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TALENT ACQUISITION GROUP AT HCL TECHNOLOGIES: IMPROVING THE QUALITY OF HIRE THROUGH FOCUSED METRICS

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The Talent Acquisition Leadership League Annual Conference & Awards Evening¹ held in December 2013 had just ended. Prithvi Shergill, the Chief Human Resource Officer of HCL Technologies, emerged in a jubilant but pensive mood. There had been tremendous recognition and applause for HCL's talent acquisition initiatives from the community of peers in the Talent Acquisition Functions and Heads of HR of different organizations across India. As the Chief Human Resource Officer, Shergill felt understandably proud of what the Talent Acquisition Group (TAG) of HCL Technologies had achieved over the last 2 years. However, he was reflecting on a question raised by one of the participants, whether the achievements were truly representative of a strategic HR function, and whether it was actually delivering value by aligning itself with the business goals of HCL.

Connecting with Naveen Narayanan, Vice President (Global) of TAG, Shergill stated:

Naveen, I just stepped out of a hall full of people who have applauded what you and your team have achieved. A \$150 million value creation by a Talent Management function is nothing to sneeze at! However, I think it's time we up our game and change the paradigm of evaluation of TAG. I think it is important that we be evaluated, not by the myopic operational metrics but by the value we create in improving the elusive concept of "quality of hire"? We may not be kissing a thousand frogs now to find the "prince", but the question is if we are indeed finding the "prince"? How are we measuring this? I want you to start thinking about this and let's discuss further on this when we meet.

ORGANIZATION CONTEXT

As one of the fastest growing IT services company, with its headquarters based in Noida (Delhi) in India, HCL had emerged as a \$6.3 billion company in 2013.² HCL Technologies was ranked among Forbes list of "Asia's Fab Companies".³ Its portfolio of IT services⁴ included software-led IT solutions, enterprise transformation, engineering and R&D services, remote infrastructure, and business process outsourcing. These services were delivered with the support of over 90,000 employees spread over 31 countries. The brand of HCL as an employer had grown in stature substantially, ever since its erstwhile CEO, Vineet Nayar, propagated and practiced the "Employee First, Customers Second" radical strategy, which was published as a book⁵ and subsequently as a business case.⁶ This radical strategy promoted a culture of trust, transparency in information sharing among employees, and helped in building an entrepreneurial spirit within each employee through decentralized decision making. The impact of this strategy on the financial performance of the organization was significant⁷ (see **Exhibit 1A, B, and C**). Revenue per employee increased from \$38,000 to \$52,000 during 2007 to 2012; employee attrition rates decreased by

¹ <http://www.peoplesmatters.in/event/2013/12/04/talent-acquisition-league-annual-conference/29> - last viewed on February 6, 2014

² <http://www.nasscom.in/industry-ranking> last viewed on February 6 2014

³ <http://www.forbes.com/fab50/list/> last viewed on February 6, 2014.

⁴ <http://www.hcltech.com/about-us/about-hcl-technologies> last viewed on February 6, 2014.

⁵ Vineet Nayar, *Employees First, Customers Second: Turning Conventional Management Upside Down*, Harvard Business Review Press, June 8, 2010.

⁶ Kamalini Ramdas and Ravindra Gajulapalli, (September 29, 2008), HCL Technologies: Employee First, Customer Second (Product Code: UV1085-PDF-ENG), Darden School of Business.

⁷ <http://www.youtube.com/watch?v=HmV9dmG1XdY> last viewed on February 6, 2014.

5% and the revenues tripled in 5 years; the CAGR was 24% during 2007 to 2012; the number of customers also tripled over these 5 years and customer satisfaction scores also increased two-fold.

Since 2009, HCL had focused on increasing its profitability and the management at HCL believed that this could be better achieved through integration of all the functions. Although, its revenues had been growing, its profitability lagged its peers in the Indian IT industry. The HCL management decided to focus on the key issues of manpower utilization and minimization of bench strength.⁸ With employee costs contributing over 70% of the operating costs, this warranted a re-examination of the entire spectrum of talent management operations. Critical to this was the reevaluation of the entire talent acquisition function, which in 2009 was responsible for an annual hiring of nearly 20,000 people across 124 countries.

INTEGRATION OF THE TALENT ACQUISITION FUNCTION

When Narayanan joined HCL Technologies in March 2012, he found the talent acquisition function aligned to the three main lines of business, that is, Software (CSW), Infrastructure (Infra) and BPO (BServ) (see **Exhibit 2**) with a total of 250 recruiters working end-to-end on the recruitment process. Each business line recruitment function was structured with teams focusing on campus recruitment, lateral hiring, and hiring for different geographical regions. Although, this structure worked in terms of providing a sharper focus and alignment to fulfilling the recruitment demand, this silo approach created problems for HCL Technologies at a macro level. Describing the situation, Narayanan said:

We were a classic case of the left hand not knowing what the right hand was doing. We noticed many instances of the same candidate being interviewed by a different business unit, sometimes being made a job offer simultaneously. Each of the teams had their own campus recruitment teams and there were days when HCL Technologies competed with itself for a day slot for the same campus! Naturally, this created a lot of confusion with the external stakeholders and highlighted the need for better synchronization and collaboration internally. This definitely was untenable and needed change.

Shergill instituted a centralized shared service function for all corporate functions, within which the Talent Acquisition headed by Narayanan, was also restructured. The centralization had been initiated with a serious intention of improving profitability. Talent acquisition and workforce management constituted two-thirds of the total operational costs for the organization; thus it had the potential to become the single largest lever for increasing profitability. The new organization (see **Exhibit 3**) had to deliver on workforce optimization and provide a singular view on how talent was hired and deployed. This would provide information on how many people were available on bench, sliced along the lines of skill sets, experience levels, and geographical distribution. Historically, this data was available in Excel sheets across the three business units, and would typically take a week for the HCL management to obtain this information. Narayanan said:

⁸ “Bench strength” refers to the capabilities and readiness of potential successors to move into key professional and leadership positions (<http://www.bersin.com/lexicon/Details.aspx?id=12774>, last viewed on May 20, 2014). In the context of the IT industry, it refers to the size of the skilled workforce readily available for deployment of projects.

The issue was that people were owned at the n^{th} level of the smallest unit! There was very little visibility of the business functions at the highest level.

Transforming TAG was easier said than done. In the decentralized work system, the onus for manpower demand fulfillment lay on an individual recruiter's heroic actions to deliver results. The teams had their own ways of working with no uniform reporting, no synergy or exchange of database, resources, vendor partners, pipeline of profiles, etc. There were internal allegiances and power bases which needed to be realigned. None of the teams was at the maturity level to define or measure the performance levers of a talent acquisition function and hence the organization-level systems, tool, and platforms could not be implemented, clearly impacting the business (see **Exhibit 4**). If these were not addressed, the lower recruiter productivity levels would continue, leading to low quality of hire as well as the dissonance in different versions of truth; and the inability to measure process compliance would get perpetuated. A new organization structure had to be introduced, metrics of performance had to be developed, tracked and improved through centralized systems, and process maturity had to become more robust.

To build the business buy-in, Narayanan shared the problem statements with various stakeholders, explaining the limitations of the existing recruiting system and articulating the need and goals for streamlined processes and procedures. A quantification of the business loss being incurred owing to lack of standardization and unification of policies and procedures was highlighted. A discussion with various stakeholders across different functions resulted in a unanimous conclusion that TAG needed to undergo drastic changes to overcome the losses and to improve the efficiency of both the resources and the employees. The change management initiative, named PEP-C,⁹ aimed at creating structural efficiency with differentiated and meaningful roles for the team members. Standardization of hiring processes was achieved by formulating various strategies for each of the divisions across HCL and the unified TAG. The intent was to create a best-in-class enterprise wide database and work flow process required to support organizational growth; standardize the payment and invoicing process for recruitment across the company and create a central payment office; create gating criteria for empanelment of interviewers with a framework for evaluating interviewer performance and training as well as to create a skill-based, centralized group of interviewers and leverage the recruitment process outsourcing (RPO) based on process standardization.

In order to overcome the siloed approach of functioning of the recruiters, the end-to-end recruitment process was shared by 10 specialist teams (see **Exhibit 5**), which focused on sourcing (identifying and building the talent pipeline), screening, scheduling, salary negotiation and offer release, on boarding, contract (or Third Party) hiring, campus recruitment, background verification, post-offer follow-up teams, etc. In addition to the 268 recruiters aligned across the various teams (see **Exhibit 3**), 170 contract staff were aligned to the various shared service teams. The contract staff payments were linked to outcome-based payment and the number of recruiters in each team were increased or reduced based on business needs. The outcome-based payments were regulated by clearly defined criteria of performance such as: for sourcing a certain number of qualified candidates, collecting the documents of a certain number of

⁹ The name was inspired by an ongoing Pepsi marketing campaign popularizing the slogan "Change the game". The term "PEP" was thought to invigorate the team and "C" represented the change required.

selected candidates, post-offer follow-up of a certain number of joiners, etc. The metrics of performance measurement were clearly defined, which were aligned to the strategic outcomes desired by the company for TAG. The fulfillment timelines for various lines of business were signed off as the service level agreements (SLAs) for TAG (see **Exhibit 6**). The RPO model provided an opportunity to focus on an outcome-based approach on the backbone of the standardized processes, which were introduced by PEP-C.

The proposed centralization was aimed at building a standardized process of hiring across HCL and a unified TAG. All lines of business hiring teams across locations used a common enterprise class database and workflow engine. TAG attained structural efficiency with differentiated, meaningful roles for team members. Various shared services teams had taken over and consolidated all the work which was common to all lines of businesses including payments, contracts, back-ground verifications, screening, technical support, post-offer follow-up, among others. The recruitment process maturity¹⁰ level improved substantially on the 15 parameters, which defined the process capability level for the recruitment process (see **Exhibit 7**). Outsourcing and process level innovation were enabled with correctly defined expectations. A significant projected cost saving was expected to be accrued through efficiency building, reducing turn-around-time, and reducing the bench time.

By 2013, the workforce and demand-supply was owned centrally. A well-defined process led to the opening of a recruitment mandate to the TAG (see **Exhibit 5**). The decision was taken to leverage the well-developed cloud-based systems that were readily available to replace the existing internal recruitment and workforce management systems, which would demand a change in 8-10 different systems across various business units. The external cloud-based¹¹ systems were much more economical compared to the earlier spending on the existing legacy systems of workforce management, which used to cost more than \$300,000 annually and had limited functionalities, analytics and features. The buy-build decision was also fairly simple; with the best features available in the new systems, configuration and deployment was much faster and there was the feasibility of a quick exit, if better, cheaper and more advanced solutions were available.

The dilemma for HCL Technologies was more in terms of choosing solutions which were capable of addressing the uniquely Indian recruitment phenomenon of volume hiring and weekend interviewing versus systems which addressed the compliance needs for hiring in other countries. None of the local Indian solution providers addressed the compliance needs of global recruitment which constituted a third of the hiring done by HCL. With the volume of recruitment increasing in overseas geographies, HCL needed to adopt a technology system which aided local recruitment teams in adhering to the compliance norms of the different countries. The decision was therefore taken to engage a global solution provider which was aligned to the recruitment process compliances overseas, but start with India implementation. HCL signed up with Kenexa Solutions¹² in January 2013 for a globally configurable tool which was built

¹⁰ A recruitment maturity model is a tool that helps to assess an organization's degree of maturity of its methods and processes according to leading practices. Refer <http://www.rockefellerfoundation.org/uploads/files/aafaca34-0502-4635-9491-e608ff1d9df.pdf> last viewed on April 20, 2014 for details on recruitment maturity model levels.

¹¹ Software as a service, also referred to as "on demand service" is the method of software delivery, where software and associated data are centrally hosted on the cloud.

¹² <http://www.kenexa.com/> last viewed on February 6, 2014.

on process standardization while providing control and flexibility to TAG to achieve the unique recruiting goals; and the implementation was started in June 2013. This new Human Resource Information System was named iTAP (Ideapreneurship¹³ Talent Acquisition Platform) and it provided multiple functionalities which were missing in the erstwhile systems.

iTAP helped enhance the company's sourcing capability by providing an online channel where all aspirants could log on and post their candidature. Each of the Recruitment Shared Service team members had access rights relevant to their defined specialization, geography, and Line of Business Alignment. This would facilitate individual level performance metrics to be evaluated on a real-time basis. iTAP also increased the quality of hire by providing better screening ability. One of the most pertinent advantages of iTAP was a better candidate experience provided by options such as customizable introduction pages, employer branding, and online status availability. The process for conducting assessments was also optimized through the tool. The tool provided a business analytics module which became the foundation for a culture of informed decision making and proactive action. The analytics module helped TAG track and report performance which were aligned to the new metrics of performance instituted by Narayanan.

METRICS FOR STRATEGIC TALENT ACQUISITION

With PEP-C and iTAP implementations completed, Narayanan focused on defining the metrics for the Talent Acquisition function, for which the team identified 20 different parameters including gender-mix, cost per joining, channel mix, lateral tier mix, demand fulfilment, economic fulfilment, etc. (see **Exhibit 8**) with a view to building and improving the recruitment process maturity level across the organization (see **Exhibit 7**) and obtaining a global view of the demand-supply fulfillment scenario. Although, many of the recruitment metrics (such as source mix¹⁴ and recruitment cycle time¹⁵), were common to all talent acquisition teams, Narayanan felt that it was important for TAG not only to redefine the metrics of evaluation of TAG as a group (see **Exhibit 9**), but also to measure the performance of each of the individual recruiters based on an alignment with the actual business needs.

A TAG rule book was constituted and shared with all stakeholders, and analytics from iTAP was used to publish regular reports on the defined key metrics critical to business (see **Exhibit 10**). Since every lateral hire was offered a position against a billable opportunity, it made eminent economic sense to reduce the recruitment cycle time: each day saved in the recruitment time contributed on average revenue of \$300.¹⁶ However, onboarding a candidate too early from the expected billable date would result in increased bench cost. A focus on "just-in-time" hiring was required to be built within the TAG so that their contribution to the "Economic Fulfillment" by too-early or too-late hiring could be measured. Thus, the TAG metrics measured both lead indicators (sourcing turnaround time, screening quality, and candidate aging), as well as Lag indicators (economic fulfilment, SLA fulfilment, time-to on-board, cost per joiner, hiring manager experience, candidate experience, and background verification compliance).

¹³ "Ideapreneurship" was part of the "employee first" strategy and culture of promoting grass roots innovation that is business-driven and customer-focused.

¹⁴ Percentage of hiring from different sources such as direct applicants, employee referrals, vendor partner, job portals, social media, etc.

¹⁵ Time taken from demand generation to onboarding the selected candidate.

¹⁶ Average billing rate for every project engineer was \$25 per hour working for 8 hours every day.

Although, the source mix was an important indicator for any recruitment function, adherence to low cost channel sources (direct, social media, and job portals) helped the recruitment function work within a tight recruitment budget by restricting spending on costly channels such as recruitment consultants. Although Employee Referrals¹⁷ increased the sourcing cost relative to channels such as job portals or direct applicants, HCL TAG, similar to many other organizations, actively promoted the employee referral channel, as hires from this source were better aligned to the organization culture. Moreover, the use of this channel helped in increasing the pride and the motivation levels of the existing employees who have made the reference.

Tracking and minimizing offer renege became critical as a last minute drop out had an adverse effect on the economic fulfilment metric and caused potential loss of revenue owing to delayed joining. TAG did not want to follow the industry practice of making excess offers based on an industry joining ratio,¹⁸ as this would not accurately map the skills/locations/projects for which the renege was likely to occur. Excess joining would result in increased bench strength and reduce the operating margins. It became important for TAG to develop a reliable system of understanding the probability of an offer renege well in time to adopt corrective actions. To gain a better control on renege and mitigate the risk, TAG set up the post-offer follow-up process. An innovation initiated through the ideapreneurship philosophy looked at increasing the engagement levels with the job-offered candidates through the process of gamification, during the long period following the release of the offer until the candidate on-boarded (see **Exhibit 11**).

The link to the game was sent to the candidates on the day they accepted the offer. Candidates had the flexibility to pause and continue, as the link was never deactivated. The game was intended to familiarize the potential joinees with the culture, philosophy and practices of HCL and highlighted its employer brand equity. This game usually took the potential joinees 6-7 days to complete. The game had several interesting features such as: the option to gain access to the scores of other candidates to keep the competitive spirit going; an opportunity to befriend even those who had not yet registered; downloadable files to help them in the game; options to comment and rate each question; and a detailed report on the process, which helped them to re-visit the information and reinforce their takeaways from the game. The gamification increased the engagement levels of potential future employees. The challenges of the game increased their self-esteem, cognitive inquisitiveness, and individual motivation. More importantly, the analytics from the week-on-week engagement of the candidates who were offered a job helped TAG to develop useful insights on the probability of the candidate joining the company (see **Exhibits 12 and 13**). TAG was now able to predict early in the post-offer wait period, the probability of renege with almost 90% accuracy, and thus obtain sufficient lead time to make additional compensatory offers. For HCL, this platform provided an opportunity to strengthen the employer brand, increase awareness and recall of key employer value proposition and familiarize prospective employees with the culture of ideapreneurship, in addition to the immediate benefit of reducing the overall renege level from 30% to 25%. It also enabled TAG to initiate pre-emptive action early on with the highest level of granularity for potential renegees mapped by skill/location and thereby minimize the default on economic fulfilment.

¹⁷ Existing employees referring candidates for relevant posts within the organization were rewarded through a referral payout.

¹⁸ Joining ratio was the ratio of number of offers made to the number of actual joinees. If the business needed three hires, based on the historical trend of joining ratios, the recruiter could make five offers. However, if all five joined, then two of these added to the bench strength.

The introduction of gamification was not restricted to external potential employees only. TAG designed the gamification approach to identify and measure the developmental needs of all its members, including those who were part of the shared services, and subsequently address these needs to improve the overall performance. Branded internally as the “Hunter Premier League”, the objective of the “Gamification Leaderboard Model” was to move the overall performance within all lines of business from “Good-to-Great”, increase recruiter efficiency and refine their approach and refocus it on strategic recruiting skills to maximize the business impact. Strategic metrics were placed in a scorecard and weighted relative to operational metrics in order to help recruiters prioritize strategic development along with process-based achievement. Since, this was built as part of the iTAP, the resultant score board on the live performance of recruiters provided each team member their daily score, helped them identify the areas they needed to focus to improve their performance among the peer group and helped Narayanan set clear expectations and provide tangible measures to gauge the developmental progress.

The results of PEP-C and iTAP rollout were becoming visible through the improvement in performance of TAG. The centralization helped improve the profitability (see **Exhibit 1A**), with utilization levels improving from 71% and employee base of 83,076¹⁹ at the beginning of 2012 to the maximum possible levels and industry best figures of 84% on an employee base of 88,332²⁰ in December 2013 (see **Exhibit 14**). It was found that the fulfilment metric monitored by TAG had contributed nearly 21% toward the utilization improvement. By 2013, HCL Technologies was hiring an average of 550 new employees each week online and releasing 770 offers in a week. Hiring lead time had improved by 4%. Joining per recruiter had increased by 19%. Target fulfillment was showing an upward trend. Offer renege percentage²¹ had decreased by 6%. The candidate application to joiners’ ratio has improved. Since Narayanan’s joining in March 2012, over 22 months, TAG had recruited 55,694 candidates with improved target fulfilment (defined as the ratio of on-time SLA recruitment to total recruitment). Fulfilment had improved from 76% in March 2012 to 88% by January 2014. Cost per joiner²² reduced from \$650 per hire to \$517 for the same period. By January 2014, the average delay in fulfillment beyond the agreed SLA stood at 16 days.

ADDITIONAL RECRUITMENT INNOVATIONS

The dynamics of the IT industry exemplified the true challenges of “the war for talent”. The NASSCOM 2013 Strategic Review report²³ reflects on this challenge, where the growing demand for IT skills has resulted in talent shortage with India’s competitiveness as a global outsourcing talent-provider being challenged owing to wage inflation. All the major IT firms in India use the same job portals, leverage social media sites, and adopt the mass weekend interview event scenarios to attract and recruit talent. In this scenario, HCL TAG needed to be innovative to create a powerful employer brand as well as use innovative approaches to identify and engage with passive talent pools. In 2013, HCL Technologies job postings on a leading job portal in India secured 1.6 million views and 0.3 million apply clicks, with the average click-through-rate on banner advertisements on the portal being 0.32, nearly 20% higher than that

¹⁹ http://hcl.com/sites/default/files/hclt-q2-2013-ond12-ir_release.pdf last viewed on February 16, 2014.

²⁰ <http://www.hcltech.com/investors/fast-facts> last viewed on February 16, 2014.

²¹ Offer renege occurs when candidate accepts the offer for employment but does not join.

²² Cost per joining = Total cost of hiring all employees in that month/Total joining in the month.

²³ http://www.nasscom.in/sites/default/files/researchreports/STR13_Exec_Summary.pdf last viewed on February 16, 2014.

of its nearest competitor. Even for one of the top job portals in the United States, HCL job postings recorded an impressive 360,255 job impressions and nearly 10,000 job applications. On employer brand metrics quantified by LinkedIn,²⁴ HCL had a talent brand reach of 3,026,160 and talent brand engagement with 299,560 individuals; and its talent brand index increased from 2% to 10% in 2013. HCL was ranked 64th among 177 companies on consideration as a place to work by LinkedIn users during an online survey conducted during December 2012 to March 2013. The Facebook community of HCL Technologies comprised over 520,000 members; the “Work-for-Us” app on Facebook²⁵ allowed for search optimization so that the job posting showed up on the page of demographically appropriate targeted talent. With this targeted advertising, for nearly 200 jobs posted in 2013, there were over 8,700 job views, with 2,387 apply clicks at a conversion rate of 27.4%. Additionally, 2,522 job shares helped disseminate the requirement through the Facebook community. However, while all this helped in talent acquisition, TAG increasingly needed to be more innovative in leveraging the social media. Use of specialist providers such as Talent Guru and Razor Fish²⁶ allowed HCL Technologies to maximize their exposure via the pay per click internet marketing so that HCL Technology appeared on the top of search results for keywords that are relevant to IT job searches. For reaching out to candidates having certain niche skills, these apps helped to identify where these people “hang-out” socially. It worked by encouraging the recruiters to join these “hang-outs” and start having conversations within these groups, gain followers for HCL Technologies and target specific individuals by understanding the social behaviors of these individuals. HCL had also tied up with Ripplehire²⁷ to leverage the network of existing employees and posting jobs to the network matching the skill sets. This reduced the need for employee direct mailers informing about relevant open job opportunities and inviting referrals.

Another major challenge faced by TAG in India was event managing the weekend interview mega events. As most of the prospective applicants were busy with their professional work during the week, as were the interviewing panels, it had become the norm to conduct hiring events on weekends in India. These events required marketing efforts to attract unscheduled walk-ins, scheduling of sufficient pipeline of candidates matching the skill requirements, arranging for sufficient and qualified interview panels, as well as the logistics of managing the prospective talent pool in such a way that they are not kept waiting too long and have access to food and beverages. After every weekend event, the TAG recruiters needed to arrange the mass upload of candidate information onto iTAP (a customization done by Kenexa specifically to address the India-centric bulk hiring process); process the interview comments online and release the offer letters after obtaining the supporting documentation and then build the pipeline for the next weekend event. iTAP supported integration with the Outlook calendar, so that availability of panels was blocked through the tool. Although, this was naturally exhausting for TAG, securing the cooperation and participation of technical panels during the events was not particularly easy. TAG also empanelled external technical panel members skilled on specific IT technologies to provide additional support, if the HCL business team could not provide the necessary panel support. Although, this was signed off with the

²⁴ Talent brand engagement is defined as the total number of people who proactively show interest in the employer brand. Talent brand reach is the number of people familiar with the organization as an employer. Brand index is defined as the ratio of the talent brand engagement and talent brand reach. Higher values of brand index help identify a more popular employer brand.

²⁵ <https://www.facebook.com/appcenter/workforus> last viewed on March 2014.

²⁶ <http://www.indiamart.com/talent-gurus-pvtltd/> and <http://www.razorfish.com/> last viewed on February 16, 2014.

²⁷ <http://www.ripplehire.com/> last viewed on February 16, 2014.

business teams, it reduced the buy-in and acceptance by the business teams of the selected candidates offered by TAG.

To reduce some of the weekend/fixed interview time burden for the technical panels; TAG introduced the asynchronous video interviewing through Hirevue²⁸ applications, which integrated with iTAP. This allowed the technical panel to present a fixed set of questions which appropriately assessed the desired skill, competences and behaviors of the candidates. The candidates had the flexibility of recording their responses to these questions, which the panels could view at their convenience. Additionally, the availability of these responses allowed for subsequent rounds of interviewers to assess what had already been covered. The asynchronous interview software also recorded information about candidate behavior including time taken to respond to questions, eye ball movement (to capture if any supporting documents/site supplemented the candidates' ability to respond, toggling between screens), etc. These pieces of information were made available to the interview panels.

As an additional initiative to promote and reinforce the “Ideapreneurship” philosophy at the campus recruitment level, TAG initiated the “**Make A Difference, Lead The Difference**” or the MAD LTD engagement with campus students. Launched in 2011, through on-ground and digital campaigns, the program identified and nurtured innovative skills among engineering and management students. The best Ideapreneur won a mentorship and was provided the chance to incubate the idea at HCL Technologies. The Facebook page of MAD LTD had a growing follower base²⁹ and applicants for the MAD LTD award and mentorship had shown a meteoric rise. The impact of this initiative on building the employer brand was phenomenal, with an increase in 8% of students preferring HCL as employer of choice at campus interviews.

PUSHING THE ENVELOPE

The efforts by Narayanan and TAG to improve the recruitment process maturity as well as deliver on the SLAs for the function to ensure optimum resource utilization had resulted in a book of rules signed with the business teams. TAG's success in securing the right resources at the right time was contingent on the cooperation of the business teams in providing correct job descriptions, reverting with on-time feedback on resumes shared, providing support of technical panels for conducting interviews, etc. The business teams agreed to the following SLAs: to provide feedback on resumes sent (in the absence of which the requirement would be closed within 4 days); to provide technical panels as, when and where required (in the absence of which external technical panels would be hired to select the candidates and the business functions would have to accept this selection); to streamline the job descriptions for various skills to standardized versions (e.g. for Java hiring, Narayanan reduced the 1,214 job description variants on the system to seven standard job description and competency templates); to use the assessment scores from IKM³⁰ to ensure minimum acceptance levels (e.g. candidates scoring 75% and above on the C++ test will be presented to the business for interview and the business has to select from among the 4–5 calibrated resumes having these scores or above, or else the demand would be dropped).

²⁸ <http://hirevue.com/> last viewed on February 16, 2014.

²⁹ <https://www.facebook.com/madltd> last viewed on April 22, 2014 had received 44,296 likes.

³⁰ <http://www.ikmnet.com/> last viewed on February 16, 2014.

Narayanan described the situation as:

We needed to change the culture of the business from considering recruitment as this gravy train. We needed a clear, transparent, and collaborative environment business to take equal ownership in helping us help them. However, I am not sure if we have swung to the other extreme of strangulating the business.

TAG and Resource Management Group had started publishing a metric of notional billing loss, wherein the potential losses owing to resource fulfillment delays were monetized on the billing rate of the individual. TAG had argued that accountability for notional billing loss could not be attributed to TAG alone, as in many instances, it was because of delays from the business side, which include: delays caused by the Resource Management Group opening the requisition to TAG at the last minute; delays from the business in terms of vague job descriptions; delays in providing feedback on resumes shared; or delays owing to unavailability of panels for conducting the interviews. In view of the possibility of delays occurring for reasons beyond TAG's control, it was suggested that a better measure of TAG's functioning was the fulfillment percentage adherence to the SLAs agreed upon. Narayanan presented an analysis of the July–December 2013 talent demand, wherein the probability of demand fulfillment within 0–15 days of billing date was less than 15%; for the 30–50 days mark, there was a 50% probability of fulfillment. Additionally, wasted effort owing to dropped demands was monetized to hold the business teams accountable.

Reacting to this presentation, Rakesh Chauhan, a Delivery Head for CSW stated:

It is frustrating when you hide behind the veil of SLAs every single time. I have to drive the revenue but my project cannot be completed by empty chairs! You need to understand that you are successful only if we are successful!

The issues still faced by TAG revolved around the quality of feedback being provided by the technical panels on iTAP, where invariably, the feedback was a cryptic “yes” or “OK”. TAG also conducted serious conversations with the project teams after presenting client selection ratios of candidates screened and cleared by the HCL business panels. Since, in many instances, candidates would propose projects which had to be vetted by the client managers, an invariable “client interview” was the final clearance required by TAG before a job offer could be made. If the selection by the client reduced below 70–75%, it essentially meant that the project team did not understand the client mandate and hence had wasted the TAG effort.

Apart from up-skilling the capability of the recruiter community within TAG through the Hunter Premier League gamification, Narayanan wanted all the recruiters to become extremely savvy using social media tools, as he felt this skill would be essential for recruiters to actually source quality candidates, both passive and active. Additionally, he wanted to change the approach of the existing recruitment consultants from resume sourcing partners to being active partners in engaging talent from social “hang outs”, cultivate the potential candidates possessing niche skills and bring them on-board.

QUALITY OF HIRE

On a balmy day of the last week of January 2014 in Chennai, Narayanan and his senior management team of TAG made a presentation to Shergill on the proposed measures to improve the quality of hire within HCL Technologies. This included the estimated costs in terms of supporting manpower and training which would be required to track and monitor the defined metrics. There had been heated debates within TAG on whether the proposed metrics and measures were oversimplifying what was essentially a very subjective but complex issue.

Narayanan strongly felt that there were many critical issues that still needed to be addressed within the TAG functioning before they took on the challenge of defining, measuring, and accepting the accountability of the “quality of hire”. From a process maturity perspective, he felt that there was still a huge scope for improvement. He did not want the focus of the team to get diluted while they were still building critical competencies within the team.

Shergill gave a patient hearing to all the arguments presented by the senior members of TAG. Seeing the challenges involved, he asked the team to evaluate how the ROI for these measures could be calculated. Ending the review, he said:

We should evaluate what we are doing to improve the quality of hire. However, I want to be sure that we are not just tilting at the windmills here but are truly demonstrating that we are strategic business partners through Talent Acquisition.

Exhibit 1A

HCL technologies – consolidated profit & loss account

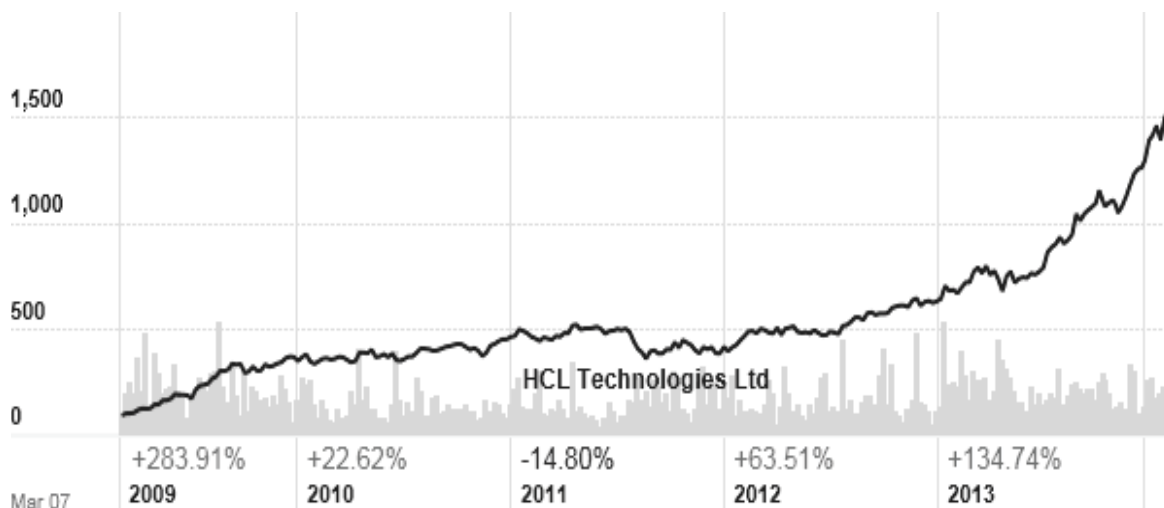
HCL TECHNOLOGIES LTD >> P & L Consolid	(INR in Millions)									
Year	Jun 13(12)	Jun 12(12)	Jun 11(12)	Jun 10(12)	Jun 09(12)	Jun 08(12)	Jun 07(12)	Jun 06(12)	Jun 05(12)	Jun 04(12)
INCOME :										
Operating Income	255,810	208,305	157,304	121,363	102,294	75,628	60,687	45,716	33,512	25,637
Total Income	259,483	211,099	161,138	121,843	106,001	77,767	65,414	46,611	34,825	30,366
EXPENDITURE :										
Operating Expenses	5,061	5,115	25,953	18,014	11,112	8,335	7,231	5,085	4,602	4,181
Employee Cost	125,742	111,045	85,896	62,537	51,944	36,624	28,722	21,176	15,229	11,461
Total Expenditure	199,360	172,082	133,586	100,896	85,084	62,774	48,516	37,016	26,052	20,602
Operating Profit	60,123	39,017	27,552	20,947	20,917	14,994	16,898	9,595	8,773	9,764
Gross Profit	59,066	37,590	25,948	18,905	19,793	14,817	16,819	9,514	8,671	9,667
Profit Before Tax	52,699	32,098	21,351	14,724	16,038	11,828	14,279	7,483	7,155	8,015
Net Profit	40,446	24,271	16,466	12,590	13,194	10,538	13,238	6,924	6,657	7,763
Equity Dividend (%)	600	600	375	200	350	450	400	800	800	500
EPS before Minority Interest (Unit Curr.)	56	33	23	18	19	14	19	19	19	25
EPS after Minority Interest (Unit Curr.)	56	33	23	18	19	14	19	19	17	22
Book Value (Unit Curr.)	189	142	111	93	74	63	61	96	108	89

(\$1 = Rs. 61, approximately in January 2014); Curr. - Currency

Source: Capitaline databases, <http://www.capitaline.com>, accessed on February 16, 2014

Exhibit 1B

HCL technologies – 5-year share price performance



Source: <http://markets.ft.com/research/Markets/Tearsheets/Summary?s=HCLTECH:NSI>, accessed on February 16, 2014.

Exhibit 1C

Comparative performance of HCL technologies share and industry³¹

	1 week	1 month	6 months	1 year	5 years
HCL Technologies Ltd	-5.73	+6.73	+46.82	+92.45	+1,481.19
CNX NIFTY ³² IDX	+3.98	+7.64	+14.90	+11.31	+149.09

Note: All the figures are in percentage.

Exhibit 2

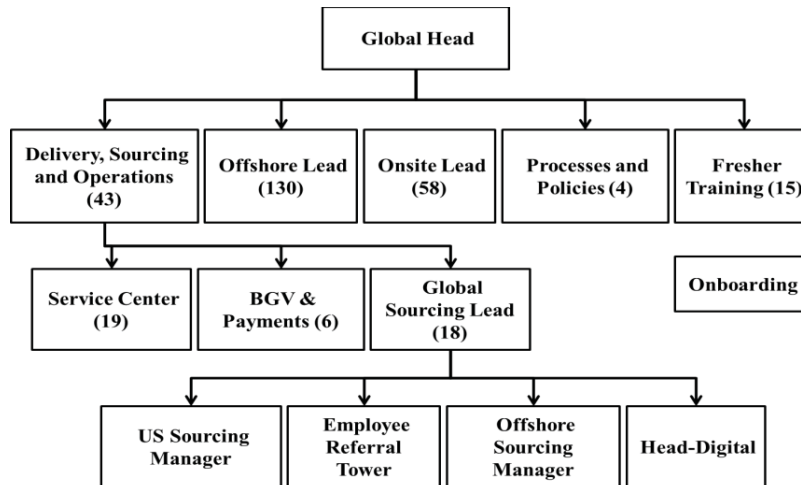
Pre-integration TAG structure



Source: Internal documents provided by the company.

Exhibit 3

Post-integration TAG global organization structure



Source: Internal documents provided by the company.
BGV: Background Verification

³¹ <http://markets.ft.com/research/Markets/Tearsheets/Summary?s=HCLTECH:NSI> last viewed on March 9, 2014.

³² The CNX Nifty is a well-diversified 50 stock index accounting for 22 sectors of the economy and conventionally, this is used for benchmarking fund portfolios, index-based derivatives, and index funds.

Exhibit 4

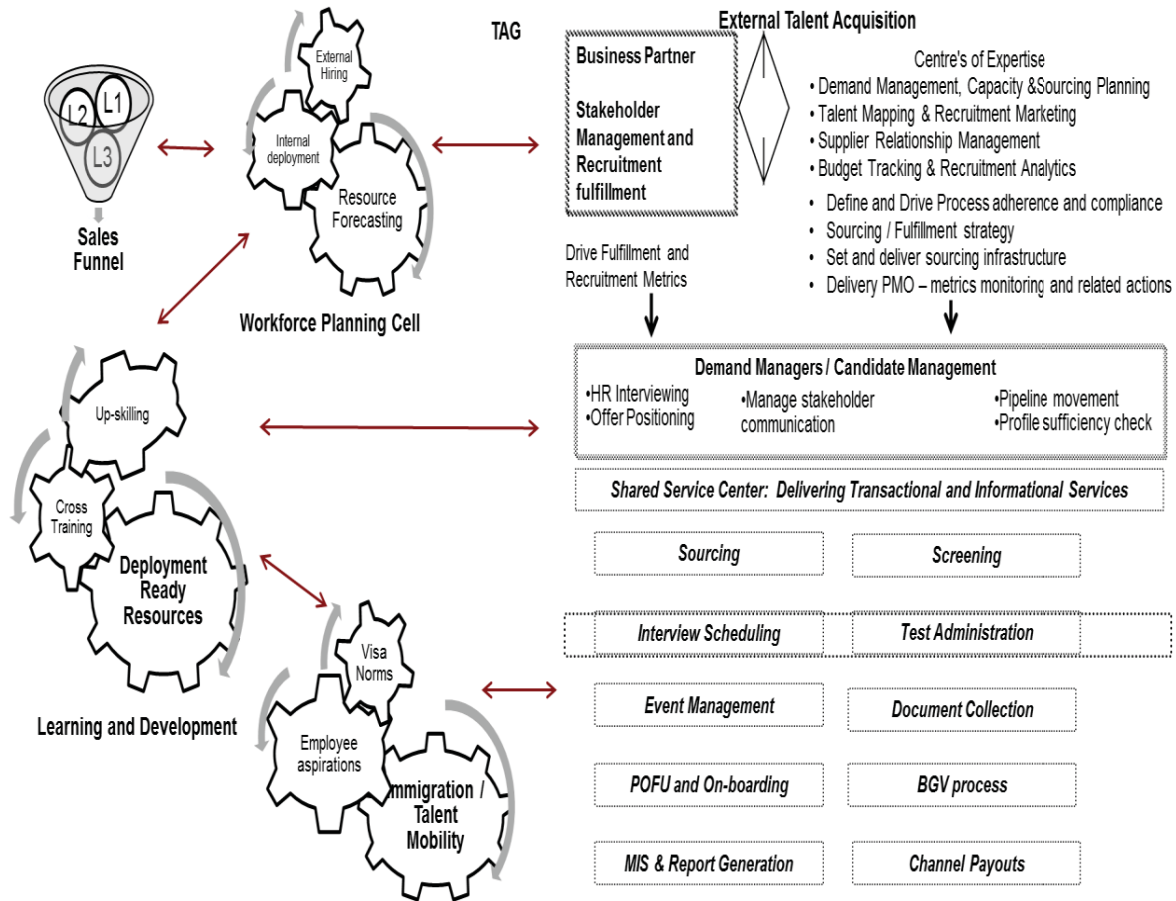
Business challenges faced during pre-integration of TAG

Process Area	Business Challenge
Tools & Technology	High process cycle time Non-availability of end-to-end recruiting tool Issues in data management, no central repository of data available Low recruiter efficiency
Shared Services: Background Verification, Invoicing and Payments & Recruitment Event Planning	No uniform BGV process which would cover risk related to hiring, vendor contracts Non-availability of BGV reports in a common platform to internal stake holders & different BGV processes across entities with multiple owners. Lack of direct communication between payments team and vendors, leading to lack of credibility in the market place. Crowd management/Engagement - Recruiters bandwidth was a constraint
Partner Engagement	No clear method with recruiters to direct aspiring vendors All lines of businesses had experimental & need-based, undefined empanelment processes Partner training was ad hoc and not been thought in-depth No common guideline for – performance evaluation, rules of engagements & partners’ growth path No real-time status update view of candidate for partner resumes; therefore leads to discrepancies and trust deficit Non-availability of communication portal to apprise partners of changes at organization end to accustom them better for being HCL’s brand ambassador
Sourcing & Screening	Absence of sourcing guideline for classification of skills, workflows, cool-off period and measurement criteria leading to lack of source prioritization No published list to keep track of blacklisted/fraudulent organizations Absence of screening template and technology for screening leading to less-effective screening methods Lack of consistent mechanism to touch base with prospective candidates, single win
Selection	No framework (interviewing methodology, evaluation templates, documentation, feedback process, or candidate engagement) of objectively selecting/rejecting resources across business. No guideline and uniformity
Requisition Management	Absence of bonafide number of requisitions with appropriate and standardized job descriptions used across delivery and recruitment. Absence of demand forecasting model for delivery to be able to forecast on monthly, quarterly, and yearly basis. HCL Requisition management process project-based (as and when) and did not support proactive/bulk hire strategy resulting in staggered efforts, low productivity of recruitment & resourcing; duplication of effort in non-value-added activities
Post Offer Follow-Up	Basic information provided to the candidates is not defined and uniform No touch points by delivery/technical teams before joining
Offer Making	Delay of paper submission at the recruiter level, delay at the compensation & benefits team for releasing the offers & delay in collecting the documents from candidates Decentralized offer generation leads to multiple levels of approval processes Measurement criteria of SLA adherence was not in place for each of the recruitment stages

Source: Internal documents provided by the company.

Exhibit 5

Resource management and demand planning



Source: Internal documents provided by the company.

Exhibit 6

TAG fulfillment SLAs for different skills, lines of business and geographies

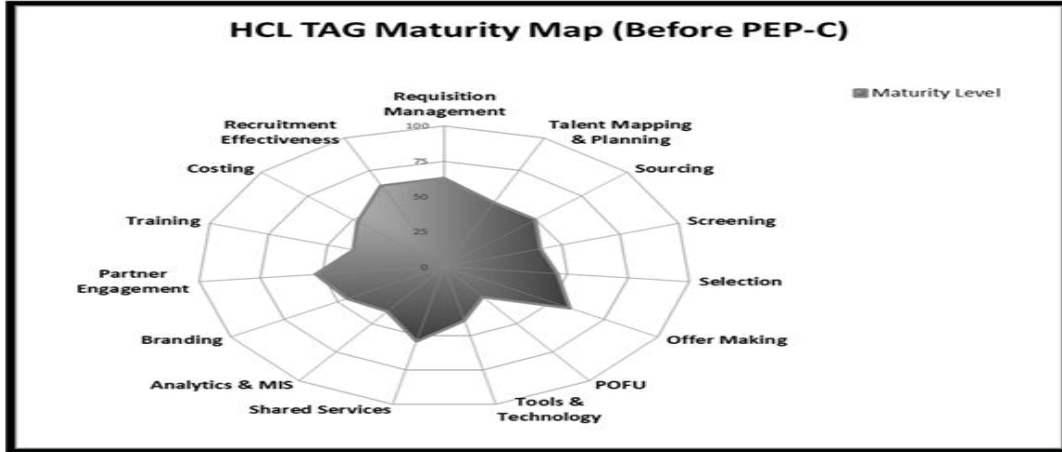
Geography	India	America	Europe	Rest of the World	America	America	Europe	Europe	India	America	Europe	Europe	Rest of the World	India	India	Rest of the World	Rest of the World
Line Of Business	CSW	AXON	AXON	AXON	CSW	BSERV	CSW	BSERV	INFRA	INFRA	INFRA	INFRA	BSERV	BSERV	AXON	CSW	INFRA
SLA in Days	90	90	90	90	60	60	60	60	60	60	60	90	60	60	120	75	50

Key Skills for CSW – IBM MDM, iPhone, Android, Adobe CQ5, Oracle Apps, Oracle Fusion, Big Data.
 Key Skills for INFRA – MSD Infra, Web Logic, Seibel Basis, UNIX Admin, Linux Administration, Share Point, Oracle Database.
 Key Skills for AXON – ABAP, BW, Basis, CRM, FI, HR, PI/XI, SD, Business Objects/Crystal Reports, Utilities, APO.
 Key Skills for BSERV – BPO Support for Financial Services, Insurance, Telecom, Legal, Supply Chain, Health and Pharma, Retail and Business Analytics.

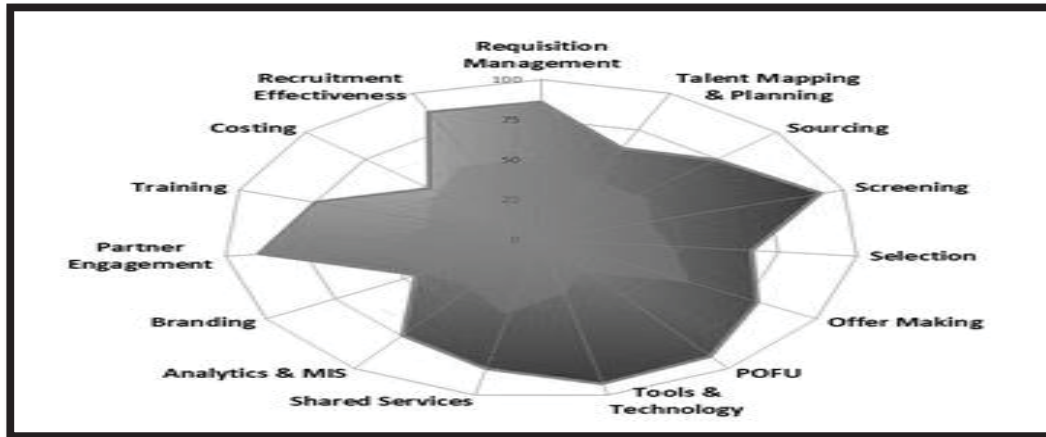
Source: Internal documents provided by the company.

Exhibit 7

Process capability maturity



HCL TAG Maturity Map (After PEP-C)



Process Area	Maturity Mapping		PEP-C Implementation impact
	Before PEP-C	After PEP-C	
Requisition Management	Mid	High	↑
Talent Mapping & Planning	Low-Mid	Mid	↑
Sourcing	Low-Mid	High	↑
Screening	Low-Mid	High	↑
Selection	Low-Mid	Mid	↑
Offer Making	Mid	High	↑
POFU	Low	High	↑
Tools & Technology	Low	High	↑
Shared Services	Low-Mid	High	↑
Analytics & MIS	Low	High	↑
Branding	Low-Mid	Low-Mid	→
Partner Engagement	Low-Mid	High	↑
Training	Low	High	↑
Costing	Low-Mid	Low-Mid	→
Recruitment Effectiveness	Mid	High	↑
HCL TAG	LOW-MID	High	↑

Source: Internal documents provided by the company.

Exhibit 8

Formulae used for lateral hires in defining TAG metrics

1. **Gender Mix** = Total number of women hires in the month/Total joining in the month
2. **Cost per joining** = Total cost of hiring all employees in that month/Total joining in the month³³
3. **Average lead time from Requirement received by TAG to Offer Made** = Offer made date – Maximum of (TPG to TAG Executive assignment date AND Re-submission date)
4. **Company-initiated attrition during probation** = No. of involuntary attritions/(Head Count opening+ Head Count closing) in the month*100
5. **% TP Hiring vs. Total hiring** = No. of TP Hires/ Total joining in the month*100
6. **Channel Mix – Direct** (Digital/Walk-in) = Direct hires/Total joining in the month*100
7. **Channel Mix – ER** = ER hires/Total joining in the month*100
8. **Channel Mix – Agency** = Agency hires (Excluding TPs)/Total joining in the month*100
9. **Lateral Tier Mix**= Tier 1 companies/Total joining in the month*100
10. **Performance rating distribution** =
Percentage of interviewers who had “Outstanding” rating/Total number of interviewers*100
Percentage of interviewers who had “Exceeds expectations” rating/Total number of interviewers*100
Percentage of interviewers who had “Meets expectations” rating/Total number of interviewers*100
Percentage of interviewers who had “Below expectations” rating/Total number of interviewers*100
Percentage of interviewers who had no rating/Total number of interviewers*100
11. **Tenure distribution** =
Percentage of interviewers who had been at HCL for 0--1 years/Total number of interviewers*100
Percentage of interviewers who had been at HCL for 1--3 years/Total number of interviewers*100
Percentage of interviewers who had been at HCL for 3--5 years/Total number of interviewers*100
Percentage of interviewers who had been at HCL for 5--8 years/Total number of interviewers*100
Percentage of interviewers who had been at HCL for more than 8 years/Total number of interviewers*100
12. **Early attrition** = No. of voluntary attritions within 90 days/(Head Count opening+ Head Count closing) in the month*100
13. **Joiner per recruiter** = No. of joining/Total number of recruiters in the month
14. **Offer reject and renege** = (Offer reject + Not joined)/Total joining in the month*100
15. **Percent closure within 60 days** = Number of BGV cases closed within 60 days (does not matter which month it was initiated) divided by total number of cases that were closed (inside or outside 60 days window).
16. **Percent RAG status** = No. of red cases in the total number of cases closed divided by total number of cases closed; No. of amber cases in the total number of cases closed divided by total number of cases closed and No. of green cases in the total number of cases closed divided by total number of cases closed
17. **Percent red exited within 48 hours** = No. of cases that were closed in the month which had red exits within 48 hours after it was confirmed red divided by total number of red cases closed in the month (whether within 48 hours or outside)
18. **Percent check pre-employment** = No. of cases where pre-employment check was carried out for the cases initiated in a month divided by total number of BGV cases initiated in that month
19. **Employee Referral (ER) Process Performance** =
No. of resumes for whom the action (shortlisting) was taken within 48 hours divided by Total No. of resumes submitted in the month
No. of candidates who joined within 14 days of profile submission divided by total joining via ER in that month.
20. **Fulfilment Ratio** = This will be calculated in two parts: Demand Universe and Fulfilment Universe
Fulfilment Universe = On-time Joining Ratio = Joining taking place within the SLA divided by total joining in that month (within or outside SLA)
 - i. Joining SLA will start from the TPG to TAG Assigned date or Resubmission date whichever is maximum
 - ii. For Axon and Infra, this will be maximum of TAG Executive assigned date and Resubmission date
 - iii. For any instance, where the Aging will be negative; the same to be taken as 0.
Demand Universe = Joining Ratio = Total Joining made in the month/(Total demand due or overdue for that month <end of the month> + Joining made not against the demand due or overdue for the month)
 - iv. Joining SLA will start from the TPG to TAG Assigned date or Resubmission date, whichever is maximum
 - v. The SRs cancelled; referred back; hold and dropped are not included in the recruitment team’s credit.

Source: Internal documents provided by the company.

³³ This included the costs incurred toward employee referral bonus, any joining bonus paid to candidate, recruitment projects, portal advertisements and portal subscription costs, recruitment consultant expenses, candidate travel, recruitment logistics, background verification costs, branding and advertising expenses, and capital expenditure. This did not include the salary costs of the TAG.



Exhibit 9

Shared service structure of TAG and corresponding metrics

Metrics of Specialist Functions



* BGV-Back Ground Verification

Source: Internal documents provided by the company.

Exhibit 10

TAG report to business






SI No.	Metrics	Actual FY13	FY'14 - Target vs. Actuals										M-O-M Trend					
			Targ et FY14	FY'14 - YTD		Targ et JAS FY14	JAS'13		Targ et OND FY14	OND'13		Targ et JFM FY14	JFM - QTD		Actual Dec'13		Actual Jan'14	
				Count	%		Count	%		Count	%		Count	%	Count	%	Count	%
1	Total Hires	23165	-	17029	-	7343	-	6754	-	2933	-	2285	-	2933	-	2933	-	
	↳ Offshore	17465	-	12881	-	5510	-	4973	-	2398	-	1732	-	2398	-	2398	-	
	↳ Onsite	5700	-	4148	-	1833	-	1780	-	535	-	553	-	535	-	535	-	
2	TP Hiring %	15%	17%	2,990	18%	15%	1,360	19%	16%	1,247	18%	17%	384	13%	380	17%	384	13%
	↳ Offshore	6%	8%	1,219	9%	6%	585	11%	7%	461	9%	8%	173	7%	170	10%	173	7%
	↳ Onsite	44%	45%	1,771	43%	44%	775	42%	44%	786	44%	45%	211	39%	210	38%	211	39%
3	Target Fulfillment % without BSERV offshore	84%	90%	10,430	88%	85%	4,333	85%	87%	4,306	89%	89%	1,787	93%	1,453	92%	1,787	93%
	↳ Offshore	82%	88%	6,622	86%	84%	2,718	83%	85%	2,635	86%	86%	1,269	91%	930	91%	1,269	91%
	↳ Onsite	90%	95%	3,808	92%	91%	1,615	88%	93%	1,671	94%	94%	518	97%	523	95%	518	97%
4	Target Fulfillment % with BSERV Offshore	-	-	14,452	85%	-	6,162	84%	-	5,616	83%	-	2,671	91%	1,928	84%	2,671	91%
	↳ Offshore	-	-	10,644	83%	-	4,547	83%	-	3,944	79%	-	2,153	90%	1,404	81%	2,153	90%
	↳ Onsite	-	-	3,808	92%	-	1,615	88%	-	1,672	94%	-	518	97%	524	95%	518	97%
5	Economic Fulfillment	35%	50%	6,104	61%	35%	2,459	56%	46%	2,450	61%	54%	1,200	71%	784	60%	1,200	71%
	↳ Offshore	27%	42%	3,891	58%	27%	1,533	54%	38%	1,461	56%	46%	897	71%	533	59%	897	71%
	↳ Onsite	42%	57%	2,213	66%	42%	926	62%	53%	989	70%	61%	303	74%	251	60%	303	74%
6	Gender Mix - Female %	22%	23%	3,852	23%	22%	1,804	25%	22%	1,479	22%	24%	570	19%	488	21%	570	19%
	↳ Offshore	23%	24%	2,948	23%	23%	1,419	26%	23%	1,082	22%	23%	447	19%	349	20%	447	19%
	↳ Onsite	18%	20%	904	22%	20%	385	21%	20%	397	22%	20%	123	23%	139	25%	123	23%
7	Joining Per Recruiter (JPR)	10.0	9.0	11.5	9.0	11.9	10.0	10.4	10.0	10.4	10.0	13.5	10.7	13.5	10.7	13.5	10.7	
	↳ Offshore	7.3	6.0	7.9	6.0	7.9	6.5	7.9	6.5	7.9	6.5	7.2	7.3	7.2	7.3	7.2	7.2	
	↳ Onsite	27	25	30	26	34	26	25	25	32	21	32	21	32	21	32	21	
8	Offer Made Lead Time in Days - FTE	27	25	30	26	34	26	25	25	32	21	32	21	32	21	32	21	
	↳ Offshore	30	27	32	29	36	28	28	28	33	25	33	25	33	25	33	25	
	↳ Onsite	17	17	20	17	22	17	15	17	23	10	23	10	23	10	23	10	
9	Offer Made Lead Time in Days - TP	18	17	18	17	21	17	13	17	14	10	14	10	14	10	14	10	
	↳ Offshore	17	15	14	17	18	16	10	15	10	6	10	6	10	6	10	6	
	↳ Onsite	18	16	20	17	23	17	15	16	17	12	17	12	17	12	17	12	

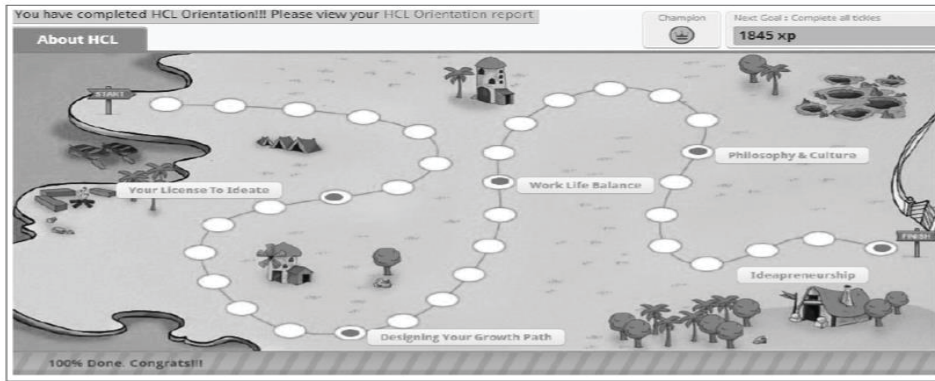
SI No.	Metrics	Actual FY13	FY'14 - Target vs. Actuals										M-O-M Trend					
			Targ et FY14	FY'14 - YTD		Targ et JAS FY14	JAS'13		Targ et OND FY14	OND'13		Targ et JFM FY14	JFM - QTD		Actual Dec'13		Actual Jan'14	
				Count	%		Count	%		Count	%		Count	%	Count	%	Count	%
8	Hiring Lead Time in Days - FTE	45	45	50	45	49	45	42	45	55	42	55	42	55	42	55	42	
	↳ Offshore	47	45	55	46	52	46	51	45	59	52	59	52	59	52	59	52	
	↳ Onsite	37	35	30	36	36	36	21	35	27	17	27	17	27	17	27	17	
9	Hiring Lead Time in Days - TP	25	24	24	24	30	24	20	24	20	20	20	20	20	20	20	20	
	↳ Offshore (BGV Exception)	21	20	21	20	23	20	18	20	18	19	18	19	18	19	18	19	
	↳ Offshore (Complete BGV)	21	20	50	20	50	20	-	20	18	-	18	-	18	-	18	-	
10	Offer Reject	13%	12%	1364	12%	13%	383	10%	13%	595	11%	12%	298	13%	298	15%	298	15%
	↳ Offshore	9%	7%	150	4%	8%	64	4%	8%	72	5%	7%	14	3%	16	4%	14	3%
	↳ Onsite	17%	20%	2,219	16%	18%	1,038	18%	19%	901	17%	20%	273	11%	290	16%	273	11%
11	Source Mix (Offshore + Onsite)	31%	30%	5,044	36%	31%	1,973	34%	30%	1,940	36%	30%	1,067	42%	766	42%	1,067	42%
	↳ Agency	17%	20%	2,219	16%	18%	1,038	18%	19%	901	17%	20%	273	11%	290	16%	273	11%
	↳ Direct	52%	50%	6,776	48%	51%	2,753	48%	51%	2,595	48%	50%	1,209	47%	779	42%	1,209	47%
12	Source Mix - Offshore	33%	33%	4,610	40%	33%	1,808	37%	33%	1,746	39%	33%	995	45%	702	47%	995	45%
	↳ Agency	18%	20%	1,746	15%	19%	836	18%	19%	698	16%	20%	205	9%	225	15%	205	9%
	↳ Direct	49%	47%	5,306	45%	48%	2,207	45%	48%	1,997	45%	47%	1,025	46%	564	38%	1,025	46%
13	Source Mix - Onsite	20%	20%	434	18%	20%	165	18%	20%	194	19%	20%	72	22%	64	19%	72	22%
	↳ Agency	13%	15%	473	20%	14%	202	22%	14%	203	20%	15%	68	21%	65	19%	68	21%
	↳ Direct	68%	65%	1,470	62%	66%	546	60%	66%	598	60%	65%	184	57%	215	63%	184	57%
14	TP Friendly Roles/ Fulfillment	40%	50%	593	60%	43%	291	71%	45%	267	66%	48%	35	22%	97	57%	35	22%
	↳ % Over total TP hiring	94%	96%	391	93%	94%	166	93%	95%	197	91%	96%	28	###	66	93%	85	93%
	↳ % Overtime Fulfillment of CF hires (CSW)	94%	96%	176	80%	125	77%	45	88%	45	88%	6	86%	25	96%	10	86%	
15	Internal ARC vs. Hiring Premium - Offshore CSW	54%	75% below intern al media n	2,909	65%	75% below intern al media n	977	59%	75% below intern al media n	1,320	65%	75% below intern al media n	612	69%	365	66%	612	69%
	↳ Within internal ARC and <10% above ARC	33%	1,071	23%	479	28%	409	20%	409	20%	183	21%	113	21%	183	21%		
	↳ <10-30 % above ARC	14%	586	12%	205	13%	290	14%	290	14%	91	10%	72	13%	91	10%		

Source: Internal documents provided by the company.

Exhibit 11

POFU engagement through gamification portal





				
<p>Your license to ideate</p> <p>This section covers EFCS 2.0, innovation platforms in HCL (HCL MEME - the in-house social networking platform, MAD JAM – Make the Difference Jamboree, ArKMedes - an online knowledge management platform and more)</p>	<p>Designing your growth path</p> <p>This covers the tools that support employee growth—HCL Scholar, Learning and Development, TechCEED and more</p>	<p>ideapreneurship</p> <p>This section covers real-time case studies on the business-driven, customer-focused culture of grass roots innovation</p>	<p>Work life balance</p> <p>Covers initiatives that promote work life balance such as Genie-a concierge service, CSR etc.</p>	<p>Philosophy and culture</p> <p>Provides a deeper insight on the HCL culture, the four tenets of EFCS etc.</p>



Source: Internal documents provided by the company.

Exhibit 12

Post-gamification analytics

	<p>IN FIRST THREE MONTHS of the roll out more than</p>		<p>of the candidates actively played the game and joined the organization</p>
<p>62% candidates played the game and have also joined HCL</p>	<p>The probability of a candidate DROPPING OUT after PLAYING THE GAME is 1.26% as compared to</p>		<p>10.62% candidates who DIDN'T PLAY the game</p>
	<p>The renege ratio dropped from 30% To 24%</p>		

Source: Internal documents provided by the company.

Exhibit 13

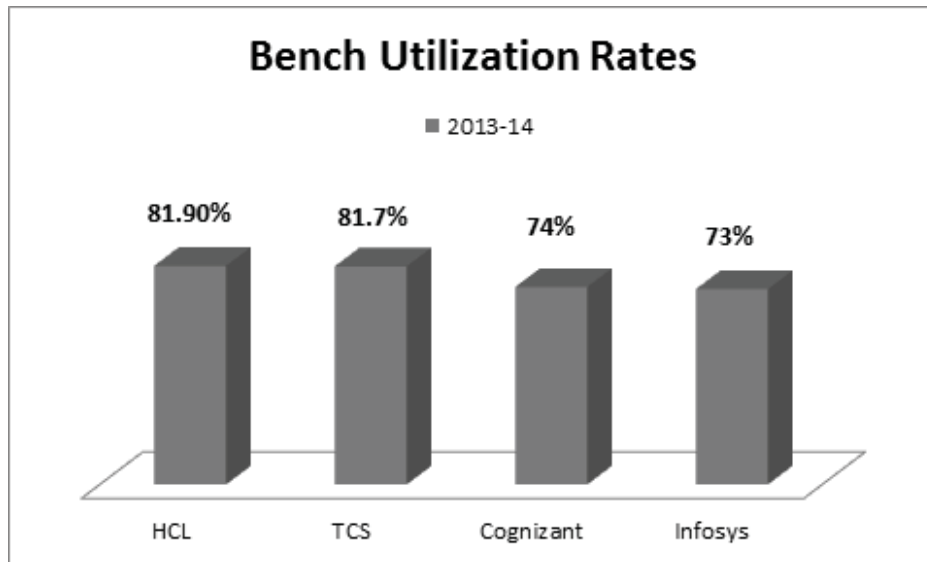
Post-gamification analytics



Source: Internal documents provided by the company.

Exhibit 14

Industry bench utilization rates – 2013³⁴



³⁴ Source: <http://archive.indianexpress.com/news/hcl-beats-peers-in-utilisation-rate-of-employees/1062671/> and <http://forbesindia.com/printcontent/34867> last viewed on April 17, 2014