



## TA POLICY

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**DOCUMENT CONTROL**

<b>DOCUMENT NAME</b>	TA Policy
<b>ABSTRACT</b>	This document details the talent acquisition policy – guidelines for the management and employees
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**AUTHORISATION**

<b>Process Owner</b>	<b>Reviewed By</b>	<b>Authorised By</b>
Name : Subha Kumar	Name : Lavanya V, RadhaKrishna K	Name : Bipin Pendyala
Signature:	Signature :	Signature :

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### **1. *PURPOSE AND OBJECTIVE***

The purpose of this document is to create a talent acquisition process to ensure systematic and organized recruitment. It serves as guidelines for recruitment.

### **2. *SCOPE AND COVERAGE***

Any recruitment activity undertaken by Invenio falls under the purview of this policy..

### **3. *RECRUITMENT PROCESS***

Recruitment is an important activity because:

- 1 Skills required are not easily available
- 2 Attrition can adversely impact business continuity
- 3 Quality of Human Resource is of great importance for the success of business

Recruitment process starts with the receipt of the requirement(s), in the form of RRF (resource request form) by the TA team.

#### **3.1 *Recruitment of Experienced Professionals***

The methodologies employed for recruitment of experienced professionals will cover all available means such as advertisement in print and electronic media, recruiting agencies, employee referrals, online database use, etc.

Where the candidate is not from Invenio locations, first round of interview will be telephonic/ video call. On selection during this first round. The candidate will be invited to visit Invenio office for face-to-face discussion at the final stage.

#### **3.2 *Initiating Recruitment***

On receiving the RRF, TA team shall invite and obtain applications from all available sources. First level of screening shall be done by TA based on education, experience level and skills match to present requirements. Second level of screening will be done by the respective Hiring Manager. Based on the seniority of the role, BU Leaders and CXOs will participate in the interview process.

#### **3.3 *Interview Process***

The candidate's suitability for selection is evaluated from both role competence and culture fitment perspective.

The objective of culture fitment screening by TA team is to:

- 1 Judge the suitability of the candidate in terms of personality, communication skills, attitude, track record, adaptability, flexibility, etc.
- 2 Evaluate his expectations versus company's expectations
- 3 Clarify any points which may not be clear from C.V.
- 4 To present to the candidate information regarding the company including the future vision

The objective of role competence perspective is to evaluate competence /team leading ability, etc. to determine the role suitability, taking the experience level of the candidate and his/her overall suitability against current work requirements.

The panel members use a prescribed form wherein they state their evaluation and give their recommendation about the candidate. Wherever recommended, TA team shall take the case further. In all other cases, it is deemed as rejected and TA team shall send a polite rejection note to the candidate.

On finalization of offer, TA team shall prepare the offer letter and hand over to the candidate. Latter TA team shall remain in constant touch with the candidate to determine the possible start date and to ensure smooth onboarding of the candidate.

#### **4 GUIDELINES FOR INTERVIEWING**

##### **Overview**

This note provides some DOs and DON'Ts while interviewing candidates. It suggests the possible structure that can be followed and some discipline that may be necessary while conducting the interviews.

##### **General Guidelines**

The candidate who has come for the interview is in a vulnerable situation. He is on alien ground; he may be tense. By design he is in a weaker situation. Hence the interviewer's first responsibility is to ensure that the candidate is relaxed from this tension and he is at ease. This should happen not by telling him to be at ease, but by interviewer's mannerisms and actions.

The senior person in the interview panel should introduce himself and other interviewers. It is enough to give names, there is no need to give designations as at times it could become intimidating to the candidate.

It is important, that interviewer's unhappiness is not shown to the candidate if he is not found to be suitable. Even if interviewers find that the candidate is not suitable, it is necessary that they spend at least 15 minutes with the candidate.

The interview should be generally over 30-45 minutes. Both parties are likely to lose concentration if it is too long.

### **Commencing an Interview**

Interviewers can begin the interview by requesting the candidate to tell something about himself. He should generally be encouraged to tell about his education, employment, experience, etc. Interviewers can judge his communication skills from this introductory session. The person may be verbose or may answer in very few sentences. He may jump from topic to topic without concluding the earlier topic. He may talk about irrelevant matters. His expression may be poor. He may hesitate or talk confidently. Interviewers will be able to observe many different characteristics of the candidate's personality.

### **Judging Role Competence**

After these introductory remarks interviewers can ask the candidate to describe specific situations and how he/she handled the same in the past. Interviewers have to see whether he/she has superficial knowledge or in-depth knowledge. Interviewers may ask some supplementary questions for further probing.

### **Interviewing college graduates/ Candidates with low experience**

If the candidate has less than 2 years of experience, some questions on the topics that he/she studied in college will be relevant.

Interviewers have to be very careful, when interviewing fresh candidates. Don't expect them to have the same maturity that one acquires after years of experience.

### **General Characteristics**

In career, the person has to work with people as users, customers, suppliers, peers, superiors and most important subordinates. Nobody likes to work with rude and haughty person. Inter-personal skills and communication skills play a very important role for all these dealings. Politeness, decisiveness, firmness, good cogent communication are desired qualities for the success. Interviewers should look for these qualities in the candidate. Since a lot of interaction with persons is expected, good grasping power is desired. An attempt should be made to find this.

Interviewers should see how many jobs the candidate has changed and over how many years. Too frequent changes and very rare changes are both that need thorough probing. Interviewers should ask the candidate the reasons for the job changes, current as well as previous, whether the changes were made for money or position or personal issues, etc. This will throw some light on the mentality of the person.

Interviewers should find out his reading habits and see if he has developed himself by self studies of any topics. People have to put in efforts to develop themselves on their own.

### **Closing the interview**

After asking many questions to the candidate interviewers should ask him/her if he/she has any questions. Interviewers should answer his/her questions about company, business model, customers, etc. However, interviewers should refrain from making any commitments.

### **Interviewer's Discipline**

Remember that just as interviewers are judging the candidate, he/she is also judging the company by observing them. Interviewers are the Ambassadors of the company for him/her. Interviewers should make good impressions on the candidate and demonstrate the professionalism of the company.

Punctuality is very important; the candidate should not have to wait. In the unfortunate circumstances, when he/she has to wait, interviewers should begin the interview by apologizing to the candidate for keeping him/her waiting.

Ensure that during the interview there are no disturbances from colleagues or telephone calls. They will distract interviewers, as well as the candidate. The link of thoughts may get broken. It may also develop a feeling of "the event being less important" in the candidate's mind.

## **5. OFFER PROCESS**

On recommendation of a specific candidate by the respective Hiring Manager, TA team will suggest a suitable salary based on the qualification, experience and the industry trends and which is in line with the Compensation guidelines of Invenio.

TA team will compile the resume, recruitment justification duly signed by the hiring manager and the recommendations and forward to the BU Leader/ CHRO along with the salary recommendation. In certain situations, based on management discretion, a sign-on bonus will also be recommended by the TA team.

TA team will dispatch the offer letter to the individual and then constantly follow-up with him till the actual joining to ensure smooth transition for the individual.

*Refer to the Equal Opportunity Policy for additional details.*