who were not ready for relocation.

Next level of interview is web discussion/ f2f. The candidates from the same place was asked to appear for f2f interview and other were examined though web. 5 candidates got selected.1 candidate was not interested. The process could follow for the other clusters too.

Table 7: Profiling Ratio

Requirements/ Details	Shared	Screened	LI(Select)	L2(Select)	Offered
GSM/GSM Testing	47:32	32:20	20:8	8:5	5:4
Java Testing	11:8	8:5	5:3	3:2	2:2
Protocol Testing	274:82	82:45	45:15	15:6	6:4
Java/J2EEE	30:10	10:10	NA	10:4	4:4
N/W Development	336:226	226:50	50:26	26:11	11:9
C++,Linux	150:60	60:38	38:16	16:7	7:5
FT	100:58	58:26	26:8	8:16	6:3
N/W Testing	141:51	51:38	38:13	13:6	6:5
ENS/NMS	25:25	25:19	19:10	10:5	5:4
EPC	10:10	10:9	9:5	5:3	3:3
N/W Testing	30:20	20:16	16:7	7:4	4:3
BO/BT/Wifi	30:22	22:13	13:9	9:5	5:4
LTE	15:15	15:12	12:9	9:4	4:4
EnodeB Testing	75:30	30:18	18:8	8:3	3:3

In table 6, we discuss in numeric values which shows different columns for the screening, selected, rejected. In this table 7, we discuss the ratio of the numerical value for further clarity of profiling. In cluster 1 the GSM requirement shows the 47:32 shared which means the recruiter sources 47 profiles and after they matches the job description they shared 32 profiles to the technical team.

Screened 32:20, it means in the 32 profiles they screened the 20 profiles for the interview.

Level 1, 20:8 it means 20 candidates attend the interview and in that 8 candidates selected for the second level interview.

Level 2, 8:5 it means 8 candidates are attended for the second level interview in that 5 candidates are selected.

Offered 5:4 it means, in 5 candidates the company offered only 4 candidates.

In this the recruitment process.

Similar process was followed for all the clusters.

Table 8: success yield percentage at each stage

Requirements/ Details	Shared (%)	Screened (%)	Level1 (%)	Level2 (%)	Offered (%)
GSM/GSM Testing	68	62	40	62	80
Java Testing	73	62	60	67	100
Protocol Testing	30	55	33	40	67
Java/J2EE	33	100	NA	40	100
N/W Development	67	22	52	42	82
C++, Linux	40	63	42	44	71
FT	58	45	31	75	71
N/W Testing	36	74	34	46	83
ENS/NMS	100	76	53	50	80
EPC	100	90	55	60	100
N/W Testing	67	80	44	58	75

BO/BT/Wifi	73	59	69	55	80
LTE	100	80	75	44	100
EnodeB Testing	40	60	44	37	100

In table 8, we discussed the data in percentage which are presented as follows:
In Screened 32:20 ratio the percentage is 62.
In Level 1 20:8 ratio the percentage is 40.
In level 2 8:5 ratio the percentage is 62.
In offered 5:4 ratio the percentage is 80.
Similar process follows for all the clusters.

Table 9: No. of candidates for not showing interest

Requirements/ Details	**Not Shared**				**Screen Reject**	**Level 1**	**Level 2**
Code	**HP**	**NI/NIR/ NIP**	**NIB**	**PNM/ IPNM**	**SR**	**NIC/N**	**NIT/NI**
GSM/GSM Testing	6	3	2	4	12	2	1
Java Testing	1	1	0	1	3	0	0
Protocol Testing	42	50	30	70	37	5	3
Java/J2EE	5	5	5	5	0	NA	2
N/W Development	27	16	51	16	176	3	3
C++, Linux	20	25	25	15	22	4	3
FT	10	12	10	10	32	3	1
N/W Testing	15	20	25	25	13	3	2
ENS/NMS	0	0	0	0	6	2	1
EPC	NA	NA	NA	NA	1	0	0
N/W Testing	1	2	2	5	14	1	1
BO/BT/Wifi	7	6	7	8	9	0	0
LTE	NA	NA	NA	NA	3	0	1
EnodeB Testing	3	1	1	0	12	2	1

The table shows the range of unattached candidates for various reasons:

- **HP –** High Package
- **NI/NIC/NIR** – Not interested, not responding to calls, not looking for change/ not interested in profile
- **C** – From client
- **NIB** – Location barrier
- **PNM/IPNM** – Profile not matching, interested profile not matching
- **SR**- Screen Reject
- **NIT** – Candidate did not turn out

In table 9, we discuss the reasons behind poor attraction of the candidates towards the job.
Not Shared-In this table and also in each cluster, many candidates are not interested for the job. In first cluster for GSM Testing, 6 candidates are looking for High Price and 3 candidates are not interested to relocate or not Interested to reprofile and not Interested in Bangalore. Some

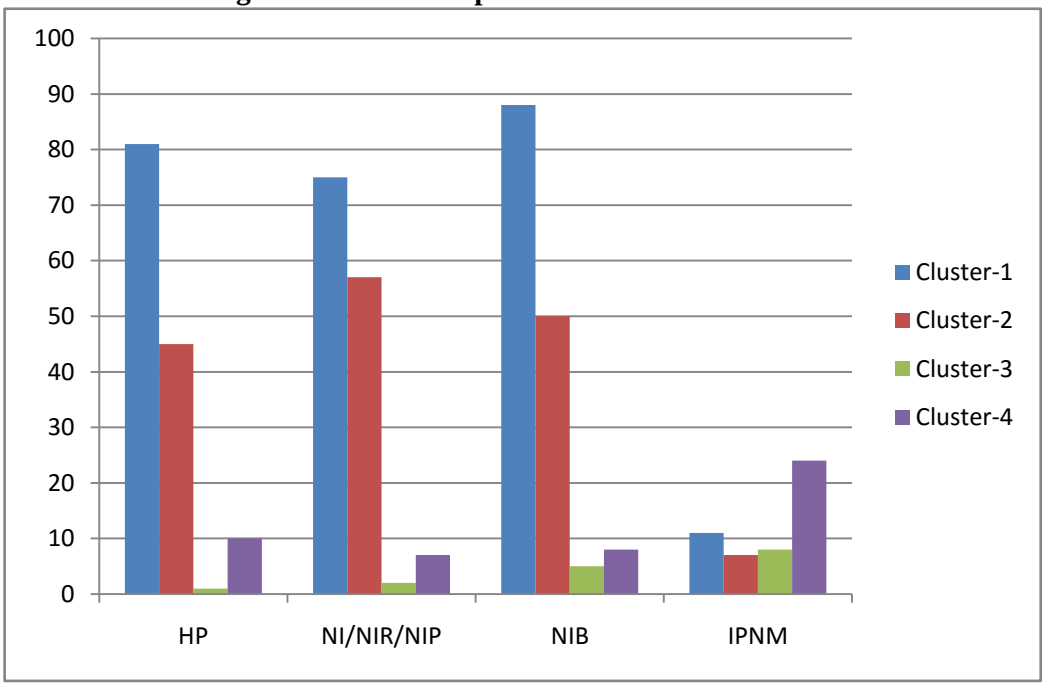
candidates profiles are not matching and there are some profiles that are matching, but candidates are not showing interests.

Screen Reject- The technical team also have some reasons to reject the candidates profiles.

Level 1 – in level 1, some candidates are not responding the calls the interviewers calls for the telephonic interview.

Level 2- in level 2, some candidates dropped their interest to further their candidature and left.

Figure 1: Reasons of poor attraction in each cluster



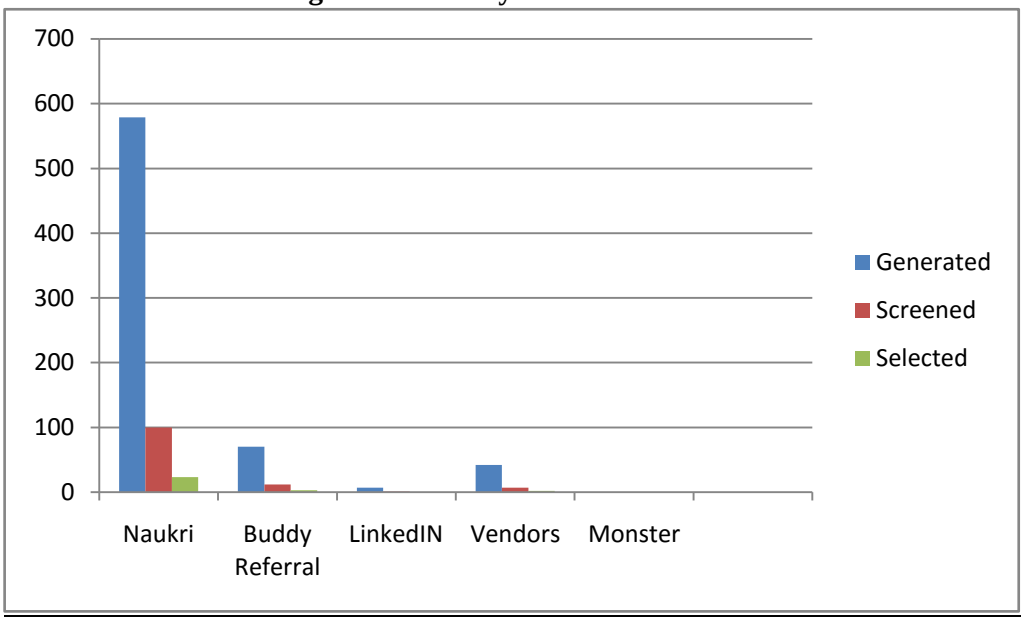
In the above graph, we discuss the candidate's poor attraction in this bar-graph. The blue color refers to the cluster 1, high price candidates are 80% and Not Interested are 75%, and Not interested in Bangalore are 85%and Interested profile not matching are 10%. Likewise, the process could follow for rest of the cluster.

Table 10: Source yield in cluster 1

Cluster-1	Generated	Screened	Selected
Naukri	579	100	23
Buddy Referral	70	12	3
Linkedin	7	1	0
Vendors	42	7	2
Monster	0	0	0

The above table shows where the recruiters source the candidates and how much they get the results. In this cluster the profiles are sourced from the Naukri, Buddy and LinkedIn, Vendor and they give very less priority to the Monster. From the Naukri the profiles are generated and screened the profiles and within them they selected the profiles.

Figure 2: Source yield in cluster 1



The graph 2 shows that 586 candidates are sourced from Naukri and 70 from buddy referral, 7 from LinkedIn, 42 from vendors and zero from the monster. Out of the total sourced candidatures, 12 are screened from buddy and 1 from LinkedIn and 7 from vendors.

From, 7 are selected from Naukri, 3 from buddy referral, 2 from vendor and zero from LinkedIn.

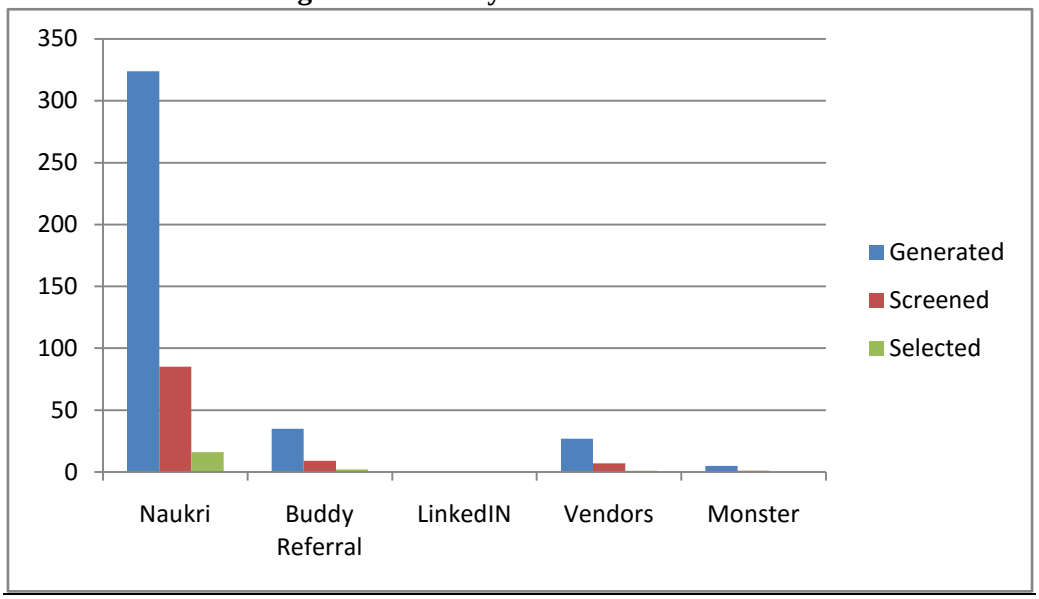
Table 12: Source yield in cluster 2

Cluster-2	Generated	Screened	Selected
Naukri	324	85	16
Buddy Referral	35	9	2
Linkedin	0	0	0
Vendors	27	7	1
Monster	5	1	0

The table 12 presents the source yield in cluster 2. In this cluster, the profiles are sourced from the Naukri, Buddy and LinkedIn, Vendor and Monster. The profiles are generated from the job sites, screened and selected.

Figure 3: Source Yield in Cluster 2

Figure 3: Source yield in cluster 2



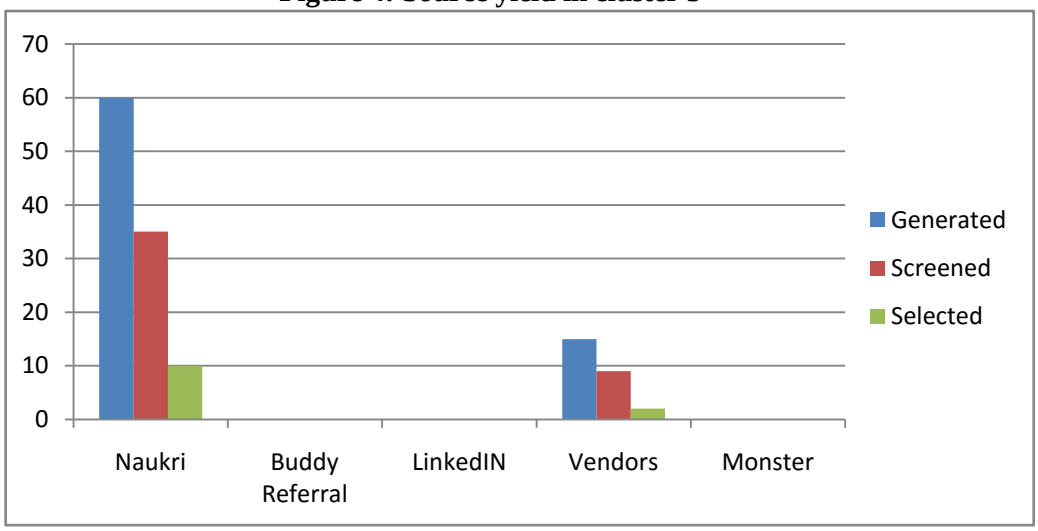
The graph shows that 324 candidates are sourced from Naukri, 35 from buddy referral, 0 from LinkedIn, 27 from Vendors and 5 from the monster. Out of all those, 85 are screened from buddy 9, zero from LinkedIn, 7 from vendors and 1 from monster. 16 are selected from Naukri, 2 from Buddy Referral, 1 from vendors, none from monster and linkedin.

Table 13: Source yield in cluster 3

Cluster-3	Generated	Screened	Selected
Naukri	60	35	10
Buddy Referral	0	0	0
Linkedin	0	0	0
Vendors	15	9	2
Monster	60	35	10

The table shows source yield in cluster 3. In this cluster, the profiles are sourced from the Naukri, Buddy and LinkedIn, Vendor and Monster. The profiles are generated from the job sites, screened and selected too.

Figure 4: Source yield in cluster 3



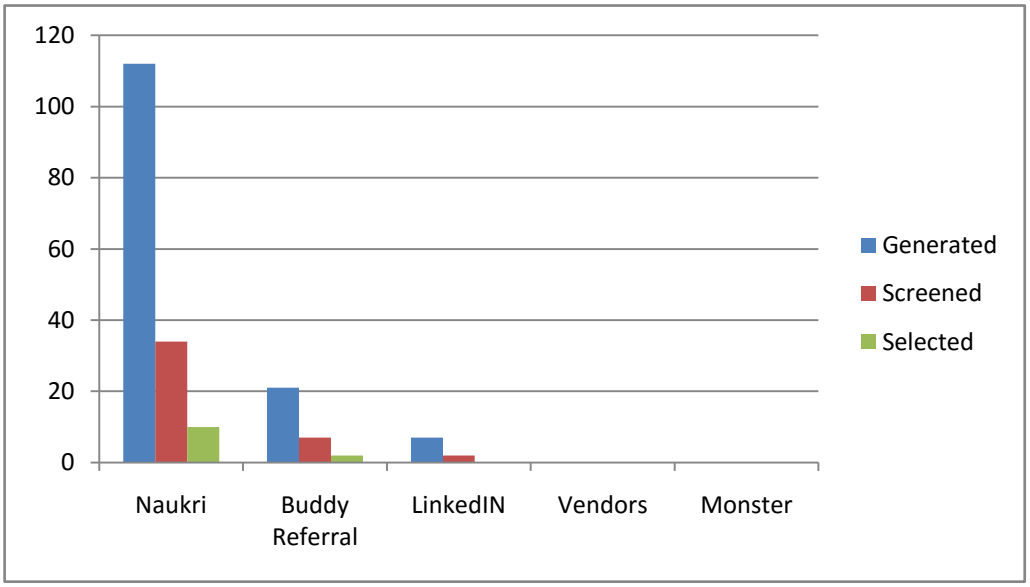
The graph and table show that 60 from Naukri are sourced, zero from buddy referral, zero from LinkedIn, 15 from vendors, zero from monster. In that 35 are screened and for buddy 0 and in LinkedIn only 0 and from vendors 9 are screened and none from monster.
From Naukri, 10 are selected and 10 from buddy referral and none from LinkedIn and 9 from vendors.

Table 14: Source yield in cluster 4

Cluster-4	Generated	Screened	Selected
Naukri	112	34	10
Buddy Referral	21	7	2
LinkedIn	7	2	0

The table 14 presents the source yield in Cluster 4. In this cluster, the profiles are also sourced from Naukri, Buddy, LinkedIn and none from Vendor and Monster. From the Naukri, most of the profiles are generated, screened and selected.

Figure 5: Source yield in cluster 4



The graph shows the 112 from Naukri are sourced, 21 from buddy referral 7 from LinkedIn and none from vendors. 34 are screened from Naukri, 7 from buddy, 2 from and 2 from LinkedIn.
From Naukri, 10 are selected and 2 from buddy referral and none LinkedIn

5.0. Problems encountered by the Recruiters

Recruiter faces many difficulties to create interest in the candidates for the requirement. Many times, the candidates agree to appear for the interview, but do not appear. The recruiters have to rediscuss and reschedule the interview which also does not guarantee that the candidates will turn up. It is significant to maintain the tracker to monitor candidates profiling in the recruitment process. Recruiter has to undertake responsibility to maintain tracker and updated to the senior HR even if the flow of candidates is highly volatile at each stage of recruitment. Sometimes clients want some urgent requirement, in that case they arranging the weekend drives to recruit the maximum candidates.

6.0. Tracker Details

Trackers are used to handle all the information of the candidates who are offered the jobs. It helps the company in tracking the performance of the employees till they join the organization.

It contains details on package offered, deviations (if any), and Location details. The below is the contribution from each source in last four years on all verticals & horizontals.

Table 15: The Tracker Details

Status	Naukri	Buddy	Vendor	Monster	Linkedin	Total
Selected	59	7	5	0	**0**	71
Offered	48	5	3	0	**0**	56
Declined	15	2	1	0	**0**	18
Joined	32	2	2	0	0	36
To Join	1	1	0	0	0	2

7.0. Conclusion

HR program audit is a part of every HR activity of the company. The HR Auditor is satisfied with the standard procedure being followed in compliance to the company HR policy of the company with a view to selecting the best person for the job. Evidence of this includes the development of relevant job descriptions, structured assessment mechanisms and training for interview board members, all underpinned by appropriate documented management systems. Nevertheless, the auditor has identified areas for further improvement which are presented below:

- That management systems should be reviewed to ensure that fully documented records, including all original supporting documentation, are retained to clearly support each stage of the process.
- That effective systems are in place to manage the feedback function and this information is communicated to candidates at the outset of the process.

Reference

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