



**MBA- HRM 2020-22
SUMMER INTERNSHIP REPORT**



**PROJECT TITLE:
Talent Sourcing**

Submitted By:
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ON
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Submitted To:
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Purpose of Report	Fulfilling the requirement of MBA (HRM) course

Acknowledgement

I'm highly indebted to my institute for providing me an opportunity to work with Intas Pharmaceuticals Ltd. – Plasma Fractionation Unit. Intas Plasma Fractionation Unit has provided me numerous opportunities to learn in the field of Human Resources and also to understand the corporate culture.

I would like to express my gratitude towards my organization mentor Mr. Deven Mhatre for teaching me so many things. Ms. Jayshri Hyalij, Mr. Prashant Shrivastava and the entire Human Resources Department has been greatly supportive, motivating and great mentors. For Jayshri Hyalij: Her experience in the HR field and in this industry is kind of rare and she taught us many things from her experience. She has been the to-go-mentor for me. In this beautiful journey, Mr. Nisarg Nenuji has facilitated the smooth coordination. I would like to thanks him. Also, I would like to thank my faculty mentor Dr. Khyati Desai for her continuous support and motivation.

Executive Summary

Intas Pharmaceuticals Limited is among the leading pharmaceutical company in India as well as the globe. It excels at pharmaceutical formulation development, manufacturing, and marketing. The unit where I got the SIP opportunity is Intas Plasma Fractionation Unit. The Plasma Fractionation Unit of Intas Pharmaceuticals is a pioneer in manufacturing plasma derived therapeutics. It is the 2nd largest fractionation unit in the country.

The Part B of the report highlights that my main project has pertained to the Talent Sourcing. Providing business with right kind of candidates has been my major contribution. During this process I tried to SWOT Analysis of current Talent Acquisition practices.

Part C of the report highlights my learnings. One of my major learning has been while calculating the TAT and assisting in designing TA Data Presentation for the weekly Meetings. Apart from that, all the Talent Acquisition concepts learnt are mentioned in the end.

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PART A: Organization Profile & Industry

1. About Intas Pharmaceuticals Limited

Intas Pharmaceuticals Limited is among the leading pharmaceutical company in India as well as the globe. It excels at pharmaceutical formulation development, manufacturing, and marketing. It is strongly committed to providing pharmaceutical services to customers spread across the globe. It is the largest privately-owned Indian generic pharmaceutical company. Currently, it is ranked 8 in the Indian pharmaceutical market.

- **Year of Establishment:** 1976.
- **Founder:** Dr. Hasmukh Chudgar
- **Operating Revenues:** 500 crores for the financial year ending 31st March 2020.
- **Presence:** Operations in more than 85 countries (North America, Europe, Central & Latin America, Asia-Pacific as well as CIS and MENA countries.), globally known as **Accord Healthcare**.
- **Key Therapeutic Segments:** CNS, Oncology, Diabetes, Gastroenterology, Urology, etc. Apart from this, 3rd rank in Animal Healthcare and owns 2nd largest Plasma Fractionation Unit in the country.

1.1 Manufacturing Facilities at Intas Pharmaceuticals Limited

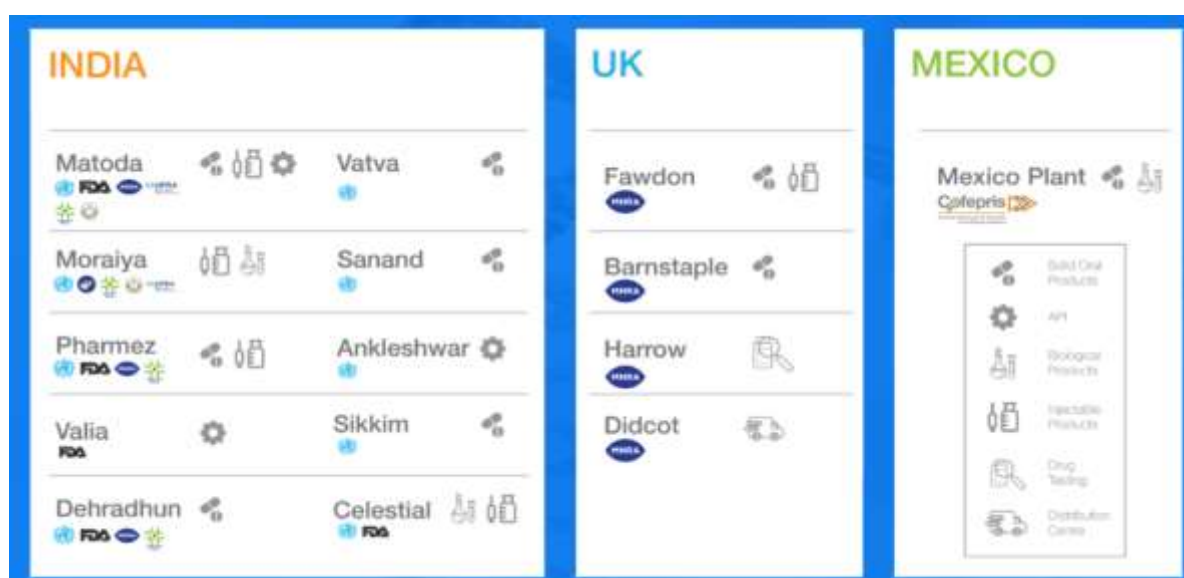


Figure 1 Manufacturing facilities at Intas Pharmaceuticals Ltd.

1.2 Vision and Mission of Intas Pharmaceuticals Limited



Figure 2 Vision and Mission: Intas Pharmaceuticals Ltd.

1.3 The Core Values of Intas Pharmaceuticals Limited



Figure 3 The Core values: Intas Pharmaceuticals Ltd.

1.4 Contribution towards Corporate Social Responsibility



Figure 4 CSR Activities at Intas Pharmaceuticals Ltd.

1.5 The Revenue Growth and Financial Summary

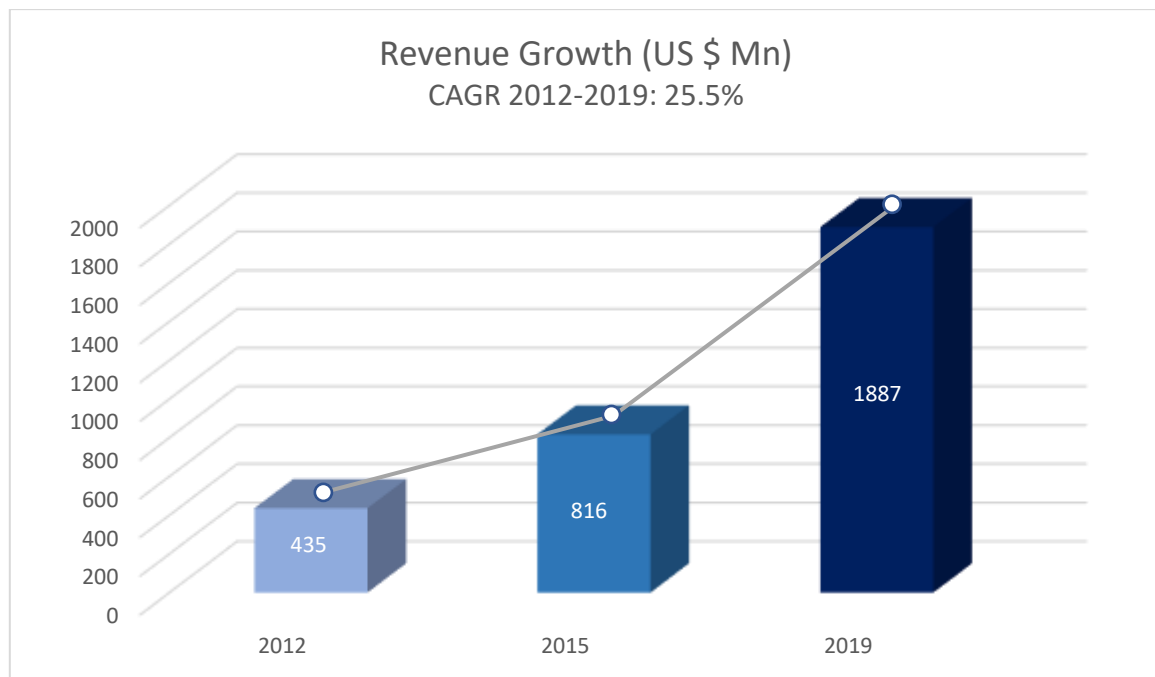


Figure 5 The Revenue Growth and Financial Summary

Note: Intas Pharmaceuticals Limited is not a listed company, therefore, the availability of financial data is limited to 2019.

1.6 Mergers and Major Acquisitions



Figure 6 Mergers and Acquisitions at Intas

2. About Intas Plasma Fractionation Unit

- The Plasma Fractionation Unit of Intas Pharmaceuticals is a pioneer in manufacturing plasma derived therapeutics. It is **the 2nd largest fractionation unit in the country.**
- The unit is famously known by its previous name i.e., Celestial Division of Intas.
- It is the niche segment of Intas with highest CAGR across all the units of the business.
- It has a strong hold in Plasma Protein Research and Development.
- It proudly houses:
 - ✓ a full-fledged R&D lab
 - ✓ a state-of-the-art WHO-GMP certified manufacturing facility
 - ✓ a GLP compliant QC lab.

The Journey from Contract Plasma Unit to Plasma Fractionation Unit:

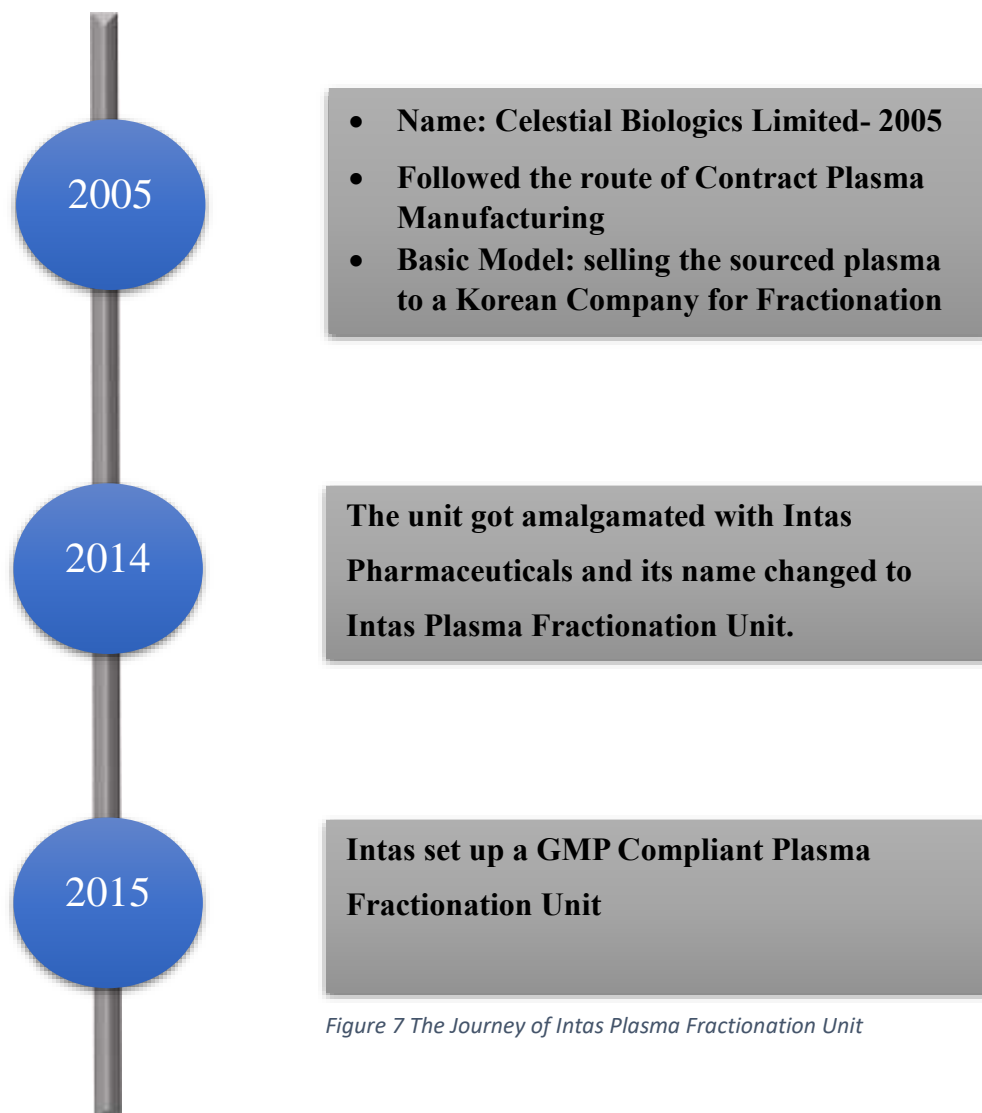


Figure 7 The Journey of Intas Plasma Fractionation Unit

2.1 The Product Portfolio

The following products are widely used in **Critical Care Therapeutics segments** and for the **treatment of Immune compromising diseases**: -

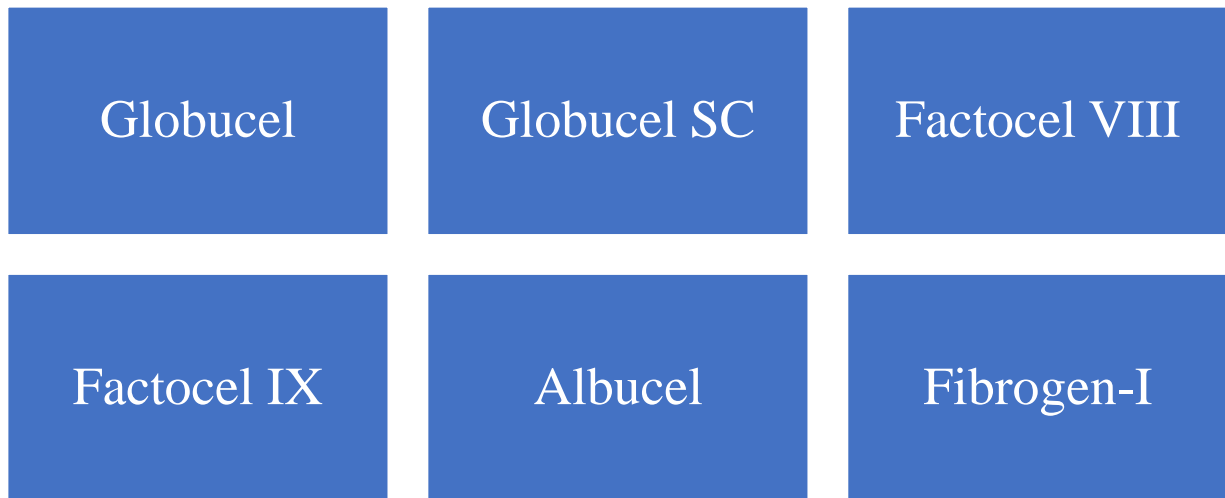


Figure 8 The Product Portfolio at Intas Plasma Fractionation Unit

All these products are Plasma Protein derived. The robust and talent team at the R&D Lab of Intas Plasma Fraction work with the motive to serve the patients with chronic ailments.

It has recently launched **Pro-throm, an Intravenous Immunoglobulin (IVIg) Therapy for patients critically ill with Covid 19**. It significantly reduces the changes of mortality rates in the patients.

2.2 The Major Competitor



Intas Plasma Fractionation unit is the second largest Fractionation Unit in the country. Its only big competitor is Reliance Life Sciences. There are other companies emerging in the Indian Market but the competition is not that significant given the scale of operations and the network coverage with blood banks.

3. The Timeline of important events shaping the Indian Plasma Fractionation Industry

Early & Mid-1990s

1986- First case of HIV through blood transfusion

- Blood Donations very poorly regulated.
- Main Source of Plasma: Professional Donors, who were compensated in monetary form.
- A few fractionation units with poor quality of Plasma.
- Haemophilia Federation of India (HFI) was in very initial stage of formation and most of the patients were leading isolated life without any support.

1992

The Central Government established National Aids Control Organization (NACO) with a mandate to oversee overall operation of blood banking services in India.

1995

The Supreme Court of India, upheld the National Consumer Commission's judgment of April 1992, whereby patients who received deficient/sub-standard services from medical professions and hospitals are entitled to claim damages under this Act.



1996

- Milestone judgment by Hon'ble Justice S C Agarwal and Hon'ble Justice G B Pattanaik making selling of blood illegal effective from January 1, 1998.
- Introduction of postgraduate courses in transfusion medicines at various premier institutes of India and involvement of civic bodies to bring overall change in the system.
- With release of contaminated products in the market many blood banks and fractionating units were shut down and virtually without any alternative plan of supply. As there was no domestic production of anti-haemophiliac factor (AHF) and no import was not permitted, which led to a major crisis for Indian haemophiliacs.

2000

“National Plasma Fractionation Centre (NPFC)” was established in the premise of King Edward Memorial Hospital, Mumbai in 1900s after shutting up private units.

Although

It had to be shut down in 2000, as it did not meet the GMP Compliances.

Though, fortunately

During this time, a private plasma fractionation plant came up in India and another company started working on contract plasma fractionation model.

Therefore, this is the time the niche industry started blooming.

Figure 9 Indian Plasma Fractionation Industry: Timeline

PART B: The Project Work

1. Introduction

1.1 Departments across Intas Plasma Fractionation Unit



Figure 10 The Departments at Intas Plasma Fractionation Unit

1.2 Roles within the Human Resources Department

With equal proportion of On-the-Roll employees and Contract workers, the Plasma Fractionation Unit has one department for Human Resources and Admin Functions. The odd strength of nine people drive all the Management and Operations successfully.

The kind of roles (pertaining to Human Resources Function)

- ✓ The Departmental Head
- ✓ EHSS (Handles Employees' Life Cycle)
- ✓ Business Partner and Talent Acquisition Managers
- ✓ Industrial Relation Handling (including the matters of Contract Workers)

1.3 About the Project Work

My Project at Intas Pharmaceuticals Limited (Plasma Fractionation Unit) has been under HR Business Partner.

Project Title:

Talent Sourcing at Intas Plasma Fractionation Unit

Scope of the Project:

To take part in Talent Sourcing for closure of vacancies pertaining to different roles and department.

Purpose of the Project:

To assist in Talent sourcing for various positions and roles and understanding all the aspect of Talent Acquisition in this process.

Project Description:

- Studying the profiles for Research and Development, Quality Control, Business Development, Plasma Sourcing etc. in detail as to understand the Job Description and Job Specification for the Job roles
- Sourcing the candidates on Naukri and LinkedIn.
 - ✓ Posting for the Job Vacancies and Job Specifications on Naukri.

- ✓ Using advance search feature and identifying the correct combination of Key Words in order to source the most suitable candidates. Keeping in mind not to select the candidates working in the companies which have non-poaching agreement with Intas.
- Screening the resumes of the candidates on the basis of HOD/Supervisor's requirements in the specified department. (Mentioned in TRF form or otherwise communicated)
- Calling up the candidates to capture information points about them, mentioned below:
 - ✓ Relevant experience
 - ✓ Skill level at must-have skills
 - ✓ Basic communication skills
 - ✓ Behavioral aspects
 - ✓ Current CTC and expectations from the company
 - ✓ Finding out if they are open for discussion regarding salary negotiation or not
 - ✓ Notice Period status
 - ✓ Comfort-level while relocating at the workplace
 - ✓ Reason for the Job Change
- Scheduling the candidates for the interview
- Ensuring that the vacancies are filled on time with the most compatible candidates
- Assisting in designing the updated layout for the Weekly HR Meetings
- Identifying the Strengths and Challenges w.r.t Talent Acquisition in the organization
- Observing the Onboarding process and sharing the inputs, if any
- Attending the Induction Program and sharing the inputs, if any

2. Talent Sourcing

2.1 Understanding the Talent Requisition Form

Understanding the TRF and providing inputs (if any) from my side has been the first task of the Internship. During this task, the focus has been to understand the format and the Job in great detail. To source the right kind of candidates, understanding the Job Description and the Job Specifications is of utmost importance.

Details which need to be understood before the candidate:

- ✓ The Role of the Job

- ## 2.2 Sourcing the Candidates through Naukri Platform

- [illegible]



Figure 11 Word map of the Plasma and Biopharma Companies

Some of the different departments, the positions and the keywords I used for sourcing have been enlisted below.

S.No.	Department	Position	Keywords used on Naukri Portal
1.	R&D Analytical	Asst. Manager	HPLC, GC, Western Blotting, ELISA, IEF, Protein Estimation
2.	R&D Analytical	Executive	HPLC, GC, Western Blotting, ELISA, IEF, Protein Estimation
3.	R&D Process Development	Executive	HPLC, GC, TFF, Chromatography Techniques, Scale-up, Tech Transfer, Protein Purification
4.	R&D Formulation & Development	Research Associate	Formulation Development, Research Development, Lyophilization, Lyophilized, Technology Transfer, Injectables
5.	R&D Formulation & Development	Associate Scientist	Formulation Development, Research Development, Lyophilization, Lyophilized, Technology Transfer, Injectables
6.	In Process Quality Control	Executive	HPLC, GC, In-process Product Testing, Finished Goods Testing, Method Validation, Method Qualification
7.	Lab Quality Control	Executive	Lab QA, Analytical QA, QC documents review
8.	Business Development	Trainee	Sales, Field Sales, Travel, Marketing, Business Development

Figure 12 Key Words Used for Sourcing

Function	Profiles Sourced (Through Naukri- excluding references)	Relevant Candidates (Except already interviewed)	Profiles sent to the Business
R&D Analytical	80	35	1
R&D DSPD	75	37	6
IPQC	47	12	1
Business Development Executive	32	5	1
R&D F&D	28	6	2
Blood Bank Coordinator	26	2	0
R&D DQA	12	4	0
Instrumentation Egg	6	3	0
Lab QA	10	2	1

The ratio- Sourced: Relevant: Shared

Apart from the candidates sourced, I received various profiles of relevant candidates by my mentor. I called/ mailed each one of them to retrieve further information about them. During this process, only a couple of the candidates showed interest (including all the profiles).

MAIN OBSERVATION:

The ratio of relevant candidates to the profiles sent to the business has been too low.

Some of the reasons identified for the relevant profiles not being shared to business:

- 1.) Not Interested in Plasma Industry
- 2.) Expecting higher CTC
- 3.) Relocation Problem
- 4.) Communication Problem
- 5.) Lack in Technical Skills

My mentor taught me to post the Job on Naukri Platform. I posted four Job Openings and kept the track of the applicants. Following is one of the Job posted by me.



Figure 13 Job Posting through Naukri Portal

2.4 Understanding the Talent Sourcing Procedure

By understanding the Talent Sourcing process, one could compare the same to a funnel. As the funnel purifies its content, the Talent Sourcing funnel produces the best compatible CVs from its outlet.

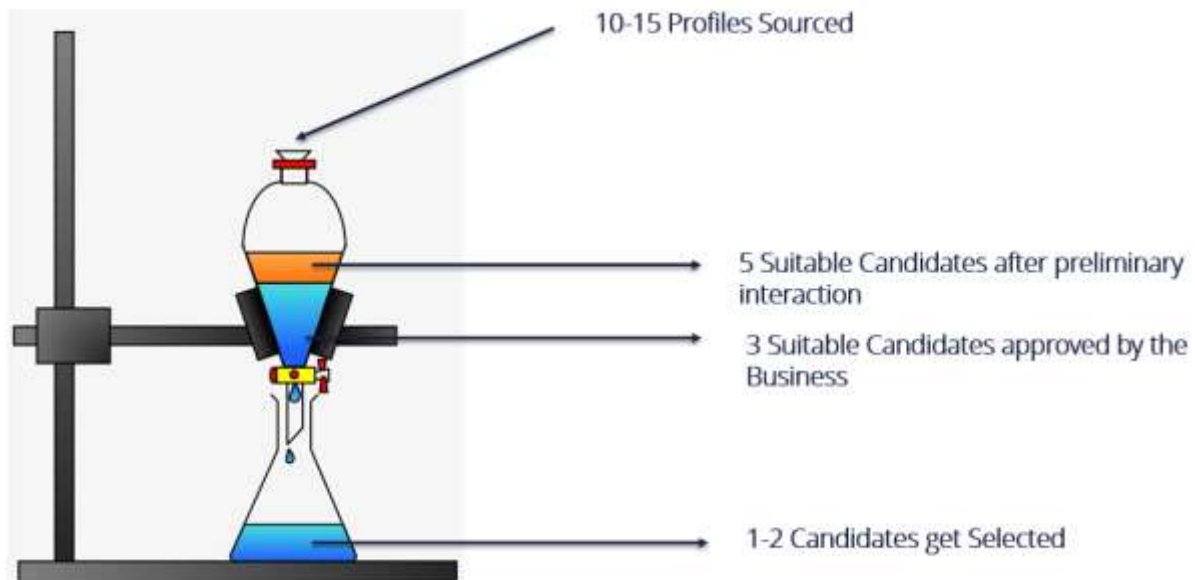


Figure 14 The Talent Sourcing Procedure

2.5 The Main Challenges faced by the Talent Acquisition Team

- 1.) The preference of Bio-Pharma Companies over Plasma- more companies, therefore, candidates see more opportunities there.
- 2.) In wake of Covid, even the candidates interested in the Job are restrained by factors like relocation issues, medical and family problems.
- 3.) The experienced professionals are scarce and hiring of freshers has been low. The freshers require intensive training but could be a great loyal talent in the long term. The Apprenticeship Program initiated last year has become a major weapon to overcome this issue. Apprentice to Employee Conversion rate has been considerably high recently.
- 4.) The PFU is expected to expand its supply to the regulated markets. For this purpose, there would be surge in the Talent Need in the Organization. On part of Talent Acquisition team, the continuous planning, maintenance of the Potential Talent Pool

(profiles of potential candidates) and the strong networking skills has created synergy for successful Talent sourcing in the near future.

2.6 SWOT Analysis of Talent Acquisition Function at Intas PFU

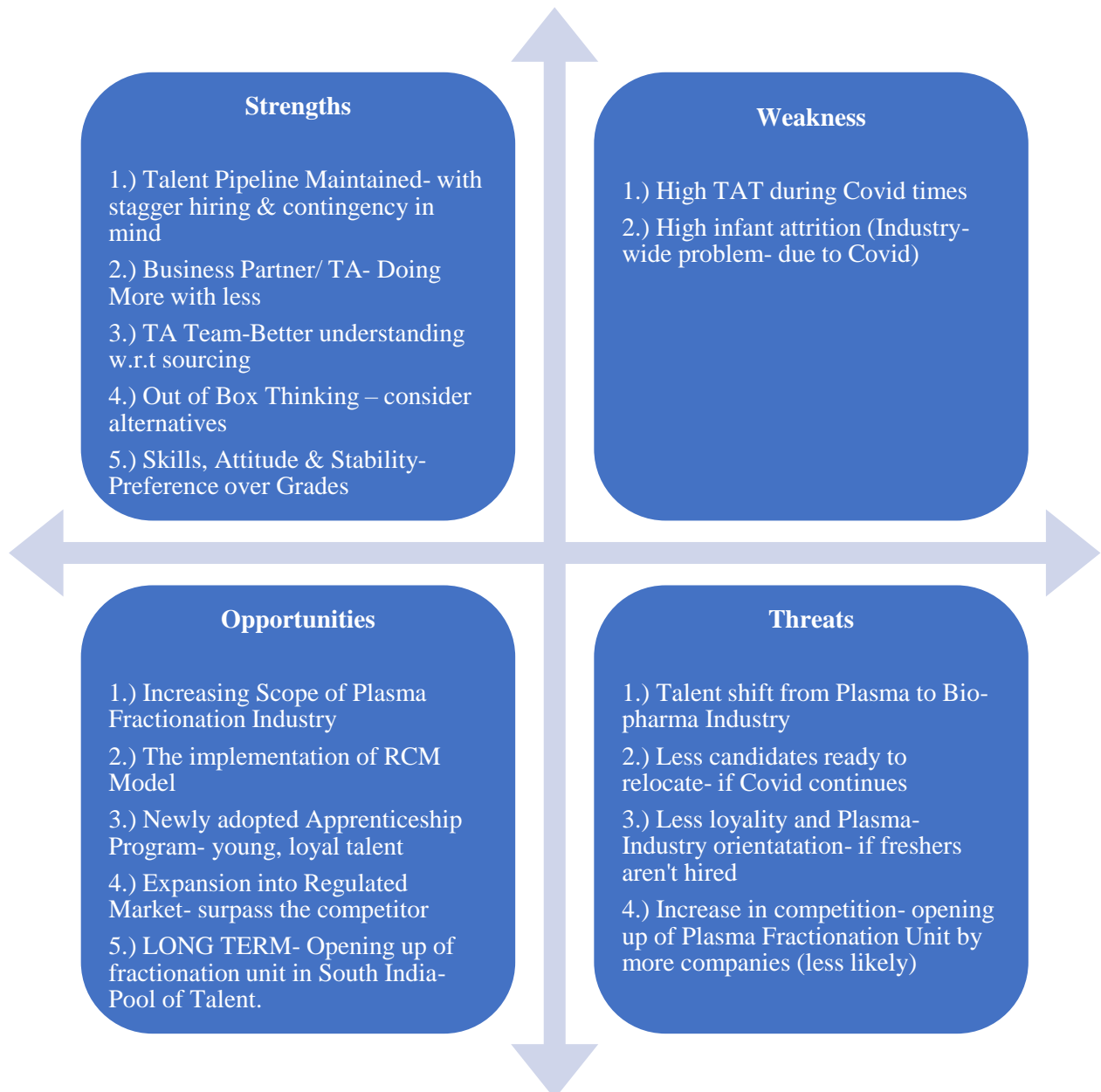


Figure 15 The SWOT Analysis of Talent Acquisition Function at Intas PFU

2.7 Key Observations during Talent Sourcing

I number of CVs I sourced have been much higher than the number of CVs that went to the business. Most of the times, the ratio has been 50:05. The candidates with relevant profiles not showing interest in either Plasma Industry or demanding higher salary has been high. The main reason identified has been the higher range of salary in Biopharma Industry and a few Plasma Fractionation Units in the country. On conversation with many of the candidates, I found that most of them want to remain in Biopharma Industry with reasons apart from salary as well.

I personally feel that to gear up the enthusiasm in the candidates, the current salary packages in the company needs to be raised, if the budget allows. Also, the other solution is to attract freshers from the best institutes. If a talented candidate starts him/her career from Plasma Industry, he/she is likely to have some loyalty towards the company and the industry. For the same purpose, the company has taken up the Apprenticeship Initiative. The apprentice to employee conversion ratio has been high as well.

On interaction with the leaders during field work, I got to know that internal job posting rate pretty high in the organization. Therefore, the company could launch the promotion programs wherein, the core and crucial employees are promoted from Biopharma Plant to Plasma Fractionation Unit.

2.8 The Apprenticeship Initiative by the Organization and Its Benefit to the Company



- Attracting Young Talent- If a fresher joins Plasma Fractionation Industry as freshers, conversion and retention rate are expected to be high.
- The amount of Stipend given to the apprentice is minimal- ₹ 9000 p.m. (for graduate)

- Not covered under Industrial Dispute Act, Workmen Compensation Act, Bonus Act, Provident Fund Act, ESIC Act or any other statutory compliances. Therefore, no fret over unionns being formed. In case of misconduct from the side of the apprentice, his training could be terminated easily.
- Apprentice is not obliged to complete his apprenticeship period
- Intas PFU – 3 people to be converted into on-roll employees
- National Apprenticeship
- During 2019 Amendments- The Hiring Rules have been relaxed to a great extend.
- National Apprenticeship Promotion Scheme, 2016- Under this scheme, the companies training apprentices are quarterly reimbursed by the Government of India. Amount- 25% of the stipend cost (monthly) or ₹ 1,500 p.m., whichever is more.

3. Assistance in preparation of the HR weekly meetings

3.1 Importance of the Weekly Meetings

As an HR Business Partner, maintaining good relations with all the departments and the functions is crucial. To communicate the report of weekly HR functions and processes performed brings all the organizational strategic heads on the same page. Apart from that, these meetings give the opportunity to discuss all the major challenges faced by HR while catering to the business. On the other hand, business leads also communicate their needs and strategic decisions effectively, in a transparent setting.

3.2 Task Performed

I got a task to prepare the presentation layout for one of the particular agendas in the meeting i.e., Talent Sourcing Data.

With all the on-going challenges discussed above, it has been the need to identify the underlying problems and discuss them with the business for strategizing on the same.

The first document I tried to prepare has been the PPT, giving the overview of the current Talent Sourcing.

3.3 The Layout of the Presentation prepared

(Note: This is just the layout designed. No data displayed presents the actual figure. Any data, if in figures, is not even the representative sample of any department or function within the organization.)

The first slide represents the Organogram (confidential) and a table giving the overview.

Approved	Manned	Resigned	Vacant	YTJ

Figure 16 Weekly meeting Template (slide 1)

The second slide represents the Turnaround time to Join and the Turnaround time to Offer.

Position	Type	Role	Status	TAT to Offer	TAT to Join	CVs Shared	Interviewed	Selected/ Offered	Remarks
Asst. Manager	Replacement	DSP	Joined						
Asst. Manager	Budgeted	Analytical	Offered						
Sr. Executive	Budgeted	DQA	Re-Open						
Sr. Executive	Budgeted	Analytical	Under-Offer						
Executive	Replacement	DSP	Re-Open						
Executive	Budgeted	DSP	Open						
Executive	Replacement	Analytical	Offered						
Executive	Budgeted	Analytical	Open						

Figure 17 Weekly meeting Template (slide 2)

In the table (ii.), the first column represents the **Position**, the second column represents the type of sourcing performed, i.e., whether the sourcing is being done against the **replacement** or it is being done in accordance with the **staggered budgeted plan**. The third column represents the specific **Role within the department** against the vacant position. The fourth column represents the **Status of the TA state**, wherein **Joined** means the candidate has been onboarded, **Offered** and **Under-Offered** means that the candidate has been offered the job and is either serving the notice period or under negotiation. **Open** means that the sourcing job is still on whereas **Re-open** status is for the circumstances where the specific candidate does not join the organization (e.g., Absconding, Family Issues in wake of covid etc.). Then **number of CVs Shared, number of candidates interviewed, number of candidates Selected/Offered** and **Remarks** have also been added to the subsequent columns in order to keep the Business Heads on the same page and updated.

3.4 Mentor's Guidance during the Calculation of Turn Around Time

At this point, I calculated the Turn Around Time from Talent Requisition Form issue date. During my interaction with the mentor, **I got to know about the concept and revised my calculations.**

The concept which I learnt: -

Learnings w.r.t the Manpower Planning (Budgeting Activity)

The budget is prepared around December wherein all the **staggered manpower need is estimated.**

Talent Acquisition Plan and Implementation of SAP Success Factors

Then, the Talent Acquisition head prepares the Talent Sourcing Plan wherein everything including CV sourcing month, Offer Date as well as Onboarding date is estimated.

Earlier, the **Talent sourcing activation date and the TRF issue date** used to differ. The sourcing used to happen from the activation date.

Currently **RCM Model (SAP Success Factors)** is being implemented by organization. Under this model, all the Jobs would be given a code which would be linked to their respective Job Description. Under this system, **talent acquisition form gets activated automatically on its due date.**

3.5 Calculation of Turn Around Time

I cleared concepts related to calculation of **TAT** as well as **Aging date.**

I understood this through an example below: -

If an employee is planned to be onboarded on 15th of June 2021, his notice period is estimated depending upon his position and function. Let's say his approximate notice period is of 2 months. Therefore 2 months back the **Onboarding date** i.e., 15th June 2021 would be 15th of April 2021. This date would be the date the candidate has to be offered the job. Now, depending upon the trends w.r.t time taken in sourcing the candidate and his selection, the TA team starts sourcing the candidate. Let's say if the approximate sourcing and selection time is 50 days, then the sourcing starts 50 days back the due offer date, that means 5th March 2021(here).

Therefore, with Success Factors in place, if a specific candidate is expected to be onboarded on 15th June 2021, depending upon his position and role, the System would activate his **TRF** on 5th March 2021 (for this example). It is this date from which, the **TAT to Offer** as well as **TAT to Join** is calculated.

On the other hand, if an employee is expected to join on 15th June 2021, but joins on 20th June 2021, these overshooting 5 days would be called as **Aging Days**.

The third slide, i.e., Figure (iii.) is the representative of the TAT to Offer and Join, as well as each step in the process of Sourcing to Selection.

Position	Type	Role	Hiring Month	TAT Offer	to TAT Join	to CVs Shared	CVs Shortlisted	Interviewed	On-hold	Selected /Offered	Declined the Offer
Asst. Manager	Replacement	DSP	June								
Asst. Manager	Budgeted	Analytical	June								
Sr. Executive	Budgeted	DQA	June								
Sr. Executive	Budgeted	Analytical	June								
Executive	Replacement	DSP	June								
Executive	Budgeted	DSP	July								
Executive	Replacement	Analytical	June								
Executive	Budgeted	Analytical	July								

Figure 18 Weekly meeting Template (slide 3)

The fourth slide designed presents the graphical representation of the CVs Shared, Shortlisted, Interviewed and Selected/Offered for the respective positions.

(Note: This is just the layout designed. No data displayed presents the actual figure. Any data, if in figures, is not even the representative sample of any department or function within the organization.)

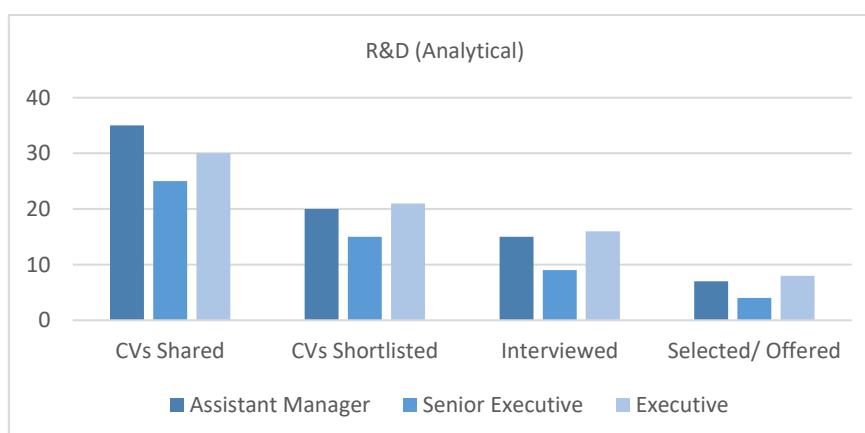


Figure 19 Weekly meeting Template (slide 4)

The graphical representation in Figure was kept in the slide, keeping in mind the critical areas such as Research & Development (DSP, Analytical etc.).

The final slide represents the Summary with the candidates' names mentioned.

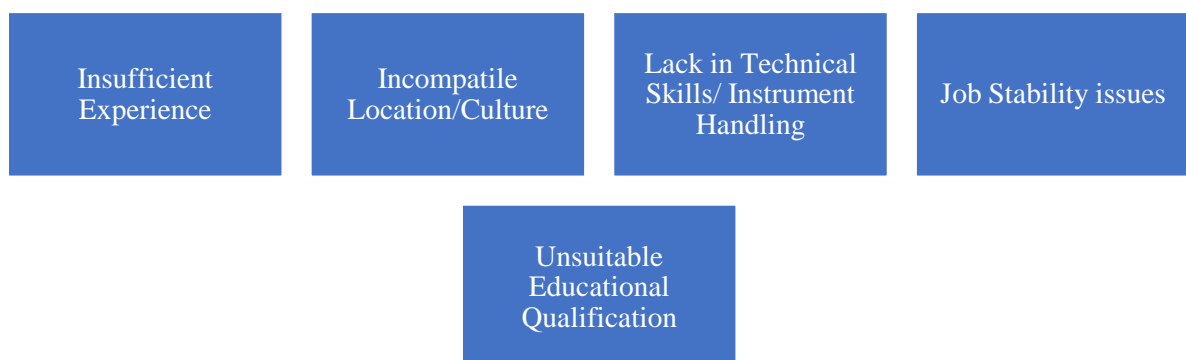
Position	Type	Status	Replacement Of	Hiring Month	Role	Candidate Name	DOJ
Asst. Manager	Replacement	Joined		June	DSP		
Asst. Manager	Budgeted	Offered		June	Analytical		
Sr. Executive	Budgeted	Re-Open		June	DQA		
Sr. Executive	Budgeted	Under-Offer		June	Analytical		
Executive	Replacement	Re-Open		June	DSP		
Executive	Budgeted	Open		June	DSP		
Executive	Budgeted	Offered		June	Analytical		

Figure 20 Weekly meeting Template (slide 5)

4. Analyzing and Identifying the Business Requirements through Talent Sourcing Data

The continuous sourcing of candidates, studying the selection/ non-selection trends, attending some technical rounds of interview and the consistent conversation with the mentor helped me identify the Business Requirement and understanding the type of profiles and candidates which go down the Talent Sourcing funnel and are successfully onboarded.

Major Reasons: Rejection of CVs by TA Team and the Business



Major Reasons: Rejection after the first or second round of Interview



Major Reasons: Non-Acceptance of Job Offer/ Non-Joining



In order to study the proportionate contribution of each major reason in all the three categories discussed above, I tried to form a simple table and graph model. The main motivating factor here has been to keep the table and graph ready and as and when the data is updated into it, it shows the real-time trend. One of the representations of the graphical visualization is as follows.

(Note: This is just the model prepared to analyze the data. No data displayed presents the actual figure. Any data, if in figures, is not even the representative sample of any department or function within the organization.)

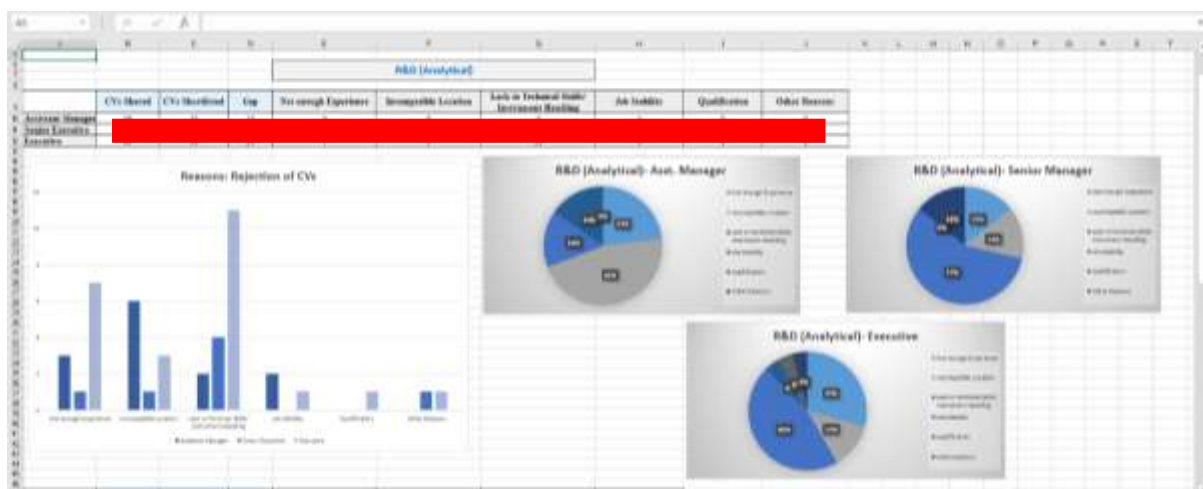


Figure 21 TA Data Analysis

5. Understanding the Onboarding Process

The Onboarding process at Intas Plasma Fractionation Unit starts a few days before onboarding date. The proximity to the admin department is to the advantage of the HR Department.

Planning for the Resources

The **essential capacity and resources** are checked well before the onboarding date of the employee. **The seating arrangement, extension availability, desktop/ laptop availability (if applicable), etc. is arranged for, in advance.**

Arrangements in case of Relocation

The new joiners who relocate to the Ahmedabad city are welcomed to **stay at the Guest House** for 10 initial days. During current times, the candidate has to get a Negative-PCR Report before he/she could check-in at the hotel. The Corporate bears the entire cost. Also, upon joining, a certain relocation amount is awarded. One time travelling expenses are reimbursed by the company.

Pre-joining Mail

All the essential detailed like Medical Checkup to be done, vaccination to be taken, Documents to submit, the Bus Route etc. are conveyed through the mail. **With the adoption of Success Factors, the major documentation part is expected to be completed before the Onboarding Day.**

Day-One at Plasma Fractionation Unit

- ✓ Check-up at OHS, Documentation processes and completion of other documentation processes.
- ✓ The Welcome Circular is sent to all the employees

- ✓ The HR Induction along with HR Connect and Intra web Demo
- ✓ Employees are insisted to contact HRSS for demo in case of any issues regarding punching attendance, applying for leaves, etc.
- ✓ For Hepatitis B vaccination and medical checkup, it has to be done within 7 days of Joining

The HR Induction has two parts, the first one introduces the company and its leaders to the new Joinees and the second one is the HR Familiarization

Part One

Know your Company & Its Business



Figure 22 HR Induction: Part One

Part Two

Induction- HR Familiarization



Figure 23 HR Induction: Part Two

Day- two at Plasma Fractionation Unit

On the second day, the employees are given overview of each department in the organization. Each session spans for 15 minutes. After these sessions, Department Handover takes place.

The Departmental Orientation

Under the departmental orientation, a two-day training is provided by the respective Departments. The employees have to go through the SOPs and GMP Compliances (if applicable). For all the departments except Research and Development, the SOPs test is conducted on the Q Edge Software. The Research and Development Department conducts the test independently.

30-60-90 Feedback

The role of HR Business Partner does not end after the Employee starts working in the organization. To ensure the engagement of the employee, his goal-achievement, connection to the organization, etc., the 30-60-90 Feedback is conducted. The questionnaire in place has been inspired from **The Gallup Q12 Questionnaire**.

6. The Expected Contributions/ Suggestions

The major contribution has been in terms of the candidates sourced. A major proportion initially sourced belonged to the category of candidate who have been rejected in past, did not show interest, due to join, rejected by the business in past, not looking for a job change etc. After some struggle, some of the profiles sourced started to get approved by the business. Many of my sourced candidates were interview. Maximum were rejected in either round of the interview or were found to have stability issues. Some of my sourced candidates are yet to be interviewed. The best profile worked upon by me has been R&D (as said by my mentor).

Apart from the Sourcing, I got opportunity to design the layout for future HR Weekly Meetings. It is yet to be adopted after the changes the HR team would want to make. The major motivation

to allot this task to me has been the importance of data in identifying as well as emphasizing on certain trends and challenges within the Talent Sourcing Function. To strategize upon crucial issues would require the proofs backed-up with the data.

One miniscule assistance would be suggesting to post Naukri Job Link on LinkedIn Platform rather than the option to provide the CV through mail. Naukri saves a lot of time by categorizing compatible CVs into 5-star, 4-star and 3-star profiles. The main contribution w.r.t getting the relevant profiles has still been the strong connections possessed by TA Team.

7. Employee-Satisfaction Level within the Department

The major factor keeping the employees satisfied has been the compatible roles given to them (according to my observation). The Business Partners and Talent Acquisition team is proficient in communication as well as relation building. The EHSS (who handles employee life cycle) is passionate about solving the queries. Upon discussion, one day he expressed his satisfaction and happiness when he is able to resolve the employee queries. The employee proficient with operational processes, regional language and industrial relations handle all the contract workers smoothly. The scope of his duty includes admin work as well. The HR Department head (also heading the other functions), seems to be the perfect match with far-sighted vision. The wide span of authority and responsibility keeps him satisfied.

Other major factor keeping the employees satisfied is the team spirit and inter-departmental learning. I observed various occasions where one employee has been teaching or explaining the important skills/work to other. One of the biggest examples has been the Excel training imparted by a team-mate to the HR and Admin Department. Observing from the other side of the coin, it created a Win-Win Situation wherein team-mates sharpened their excel skills while he sharpened his public speaking/training/effective communication skills.

8. Methodology

My Summer Internship Project has been an Experiential Learning-Type Project. According to my understanding, the best suited method to drive learning would be Ethnographic Study. Therefore, I adopted the same methodology. In the beginning, the online platform created the hindrances while learning through the stakeholders. Eventually, when I onboarded the

organization, learning curve started rising. Some of the aspects of ethnographic study like visuals, stakeholders' portfolio etc. have not been included in order to maintain the confidentiality. I would like to thank the entire team to have to at the office. I was able to observe and learn through their support.

PART C: Learnings from the Summer Training Project

1. The Learnings from Talent Sourcing Activity

- ✓ Learning about the differences between Pharmaceuticals Industry, Biopharma Industry and Plasma Fractionation Industry and targeting the companies accordingly. Therefore, targeting the candidates from right industry is important.
- ✓ Choosing between Best Candidate and the Compatible Candidate: Keeping in mind the budget of the organization and competence level of the required candidate, the compatible candidate is giving the importance over the Best one.

Two examples through which I formed this learning:

Example: 1



Here, we are sourcing the employee of Assistant Manager Level.

Therefore, the candidate has to have almost all the skills.



Here, we are sourcing the employee of Senior Executive Level.

Therefore, the candidate should possess MUST-HAVE skills (Green) while GOOD-TO-HAVE skills (Red) have to be compromised on (sometimes)

Example: 2

The best candidate would come from companies like Cipla Biotech or Sun pharma. Although, the conversion rate in those cases would be low if our budget is tight. Therefore, options from companies like Panacea, Shilpa Biological, and all other comparatively smaller companies need to be explored.

- ✓ The Key words pertaining to a particular profile/role needs to be shuffled for better scanning and coverage of the candidates.
- ✓ The preferred location has not to be the city of work but if it is from nearby location, the profile should show clear interest in working with the Company. Sometimes, the candidates sit in the interview and even get selected but do not join the company due to relocation problems. Other issues which emerge include playing games with two companies. In this case, the employees get the offer letter in order to show it to the current employer and get a good increment.
- ✓ The stability factor is a must as talent is not present in bulk. Upon that a good amount of investment is involved in training the employees.
- ✓ The importance of networking in sourcing- Right fit on Right time + Insights from the candidates. Major job sourcing Platforms run efficiently on the basis of networking.
- ✓ Understanding the profile is essential. Before reaching out to the candidate, his Job Description needs to be very clear. This prevents any kind of miscommunication w.r.t the Job. Candidates are smart and appreciate transparency. They often ask many doubts before showing the interest in the Job.
- ✓ Getting immersed in Talent Sourcing or any other HR functions as a business partner takes time. One needs to get the pulse of the business.

2. The Learnings from Attending the Competency Based Interviews

- ✓ General questions have to be asked in order to make candidates open up and reflect their best parts.
- ✓ Diving deep into the specialties of the person: Through these types of questions, insights could be gained into what job would be most compatible with this specialization. All this is done while keeping in mind the present and the future vacancies.
- ✓ It has to be made sure that things are transparent as to openness of the candidates to work on multiple profiles
- ✓ Critical incidence method: E.g., Asking about the challenges faced and the ways adopted to overcome.
- ✓ Creative ways to check whether the basic concepts are clear.

3. The Learnings from the Onboarding Procedure

In order to design an on-boarding plan, or to evaluate one, one of the most practical concepts could be related to. This Model is given by **Dr. Talya Bauer from the SHRM Foundation.**

The Four Cs of Effective Onboarding



Figure 24 The Four Cs of Effective Onboarding



Figure 25 The Onboarding Strategy level guided by Four Cs of Effective Onboarding

The four Cs represent the level of Onboarding Effectiveness. Based upon the effectiveness of the Onboarding Process, it could be termed as Passive, High Potential or Proactive (as presented in the figure)

4. The Awareness about the Tools used for 30-60-90 Feedback

The Gallup Q12 Questionnaire

The guiding questions which could be referred to, while designing the Feedback form for New-Joinees:

- 1.) Do you know what is expected of you at work?
- 2.) Do you have the materials and equipment to do your work right?
- 3.) At work, do you have the opportunity to do what you do best every day?
- 4.) In the last seven days, have you received recognition or praise for doing good work?
- 5.) Does your supervisor, or someone at work, seem to care about you as a person?
- 6.) Is there someone at work who encourages your development?
- 7.) At work, do your opinions seem to count?
- 8.) Does the mission/purpose of your company make you feel your job is important?

9.) Are your associates (fellow employees) committed to doing quality work?

10.) Do you have a best friend at work?

11.) In the last six months, has someone at work talked to you about your progress?

12.) In the last year, have you had opportunities to learn and grow?

Annexure

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