

Talent Selection (Case Study)

Srihari.S¹, Dr. Suman Pathak²

¹Research Scholar, School of Management, CMR University, Bangalore, INDIA

²Professor, School of Management, CMR University, Bangalore, INDIA

ABSTRACT

The startup environment along with the boom of e-commerce, has given rise to a rush for hiring highly skilled technical talent in the market. The market is now filled with a certain pool of candidates who want to cash in on the buzz, a decade ago falsifying information either in their resumes, pays lips or work experiences was common grounds for Organisations to reject them, but now the parameters for back ground verification have got a complete make over which includes drug tests, police verification etc.

Companies are compelled to comply with various norms and bodies to receive projects from overseas clients and not to mention that they need to adhere to client set requirements of the hiring process which gets signed in their master services agreements, non-adherence to the set SLA's would mean losing millions of dollars of revenue. While this is one end of the story, the other end is that companies want to hire the best talent but will not compromise or under play the importance they are currently providing to Back ground verification checks. Instead they are working on making the selection process more agile and re-working the steps if required.

Practitioners, students wanting to learn & understand the New Trends in the Recruitment and Selection process in Human Resources with specific interests to understand the Back-ground verification process will benefit from this case study along with how recruitment managers are dealing with this risk and re-working their entire standard operation procedures

Keywords-- Back ground Verification, Recruitment, Selection, Talent Acquisition.

I. PROBLEM STATEMENT

Roopa, was back to office post a seven year break she had taken due to her maternity leave and her want to spend some years of dedicated time in bringing up her daughter. She has about 15 years of hard core experience in talent acquisition and comes from a traditional manufacturing industry hiring experience. She got a good

break in joining "Health Snip" and has been leading the talent acquisition piece for "Health Snip".

She was in a rude shock to be woken up by her team mate on an escalation call of a "Red case" found in one of the new hires, who has joined a critical project to be delivered in the next couple of months.

Pooja the new hire, who has been found as a Red Case in the background checks, brings a special skill on the "Java programming platform", confirmed the manager to Roopa. She is a great find and we cannot lose her, was further strongly stated by the manager, who was going to lose a large sum of revenue, in case Pooja was to be shown the door.

II. ABOUT HEALTH SNIP

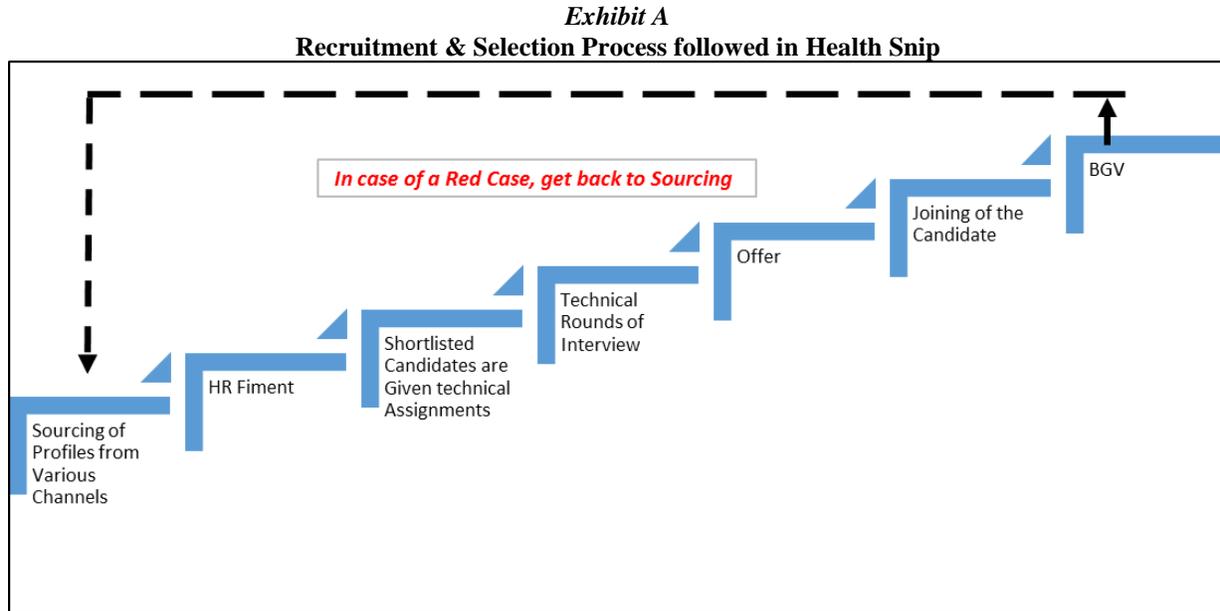
Health Snip was launched in India in 2011 followed by its international launch in Thailand in 2015. Health Snip is a subscription-based SAAS (Software as a Service) product that Hospitals and Healthcare providers use to manage their practice. It looks at automating and bringing in efficiencies for the clinics in managing patient contacts and scheduling appointments. With over 10 million electronic patient records that are growing every year, Health Snip has handled more than 5 million unique patients with over 7 million appointments in the previous year. It facilitates communications to patients via SMS and email, creating & storing electronic medical records of patients.

III. THE NUANCES OF THE CASE

The Company is growing at a rate of 35% annually, and YOY (year on year) is adding about 800+ resources into the system, having a robust mechanism of getting the best talent has been the focus of the organization right from the beginning. Complying to client specific or project specific requirements are a non-negotiable.

Roopa follows a very well meticulous drawn recruitment and selection process, listed in Exhibit A, where in every stage involves elimination, only the candidates who qualify in each round move forward towards the offer stage.

Interestingly the sourcing process does not stop till the candidate joins the company, as a no show on the date of joining will be a setback to the project.



There is a seven-step process as described in the above **Exhibit A**, which starts from candidate sourcing to the final step of back ground verification. The BGV or the background verification step, will be detailed further on

the various nuances that Health Snip has been adhering to over a couple of years to meet the stringent client requirements, this has been listed in **Exhibit B**.

Exhibit B
Various Check's Performed in Back Ground Verification by Health Snip

<ul style="list-style-type: none"> • Identity Proof Validation • Driver's License Verification • Address Verification • Educational Verification 	<ul style="list-style-type: none"> Criminal Record Checks Previous Employment Checks (Complete History) Drug Test Web & Media Searches Company Genuineness Check
Traditional Verification	Added : Current Practice

Roopa believes very much in getting the candidate at the right time and cost to maintain profitability of the business but also believes that the candidate should join the company without any strings attached which includes a clear Green from the BGV team. The BGV process is important step which helps the organizations to weed out any discrepancies/false information which the candidate would have provided during the sourcing or screening process.

Roopa also takes some time in understanding the BGV process a little more in detail. In this particular situation pooja is found to be a “Red case” in back ground check, refers to a positive find in the Drug Test. On the day of joining Pooja is requested for a sample of her Urine and blood, this gets evaluated at accredited Lab. The results of the blood and urine test showed that pooja was a drug addict of a particular banned substance.

The various types of classification of a BGV have been detailed below for our understanding, refer to **Exhibit C**:

IV. AN UNDERSTANDING OF BACKGROUND VERIFICATION

Exhibit C
The Back-Ground Verification Manual

Green Report – All documents provided were sufficient and found correct. The HR files the final reports into personal records of employee.

Discrepant Report (Red) - If any of the documents provided or received information are discrepant.

Documents/Verification: -

1. Education:

- a. Fake degrees' mark sheet/Fake University.
- b. Graduation & Post Graduation Qualification not attained.

2. Employment:

- a. Fake employment/not an employee of the company.
 - b. Difference in period of employment.
 - c. Any contractual violations/Absconding/terminated/left without prior intimation.
 - d. Non-settlement of dues (From Candidate's end). Exit formalities not completed/notice period not served.
- Reference: Negative feedback depending on the cases.

Criminal Record Check

Previous Employment Check (Complete History)

Drug Test

Web & Media Searches

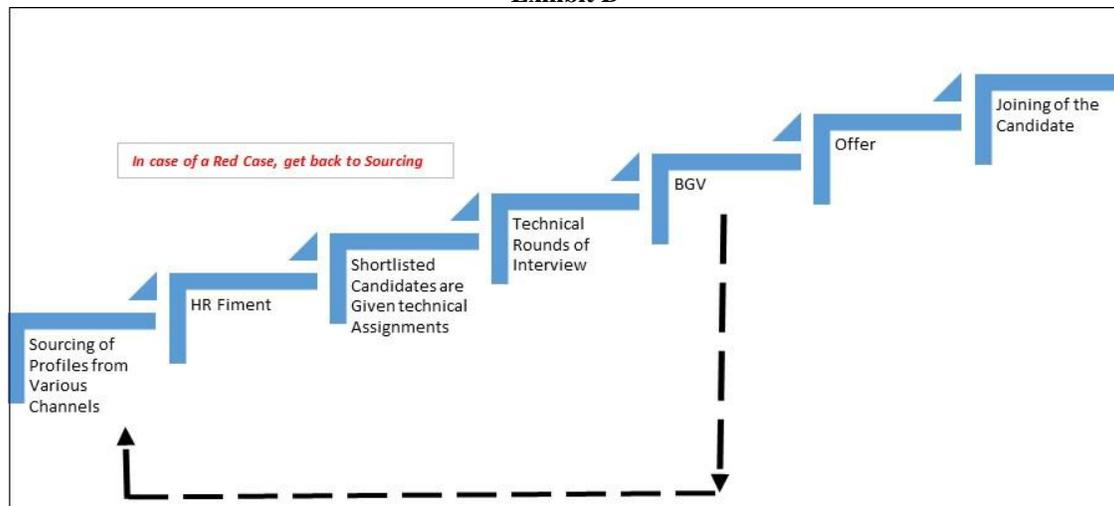
Company Genuineness Check

V. SOLUTIONING

Roopa sat down on what went wrong, because the candidate was just flawless in all the selection steps, each interview had such a positive impact and was very thrilled with her joining the growing team.

When Roopa got the news of a red case not only was she upset but a setback of couple of weeks was being projected and the reason for this was the steps that Health Snip practiced during hiring. When we closely study, the selection steps the BGV which was a crucial component and was being conducted at the end and as a last step, refer to **Exhibit A**

Exhibit D



Normally Pre-checks are practiced by a lot of companies, but at times, companies do not want to check certain details with the immediate employer and conduct post checks, as most candidates are hesitant or do not want

their existing employer to get information about their new employment. Post checks are risky and will cost the organization's time and money if a red case is found post the candidate joining. Roopa realized the importance of

having a robust BGV process and adherence was non-negotiable.

Roopa quickly rolled up her sleeves to solve this at a grass root level problem. She immediately started off the following action plan:

- By re-training the complete sourcing team on the BGV process, each recruiter would need to present his learnings followed by post training assessments.
- She then gave her attention on the Selection process and decided to bring in the BGV process much earlier than the Offer process, this would mean any candidate found as a RED Case in the BGV would immediately be rejected refer to **Exhibit D**
- During the selection steps the in house recruiters make efforts to give an heads up to the candidates by voluntarily inducting them on the companies

stringent BGV process and later started finding quite a few candidates dropping out on their own.

- The Sourcing process would be continuous irrespective of the number of candidates in the funnel, this would mean any candidates being rejected or drop outs, the organisations will not face any risks.

Questions for Discussion: -

- A. Looking at Exhibit A, do you think there are any more areas that BGV should cover with reasons?*
- B. By Reworking the Recruitment and Selection step, do you think Roopa will be able to justify this to the top management?*
- C. Looking at the selection process, can you further suggest steps to shorten the process?*
- D. Do you think the BGV process can over power the technical competencies which a candidate brings to the table?*