Recruitment and selection at infosys management essay

A feeling of energy and vitality, of freshness, of a place where people work in a campus like facility and culture, are unafraid to voice new ideas, of a place where there is minimal hierarchy. Robust people management practices enable Infosys to create this environment for its employees. This is what distinguishes Infosys among other technology companies, enabling Infoscions to excel and innovate in what they do for their clients and in what they stand for as a company.

Continuous learning:

The spirit of learnability among Infosys people and an organizational commitment to continuous personal and professional development keeps Infosys at the forefront in a fast-changing industry. Their framework for continuous learning at Infosys is built around a number of focused programs for their employees. These range from major initiatives such as the Infosys Leadership Institute to various ongoing management development and personal improvement programs. They complement a host of technology advancement and ongoing training options.

Dedicated organizations or groups within Infosys lead these initiatives. Infosys investment in people and infrastructure to build a holistic learning framework demonstrates their commitment to continuous learning and building intellectual capital for their employees. This learning framework is continuously enhanced with new programs and the latest learning techniques – and close-knit coordination across these initiatives ensures that it meets the different learning needs of their employees in specific areas of technology, management, leadership, cultural and communication skills, and other soft skills.

Apart from formal programs – a typical example of an informal employee-driven program is the Infosys Toastmasters Club, formed in 2000. The mission of this club is to provide a mutually supportive and positive learning environment to develop communication and leadership skills to foster self-confidence and personal growth. The club has been recognized by Toastmasters International and joins the roster of other recognized Corporate Clubs around the world (including those of Microsoft, Boeing, Citicorp and Sun Microsystems).

Fun and culture:

Life at Infosys is full of events – where employees can pursue their interests in areas as varied as arts, culture, or sports. The objective is to ensure that employees are not confined to their desks. Employees express their various skills and interests through forums that include an " Art Gallery" on campus dedicated to displaying the works of Infoscions, daily quiz competitions, and regular music meetings that keep the place abuzz with creativity.

Inculcom is the base organization that hosts cultural programs for Infoscions. Each event emphasizes a specific area like music, dance, or quiz. These programs are generally not competitive, but a competitive element is sometimes added to enhance enthusiasm and to bring out the best in our people. Under Inculcom, there are sub groups like the IQ Circle (Quizzes), Shruthi (the classical music club), Dramatix (the drama club), and Vakchaturya (forum for self development).

Insync:

The key to employee involvement in organizations is the sharing of information about business performance, plans, goals, and strategies. What happens by a shout across the corridor in a smaller organization, calls for a more systematic process in a large organization like Infosys.

InSync is Infosys's internal communication program focused on keeping the Infoscion abreast of latest corporate and business developments, and equipping him or her to be a " brand ambassador" for the company. This program combines a communication portal with workshops, monthly newsletters, articles, daily cartoons and brainteasers to synchronize each Infoscion with the organization.

" Infosys believes in an organization with less hierarchy and faster decision-making. In order to make that happen, every Infoscion needs to know how the organization works, how decision are made, and what drives Infosys. So it is important for Infosys to communicate this to everyone"

S. Gopalakrishnan

Co-founder & Member of Board

Careers:

Infosys has a vision of where they want to go, and it's really exciting

With an annual compounded growth rate of around 60% in the last 5 years, and branches across the world, Infosys is forging ahead in the global market. To achieve their vision, they are always looking out for talented, learnable

individuals who are ambitious, who love challenges and who have a passion to excel!

Towards this objective, Infosys participates in campus hiring programs and also conducts a number of off-campus initiatives throughout the year at various locations. Apart from college hiring, they also hire experienced professionals from the industry at various mid-level and senior positions.

Infosys – grooming global talent:

Last year, over 1. 3 million people applied for a job at Infosys. Only 1% of them were hired. In comparison, Harvard College took in 9% of candidates.

Infosys has always focused on inducting and educating the best and the brightest. With global hiring practices, coupled with ever-expanding university programs such as Campus Connect and development centers across the globe, Infosys is able to source and nurture talent while delivering lasting value to clients.

Infosys, which trains over 15, 000 new recruits every year, is well prepared to win the battle for top-notch talent. At the heart of this education program is a fully equipped $120 million facility in Mysore, about 90 miles from Bangalore.

Infosys in the spotlight:

In 2005, Computerworld magazine, while ranking Infosys among the 100 best places to work in IT, placed it at the very top of the list of best places for education and training.

In its March 2006 issue, Fortune magazine stepped inside the gates of '

Infosys' and emerged with the impression that gaining admission to the ' Taj

Mahal of training centers' is harder than getting into Harvard.

3. 1 SOURCES ON MAN POWER SUPPLY:

INTERNAL:

Infosys upgrades from within only for managerial positions, but only to some

extent. Because upgrading from within is considered better as the employee

is already familiar with the organization, reduces training cost, helps in

building morale and promotes loyalty.

If no one capable for managerial position is found in its internal source, it

looks out for external sources. It selects only the best employee for the

organization

TYPES:

Former Employees-

They ask the retired employees who are willing to work on a part-time basis,

individuals who left work and are willing to come back for higher

compensations. Even retrenched employees are taken up once again.

Retirements: –

If it's not able to find suitable candidates in place of the one who had retired,

after meritorious service. Under the circumstances, management decides to

call retired managers with new extension.

Internal notification (advertisement): –

Most employees know from their own experience about the requirement of the job and what sort of person the company is looking for. Often employees have friends or acquaintances who meet these requirements. Suitable persons are appointed at the vacant posts.

EXTERNAL:

For the posts of technicians, engineers, floor managers etc, it looks out for external sources which include.

Agencies: TAPL

Institutions: Like B Schools, colleges, Management Institutes, etc.

Websites: www. indiatimesjob. com

www. monster. com

www. naukri. com

Of the above three web sites given most widely used by the Infosys is the www. monster. com with the success rate of 80% followed by www. indiatimesjob. com at 60% and www. naukri. com at the success rate of 50%.

External recruitment enables the company to get the best candidate.

Infosys prefers external recruitment and mainly takes help from agencies and institutions as it's a giant company and internal recruitment proves to be inadequate as its yearly targets are very high.

Recruitment Targets for Infosys:

Year   No. of employees (per year)

10000

11000

13000

15000

18000

25000

CAMPUS:

Campus recruitment is so much sought after that each college; university department or institute will have a placement officer to handle recruitment functions.   However, it is often an expensive process, even if recruiting process produces job offers and acceptances eventually. A majority leave the organization within the first five years of their employment. Yet, it is a major source of recruitment for prestigious companies.

Infosys is the company of choice for campus recruitment programs in most major engineering institutes such as IITs, RECs etc. and at premier management institutes such as the IIMs.

Engineering Institutes:

Campus hiring at engineering institutes typically starts in May and continues through September. Senior managers and officers from Infosys actively participate in this hiring, to bring on board the next generation of bright,

young and talented leaders for the company. We encourage current students at the campuses we visit to use this opportunity to interact with the Infosys recruitment teams during the hiring process to understand the company and our people philosophy. We hire engineering graduates and post-graduates from all disciplines, and MCA students at the campuses.

Management Institutes:

Campus hiring at management institutes typically starts in December and continues through March. We hire management graduates from all disciplines, with or without prior work experience in software or other fields.

All applications are pre-screened based on academic credentials. Short-listed candidates are usually invited for an interview as part of the selection process.

OFF CAMPUS:

It is the event for those candidates who do not get selected during campus recruitment. The process remains the same; it just aims at giving those candidates a chance that were not able to go through the process before. These candidates also go through the same two rounds, here only the scale and basis on which they are evaluated changes.

JOB FAIRS:

What is job fair?

Job fair is where several companies come under one roof for seeking eligible candidates who can join their company, after going through certain recruitment process followed by them.

PROCESS FOLLOWED BY INFOSYS:

Initially they advertise about the job fair in the local newspapers of all the states specifying the venue and date of the job fair.

On the specified date, Infosys banners are put up at the venue. They have around 3 to 4 counters. Initially these counters are used for registrations. Once the number of registrations is equal to the total capacity of all the counters, the registrations are stopped and the registered candidates fill the application forms at the counter.

Next a logic test of 45 minutes is conducted and an English test of 15 minutes is conducted where in one is suppose to write an essay, to check their handwriting, vocabulary and sentence framing ability.

Once the test is over, registrations for the next group start. At the same time the previous papers are evaluated and the candidates are selected for interview based on the cut-off marks.

The candidates who are selected in the interview are informed then and there by displaying the list and are given the offer.

The process is repeated for the next set of candidates.

Job fair takes place for 3 to 4 days.

ADVERTISEMENTS:-

It is a popular method of seeking recruits, as many recruiters prefer advertisements because of their wide reach.

Infosys advertises in:

NEWS PAPERS:

Times of India

The economic times

Indian express

Hindustan times

The financial express

Employment papers

MAGAZINES:

Business world

Business Today

India Today

capital market

Business journals

IT magazines

Computer and technical journals

WEB:

www. infosys. com

www. indiatimesjob. com

www. monster. com

www. naukri. com

Advertisements contain proper information like the job content, working conditions, location of job, compensation including fringe benefits, job specifications, growth aspects, etc.

The advertisement sells the idea that the company and job are perfect for the candidate.

WALK-INS, WRITE-INS AND TALK-INS:

Walk-ins are the most common and least expensive approach for candidates is direct applications, in which job seekers submit unsolicited application letters or resumes. Direct applications provide a pool of potential employees to meet future needs.

Write-ins are those who send written enquiries. These jobseekers are asked to complete application forms for further processing.

Talk-ins involves the job aspirants meeting the recruiter (on an appropriated date) for detailed talks. No application is required to be submitted to the recruiter.

CONSULTANTS:

Infosys also seeks the help of consultants who are in the profession for recruiting and selecting managerial and executive personnel. They are useful

as they have nationwide contacts and lend professionalism to the hiring

process. They also keep prospective employer and employee anonymous.

INDUSTRIES:

Infosys also hires experienced professionals from the industry at various

mid-level and senior positions.

3. 2 THE SELECTION PROCESS OF INFOSYS:

Steps:

Initial screening of interviews:

Initial Screening is done on the basis of applicants and applications. A

preliminary interview is conducted so as to select the suitable candidate who

can go through further stages of interviews.

Normally for the posts of engineers degree cutoff is decided like say 60% on

an average. If the candidates do not meet the requirement they are rejected.

And for higher posts applications and applicants both play a major role in the

screening process.

Completion of application forms:

Application form establishes the candidate's general details like name,

address, telephone number, education, job- related training, work-

experience with dates, company names, and job details, professional or

industrial involvement, hobbies and recreational pursuits.

The company establishes as many hypotheses about the candidate from the

details provided in the application form. It then decides what areas of

information it needs to explore or investigate more specifically during the interview.

Company sees to it that no judgment is passed about the candidate based only at this level. What drawn here is hypotheses and not conclusions.

Application forms are such framed that, they provide the necessary details to the organisation without affecting the sentiments and feelings of the candidate.

Employment tests:

logical test

English test

Vocabulary

Reasoning

Essay writing

VARIOUS TESTS:

Mental or intelligence tests:

They measure the overall intellectual ability of a person and enable to know whether the person has the mental ability to deal with certain problems.

Mechanical aptitude tests:

They measure the ability of a person to learn a particular type of mechanical work. These tests helps to measure specialized technical knowledge and problem solving abilities if the candidate. They are useful in selection of mechanics, engineers, etc.

Intelligence test:

This test helps to evaluate traits of intelligence. Mental ability, presence of mind (alertness), numerical ability, memory and such other aspects can be measured. It is taken to judge numerical, skills, reasoning, memory and such other abilities.

Personality Test:

It is conducted to judge maturity, social or interpersonal skills, behavior under stress and strain, etc. this test is very much essential on case of selection of sales force, public relation staff, etc. where personality plays an important role.

Graphology Test:

It is designed to analyse the handwriting of individual. It has been said that an individual's handwriting can suggest the degree of energy, inhibition and spontaneity, as well as disclose the idiosyncrasies and elements of balance and control. For example, big letters and emphasis on capital letters indicate a tendency towards domination and competitiveness. A slant to the right, moderate pressure and good legibility show leadership potential.

Medical Test:

It reveals physical fitness of a candidate. Medical servicing helps measure and monitor a candidate's physical resilience upon exposure business hazards.

Interview:

Formal Interview:

Interviews are held in the employment office in a more formal atmosphere, with the help of well structured questions.

Patterned Interview:

A patterned interview is also a planned interview, but it is more carefully pre-planned to a high degree of accuracy, precision and exactitude. With the help of job and man specifications, a list of questions and areas are carefully prepared which will act as the interviewer's guide.

Non-directive Interview:

Here the interviewee is allowed to speak his mind freely. The interviewer has no formal or directive questions, but his all attention is to the candidate. He encourages the candidate to talk by a little prodding whenever he is silent e. g. " Mr. Ray, please tell us about yourself after you're graduated from high school".

The idea is to give the candidate complete freedom to " sell" himself, without the encumbrances of the interviewer's question.

Depth Interview:

It is designed to intensely examine the candidate's background and thinking and to go into considerable detail on particular subjects of an important nature and of special interest to the candidates. For example, if the candidate says that he is interested in tennis, a series of questions may be asked to test the depth of understanding and interest of the candidate.

Stress Interview:

It is designed to test the candidate and his conduct and behavior by him under conditions of stress and strain. The interviewer may start with " Mr. Joseph, we do not think your qualifications and experience are adequate for this position,' and watch the reaction of the candidates. A good candidates will not yield, on the contrary he may substantiate why he is qualified to handle the job.

What INFOSYS practice is that if interview is planned at 5pm, it will start candidate's interview at 6. 30pm and watch the candidate's behavior and stress level.

Panel Interview:

A panel or interviewing board or selection committee interviews the candidate, usually in the case of supervisory and managerial positions.

Mixed Interview:

In practice, the interviewer while interviewing the job seekers uses a blend of structured and structured and unstructured questions. This approach is called the Mixed interview. The structured questions provide a base of interview more conventional and permit greater insights into the unique differences between applicants.

Second Interviews:

Job seekers are invited back after they have passed the first initial interview. Middle or senior management generally conducts the second interview, together or separately. More in-depth questions are asked to the candidate

and the employer expects a greater level of preparation on the part of the candidates.

Background Information:

INFOSYS requests names, addresses, and telephone numbers of references for the purpose of verifying information and perhaps, gaining additional background information on an applicant.

References are not usually checked until an applicant has successfully reached the fourth stage of a sequential selection process.

Previous employers are preferable because they are already aware of the applicant's performance.

It normally seeks letters of reference or telephone references. The latter is advantageous because of its accuracy and low cost.

Physical Examination:

After the selection decision and before the job offer is made, the candidate is required to undergo a physical fitness test. A job offer is, often, depends upon the candidate being declared fit after the physical examination. The results of the medical fitness test are recorded in a statement and are preserved in the personnel records.

There are several objectives behind a physical test:

One reason for a physical test is to detect if the individual carries any infectious disease.

Secondly, the test assists in determining whether an applicant is physically fit to perform the work.

Thirdly, the physical examination information can be used to determine if there are certain physical capabilities, which differentiate successful and less successful employees.

Fourth, medical check-up protects applicants with health defects from undertaking work that could be detrimental to them or might otherwise endanger the employer's property.

Finally, such an examination will protect the employer from workers compensation claims that are not valid because the injuries or illness were present when the employee was hired.

Final Employment decision:

It is a final step. In this step company makes a very important decision.

After all these processes follow up is done i. e., the selected person is induced and placed at the right job. Training is provided on regular basis that is monthly, quarterly. These trainers have the experience of about 15-20 yrs. In one batch there are 60 employees who are sent to Bangalore for training.

Approach to Selection:

Ethnocentric Selection:

In this approach, staffing decisions are made at the organization's headquarters. Subsidiaries have limited autonomy, and the employees from the headquarters at home and abroad fill key jobs.

4 About LearningMate:

LearningMate Solutions Private Limited is one of the fastest growing eLearning Companies in India. LearningMate is a provider of end-to-end eLearning services and solutions designed to meet specific business needs. The range of services varies from enterprise-wide eLearning initiatives to creating custom content based on cost-effective alternatives of delivery. LearningMate has strong Management Team to handle its development center in Mumbai, US, UK, and Canada. As an eLearning and software solutions company, LearningMate partners with publishers and training companies on conceptualization, design, development and implementation of new media and technology solutions for the Higher Education & Continuing Education markets. LearningMate has competencies and intellectual property in the areas of content-development, standards-based learning technologies, learner support systems & content architectures.

LearningMate is a cross-border e-Learning services company that is focused on identifying, creating and delivering relevant, instructionally sound, engaging content to learners using internet technologies. LearningMate's clients include schools, colleges, universities, publishers, NGO's and corporations around the world. The firm has competencies and owns intellectual property in the areas of strategy consulting, content-development, assessment, content architecture and performance support. The firm's principals have a history of contributions to e-Learning initiatives around the world and they bring this experience to bear in every one of their client engagements. LearningMate's primary development facilities are in Mumbai and Bangalore, the media and technology centers of India. In

addition the firm leverages a global base of associates and partners who are highly respected thinkers in learning strategy, change management, instructional design, performance support and learning technology, to create relevant, local e-Learning solutions tailored to the specific needs and geographies of its clients.

LearningMate is a pre-dominantly export oriented company which services Global clients – most of which are billion dollar plus clients or in the Fortune Category.

From developing highly effective Learning Solutions to acquiring intellectual capital to client associations and tech-partners, they hold one principle high over all others: quality over quantity. Their excellent track record stands testament to this, lead in the right direction by a strong management team and encouraging clients. A ' people' company, ambition, perseverance and challenges run abuzz as they are committed to delivering the best.

Imagination soars over the wings of insight, as mind space at LearningMate takes over desk space of instructors and learners across the globe. And what better beginning than with the best brains in the business.

4. 1 SOURCES ON MAN POWER SUPPLY: INTERNAL:

LearningMate uses internal sources for recruitment but on a limited basis otherwise normally it uses external sources extensively for its recruitment purposes. Let us have a look at the internal sources in detail.

TYPES OF INTERNAL SOURCES:

Present employees:

This source is normally the first choice among the internal sources and Learning Mate is no different. This source implies filling up the position from among the present employees by way of promotions and transfers.

Employee referrals:

This is be a very good source of internal recruitment. Employees can develop good prospects for their families and friends by acquainting them with the advantages of a job with the company, furnishing cards of introduction, and even encouraging them to apply.

Referral Scheme – Buddy Scheme:

At Learning Mate employee referral is popularly known as, ' Referral Scheme – Buddy Scheme'.

The objective of Referral Scheme is to lay guidelines for effective and smooth functioning of the employee referral program. It helps in attracting talent through referrals from employees for fulfilling the vacant/additional positions in the company.

Employees from all groups except from Human Resources and senior management are eligible to refer their friends / ex-colleagues / references / relatives for vacancies – both current and future in the organization.

Procedure:

The Human Resources group shall inform all employees through intranet / root email / notice board about the existing vacancies from time to time.

Employees need to make references only on e-mail of suitable candidates fulfilling the requirements as indicated to buddy@learningmate. com

The HR group shall process the said application for the requirements as per the recruitment policy. If the referred candidate is found suitable and selected in interviews, an offer matching with the qualification and experience will be made to the candidate.

The Buddy Referral Reward is paid to the employee 3 months after the referral joins the organization. However, in case the referral or the employee concerned is separated from the services of the organization before the completion of 3 months, no referral payment shall be made to the employee.

The employee concerned who makes the reference shall be rewarded with the following:

Category

Reward (in INR)

Between 1-3 years relevant experience

10, 000/-

More than 3 years relevant experience

15, 000/-

Project Manager and above positions

25, 000/-

No reward shall be payable for references of candidates that have less than 1 year of relevant experience and contract recruitment.

Previous applicants:

Although not truly an internal source, those who have previously applied for jobs can be contacted by mail, a quick and inexpensive way to fill an unexpected opening. This is possible at Learning Mate through a master database that the company maintains containing the details of all the previous applicants for the various vacant posts.

EXTERNAL:

LearningMate is a small but a fast growing company with employee strength of just about 278 and a modest turnover of140 million rupees in the year 2005-06. Its recruitment targets are also pretty low at just 150+ for the year 2007. Owing to the financial constraints and limited recruitment targets it has to select the sources carefully keeping the cost factor in mind

Barring the nominal use of the internal sources the remainder of the recruiting is done through the external sources which includes,

Approved Recruitment Consultants and Sub – contractors

Print Media – Advertisements

Outstation recruitment

Websites – subscribed and unsubscribed

Walk-ins

Recruitment consultants and Sub – contractors:

LearningMate normally uses these sources to develop the required pool of candidates and also to achieve specialist help in its recruitment process. Sub – contractors are normally used in case of temporary requirements due to unexpected events or some emergency situations.

Print Media – Advertisements:

LearningMate advertises mostly through newspaper and not so much by way of magazines. The newspapers they normally advertise in are

Times-Ascent

Hindustan times

DNA

Outstation recruitment:

Outstation recruitments are conducted by LearningMate by calling the candidates to their office and taking the required tests and interviews as per a process which is explained later in the project.

The reimbursements made to them are as follows:

A. Reimbursement of Joining related Travel Fare:

For candidates recruited at all levels I class A/C train OR