

HCL TECHNOLOGIES: Leveraging Technology for Talent Acquisition Transformation

Varre Appa Rao had worked for fourteen years in multiple roles with HCL Technologies, steadily working his way up through the ranks before taking up the responsibility of Chief Human Resource Officer (CHRO) in 2017. Sitting in his office on a cold November evening, he met with two of his core team leaders in HR – Vice President Antaryami Patra and Deputy General Manager Vikas Singh Baghel – to discuss a new talent acquisition strategy given the aggressive revenue growth target and expansion plans for FY 2018. The existing talent acquisition system was not capable of meeting the increased demand for talent. Rao was convinced that the objective of volume hiring could not be achieved without introducing innovation in hiring methodology. As a technology service provider, HCL had to leverage technology strategically to reengineer the current talent acquisition system. Rao was aware that most technology adoptions failed as they fell short of addressing all relevant parameters. The choice of technology tools was critical to achieve the objective of making "Hiring Easy" by enhancing the experience, efficiency, and impact for all three stakeholders, namely the recruiter¹, the hiring manager, and the candidate. Since the new recruitment process had to be developed based on existing recruitment data, Rao wanted the HR leaders to identify the right metrics that would accurately map recruiter productivity and achieve high volume recruitment objectives without compromising on the quality of hire.

ABOUT HCL TECHNOLOGIES – NEW GROWTH STRATEGY

HCL Technologies started in 1976 as one of the Information Technology (IT) start-ups in India. The organization specialized in empowering enterprises to transform their businesses with next-generation solutions. The organization offered its products and services under three different business units: a) IT and Business Services (ITBS) offered application, infrastructure, and digital process operations, b) Engineering and R&D Services (ERS) provided engineering solutions for product development and platform engineering, and c) Products & Platforms (P&P) provided cutting edge customized software solutions to global clients.

In 2017, the Indian IT industry faced three significant disruptions – automation, cloud, and digitalization. HCL responded to these challenges by formulating a new business strategy called Mode 1-2-3 to reimagine and rewrite business goals. Rao summarized the strategy envisioned by the Chief Executive Officer (CEO) as:

¹ Recruiter is an employee in HR department who is responsible for filling up the open positions in the organization.

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