

Week 9

Lecture 1 - Introduction to HR as a function

Learning objective

Watch later S

At the end of this case discussion we will learn:

- What are the various steps involved in a recruitment process
- How data analytics can be used in this recruitment process

Key concepts

- Manpower planning
 - Also called as Human Resource Planning
 - Involves
 - Putting right number of people, right kind of people(correctly staffed)
 - At the right place, right time (in the correct job)
 - Doing the right things (with clarity on what's expected of them)
 - So that it helps the organization to achieve its goals.
- Recruitment process
 - The process of actively seeking out, finding and hiring candidates for a specific position or job.
 - Includes the entire hiring process, from inception to the individual recruit's integration into the company.

Need for Human Resource Planning

- Organizations need a plan for functioning
 - Analyse the current human resources, how many people, doing what kinds of work, getting what kind of revenue for the organization
 - Create manpower forecasts – how many more people will we need to do how much more for the organization
 - Helps plan the labor cost
 - Helps in growth and diversification of business
-

Lecture 2 - Introduction to the Tech Enterprises, and their immediate crisis

Brief overview of Tech Enterprises

- Tech Enterprises, a Bangalore based company, provides digital solutions across various domains to their global clients.
- A quick profile for the organization

Founded in
2005

3500
employees

Glassdoor
rating - 3.5

Attrition rate
<18%

The key players

Person	Role
Madhuri	Program Manager
Ritesh	Recruitment Head, Tech Enterprises
Vidya	VP ,Tech Enterprises

Caselet 1 – Madhuri's team

- Madhuri has been with Tech Enterprises since her recruitment at campus as a fresher.
- She has grown through the ranks to become a project director in 13 years and leads a team of 55 employees

Caselet 1 :

Madhuri's team needs a replacement

- Abhi, who like Madhuri was hired out of campus as an engineer and is part of Madhuri's team has decided to pursue further education. He has resigned and is serving his notice period. His last working day is 31st May
 - Madhuri now needs a replacement for Abhi and contacts Ritesh for this hiring.
 - Ritesh handles the recruitment for Vidya's business at Tech enterprises. He is part of the HR Team and works closely with Vidya and her leadership team which includes Madhuri
-

Lecture 3 - Internal sourcing

Caselet 1: Internal sourcing

- To replace Abhi, Ritesh opted for internal sourcing
 - In internal sourcing, a position is filled by sourcing from the existing employees, either by promotion or by **lateral movement**.
 - Ritesh mailed the employees with the criteria
 - 5+ years of work- experience in this company
 - Experience of managing a small team and working in a cross-functional group of people
 - A 2 year history of good appraisal rating
 - Experience on Visualization tools, basic data modelling
-

Key concept

Appraisal:

- The process of evaluating an employee's current and/or past performance as against certain predetermined standards.
- All organisations have some formal or informal means of appraising their employee's performance.
- The performance appraisal process, therefore, will include defining the job, appraising performance and providing feedback.



Internal sourcing

Before starting the formal recruiting process, companies would much rather check if they have internal resources who can actually do this role.

To ensure this companies typically

- Publish all vacancies on the intranet or internal portal for employees to apply for
 - Employee must meet certain criteria before they can apply for a role
- Check similar skill sets from employees on the bench



Internal sourcing (contd)

Post shortlisting, Internal candidates are assessed through interviews and certification tests and then selected for the role

HR informs the existing manager or the bench manager on successful placement of an internal candidate and usually a period of 2 months is identified for transitioning the person from one role to another

Lecture 4 - Review of Data

Introduction to HR dataset and discussion

Lecture 5 - Internal sourcing: Ranking of Internal Candidates

Working on the excel dataset

Lecture 6 - Caselet 2 - Introduction: Job Description

Caselet 2 : Madhuri wins a deal ...

- Over the last two years, Tech Enterprises has seen plenty of growth.
- Much of this growth has created a need for a strategic, specific recruiting processes.
- Madhuri, who you have previously met is the Program Manager who handles a team of 55 and has recently won a large business deal for a telecom major in the beginning of Mar 2021

She needs more people on her team

- Madhuri needs 5 team members and 1 project leader in the month of June 2021 to complete deliverables of the latest project.
- She will need another 5 team members and 1 project leader in the month of August 2021
- Madhuri reaches out to the Recruitment Head Ritesh and tells him that she desperately needs 12 people on board in her team and asks him to start looking for suitable profiles

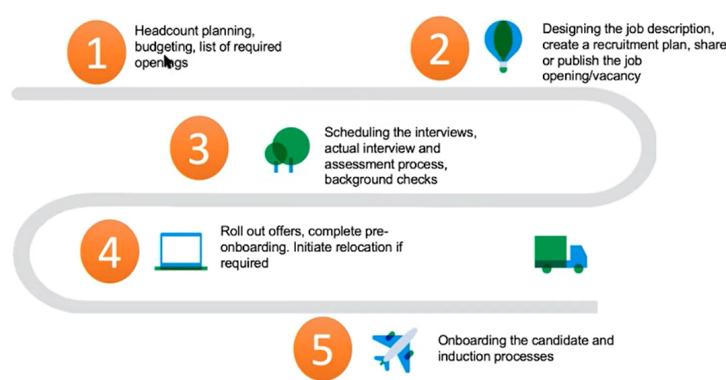


Madhuri's next steps

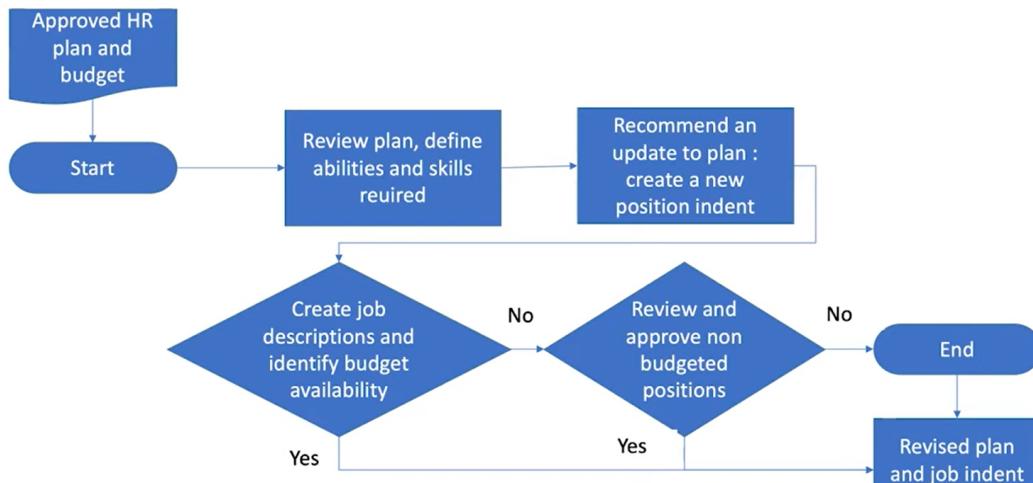
- Ritesh asks for Madhuri for the following
 - What is your headcount plan for the year? Do you have a budget for these positions ?
 - Can you get me an approval for these positions and raise a requisition ?
- Madhuri then reaches out to Vidya, VP of her business and outlines her requirements, updates the manpower plan and seeks approval
- Once the approval process is completed Ritesh once again initiates the process, but this time Madhuri's needs are more complex

The recruitment process flow

A good **recruitment process** can minimize the time involved in the searching, interviewing, **hiring** and training. It can streamline these **processes** and make your search for viable candidates much more efficient. It is very **important** to build a positive image to your customers, peers and competitors.



Sub process 1 : HR planning and job indent



Key concepts

- **A requisition or an indent**

- A form usually created by HR that outlines:
 - the budgetary details
 - the timelines of the position required
 - whether the position is full time part time or on TPP
 - skills and capabilities required.

Key concepts..

- **Job description (JD)**

- A quick summary of :
 - what the role is expected to do,
 - key responsibilities
 - how the performance will be measured
 - the skills, capabilities, experience and educational qualifications required to do that particular job

The JD explanation

Application Security Engineer | Tech Enterprises

The Application Security Engineer will be responsible for integrating security into the development of ABC's applications. The Application Security Engineer will work closely with the product and software development team to threat model, vulnerability scan, and pen test the early software, system, and network architecture and identify required control points in the application stack. The Application Security Engineer will also work closely with developers to diagnose, document, and remediate application security vulnerabilities. The Application Security Engineer will also be responsible for evaluating, recommending, and implementing application security related software in an automated continuous integration/deployment environment.

Primary duties:

- Work closely with application development and QA teams to help formulate and implement a strategy for software security that is tailored to the specific risks facing the organization, including threat modeling and applications security advisement services.
- Conduct application security assessments / penetration tests and implement tools for dynamic/automated code reviews.
- Ensure application design and implementation best-practice with role-based and appropriate access standards, as well as integration with Identity and Access Management environments.
- Ensure compliance with society, regulatory, and industry standards for application security.
- Conductively evaluate the organization's existing application security practices, define and measure security-related activities, and demonstrating concrete improvements to the application assurance program within the organization.
- Conduct code reviews and penetration testing
- Develop and maintain unit and integration tests designed to ensure security controls are tested on every build

Primary and Secondary Skills Requirements:

- Primary Skills: Development language - java development, JavaScript, Python, Ruby, C++/C, Perl Application Security etc.
- Secondary Skills: Security penetration testing tools - Metasploit, w3af, Blackduck, Veracode & burp suite (any one or two)
- Other Skills: Jenkins, Pivotltracker, Cloud Foundry ,AWS

Position Requirements:

- Bachelor Degree in Engineering.
- CEH, GSEC, GIAC certification preferred.
- A strong understanding of application security frameworks
- 5 years' experience in application development and security.
- Practical understanding and use of commercial application security tools
- Must be fluent in write technical reports based on findings.
- Proficient with development languages including Java, Python, Ruby.
- Strong self-starter who has the ability to operate independently.
- Excellent oral/written presentation skills with ability to communicate effectively with senior executive leadership, proficiency in preparation of presentations, analytical reports, and documents regarding program operational status, achievement and performance.
- Understanding and passion for Agile/XP/Scrum/Kanban is preferred
- Understanding of Test-driven Development built on User Stories

What we offer you

Tech Enterprises will offer you an inviting workplace, talented colleagues from diverse backgrounds, career path, and steady growth prospects with great scope to innovate. Our goal is to create an ecosystem of easily configurable data applications focused on storytelling for public and private use.

Contact us to apply

Hiring manager: XYZ ABC
Send your resume to: xyz@techenterprises.com

Lecture 7 - Sourcing channels and their analysis

The search for candidates begins

- Madhuri creates job descriptions, one each for the project leader and ten team members along with the timeline on when she wants these roles filled in
- Ritesh reviews these job descriptions and commences the hiring process to remain compliant with Madhuri's timeline. He creates a **recruitment plan** that outlines the steps and expected timelines. He runs this past Madhuri so that they are both aligned on the outcomes

The Recruitment Plan

- The recruitment plan consists of
 - Open Position
 - Timeline
 - Channels of fulfilment

The sourcing process

- Ritesh creates an opening on company's website and puts an advertisement on a recruitment portal.
- Ritesh notifies all employees about the **Employee referral policy** and announces bonus of either INR 15000 for team members or INR 25000 for project leaders.
- He also uses Tech Enterprises's Twitter, Facebook, LinkedIn accounts to broadcast the job openings as part of the **social media** campaign.

The sourcing process (contd)

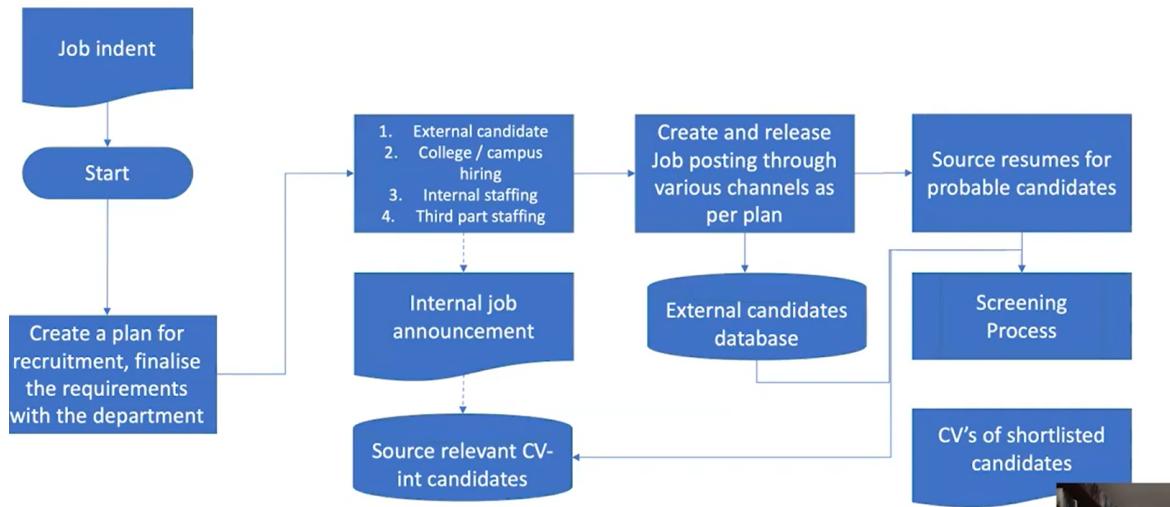
- After a careful self review, he decided not to go for a **walk-in** for team members since only a few positions are available.
- He opts for fresher pool to be **hired out of campus** for the team member positions

Ritesh encounters an issue

- At the end of first week, he could manage only 5 applications.
- To fit Madhuri's timeline, Ritesh needs to collect more applications.
- Ritesh mulls working with some recruitment consultants to try to find very specialized talent in management to fill the project leader positions.
- Since he has a fixed budget for this quarter, he needs to decide which channels are effective for this recruitment



Sub process 2 : Sourcing of candidates



Lecture 8 - Introduction to dataset and gender diversity

Introduction to new dataset and some calculations

Lecture 9 - Selection criteria

Work on same dataset

Lecture 10 - Channel effectiveness

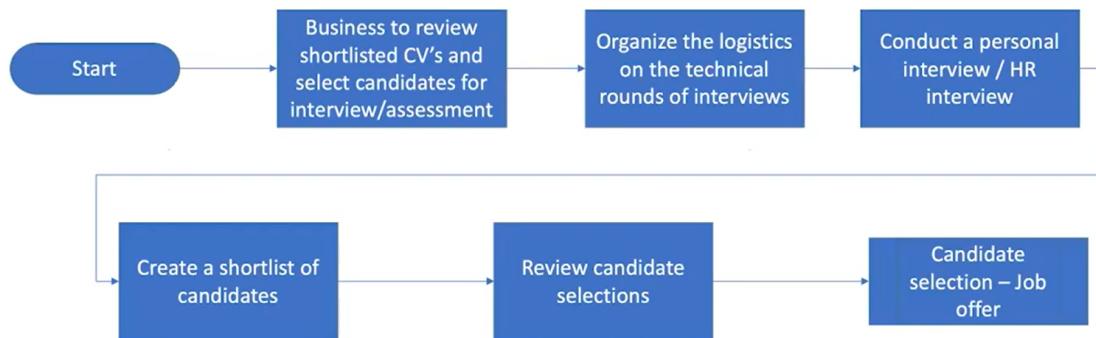
Work on same dataset

Lecture 11 - Combining measurements into a composite score and ranking

Work on same dataset

Lecture 12 - Recruitment process and onboarding

Sub process 3: Scheduling interviews and assessments



The case

- At the end of week 3, Madhuri
 - Has gone through 102 profiles shared by Ritesh
 - **Shortlisted** 7 profiles for the project leader positions
 - Another 25 for the team member positions
- Selection Process
 - Identify an interview panel
 - Each Candidate faces
 - **A written test**
 - **two rounds of assessments : Technical and HR**

The case (contd)

- Ritesh's team reached out to the 32 candidates shortlisted and arranged for the tests on a specific date and interviews based on common convenience of the interview panel and the candidates
- Ritesh has a template that gathers the feedback on various parameters by the interview panel which he received after the interviews

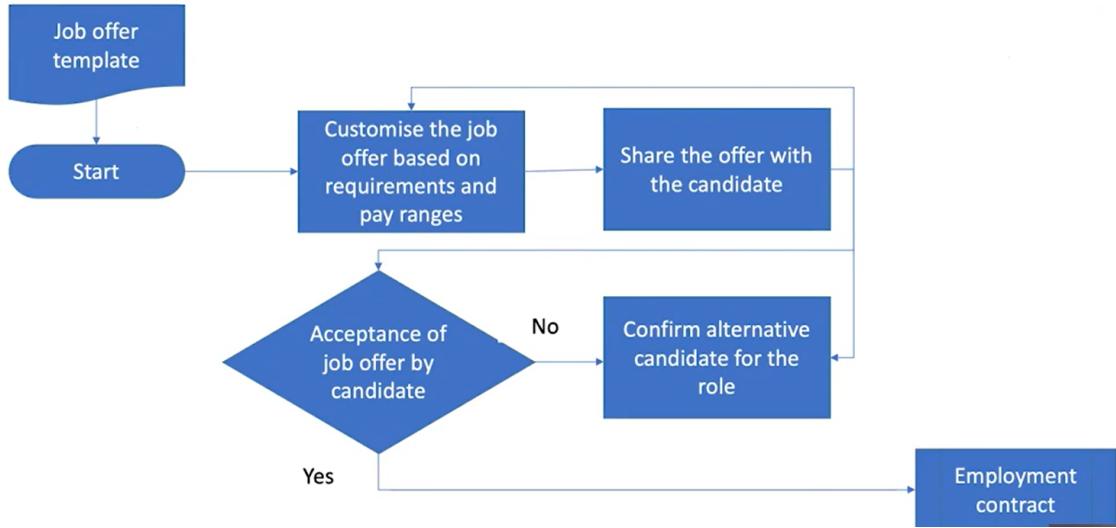
The case (contd)

- Shortlisting
 - Project Leader Position: 1 candidates
 - Team member position: 7 candidates
 - Based on the test scores and the interview feedback
- Offer letters
 - Based on Madhuri's recommendation
 - Ritesh rolls out **offer letters**
 - 1 candidate selected for the project leader position
 - 5 offers for the top ranking team member candidates
 - Offer letter has details of the position, the level, the designation and salary details

The case (contd)

- However both the project leader candidate and two other from the team members rejected the offer for reasons like joining date, location or salary

Sub process 4: Offer roll out



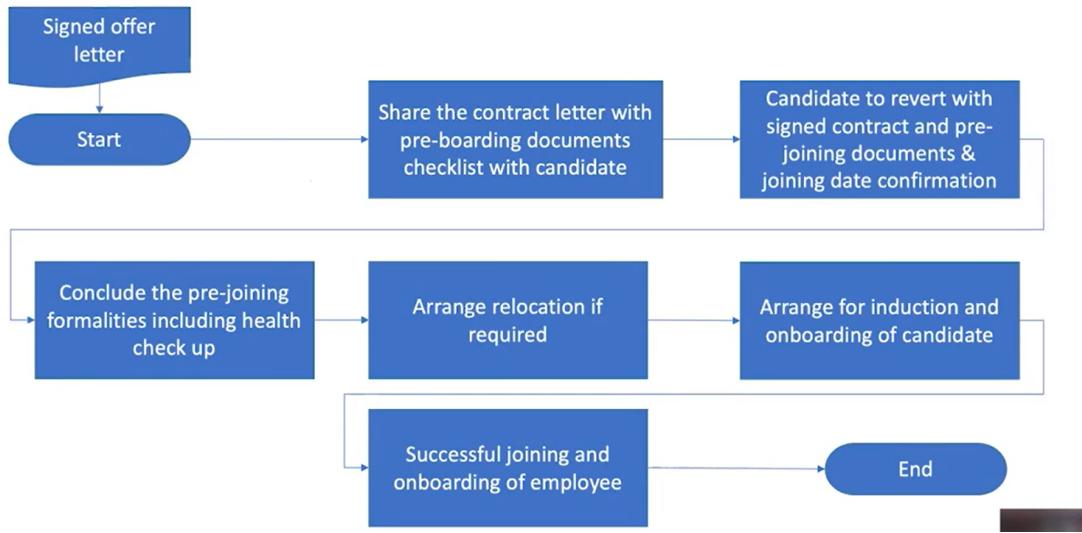
The case...

- Ritesh engaged with the candidates and negotiated the joining date aspects where he could. One of the team member candidates was persuaded to join.
- The other shortlisted candidate for the team member was now made an offer while the project leader candidates procedure was revisited and refreshed given this.
- The 5 team members joined Tech Enterprises in two months and the position of the Project leader was also being fulfilled

The case...

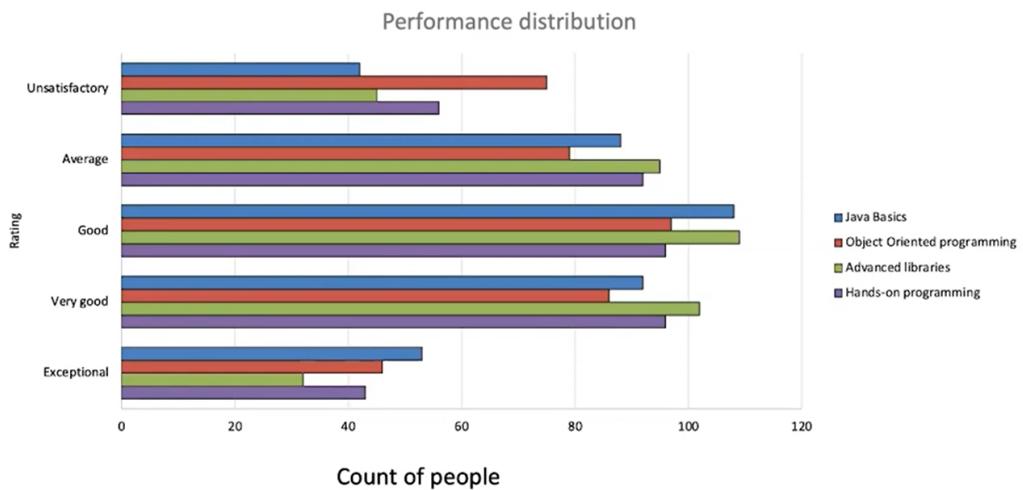
- **Induction and on boarding** was conducted by Ritesh's team ensuring that all the candidates submitted their documents (certificates and bank documents) closing the 5 indents for Madhuri's team
- The other indents followed the similar process

Sub process 5: Induction and on boarding



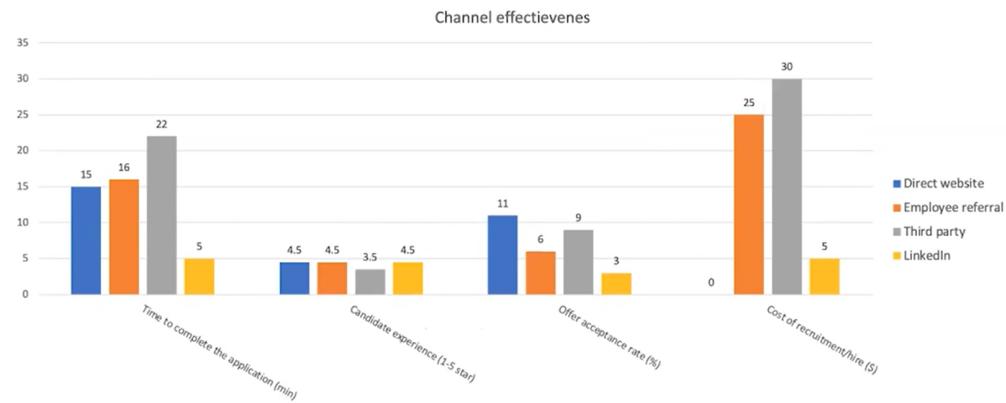
Lecture 13 - Presentation of results and analysis

Skill distribution dashboard

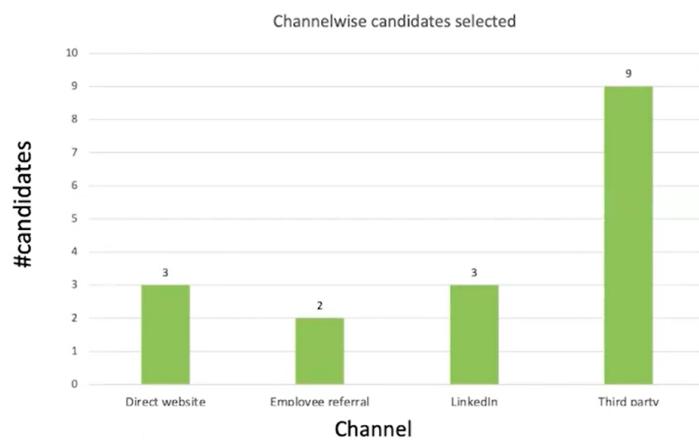


https://docs.google.com/spreadsheets/d/1QsWi0JAZ6ZRu1MITjFftiN18CYTO-HDd8Bs_si9PUxo/edit#gid=451466534

Channel effectiveness

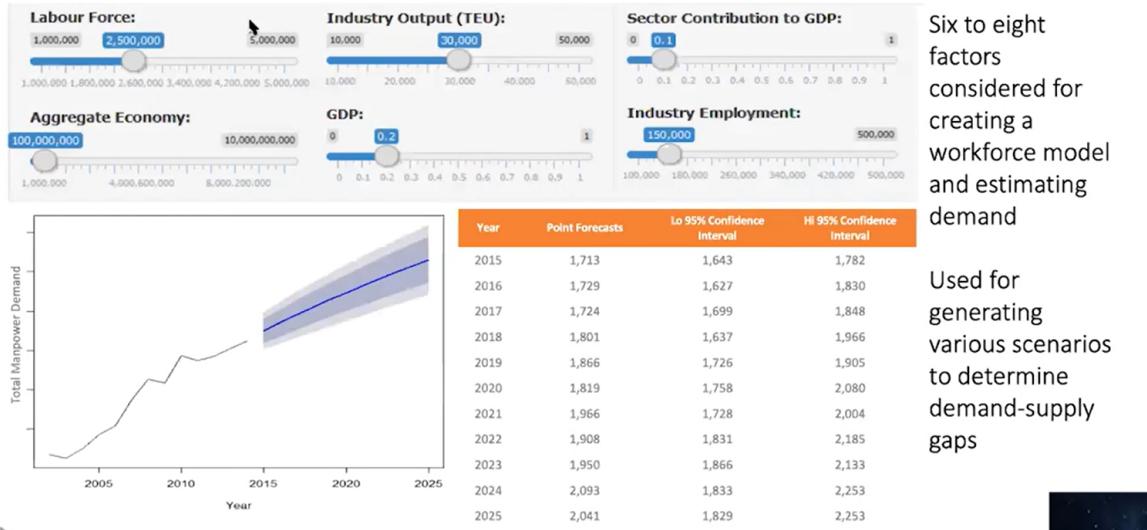


Channel-wise candidates selection matrix



Lecture 14 - Skills availability & role of HR

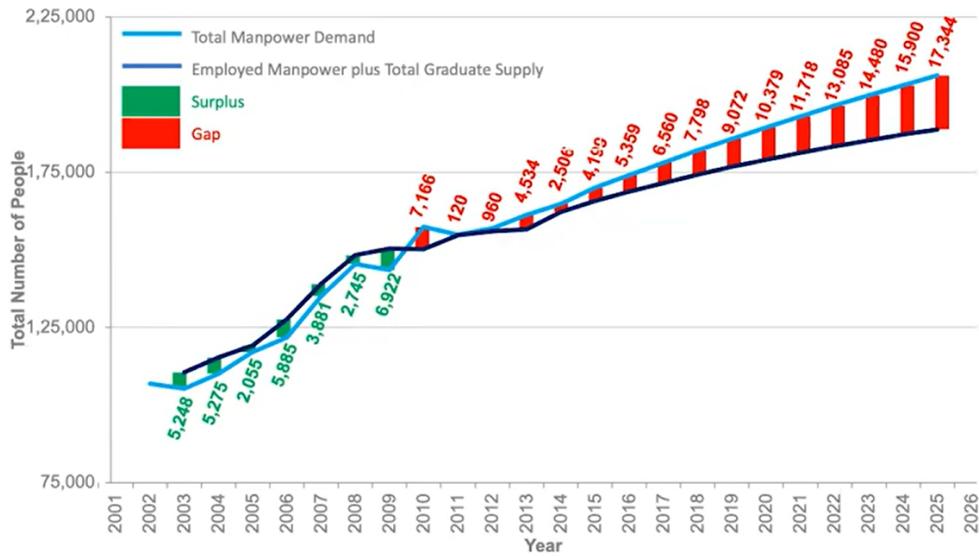
Workforce forecast model – Estimate demand



Six to eight factors considered for creating a workforce model and estimating demand

Used for generating various scenarios to determine demand-supply gaps

Workforce forecast model – Scenarios for identification of supply gaps





What keeps a CHRO busy

HR'S TOP 10 PRIORITIES FOR 2018
(from a list of 20 options)



Source: Mercer 2018 Global Talent Trends Report

MANAGING TRENDS IN TALENT MANAGEMENT ACQUISITION

India will have 53% companies increasing workforce and intent to hire will be stronger in the tech and pharma sectors CHRO will have to deal with the some of the characteristics of the talent market we see below



Week 10

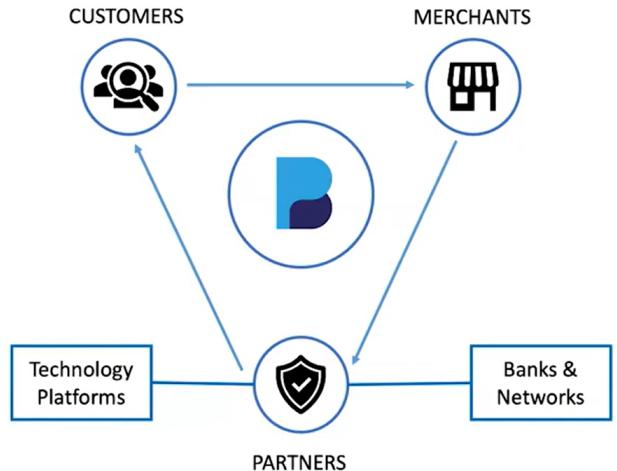
Lecture 1 - Introduction to Finance Industry and Fintech

Introduction to Fintech industry

Lecture 2 - Introduction to the payments industry and money flow

Case Study: PayBuddy Payments

- ✓ Online Payments Platform
- ✓ Split from PayBay in 2015 and became an Independent company.
- ✓ CEO: Michael
- ✓ Hosts a diverse portfolio of credit products like credit card, pay later etc.
- ✓ Facilitates money transfer service for free of cost between any two PayBuddy users.
- ✓ Stakeholders –
 - ✓ Customers (like you and me!)
 - ✓ Merchants (like Lifestyle, BigBazaar)
 - ✓ Technology Platforms (like VISA, Mastercard)
 - ✓ Banks (like SBI, ICICI)



Lecture 3 - Paybuddy case: credit product introduction

New Credit Offering by PayBuddy

- PB is launching a new credit offering called Pay in Installments (PII)

Amazon Pay Later Availability

- Available for purchases on mobile and desktop platform. Registration can be done only through mobile
- For buying with Amazon Pay Later, the account should be "active."
- Not available for purchases with Exchange Offer.
- In case of multi-cart, No Cost EMI will be applicable on the purchase only when all items in the cart are eligible for No cost EMI.
- Available tenure options as per the purchase values.

Tenure	Min amount	Max amount	
1 month	0	10k	Buy Now, Pay Next Month
3 month	3k	30k	Buy Now, Pay in EMIs
6 month	6k	60k	Buy Now, Pay in EMIs
9 month	9k		Buy Now, Pay in EMIs
12 month	9k		Buy Now, Pay in EMIs



BUY NOW PAY LATER

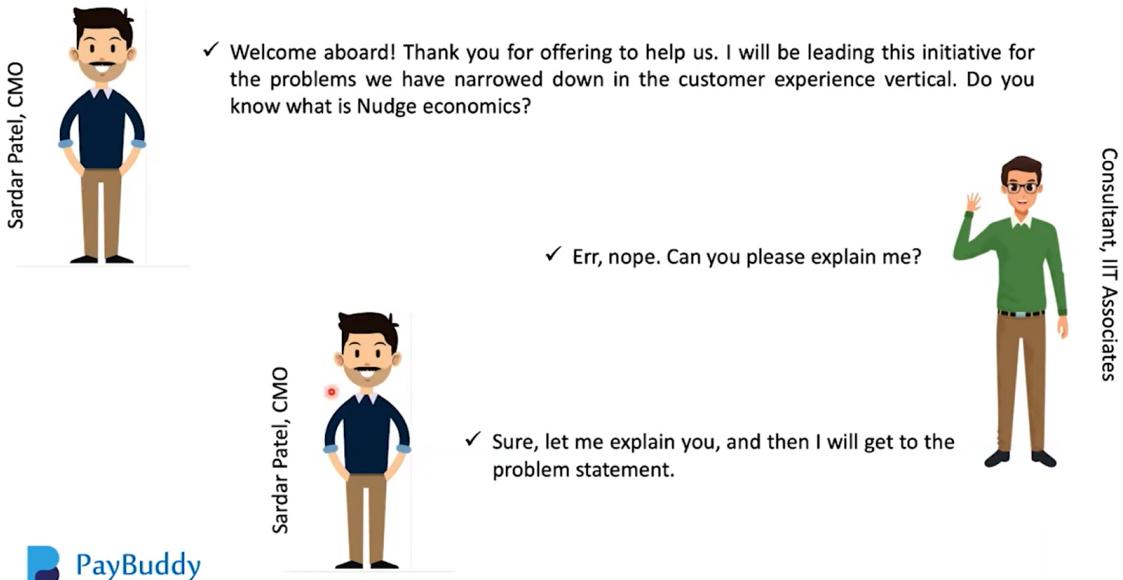


Introduction to the Case Study

- Problem:

- Credit Marketing – Whom to target as the new customers?
- Credit Risk – How do we decide credit scoring and approval?

Customer Experience (owner Sardar Patel, Chief Marketing Officer)

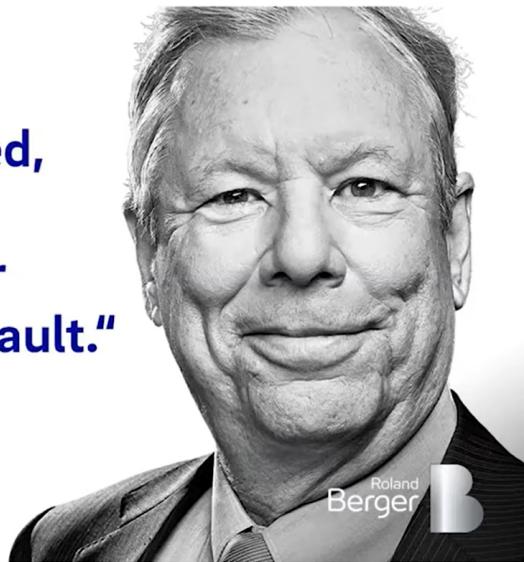


Lecture 4 - Nudge economics

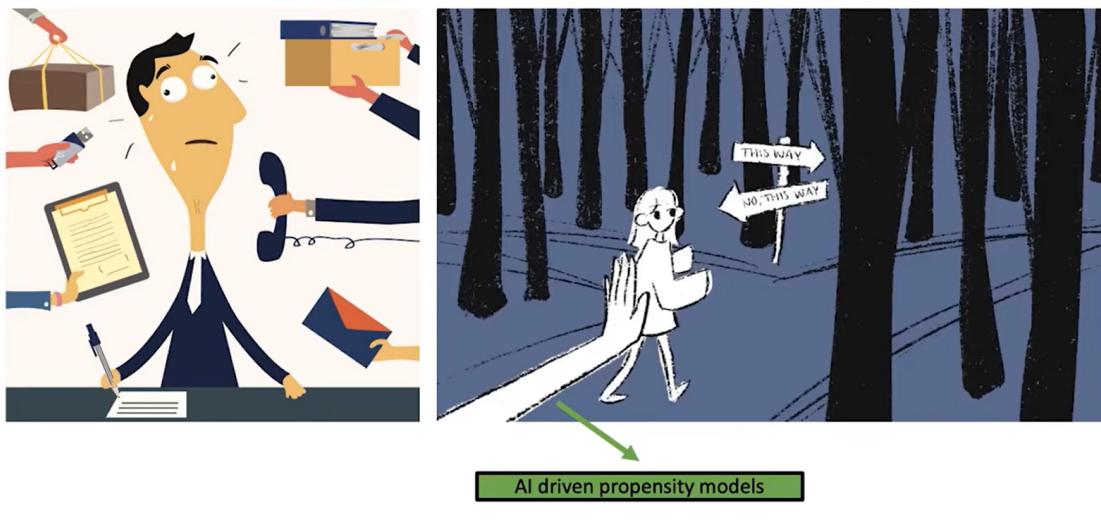
**"Customers are busy,
lazy and often confused,
they are surprisingly
likely to take whatever
option is made the default."**

RICHARD THALER
Behavioral economist and co-author of Nudge

Winner of Nobel Prize in Economics, 2017.



Nudge Economics: Choosing the default option



Lecture 5 - Paybuddy case: The main players and the dataset for credit marketing

Introduction to the Case Study

- Problem:
 - Credit Marketing – Whom to target as the new customers?
 - Credit Risk – How do we decide credit scoring and approval?

Lecture 6 - Review of Data and Basic Statistics

Working on Data

Lecture 7 - Segment analysis working

Working on Data

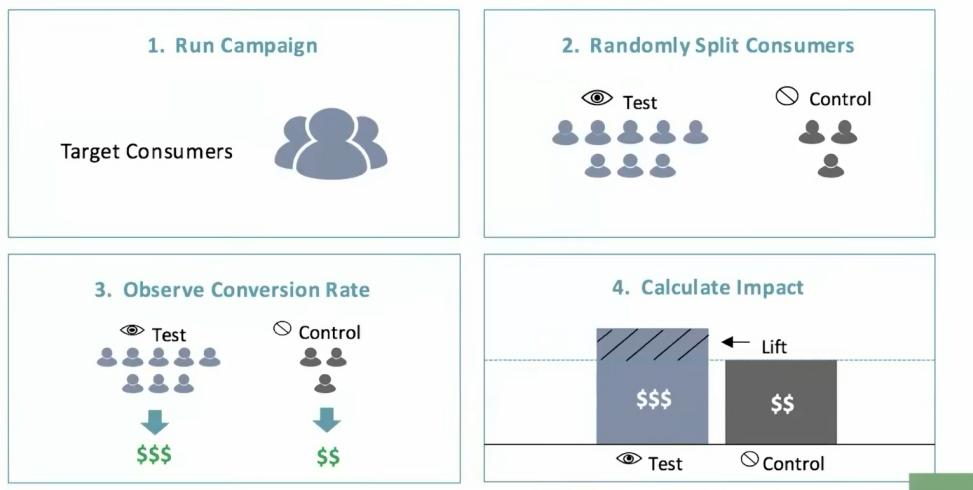
Lecture 8 - Presentation of factors that can be used for nudge

Analysis of results

Week 11

Lecture 1 - A/B Testing introduction

A/B Testing – The Gold Standard for Measurement



Lecture 2 - A/B Testing

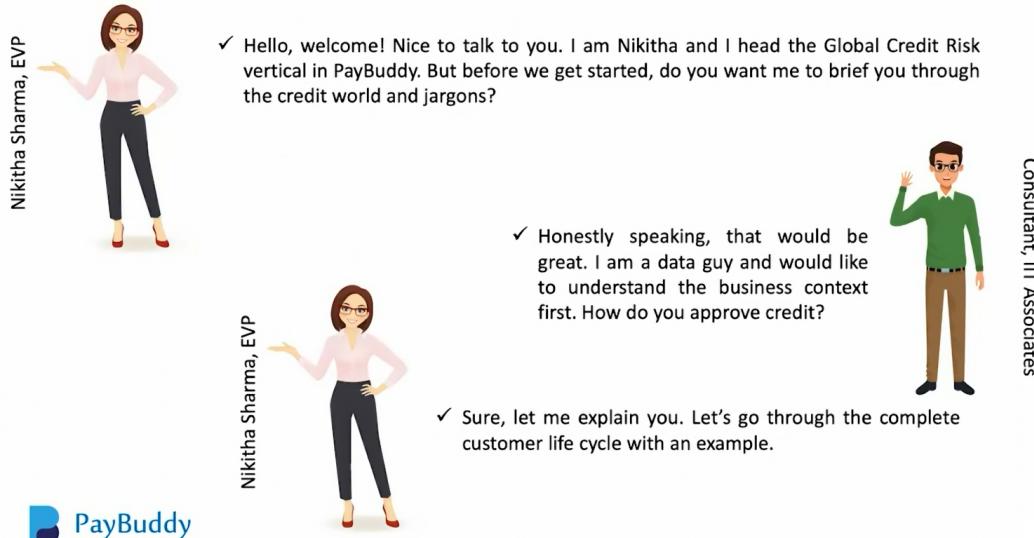
Calculations for dataset

Lecture 3 - A/B testing presentation

Presentations on working of the dataset

Lecture 4 - What is credit risk analysis

Credit Risk (owner Nikitha Sharma, EVP – Global Credit Risk)



Lecture 5 - Explanation of the credit risk dataset

Working and explanation on the dataset

Lecture 6 - Credit risk analysis: review of data

Problem Statement – Credit Risk (owner Nikitha Sharma, EVP – Credit Risk)



Nikitha Sharma, EVP

- ✓ Once we have offered a credit product to a customer, we need to closely track if the customer would default in paying her/his monthly installments (EMIs).
- ✓ From the data, can you help us understand which group of customers have high risk of default and which group of customers are highly creditworthy?
- ✓ This would help us plan our future credit approvals cautiously. Also helps in increasing credit approvals with lower risk of default.



Consultant, IIT Associates



Lecture 7 - Credit risk analysis: monthly trends

Calculations on the dataset

Lecture 8 - Credit risk analysis presentation

Working and explanation of the dataset

Week 12

Lecture 1 - How businesses operate

SUMMARIZING LEARNINGS FROM THE CASE STUDIES

LEARNINGS FROM THE 4 CASE STUDIES

- How businesses operate
- How Businesses are Managed
- What kind of data originates from business processes
- How to process data
- Using worksheets to organize data

HOW BUSINESSES OPERATE: LEARNINGS

Any business consists of multiple functions: sales and marketing, inventory management and logistics, production, purchase, finance and HR

Each function has multiple KPAs (Key Performance Areas)

- Achieving KPAs requires coordination with other functions

Every function monitors its own progress on a regular basis using dashboards

- Frequency varies – could be daily, weekly, monthly or even longer – depending on the KPA

Lecture 2 - How businesses are managed

HOW BUSINESSES ARE MANAGED: KEY LEARNINGS

Product Portfolio Management: analysis of revenue and sales volume

Inventory management: trade-off between fulfillment (no stock-outs) and working capital

External environment can impact business: Seasonality and business volatility needs to be managed

Planning and Scheduling is very important

- Planning smoothens out production volume and optimizes material purchases
- Scheduling helps to identify issues in upstream activities that could impact downstream tasks

A/B/C model for material management

Managing efficiency by looking at constituent factors

HOW BUSINESSES ARE MANAGED: KEY LEARNINGS

Enabling functions need to look ahead and plan

Channels help expand an organization's capabilities and gives flexibility to operations

Marketing can use Nudges can shape consumer behaviour

- Demographic data can be used to define rules for this

A/B testing can be used to gauge consumer response

Managing trade-off between risk and returns

- Risk can be evaluated using demographic data and historical profile of the consumer

Lecture 3 - Processing data from business processes using spreadsheets

WHAT KIND OF DATA ORIGINATES FROM BUSINESS PROCESSES: KEY LEARNINGS

Data is typically stored in databases, that are typically linked together using an Enterprise Resource Planning (ERP) system

Data is sometimes captured digitally at source (Fabmart, Paybuddy) but must often be entered manually (Ace Gears, Tech Enterprises)

- What data to capture and how requires deep understanding of the underlying process

ERP typically captures raw data only which can be extracted as tables

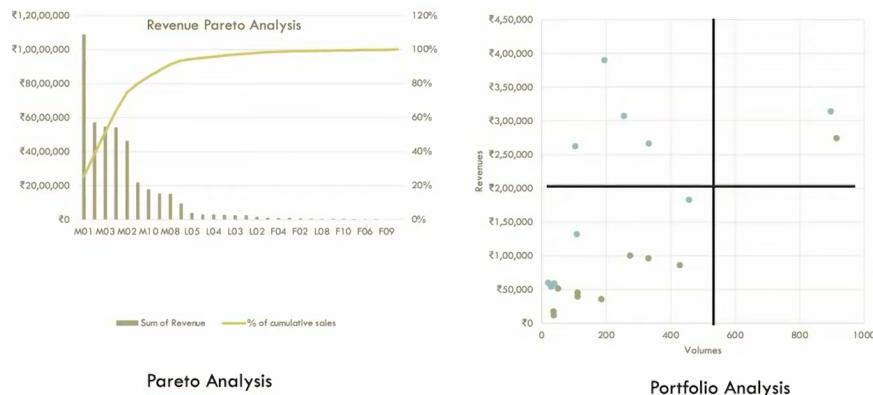
- Data elements could be structured or unstructured
- HR data tends to be unstructured

Data could be "dirty" – mistakes, or could have missing elements

- Requires data cleaning

Data must be processed in various ways in order to extract meaningful insights

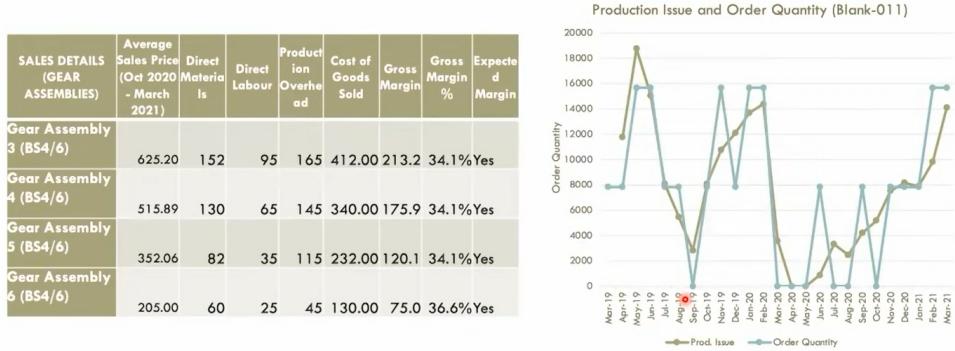
HOW TO PROCESS DATA : KEY LEARNINGS



HOW TO PROCESS DATA : KEY LEARNINGS



HOW TO PROCESS DATA : KEY LEARNINGS



HOW TO PROCESS DATA : KEY LEARNINGS

Channel	Average_c Normalised_A % of total						Rank
	Percentag e_count	count_per_ week	verage_count	application _per_week	Normalised score	Total score	
Direct website	0.2037	2.4000	0.9231	0.6282	0.9285	2.6835	1
Employee referral	0.2010	2.4000	0.9231	0.5584	1.0000	2.6826	2
LinkedIn	0.2141	2.6000	1.0000	0.5366	0.9111	2.6618	4
Third Party	0.3812	1.8000	0.6923	0.6849	0.9138	2.6722	3

Converting unstructured to structured data

Generating rules to automate decision making

Ranking options using weighted scores

Some Other Learnings

USING WORKSHEETS TO ORGANIZE DATA

Basic functions in worksheets such as sum, max, min, average

Sorting and filters

Vlookup to pull data from one table into another

Pivot tables to consolidate and slice data

Charting tables using line graphs, bar charts, pie charts, scatter plots etc