

Recruite*X*

HALF-YEARLY REPORT-II 2015



HIRING

TRENDS & PROJECTIONS

2015

SPECIAL FOCUS: NEW-AGE RECRUITMENT TOOLS

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FOREWORD

TIMESJOBS.COM is glad to present the eighth edition of RecruiteX — its half-yearly recruitment report. The report offers comparative analysis of the hiring scenario in Jan-Jun 2015 across sectors, functions, specialisations and locations. The data findings have been authenticated by industry experts, who have also shared valuable inputs and provided outlook of recruitment trends about their industries. In the last six months, RecruiteX has shown a slow growth in demand, suggesting cautious hiring momentum. Even as the job market remains subdued, demand for experienced professionals with niche skills saw a rise. Change management, risk management, controls and compliance expertise are some key areas that will be sought at middle and senior level across sectors in the coming months. Among key sectors, growth is expected to pick up in the IT/telecom, manufacturing, BFSI and retail. These will be the key employment generators in 2015. E-commerce and tech startups too will continue to create more jobs. Consequently, demand for tech professionals and engineering specialisation will also grow. Besides talent demand-supply analysis, the report also offers recruitment-related insights through infographics. With the hope of a promising recruitment year ahead, we wish to express our gratitude to all our experts and readers. Without their contribution and support, this initiative would not have been possible. We also look forward to your feedback on the latest edition.

TimesJobs.com Editorial



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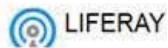


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SPECIAL FOCUS

FINDING TALENT: NEW AGE, NEW WAYS

How companies are employing new-age recruitment tools to hire quality candidates



STAFFING

Full Time Recruitment
Contract Staffing



BIGDATA

Data has become unmanageable with the exponential growth and hence can be managed using BigData



LIFERAY

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EXECUTIVE SUMMARY

JOB sentiments during the Jan-Jun 2015 period were guarded. The excitement created by initiatives such as 'Make in India' and 'Smart Cities' projects had resulted in improved industry sentiments in 2014. So in the first half of 2015, companies were seen building process and consolidating resources to address future business needs likely to arise when work on the aforementioned projects would start rolling out.

Similar to the trend in Jul-Dec 2014, among the top 10 industries, IT/telecom topped the recruitment charts during the Jan-Jun 2015 period. The impact of the 'Make in India' campaign seemed to level-out as hiring activity in the core manufacturing and related sectors such as automobile, healthcare and consumer durables/FMCG alleviated.

Andhra Pradesh, Punjab, Odisha, Madhya Pradesh, Uttar Pradesh, West Bengal, Kerala and some North-Eastern states have emerged as the new avenues of growth. Among metros, Bengaluru and Delhi NCR were the highest gainers in terms of share of jobs. Maharashtra (except Mumbai & Pune) showed strong hiring sentiments during Jan-Jun 2015.

Among functional areas, demand shifted focus from support roles to core profiles during Jan-Jun 2015, though sales & marketing professionals continue to see high demand. Within sales, corporate and channel sales were the key hiring focus.

With large-scale expansions and launch of new businesses, especially in IT and e-commerce, organisations were strengthening core tech and engineering competencies, largely at the middle and top level.

In the technology and engineering domain, demand was mostly for product, design & development and quality engineers.

A new trend emerged as embedded technology specialists made entry into the top ten sought-after job roles at junior level in the IT sector. This was due to tech solution providers' fresh focus on building Internet of Things (IoT)-based products and solutions.

Quality assurance and control, which was a sought-after function during Jul-Dec 2014, witnessed a drop in demand in Jan-Jun 2015 in most key sectors, except healthcare.

The BFSI industry saw increased demand for professionals with online, digital marketing skills and strategic abilities to develop innovative sales models, especially in insurance.

Middle and senior-level professionals dominated the hiring trend across industries in Jan-Jun 2015. Experienced professional with 4-15 years were mostly in demand during the period, showed TimesJobs.com Recruitex data.

Similar to the Jul-Dec 2014 period, demand for entry-level talent is likely to be robust in emerging new job hubs while demand for middle and senior-level professionals will get a push from metros and established industry hubs.

On the recruitment side, organisations are acknowledging the positive impact of a good employer branding strategy, talent networking, gamification and social media.

The second half of 2015 is going to see a big shift toward closing the gap that exists between active and passive candidates, said experts in Jan-Jun 2015 TimesJobs.com half-yearly Recruitex report.

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Hon'ble President of India, Shri Pranab Mukherjee conferring LPU's first Doctor of Letters (D.Litt) Honoris Causa degree on His Excellency **Shri Hamid Karzai**, President of the Islamic Republic of Afghanistan at 3rd Convocation at LPU Campus, Punjab.



The Chancellor and the Vice Chancellor of LPU with the 42nd President of the United States of America, **Mr. William Jefferson "Bill" Clinton**.

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Diverse Student Community-Students coming from varied backgrounds from across all 29 states of India and 28 countries, enabling each other to learn in a multi-cultural environment.

Ranked High by Top Magazines, Newspaper & TV Channels & Industrial Associations- LPU has been rated as one of the pioneering university in various areas like placements, quality education, industry interface, infrastructure, international relations etc.

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PROGRAMMES

• Engineering • Computer Applications • Management • Economics • Law • Hotel Management & Tourism • Biotechnology • Pharmaceutical Sciences • Paramedical Sciences • Physiotherapy • Food Technology • Microbiology • Biochemistry • Architecture • Planning • Interior & Furniture Design • Product & Industrial Design • Agriculture • Nutrition and Dietetics • Botany • Zoology • Chemistry • Physics • Mathematics • Commerce • Home Science • Fashion Design • Multimedia & Animation • Journalism & Film Production • Fine Arts • Performing Arts • Pharmaceutical Sciences • Ayurvedic Pharmaceutical Science • Political Science • Geography • History • Psychology • Sociology • Library Science • Arts (Humanities) • English & Foreign Languages • Indian Languages • Education • Physical Education



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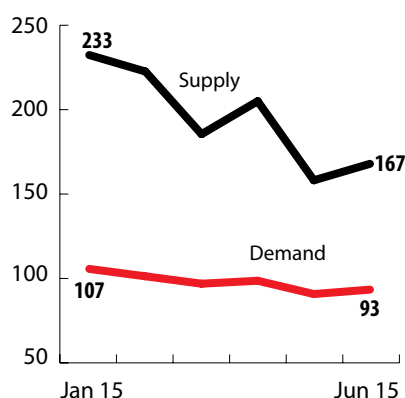
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Industry seeks skilled technology specialists over generalists

THE landscape of the Indian IT/telecom industry is changing with the emerging crop of tech/internet startups. It is not just giants who rule the roost but also young tech startups that are entering domestic and international markets with innovative products and solutions. The competitive landscape where going to the market with an idea first could make all the difference necessitated the industry to look for skilled software engineers and application programmers across all levels during Jan-Jun 2015. At the senior level, most jobs were for project managers who could drive such critical projects for the business. Apart from this, the industry was seeking tech specialists in graphic designing, animation, web designing and quality assurance. All these roles play a critical role in building tech solutions, testing them and rolling them out in the target market. Among non-tech profiles, though the industry was primarily looking out for sales/business development and marketing roles, the demand was not as high as it was in Jul-Dec 2014.

Demand and supply index



KEY TAKEAWAYS

- At the junior and middle levels, tech jobs accounted for 71% of the total job share
- Software engineers and application programmers were the most sought-after tech roles
- For the first time, the industry voiced a strong demand for embedded technology specialists at entry level
- Demand for experienced project managers at senior level would continue to pick up
- Delhi NCR, Bengaluru and Mumbai emerged as top three job hubs for all levels



“At junior level, there is pressure on the supply side with not enough innovation. Most languages will continue to be in demand. However, people who know how to convert these into solutions will take the lead.”

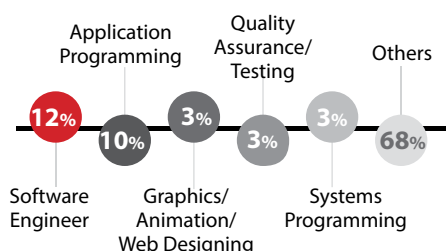
Gerald Menezes,
Regional Senior Director-HR, Juniper Networks

[IT/TELECOM]

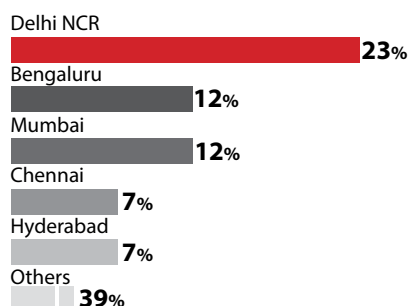
JUNIOR LEVEL

IN Jan-Jun 2015, 71 per cent of jobs IT/telecom industry posted for junior level were for techies. Like in Jul-Dec 2014, software engineers and application programmers were most in-demand roles. But a new trend was the emergence of embedded technology specialists as one of the top ten sought-after job roles. This is accounted to tech solution providers now strongly focusing on building Internet of Things (IoT)-based products and solutions. Demand for quality assurance/testing role (which was the second-most sought-after role in Jul-Dec 2014) went down in Jan-Jun 2015. Like in Jul-Dec 2014, sales/business development roles claimed the second-highest job share this time too. Among all locations, Delhi NCR had maximum jobs for junior role. Among tier II cities, Pune posted most number of jobs.

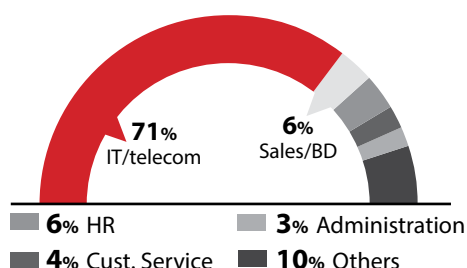
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas



■ AREA OF SPECIALISATION

Managers and programmers in demand

- Software engineer role had maximum jobs, saw 2% rise in demand
- Among top ten roles, demand for customer support rose the most (16%)
- Demand for quality assurance/testing fell by 1%; had risen 5% in Jul-Dec 2014
- Embedded tech specialists one of top ten roles; demand up 7%
- Demand grew for graphic designing, animation, web designing profiles by 3%

■ TOP LOCATIONS

Delhi NCR top job hub

- India's Silicon Valley Bengaluru reported 5% demand dip
- Despite maximum share, demand in Delhi NCR grew only 1%
- Among top ten locations, West Bengal saw maximum growth of 10%
- Among metros, Chennai reported maximum growth (8%)
- Pune emerged as tier II city with maximum (7%) job share

■ FUNCTIONAL AREA

Maximum jobs for techies

- Tech roles took maximum (71%) job share; demand up by 1%
- Sales/business development saw 2% spike in demand
- Marketing saw revival in demand (3%); had dipped 5% in Jul-Dec 2014
- Despite 4% job share, demand for customer service fell 5%
- Demand fell 16% for business management; was up by 21% in Jul-Dec 2014

[IT/TELECOM]

MIDDLE LEVEL

IN Jul-Dec 2014, only 30 per cent of middle-level jobs in IT/telecom industry were for tech roles. In Jan-Jun 2015, tech roles claimed whopping 71 per cent share of the job pie. Hottest tech roles at middle level were software engineers, app programmers and quality assurance/testing specialists. Last year, project manager was the most in-demand role. But in Jan-Jun 2015, this role couldn't gain a spot even in the top ten roles.

Growing demand for graphic designing/web designing roles reported at junior level in Jan-Jun 2015 was also seen at the middle level. Sales/business development and marketing roles claimed 12 per cent of total jobs. Delhi-NCR, Bengaluru, Mumbai and Pune emerged as major job hubs, accounting for 64 per cent of total jobs.



“At middle level, it is essential to have home-grown talent who are not just technically sound but also demonstrate leadership capabilities. Some skills are critical thinking and high levels of execution.”

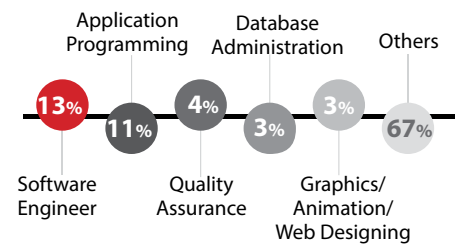
Vinok Sequeira,
GVP-Human Resource, JDA Software

AREA OF SPECIALISATION

Slump in demand for sales and marketing roles

- Software engineers had maximum (13%) job share; demand rose 2%
- Application programmers took second-highest share (11%); clocked 3% rise
- Project managers took 2% job share; had maximum (6%) share in Jul-Dec 2014
- Database admin, graphic/web designing saw maximum rise in demand (5%)
- Networking planning jobs grew marginally (1%); had risen 30% in Jul-Dec 2014

Share of jobs in area of specialisation

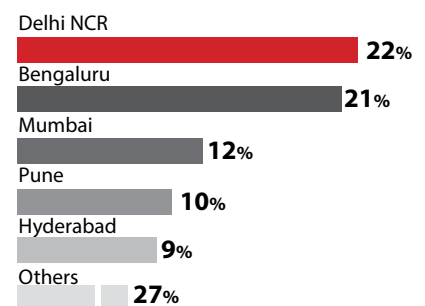


TOP LOCATIONS

Maximum jobs in Delhi NCR and Bengaluru

- Like in Jul-Dec 2014, maximum job share in Delhi NCR; demand up 5%
- Bengaluru's job share 21%; demand rose by 2%
- Tamil Nadu had 1% job share; was 14% in Jul-Dec 2014
- Tier II city Pune in top five locations, saw 4% rise in demand
- 1% dip in demand in Hyderabad; spike was 30% in Jul-Dec 2014

Share of jobs in top locations

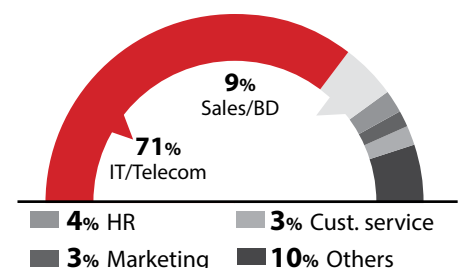


FUNCTIONAL AREA

Software engineers in demand

- Tech roles took maximum job share but their demand rose only 1%
- Demand for sales roles rose only 2%; was up by 17% in Jul-Dec 2014
- Engineering roles saw 7% demand dip; job share was 2%
- Among top ten roles, HR clocked maximum rise in demand (4%)
- Demand for marketing roles rose 1%; had clocked 30% rise in Jul-Dec 2014

Share of jobs in top functional areas





“Companies are focused on top talent for high productivity. Ability to look at bigger picture with in-depth domain knowledge is the ideal talent combination. Sense of accountability and ownership are required skills.”

Manish Garg,
VP & Head of India operations, hCentive

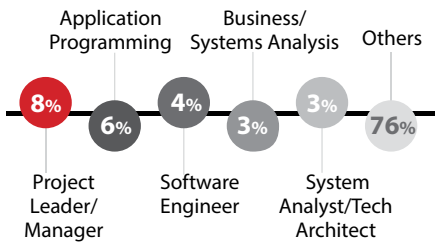
[IT/TELECOM]

SENIOR LEVEL

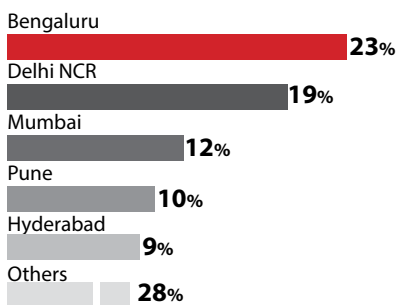
LIKE in Jul-Dec 2014, maximum jobs at senior level in Jan-Jun 2015 were for tech profiles followed by sales/business development profiles. Role that was most in demand was that of project manager, a trend similar to Jul-Dec 2014. Other hot roles were application programmer, software engineer, business/system analyst and corporate and channel sales.

This is in contrast to Jul-Dec 2014 when recruitment, ERP/CRM, performance management and employee relations were the key roles in demand. Bengaluru emerged as the location with maximum demand for senior roles in the IT/telecom industry, followed by Delhi NCR. International locations, which accounted for 62 per cent jobs in Jul-Dec 2014, claimed only 1 per cent job share in the Jan-Jun 2015 period.

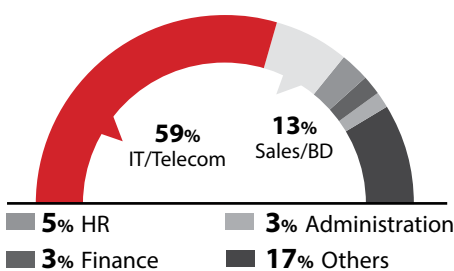
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas



■ **AREA OF SPECIALISATION**

Techies and marketers in demand

- Like Jan-Jun 2014, project manager profile had maximum (8%) job share
- Demand for application programmers' grew by 3%, software engineers by 4%
- Among top ten roles, quality assurance and testing saw maximum rise (10%)
- Channel sales, in-demand role in Jul-Dec 2014, saw 6% dip
- Despite 3% job share, demand for business/system analysts dipped 2%

■ **TOP LOCATIONS**

Demand high in metros

- Similar to Jul-Dec 2014, maximum jobs were in Bengaluru; demand rose by 6%
- Delhi had second-highest job share but rise in demand was minuscule
- Mumbai had 12% of job posting but demand rose just by 1%
- In top five locations, Pune saw maximum (9%) rise in demand
- International locations had 6% job share; figure was 62% in Jul-Dec 2014

■ **FUNCTIONAL AREA**

Opportunity for project managers

- Tech roles took maximum job share (59%); rise in demand miniscule
- Demand for sales/business development roles fell 3% unlike in Jul-Dec 2014
- Among top five roles, only HR saw positive rise in demand (1%)
- Customer service roles saw 8% demand dip; demand grew 30% in Jul-Dec 2014
- Marketing claimed 2% job share; reported 3% rise in demand

[IT/TELECOM]

INTERVIEW:

Dr Kiranmai Dutt Pendyala

Corporate VP-Human Resources,
AMD Greater Asia



Technology product companies to lead compensation in IT

Recruitment game-changers of 2015-16

- Leveraging social media and video interviews will be the new buzzwords in the coming time, saving time, effort and cost for recruiters in the high-technology space, given hiring attracts the millennial workforce
- Skype is being adopted more widely by recruiters across the high-technology industry. This is helping companies save travel dollars, while it helps face-to-face connect of the hiring manager and panel experts and the interviewee at their convenient location and time

Role of technology in HR, especially in recruitment

- It is technology and technology all the way, starting with the sourcing tools, social media, networking or collaborative tools within the organisation for employee referrals, bulletin boards and chat room conversations
- Companies are validating the data and testimonials of senior-level hires through profiles on social channels, digital CVs and behavioural interviews using technology tools remotely

In-demand skills

- **Junior level:**
 - Hardware/ Design Engineers
 - Software Engineers
 - Quality Testing engineers
- **Middle level:**
 - Engineers in Field Application, Physical

- Design, Layout, Circuit Design, RTL and Heterogeneous System Design
- Program Managers
- Audio/ Video Tools Testing
- Performance Modelling
- Visual and Perceptual Computing

■ **Senior level:**

- Architects
- Principal Member Technical Staff
- System on Chip Design Architects
- Low Power Client Design Architects
- Server SOC Architects

Compensation trends in 2015-16

- High technology product industry continues to be the leader in the landscape

//

Junior-level salary increases will be in double digits, middle-level will be around 5-7% and senior-level will see 3-5% hike. However, variable components and performance and sign-on bonus will continue to attract niche talent.

//

on compensation, and total award value offered to the employees vis-a-vis IT services and other industry verticals

- The junior-level salary increases will be in double digits; middle-level will be around 5-7 per cent and senior-level will witness 3-5 per cent hikes.
- Variable components, the performance bonus and the sign-on bonus elements continue to be attractive to get the niche skill talent on board

Emerging skill sets

- Intellectual capital and knowledge being at the heart of the innovation taking place in the high-technology industry, boundaries are being pushed seamlessly with next generation chips. Immersive computing experience is also gaining ground
- The days of virtual reality and augmented reality are round the corner
- Given the daunting possibility of automotive technology revolution of driver-less cars, computing power, performance modelling, benchmarking, testing, debugging new operating systems, new platforms, instinctive computing and heterogeneous system architecture will continue to be on the upswing, as intellectual property rules the roost

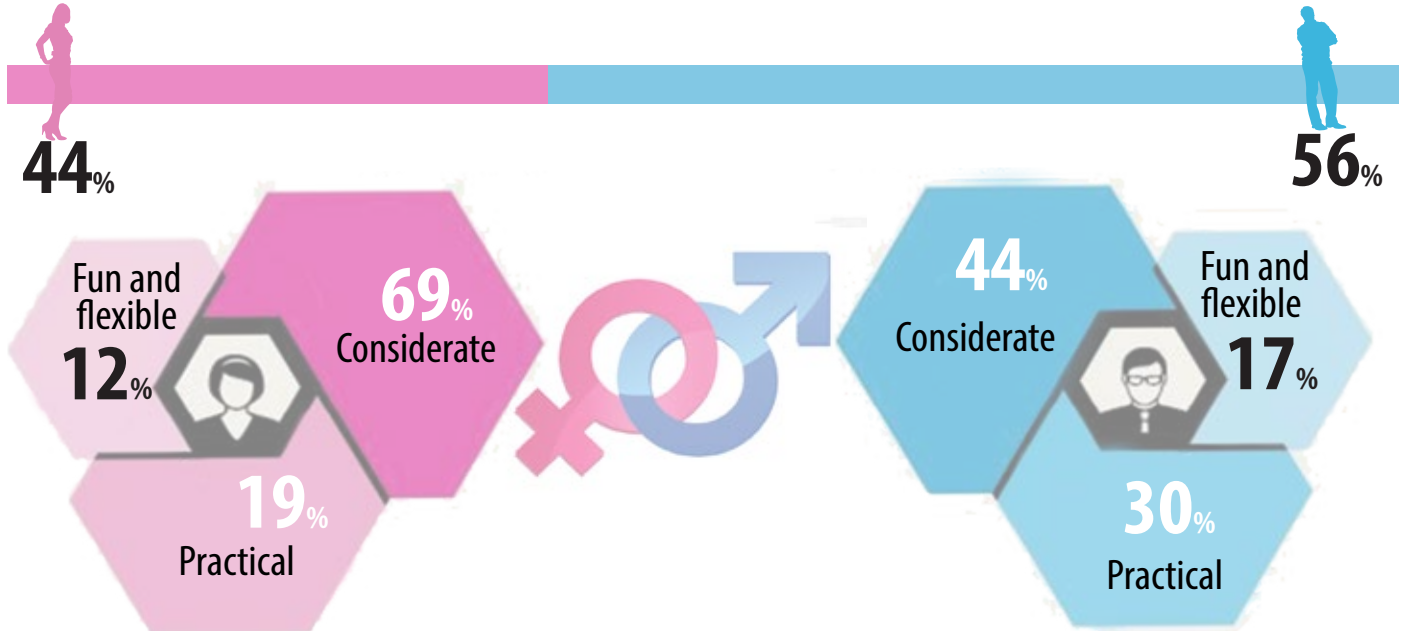
Salary meter (average range)

- Junior: Rs 6-15 lakh per annum
- Middle: Rs 18-50 lakh per annum
- Senior: Rs 60 lakh-1.3 crore per annum

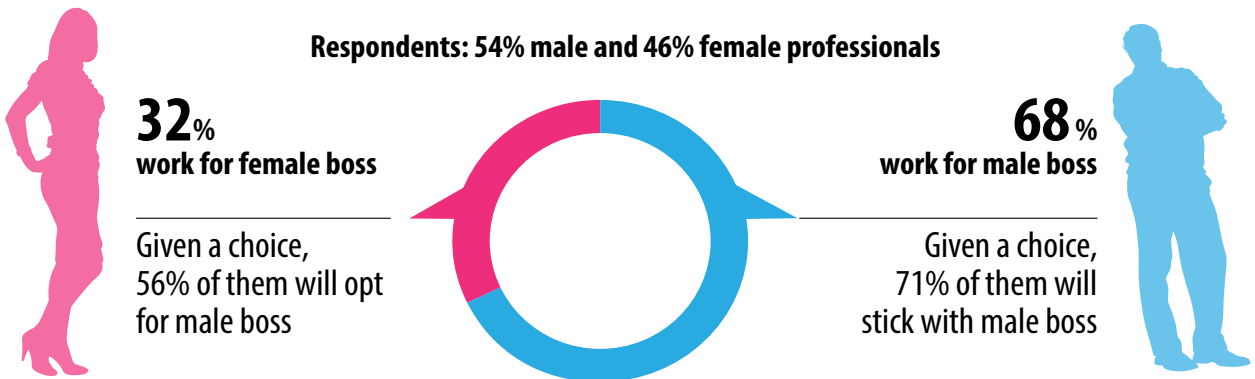
FEMALE OR MALE BOSS?

India Inc casts its vote

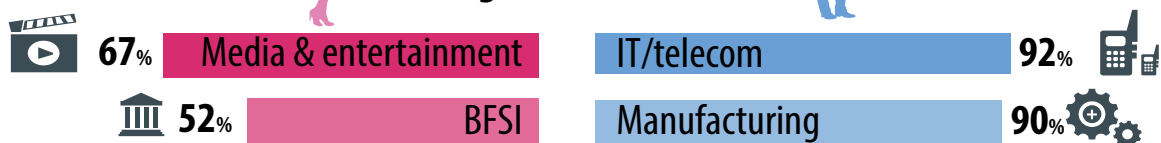
In a TimesJobs survey, employees showed greater preference for male bosses. But two key sectors — media & entertainment and BFSI — bucked the trend with increased acceptance for female bosses.



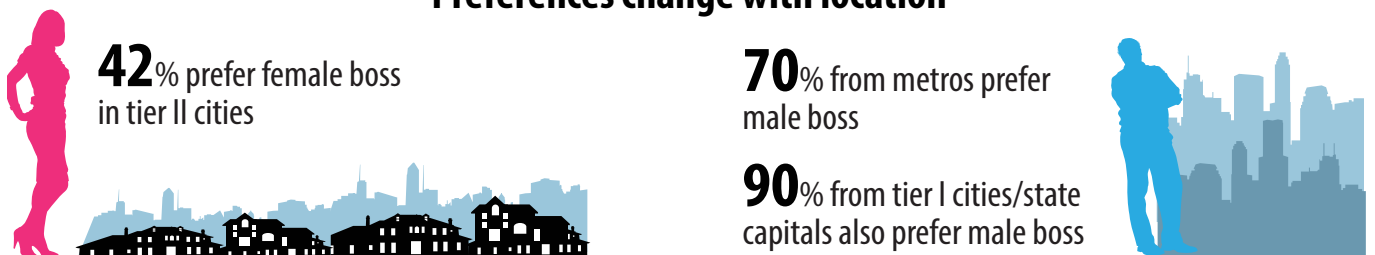
Respondents: 54% male and 46% female professionals



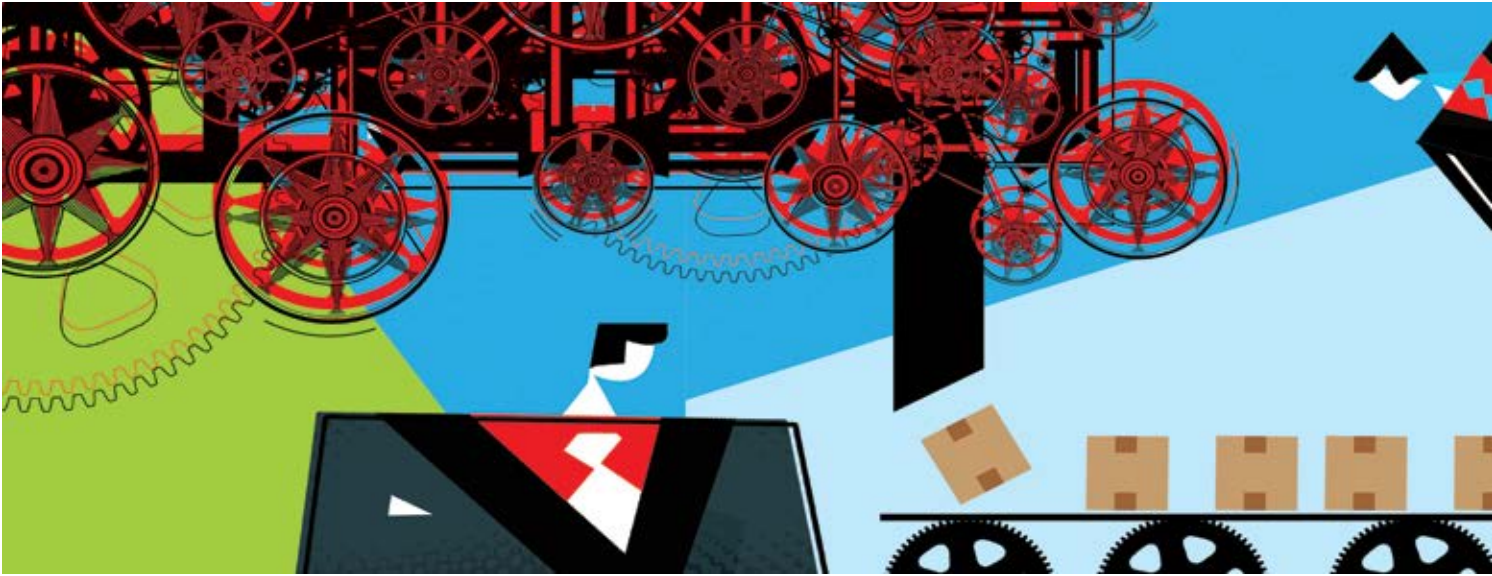
Acceptance for female bosses grows in two sectors



Preferences change with location



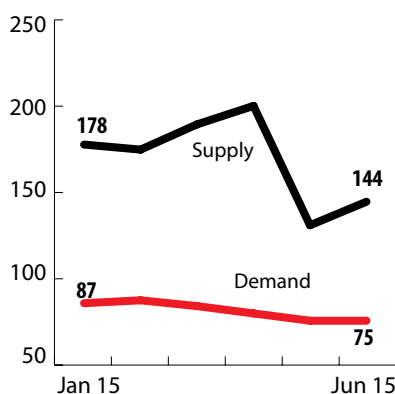
MANUFACTURING & ENGINEERING



Relying on inventiveness and tech skills to make a global mark

WITH the Make in India initiative, India has set an ambitious target of increasing the share of manufacturing output in the gross domestic product (GDP) to 25 per cent from the current 16 per cent by 2025. A report by McKinsey and Company highlight that India’s manufacturing sector could touch \$1 trillion by 2025. The sector, according to RecruiteX, witnessed an average 5 per cent increase in talent demand between January and February 2015 but witnessed slow hiring momentum thereafter. However, industry experts and various studies say manufacturing has the potential create up to 90 million domestic jobs by 2025. According to National Skill Development Corporation (NSDC), the country’s manufacturing sector will need a skilled workforce of nearly 97 million by 2022. Most of the demand will be for engineers across major specialisations, industry experts told TimesJobs.com. Techno-commercial professionals — engineering graduates with a strong flair for sales and marketing will continue to see increased demand in 2015, as was the case in Jul-Dec 2014.

Demand and supply index



KEY TAKEAWAYS

- Engineering specialisations ruled demand across experience categories in Jan-Jun 2015
- Talent demand was up in tier II and III locations but majority of the jobs remained in the metros
- Entry and middle level likely to see increased demand for mechanical and civil engineers
- Software engineers are most sought-after at senior level in manufacturing sector
- Companies will seek market intelligence and data analytics skills to stay competitive



“ With the ‘Make in India’ campaign, resources who can create or quickly acquire technical competence will be sought-after. Demand will be high for skilled resource in engineering as well as new product development. ”

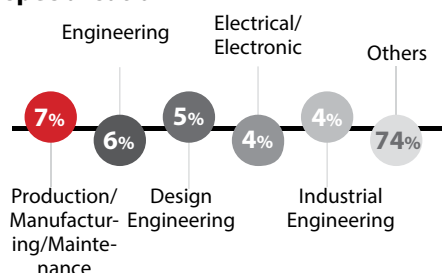
Jayant Kumar,
Head-HR, The Hindusthan Group

[MANUFACTURING & ENGINEERING]

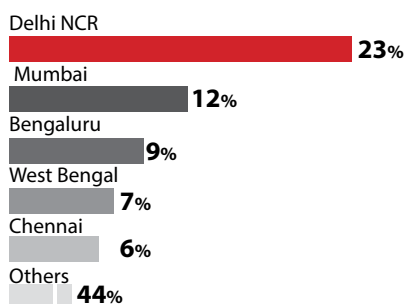
JUNIOR LEVEL

UNLIKE the trend in Jul-Dec 2014 when the industry was seeking logistics and export/import professionals, Jan-Jun 2015 saw increased demand for core engineering roles. Engineering specialisations in IT, civil and design were most sought-after. Talent demand in Ahmedabad peaked in February 2015 and between Jan-Jun 2015, the city registered a double-digit growth in talent demand. Consequently, the city emerged as the top hiring location for junior-level candidates in Jan-Jun 2015 surpassing Mumbai which was on top in Jul-Dec 2014. Experts expect demand for supply chain professionals to go up at the junior level in the coming months. Increased focus on non-price value for customers is pushing up the demand for supply chain management professionals in the manufacturing sector.

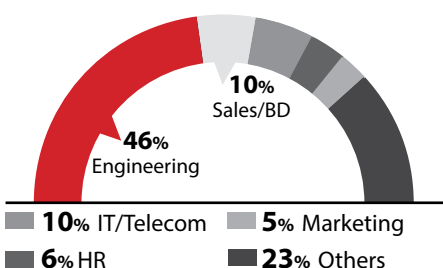
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas



■ AREA OF SPECIALISATION

Specialisation in engineering sought

- Engineering specialisations accounted for 18% of the total job share
- IT engineers topped demand jump (19%); industrial engineers saw 17% rise
- Plant maintenance specialists saw highest rise in demand (over 30%)
- Design engineers' job share rose to 5%; demand up by 13%
- Civil engineers reported 13% rise in demand but job share negligible

■ TOP LOCATIONS

Maximum hiring in Ahmedabad

- Metros accounted for nearly 50% of the total job share at junior level
- Demand fell (5%) in Delhi NCR, Bengaluru despite claiming major job share
- Among top ten, Ahmedabad saw maximum (12%) rise in demand
- Gujarat (except Ahmedabad and Vadodara) topped hiring (14%)
- Pune matched Chennai in demand growth (9%) and job share (6%)

■ FUNCTIONAL AREA

Demand up for engineers

- Engineers clocked 10% rise in demand with highest (46%) job postings
- Demand for logistics experts rose by 4%, were most sought in Jul-Dec 2014
- Despite 10% job share, demand for sales profile dropped (2%)
- IT/telecom profile took 10% job share but saw no growth in demand
- Demand for marketing/advertising professionals registered 3% fall

[MANUFACTURING & ENGINEERING]

MIDDLE LEVEL

DEMAND rose for civil engineers at the middle level in the manufacturing sector during Jan-Jun 2015. Quality assurance skills, which were sought-after in Jul-Dec 2014, witnessed noticeable drop in demand in Jan-Jun 2015. Similar to the trend in Jul-Dec 2014, while engineers retained a significant share of jobs at the middle level, their demand fell. Metropolitan cities claimed maximum job share but registered sluggish hiring activity for middle-level professionals in the manufacturing sector during Jan-Jun 2015.

Demand is expected to grow for R&D and technology professionals to evolve existing products and create new products to provide a global competitive edge to companies in the country's manufacturing sector.



“Demand for professionals who can create energy and operationally efficient products as per consumer needs will rise. To evolve existing products, candidates well-versed in new technologies will also continue to be in demand.”

Ved Prakash Mahendru,
Chairman & MD, Eon Electric India

■ AREA OF SPECIALISATION
Civil engineers in demand

- Production/manufacturing had maximum share but demand fell by 3%
- Civil engineers sought-after, saw 3% rise in demand in Jan-Jun 2015
- Design engineers saw 7% fall in demand at the middle level
- Demand for electrical/electronic engineers continued to drop (4%)
- Quality assurance fell 3%; was most sought-after in Jul-Dec 2014

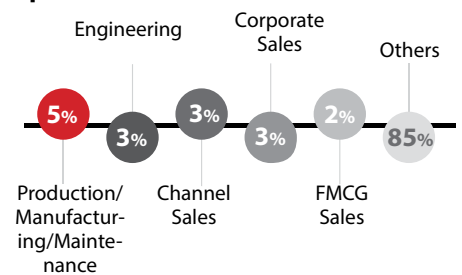
■ TOP LOCATIONS
Most jobs in metros

- While metros accounted for most (50%) jobs, demand fell by nearly 3%
- Despite highest (18%) job share, Delhi NCR noted 1% fall in demand
- Among states, West Bengal reported a 3% rise in demand
- Maharashtra continued to report drop (5%) in talent demand
- Among tier II cities, Chandigarh marked a 4% rise in demand

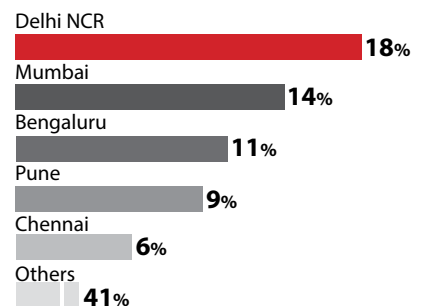
■ FUNCTIONAL AREA
Maximum jobs for engineers

- Engineers with maximum job share (33%) noted 4% fall in demand
- Logistics, a preferred profile in Jul-Dec 2014, saw 3% fall in demand
- Sales/business development clocked 19% job share; demand was stable
- With 8% job share, demand for IT/telecom professionals dropped (1%)
- Marketing/advertising saw 2% demand dip; rose by 16% in Jul-Dec 2014

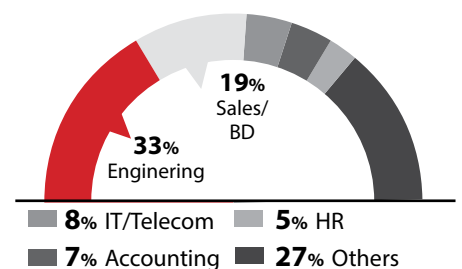
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas





“With the increasing dynamism and use of different technology platforms, digital skills, ability to manage ambiguity work across remote locations, integrated solution selling approach are gaining importance.”

Rachna Mukherjee,
Chief HR Officer, Schneider Electric India

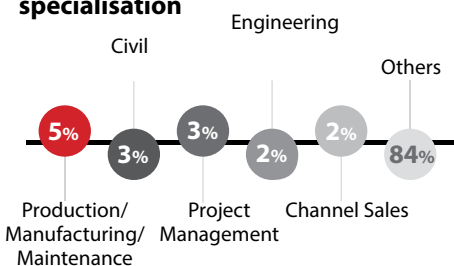
[MANUFACTURING & ENGINEERING]

SENIOR LEVEL

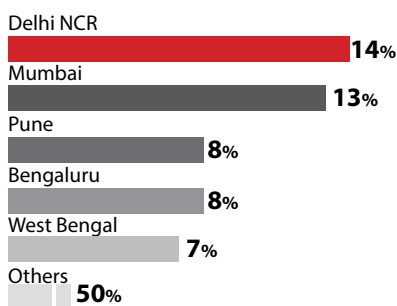
THE share of jobs at senior level in the manufacturing sector increased to 22 per cent in Jan-Jun 2015 from 18 per cent in Jul-Dec 2014. Despite the rise in job share, demand for senior professionals was sluggish. Unlike Jul-Dec 2014 where demand soared for sales/business development professionals by over 30 per cent, the profile reported a drop in Jan-Jun 2015.

However, specialisation in channel sales saw a decent rise in demand. Small cities kept up the hiring momentum even as major job hubs reported restrained hiring. Ahmedabad and Chandigarh were the leaders among emerging job hubs. Chennai, the biggest employment generator in Jul-Dec 2014, saw a sharp fall in talent demand for the senior level in Jan-Jun 2015.

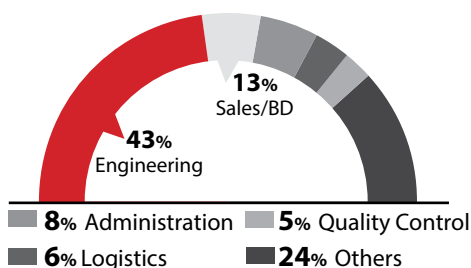
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas



■ AREA OF SPECIALISATION

Skills in channel sales required

- Production/manufacturing/ maintenance had most jobs but demand fell 3%
- With 2% jobs share, channel sales professionals saw 1% rise in demand
- Project management specialists reported 6% fall in demand
- Civil engineers at senior level reported 6% drop in demand
- Supply chain saw 3% drop in demand, reported 9% rise in Jul-Dec 2014

■ TOP LOCATIONS

Small cities demand experienced professionals

- Despite claiming over 40% job share, no metro reported rise in demand
- Chennai marked a steep fall (7%) in demand; was top job hub in Jul-Dec 2014
- Among tier II cities, Ahmedabad saw 4% rise in demand, Chandigarh 2%
- West Bengal was the only state to show increase in demand (4%)
- Despite 11% job share, demand was stable in international locations

■ FUNCTIONAL AREA

Core profiles lead job share

- Engineers clocked maximum (43%) job share but demand fell by 5%
- Demand for IT/telecom professionals dipped by 4% in Jan-Jun 2015
- Sales/business development had second-highest job share; demand fell by 1%
- Accounting & finance with 8% job share noted 2% drop in demand
- Demand for logistics professionals fell by 2%; was up 12% in Jul-Dec 2014

[MANUFACTURING & ENGINEERING]

INTERVIEW:

R Nanda

Head-Human Resources,
Tata Chemicals Limited



Technical experts with automation skills will be in demand

Recruitment game-changers of 2015-16

- Technology, internal talent mobility, short-term and part-time assignments and flexible relocation policies addressing individual needs will be biggest game-changers in recruitment
- Promoting diversity in the organisation will always foster greater creativity and innovation than a homogenous group and give a competitive advantage. It also enables organisation to access wider talent pools, wider thinking and adopt an inclusive approach
- Our focus is on increasing the number of women employees in the organisation — both in traditional and non-traditional areas. To promote women talent in the manufacturing industry, we are focussing on entry-level talent intake — GET/MT. We have many women working in the shop floors at our manufacturing units. To support these efforts, we conduct extensive awareness sessions to sensitise men employees on how to create a more inclusive workplace

Role of technology in HR, especially in recruitment

- Technology can play a vital role, especially in forecasting exact requirement of functions that have maximum attrition or are available at a premium
- Technology will enable candidates and companies to discover and interact with each other in more ways than one

- Candidates will rely more on informal feedback accessed through social media to decide upon accepting the offer
- Likewise, companies will also leverage social media inputs to decide on the culture and team fit of the candidate before making an offer
- With availability of better handheld devices offering video capability and enhanced mobile connectivity, chances are that most of the interviews may happen “on the move”

In-demand skills

- With growing emphasis on the manufacturing sector, technical personnel will be in demand – specifically with

As processes get more mechanised and automated, the focus in manufacturing industry will shift from doing to managing. Hence skills in handling automated production and operation processes are going to emerge as key focus areas.

skills in managing highly automated and gen-next technologies in production and operations.

- Also, with the changes in governance standards, support functions such as finance, secretarial and corporate social responsibility are also going to witness higher demand
- More companies are likely to outsource routine transactional processes to specialised agencies there by only hiring specialists with core skills within the company

Compensation trends in 2015-16

The salary increments in the manufacturing sector are likely to be indexed at an average of about 2-3 per cent higher than the inflation rate across experience levels

Emerging skill sets

- As processes get more mechanised and automated, the focus in the manufacturing and engineering industry will shift from doing to managing. Hence, skills in handling automated production and operation processes are going to emerge as the key focus areas during hiring in 2015-16

Salary meter (average range)

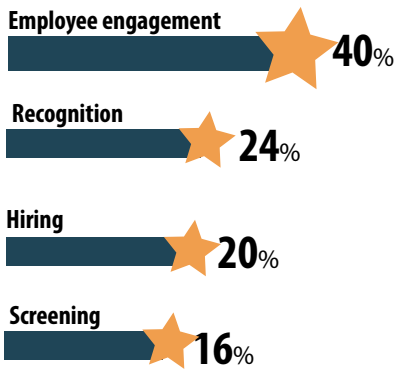
- Junior: Rs 5-12 lakh per annum
- Middle: Rs 20-35 lakh per annum
- Senior: Rs 40-70 lakh per annum

GAME ON!

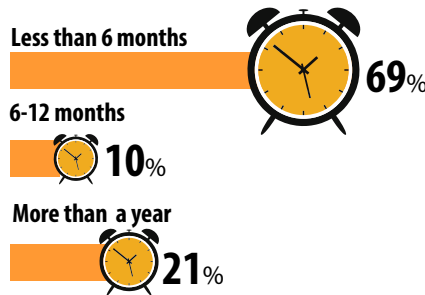
Why companies feel gamification is great

According to a TimesJobs survey, more than 60 per cent of organisations are using gamification practices and of these, 80 per cent acknowledge its benefits in various organisational aspects.

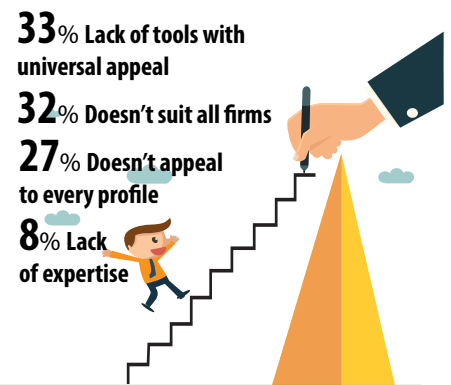
What do you use gamification for?



How long have you been using gamification?

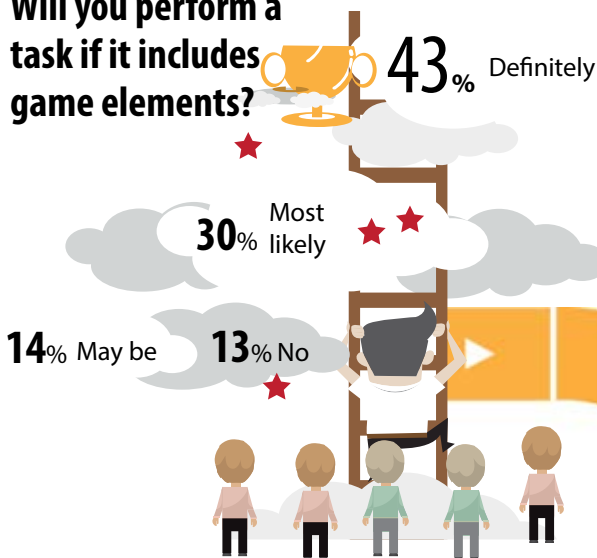


What are the challenges in implementing gamification?

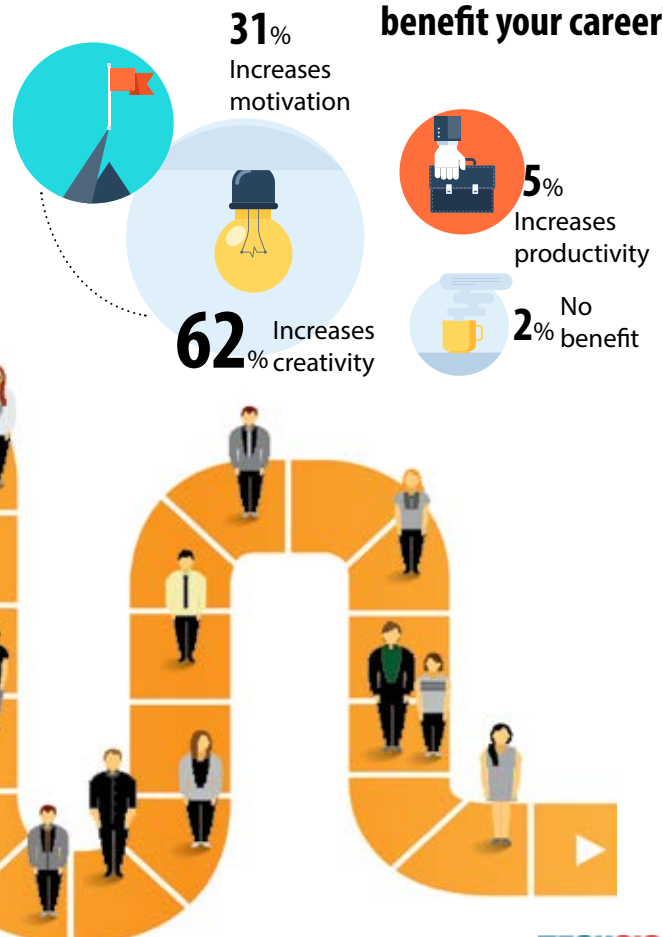


Employees game for gamification too!

Will you perform a task if it includes game elements?



How gamification will benefit your career?

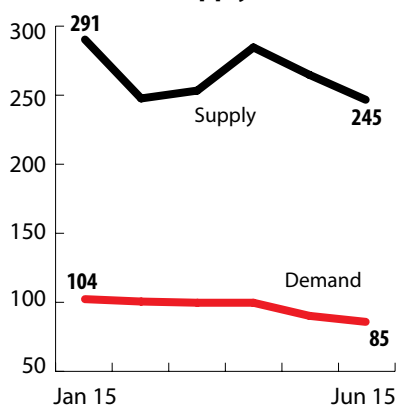




E-commerce boom boosting employment in BPO/ITeS

INDIA is one of the strongest BPO/ITeS hubs in the world, offering its services to international clients in the area of customer interaction services, finance & accounting, human resource, healthcare and other high-end knowledge-based processes. Now, the recent boom of the e-commerce industry and the entry of many brick and mortar retailers into the e-commerce league have opened up vast domestic opportunities for this industry. This trend has reflected in the hiring activity in Jan-Jun 2015 with maximum job openings at junior, middle and senior level for customer service /tele-calling roles. This rise can be attributed to the Indian e-commerce industry outsourcing primarily their customer care services to the domestic BPO/ITeS companies. Coupled with this are the new central government projects such as the Jan Dhan Yojana and Digital India initiative that are calling out for support from domestic BPO/ITeS industry. Delhi NCR emerged as the top job hub across all levels.

Demand and supply index



KEY TAKEAWAYS

- At each level, Delhi NCR, Mumbai and Bengaluru accounted for more than 50% jobs
- Maximum jobs at each level were for voice process roles during Jan-Jun 2015
- Non-voice process experts reported demand at junior and middle levels during the period
- Pune and Ahmedabad claimed spot in the top ten locations posting maximum jobs
- Demand for finance-linked roles were not as high as in Jul-Dec 2014



“ In BPO/ITeS, new-age jobs are emerging in the areas of operations support functions like process excellence, analytics and data mining, risk and government, including audit, work force management, MIS and quality & training. ”

Manuel D'Souza,
Director HR, Serco Global Services Networks

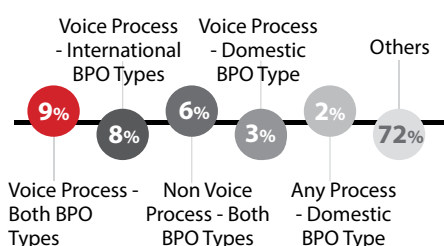
[BPO/ITeS]

JUNIOR LEVEL

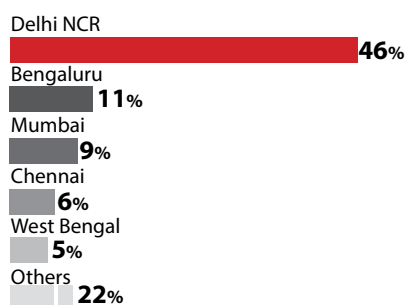
IN Jan-Jun 2015, BPO/ITeS industry posted maximum (63%) jobs at junior level for customer service/tele-calling roles. In this functional area, maximum demand was for voice process specialists, with more demand in international BPOs than in domestic. This is in contrast to Jul-Dec 2014 when maximum jobs were for non-voice process roles.

Other functional areas that reported demand were banking/ insurance/finance and accounting. This time, Delhi-NCR emerged as top job hub claiming 46 per cent job share in contrast to Jul-Dec 2014 where the metro accounted for only 12 per cent of total jobs. Bengaluru that topped the charts in total jobs in Jul-Dec 2014 slid down to second position, claiming 11 per cent share.

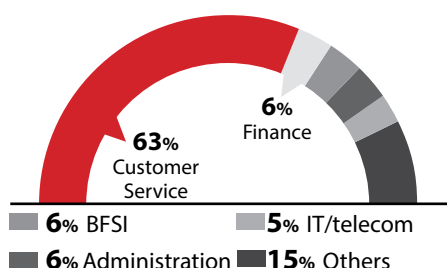
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas



AREA OF SPECIALISATION

Hiring up for customer service experts

- In international and domestic BPOs, most jobs (21%) were for voice processes
- International BPOs saw more demand for voice process roles
- Technical processes had 2% job share but registered 28% demand rise
- Demand fell by 5% for backend/transaction profiles unlike in Jul-Dec 2014
- Non-voice processes in domestic and international BPOs took 9% job share

TOP LOCATIONS

Delhi NCR emerges as top job hub

- Delhi-NCR overtook Bengaluru, job hub of Jul-Dec 2014; demand up by 4%
- Chennai (1%), Hyderabad (3%) other metros reported rise in demand
- Bengaluru claimed 11% jobs but reported 5% dip in demand
- Among top five locations, Pune saw maximum (9%) rise in demand
- Ahmedabad took 2% job share, saw 10% rise in demand

FUNCTIONAL AREA

Voice process experts in demand

- Customer service posted maximum (63%) jobs; demand up by 12%
- IT/telecom profiles posted 6% job share; had 12% share in Jul-Dec 2014
- Demand for accounting/ finance, which grew in Jul-Dec 2014, saw 4% dip
- Banking/insurance/financial services took 6% job share; demand fell by 1%
- Among top five roles, front office/administration saw maximum (10%) rise

[BPO/ITeS]

MIDDLE LEVEL

ALL top five functional areas (with maximum job share) at middle level saw a dip in demand. Maximum jobs were posted for customer service/tele-calling. Within this functional area, demand was highest for voice process for both BPO types.

In Jul-Dec 2014, finance-linked roles such as financial analysis, audit and risk and book-keeping featured in top five roles. But in Jan-Jun 2015, these roles did not report much demand claiming a meagre (3%) share of the job pie. About 75 per cent of total jobs were registered from metro cities with Delhi-NCR topping the chart. This was unlike Jul-Dec 2014 when the top locations were Maharashtra, West Bengal and Tamil Nadu.



“ At middle level, the industry would see an uptick in demand for finance & accounting professionals, especially chartered accountants, audit and controllership managers as well as six sigma and transitions. ”

Yogendra Jain,

Global Talent Acquisition Leader, Genpact

AREA OF SPECIALISATION

Demand up for customer service roles

- Each of the top five job roles reported fall in demand
- In domestic and international BPOs, most jobs were in voice process (10%)
- Non-voice process saw second-highest job share (9%); demand fell by 2%
- Operations' job share fell to 1%; was 5% in Jul-Dec 2014
- Demand fell for finance-linked roles which were hot in Jul-Dec 2014

TOP LOCATIONS

Maximum jobs in metros

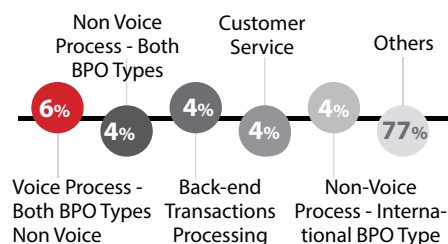
- 75% of jobs were in Delhi, Bengaluru, Mumbai, Hyderabad and Chennai
- Delhi NCR bagged maximum job share (30%); demand fell by 1%
- In top 10 locations, only Ahmedabad, West Bengal saw rise in demand
- Demand fell by 1% in Maharashtra (except Pune and Mumbai)
- Among tier II cities, Pune bagged maximum (7%) jobs

FUNCTIONAL AREA

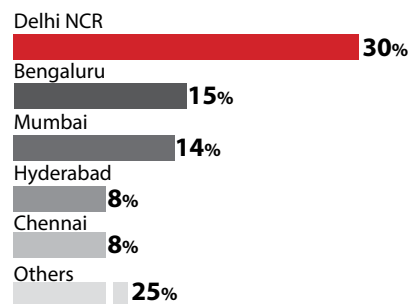
Voice and non-voice process roles in demand

- Major chunk (45%) of jobs were for customer service/tele-calling professionals
- About 10% jobs were for IT/telecom roles but demand dipped by 2%
- Finance-linked roles took 18% job share; saw 3% demand dip
- Legal/law, a sought-after role in Jul-Dec 2014, saw 3% demand dip
- In top ten roles, business management/consultants saw 15% rise in demand

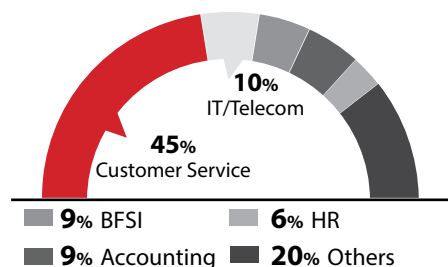
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas





“At senior level, BPO/ITeS is looking for multi-discipline specialists who are great at tech, have strong domain knowledge and can hit the ground running.”

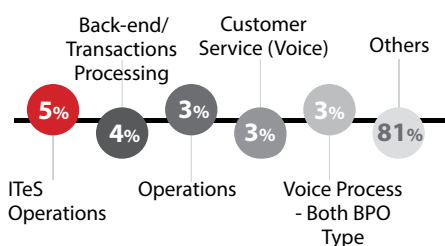
Elango R,
CHRO and Head Emerging Geographies
Business Unit, Mphasis

[BPO/ITeS]

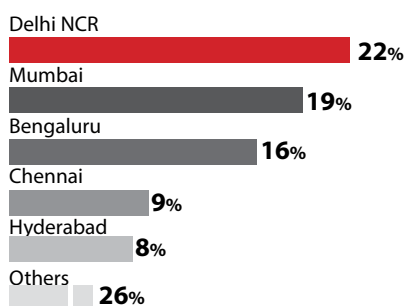
SENIOR LEVEL

CUSTOMER service/tele-calling profile, which claimed 15% job share in Jul-Dec 2014, topped the chart this time claiming 38 per cent job share in Jan-Jun 2015. In Jul-Dec 2014, demand was high for finance-linked roles such as banking/insurance/finance/accounting, claiming 46 per cent of the job share. But this time, demand for these roles was not as upbeat. Maximum jobs were posted for voice process and for ITeS operations roles. Taxation specialists, a sought-after role in Jul-Dec 2014, did not experience much demand this time. Delhi NCR, Mumbai, Bengaluru, Chennai and Hyderabad accounted for 74 per cent of total jobs for senior roles. This is unlike Jul-Dec 2014 when Maharashtra, Tamil Nadu, Madhya Pradesh and West Bengal contributed to majority of jobs.

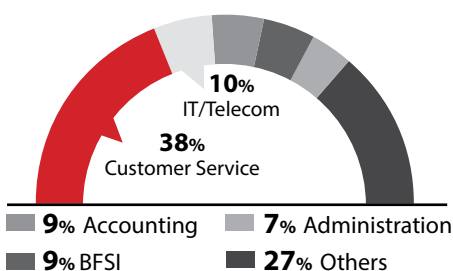
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas



AREA OF SPECIALISATION

Customer service specialists in demand

- Voice process roles claimed major job share (6%)
- Demand dipped for taxation specialists; they were in demand in Jul-Dec 2014
- ITeS operations role took 5% job share; saw 1% demand rise
- Back-end/transactions role also reported 1% rise in demand
- Accounting roles claimed 2% of the total job share

TOP LOCATIONS

Delhi NCR emerges as job hub

- Among top five locations, only Bengaluru saw a rise (3%) in demand
- Delhi NCR was the largest job hub but demand dipped by 1%
- Mumbai had second-highest job share (19%) with stable demand
- Among states, West Bengal had maximum job share (5%)
- Pune claimed maximum (7%) job share with 5% spike in demand

FUNCTIONAL AREA

Industry seeks voice process specialists

- Customer service/tele-calling reported 1% dip in demand; job share maximum
- 10% jobs were for IT/telecom specialists, demand was stable
- Finance specialists claimed 18% job share; the share was 46% in Jul-Dec 2014
- Sales/business development took 5% of total jobs, demand stable
- HR roles saw 3% rise in demand; claimed 7% of total jobs

[BPO/ITeS]

INTERVIEW:

Jojo Mathews

Director HR,
Concentrix India and UAE



ITeS industry needs people with expertise in analytics

Recruitment game-changers of 2015-16

- Sourcing and hiring through direct channels (minimum dependence on channel partners such as consultants) while leveraging tools and technologies will be one of the biggest game-changers in recruitment
- Another upcoming trend in recruitment is companies moving to direct hiring channels as they tend to cost less and perform better with a proven track record of high survival rate of the acquired talent in the system

Role of technology in HR, especially in recruitment

- Technology helps to automate recruitment process and makes it more nimble, bringing velocity in recruitment with less dependency on people. This also allows recruiters to concentrate more on other critical aspects of their jobs while looking for the right talent
- Some key focus areas for HR managers are the use of biometrics to prevent impersonation, mobile applications for referrals, application management systems for shortlisting and sifting of resumes received from various channels
- Further, all these get tied up to an ATS making the data easy to manage and track. This is one of the biggest contributions of technology in recruitment

In-demand skills

- Our focus area is domain expertise in

BFSI and e-commerce industries with the following skills for different levels:

Junior level: Resources with excellent to good verbal and written communication skills and foreign language specialists will be in demand

Middle level: Resources in analytics, WFM, training, voice and accent coaches, quality analysts, operations managers and IT specialists as well as foreign language specialists will be in demand

Senior Level: Resources in BFSI, consulting, Six Sigma and quality

Compensation trends in 2015-16

- The overall focus on cost management

//

The overall focus on cost management and optimisation is likely to continue, and so is the war for talent. While salary investments are expected to continue in the same range as last year, companies will have to get more creative.

//

and optimisation is likely to continue and so will the war for talent. While salary investments are expected to continue in the same range as last year, companies will have to get more creative about how they make the most of their dollar, including in people investments

■ We expect to see two or three key trends emerging this year. The focus will move from compensation to more total rewards. Also, there will be increasing focus on benefits, wellness, career development and training investments along with compensation

- Second, greater differentiation and higher investments for niche skilled talent
- The third trend will be around variable pay. The trends there seem to be mixed, to strike the right balance between differentiation and predictability

Emerging skill sets

■ Analytics is slowly becoming a key in our industry and it is our endeavour also to be one of the key players in this area. Therefore people with expertise in analytics tools become extremely important and thus trained resources on these tools will be a need of the future

■ Another requirement will be resources trained in foreign languages

Salary meter (average range)

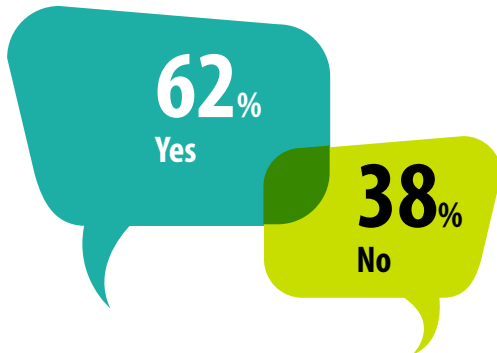
- Junior: Rs 4-15 lakh per annum
- Middle: Rs 15-25 lakh per annum
- Senior: Rs 25 lakh plus per annum

TALENT COMMUNITIES

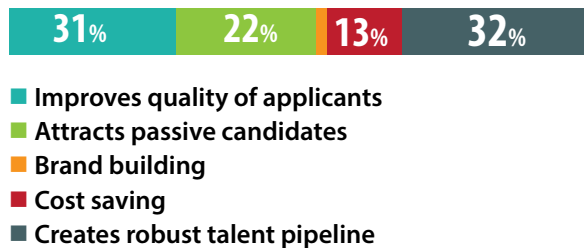
The next big thing in hiring

In a TimesJobs survey, majority of the organisations said they networked via talent communities. But many also said that managing these communities was a challenge.

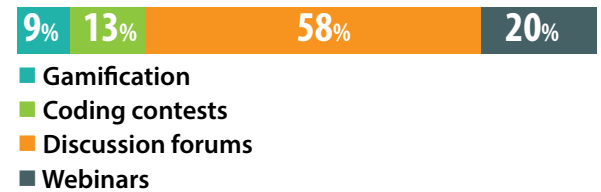
Do you network/engage with passive talent (talent community)?



What are the benefits of hiring through talent communities?



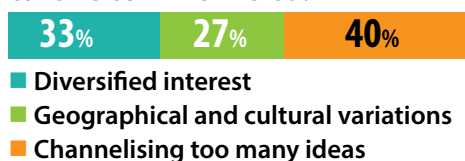
What are the tools used to engage talent communities?



How do you network with passive talent?



What are the challenges of managing and engaging talent communities?



What is the potential of talent communities?

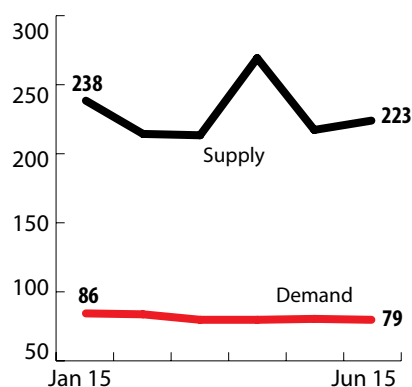




Digital revolution driving talent demand in BFSI industry

THE Indian BFSI industry is going through a period of transformation as companies focus on innovating through digital medium, especially to tap young customers. This year, HDFC, ICICI, Kotak Mahindra and Axis Bank entered the market with products like mWallets and payment solutions where customers could pay friends and followers via social networks. This is just the beginning of digital banking and financial services revolution which is yet to reach its full swing. This trend was reflected in the hiring trend during Jan-Jun 2015 where IT/telecom specialisation — an essential function to drive the digital initiatives of the industry — emerged as the only role that saw consistent rise in demand across all levels. While at the senior level there was high demand for sales/business development roles which could take such products to the market, at the junior level, most jobs were for domain specialists in banking, insurance and finance. Metros Mumbai, Delhi NCR and Bengaluru emerged as major job hubs for the industry.

Demand and supply index



KEY TAKEAWAYS

- Maximum jobs across levels were for domain specialists in banks, insurance and financial services
- Maximum number of (70%) job openings were reported at the middle level
- Across all levels, IT/telecom roles experienced a rise in demand during Jan-Jun 2015
- At senior level, demand rose highest for sales/business development specialists in channel, retail, corporate sales
- Mumbai, Delhi NCR, Bengaluru and West Bengal emerged as job hubs at all levels



“Revenue-impacting functions like distribution, sales and operations will continue to be in demand. Industry has fast-forwarded on reaching customers via digital platform. Marketing, selling skills to these platforms will be in demand.”

Sunil Wariar,

EVP-HR, Future Generali India Life Insurance Company

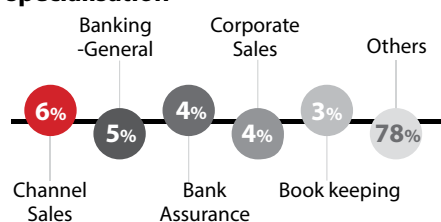
[BFSI]

JUNIOR LEVEL

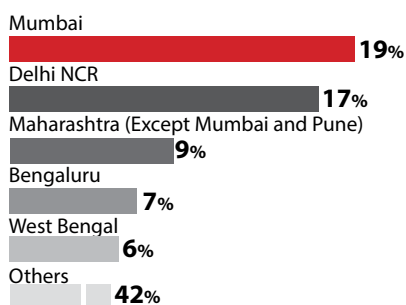
LIKE in Jul-Dec 2014, maximum jobs in Jan-Jun 2015 also were reported for core roles in banks, insurance and financial services followed by sales/business development and accounting/finance. Maximum rise in demand was reported for sales/business development as well as marketing/advertising functional areas.

Within sales/business development, most in-demand roles were channel and corporate sales which claimed 10 per cent of job share. Delhi NCR, which was the top job hub in Jul-Dec 2014, slid down claiming second-highest (17%) job share in Jan-Jun 2014. Pune and Ahmedabad emerged in top ten locations claiming 8 per cent job share in total. West Bengal and Maharashtra emerged as the only two locations among top five that reported positive rise in demand.

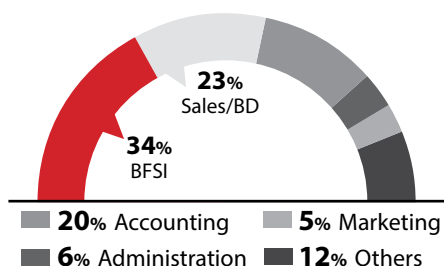
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas



AREA OF SPECIALISATION

Marketing/advertising roles in demand

- Channel sales had maximum (6%) job share, demand up by 10%
- Demand for direct/commission sales specialists saw highest rise (above 30%)
- Corporate sales, in-demand role in Jul-Dec 2014, saw 20% demand rise
- General banking had 5% job share; share was 7% in Jul-Dec 2014
- Demand dipped (1%) for book-keeping role; grew 26% in Jul-Dec 2014

TOP LOCATIONS

Mumbai emerges as job hub

- Mumbai claimed maximum (19%) job share with stable demand
- Demand fell by 4% in Delhi-NCR, the job hub of Jul-Dec 2014
- Bengaluru job share fell from 13% in Jul-Dec 2014 to 6% in Jan-Jun 2015
- Maharashtra (except Pune and Mumbai) had 9% job share; demand rose by 4%
- Among tier II locations, Pune had maximum job share; demand rose by 1%

FUNCTIONAL AREA

Sales professionals in demand

- Bank/insurance/financial service roles had maximum job share; demand fell 5%
- Like in Jul-Dec 2014, demand for sales/business development rose (7%)
- Among top functions, marketing/advertising saw highest rise (27%) in demand
- Among support functions, IT/telecom reported 3% rise in demand
- HR saw 10% rise in demand, recovering from a dip in Jul-Dec 2014

[BFSI]

MIDDLE LEVEL

DURING Jan-Jun 2015, middle level bagged the highest job share (about 70%). Maximum jobs at this level were reported for core specialisations in banking, insurance and financial sectors. Sales/business development was the second functional area which claimed major job share. Like in Jul-Dec 2014, IT/telecom roles continued to experience rise in demand in Jan-Jun 2015.

Accounting/finance roles, which had claimed only 3 per cent of job share in Jul-Dec 2014, bagged about 16 per cent share this time. Apart from IT/telecom, accounting/finance roles were the only other functional area to report a rise in demand. About half of total jobs were posted from metros such as Mumbai, Delhi NCR and Bengaluru.



“With online sales channels gaining momentum, digital marketing skills, sales, distribution and social media will be in demand. Business development skills will also be in demand as companies enhance reach through distribution channels.”

Saba Adil,
Head-HR, AEGON Religare Life Insurance

AREA OF SPECIALISATION

Techies in demand

- All top five specialisations saw demand drop in Jan-Jun 2015
- Core specialisation in banking took maximum job share but demand fell 4%
- Channel sales had 3% job share; share was 6% in Jul-Dec 2014
- Demand dipped by 3% for corporate sales; was sought-after role in Jul-Dec 2014
- Among core functions, demand rose (2%) in accounting/financial analysis roles

TOP LOCATIONS

Metro cities emerge as hiring hubs

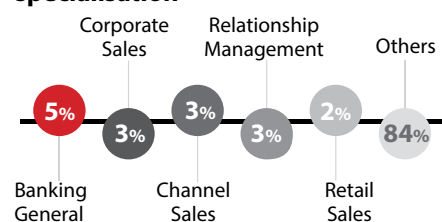
- Mumbai, Delhi-NCR and Bengaluru contributed to 50% of job share
- Among top five locations, Pune saw maximum rise (6%) in demand
- Maharashtra (except Pune and Mumbai) saw 5% fall in demand
- Mumbai claimed maximum (22%) job share but with 3% demand dip
- Kerala took 1% share; had second-highest (10%) job share in Jul-Dec 2014

FUNCTIONAL AREA

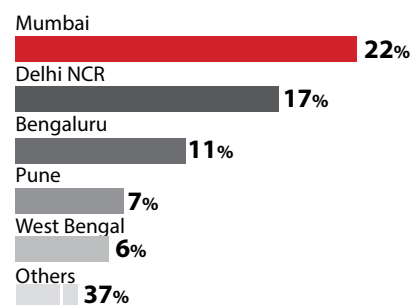
Middle level faces slowdown

- Specialists in banks/insurance/financial services had maximum job share (34%)
- Among top five roles, demand only rose for IT/telecom (5%) profiles
- Sales professionals witness fall (2%) in demand, unlike Jul-Dec 2014
- Accounting/finance took 16% job share; share was 3% in Jul-Dec 2014
- Customer service/tele-calling, in-demand in Jul-Dec 2014, saw 3% dip

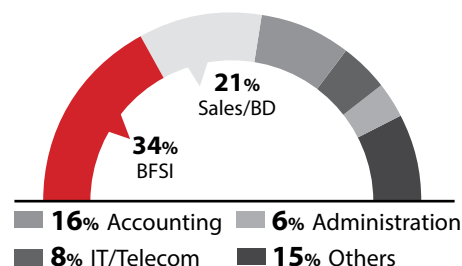
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas





[BFSI]

SENIOR LEVEL

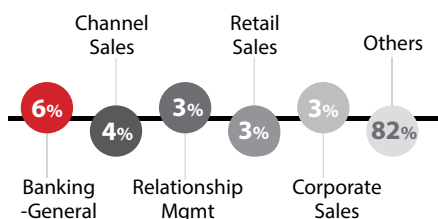
IN Jan-Jun 2015, at senior level, industry posted maximum jobs for domain competency in banking. But the maximum rise in demand was reported for sales/business development specialists in channel, retail and corporate sales. This highlights BFSI industry's aggressiveness to tap existing and new markets. Another trend was, unlike in Jul-Dec 2014, relationship management emerged in top five in-demand roles this time.

This points towards the industry's increasing focus on building customer-centricity that could give them a strong competitive edge. In the Jan-Jun 2015 period, metro cities Mumbai, Delhi NCR and Bengaluru emerged as major jobs. This is in contrast to Jul-Dec 2014 when Uttar Pradesh, Jharkhand and Himachal Pradesh topped the demand charts.

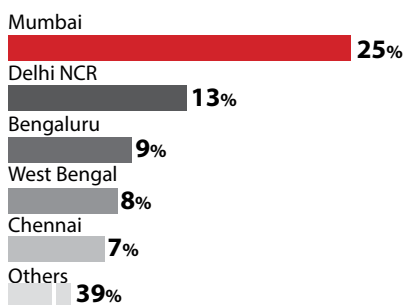
“At senior level, there is demand for leaders who can build and drive businesses, people and culture and can be company brand ambassadors on various channels, including digital.”

Maneesha Thakur,
Group Head-HR, Edelweiss Financial Services

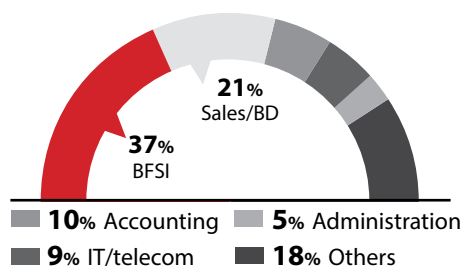
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas



FUNCTIONAL AREA

High demand for sales/business development

- Channel, retail and corporate sales roles had 12% job share; demand rose by 4%
- Maximum jobs for domain competency in banking-general with 1% demand dip
- Relationship management in top five in-demand roles; demand stable
- Taxation experts saw 2% demand rise; reported 30% rise in Jul-Dec 2014
- Banking assurance, accounting/finance roles had 5% job share; demand up 1%

TOP LOCATIONS

Metro cities emerge as job hubs

- Mumbai, Delhi NCR, Bengaluru, Chennai and Hyderabad took 64% job share
- Uttar Pradesh, biggest job hub in Jul-Dec 2014, had 1% job share
- Among top five, West Bengal saw maximum (8%) rise in demand
- International locations had 3% job share; share was 15% in Jul-Dec 2014
- Among tier II cities, Pune had maximum (8%) job share; demand up by 8%

AREA OF SPECIALISATION

Sales specialists still in demand

- Among top profiles, sales/business development saw a rise in demand (3%)
- Banks/insurance core specialisations had maximum job share; demand fell by 1%
- Demand fell by 1% for accounting/finance profiles unlike in Jul-Dec 2014
- With 9% job share, IT/telecom roles reported 2% rise in demand
- Customer service/tele-calling roles took 5% job share; demand rose by 1%

[BFSI]

INTERVIEW:

Ashish K Srivastava

Director HR,
PNB MetLife



Talent acquisition managers have started using data

Recruitment game-changers of 2015-16

■ **Hiring through social media:** With innovative recruiting technologies and techniques emerging almost every day, we are witnessing the democratisation of recruiting. Companies are hiring Gen Z for internships; more millennials are taking leadership roles; mobile hiring and mobile job search are exploding and social media posts are being used to attract talent

■ **Closing the gap between active and passive candidates:** We are going to see a big shift toward closing the gap that exists between active and passive candidates. Active candidates have been the main focus of recruiters for some time but passive candidates are a key talent pool that cannot be missed. Indian companies will be reaching out to passive candidates via a proactive sourcing model

■ **Embracing the concept of talent branding:** Companies in India are increasingly noticing the positive impact that a good employer brand creates on their hiring process. It is being observed that with access to social media, company reputation as a great place to work or feedback from current and former employees are important points that candidates consider before joining an organisation

Role of technology in HR, especially in recruitment

■ One can't manage what one does not

measure. Innovative and customer-friendly application tracking systems will be in huge demand

■ As hiring requirements ramp up, it will be imperative for HR to start tracking key recruiting metrics via online and automated tools on a regular basis

■ Talent acquisition managers have begun to use data for both strategic and tactical business decisions. This has helped companies increase their focus on diversity hiring as data analytics equips them to compare their ratio vs market trends

In-demand skills

■ There will be huge demand for

professionals with online, digital marketing, BIU and strategic abilities to develop innovative sales models in the insurance industry

Compensation trends in 2015-16

■ Going forward, the compensation plans will move away from vanilla increments to more merit and critical talent-based approaches. There will be higher focus on variables in the coming years and differentiation will play an important role in determining packages

■ We can patent products but not people. Hence, in the war for talent, companies that can attract and retain talent will gain market share. One of the components of retention will be differentiated and long-term compensation benefits

■ Focus will be on short-term LTIP, retention bonus, learning opportunities and international exposure to engage employees

Emerging skill sets

- Statistics, quantitative analysis and information-modelling techniques
- Digital marketing/digitisation
- Social media

Salary meter (average range)

- Junior: Rs 2-5 lakh per annum
- Middle: Rs 5-25 lakh per annum
- Senior: Rs 25 lakh plus per annum

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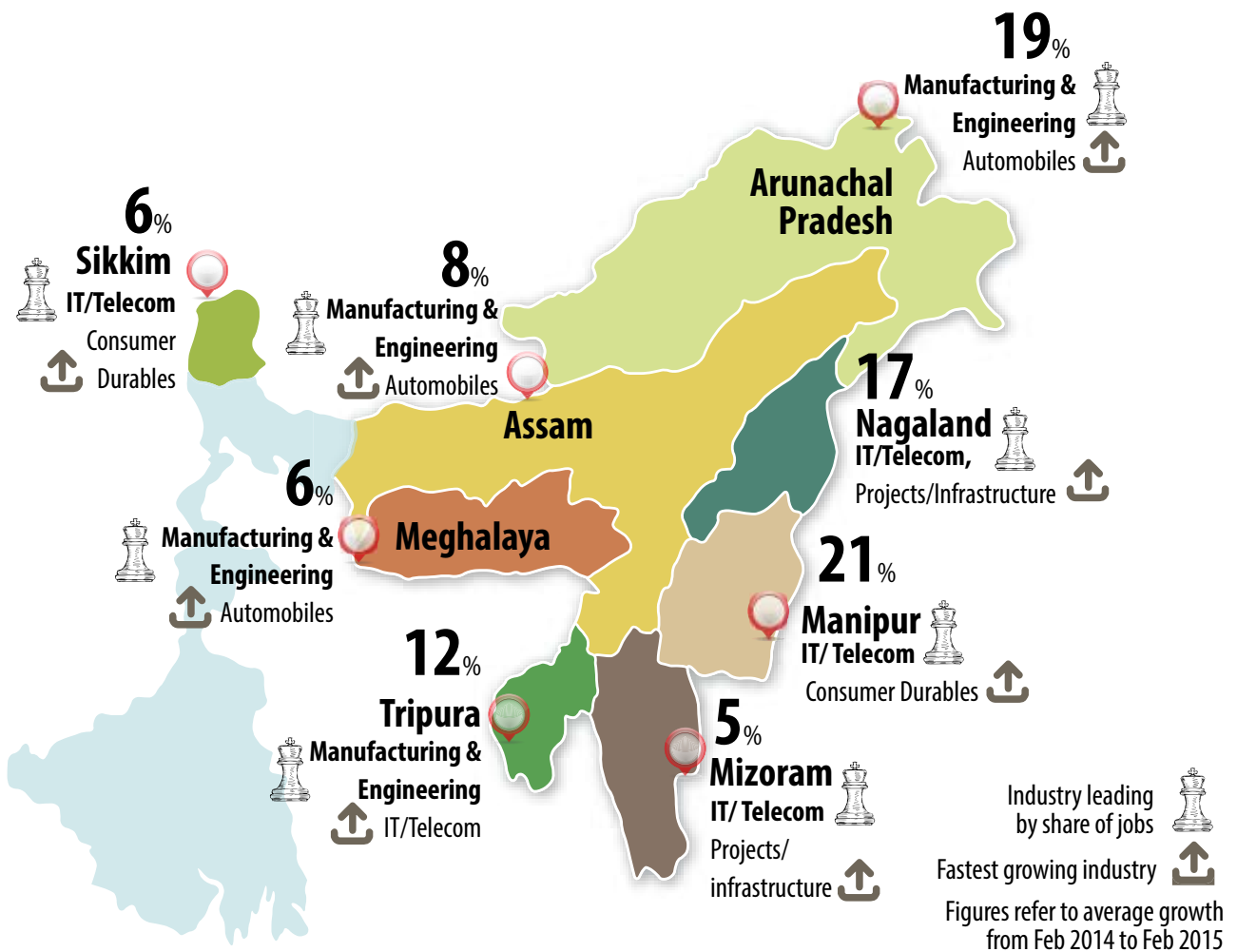
Compensation plans will move away from vanilla increments to more merit and critical talent-based approach. There will be a higher focus on variables and differentiation will play an important role in determining packages.

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NORTH EAST

India's new job hotspot

In year-on-year analysis of RecruiteX data, the eight states in the North-East reported 5 to 30 per cent growth in talent demand. In comparison, the top five metros reported average 2 per cent rise in hiring activity during the same period.



Arunachal Pradesh
A major gainer, with an average y-o-y growth of 19 per cent in talent demand among the eight states. Highest numbers of jobs in Rs 4-10 lakh bracket

Manipur
Leading the demand for talent with 21 per cent growth in demand for talent. Demand high in automobiles, IT, FMCG and BFSI

Sikkim
The demand for talent was up by 6 per cent in hotel/travel, IT-software and biotech/pharma

Nagaland and Tripura
Y-o-y talent demand growth of 17 and 12 per cent, respectively. In both states, telecom, IT-software and insurance were driving demand

Assam, Meghalaya and Mizoram
Higher average y-o-y growth in talent demand than the metros. The average growth in these three states ranged between 5 and 6 per cent

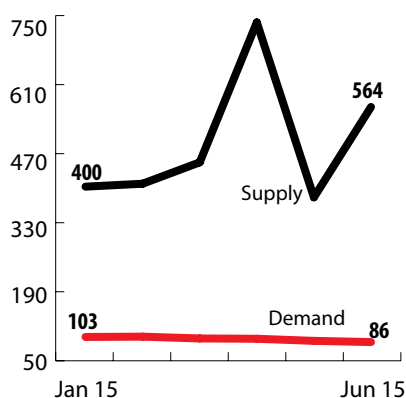
CONSUMER DURABLES/FMCG



Industry to invest in development of critical skills

WITH many large foreign companies expanding their operations in India after the government’s ‘Make in India’ push, hiring is likely to increase in the second half of 2015 in the consumer durables/FMCG sector. To manage the growing talent demand, industry experts believe the game-changer would be how organisations stop attrition of top talent and upgrade their skills/capabilities to take on next-level roles. According to TimesJobs.com data, demand index in the consumer durables/FMCG sector in the first half of 2015 reported an average 1 per cent drop against average 2 per cent growth in the Jul-Dec 2014 period. During Jan-Jun 2015 period, demand for talent peaked in January with 11 per cent growth. Across experience levels, the biggest challenge for employers is how far they can look at specialist roles and how these roles can be mitigated from future risks (especially in terms of rapidly-changing industry scenarios).

Demand and supply index



KEY TAKEAWAYS

- Middle-level professionals claimed 56% of the jobs in consumer durables/FMCG sector
- Unlike the Jul-Dec 2014 period, demand dropped in engineering profiles at middle and senior levels
- Demand for talent grew in sales specialisations across all experience levels
- West Bengal emerged as top-performing location across all levels; hiring dropped across metros
- Hiring grew for senior professionals in international locations but dropped at entry and middle levels



“With focus on retaining key talent, special care should be taken to differentiate between good and excellent resources in terms of compensation. Companies should come out with clear career paths and timelines for them.”

Gerard D'Mello,
Head of Operations, Daikin India

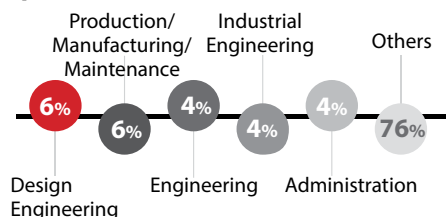
[CONSUMER DURABLES/FMCG]

JUNIOR LEVEL

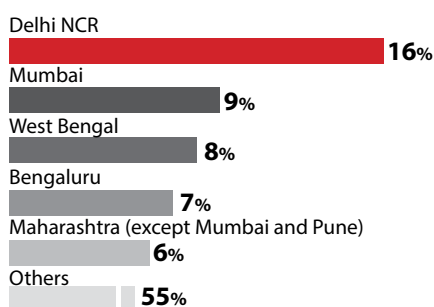
DURING the Jan-Jun 2015 period, entry-level professionals took up 29 per cent of jobs in consumer durables/FMCG. Similar to Jul-Dec 2014, demand for talent grew across core functions and specialisations. Among top functions, engineers, quality assurance/control and HR professionals reported the strongest growth.

In core specialisations, production/manufacturing/maintenance specialists, design and industrial engineers topped demand charts. Demand for IT/telecom and marketing profiles dropped. Together, top metros such as Delhi NCR, Bengaluru, Mumbai and Chennai accounted for nearly 37 per cent of entry-level jobs. Chennai, Hyderabad and West Bengal were the most active locations for entry-level hiring.

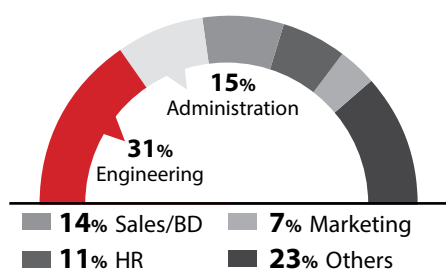
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas



■ AREA OF SPECIALISATION

Demand grows in core specialisations

- Core specialisations registered double-digit growth in demand
- Demand for production/manufacturing/maintenance experts grew by 30%
- Design engineering profile clocked 30% rise in demand, claimed 6% job share
- Engineering profile reported 24% increase in demand
- Demand for industrial engineers rose by 30% during Jan-Jun 2015

■ TOP LOCATIONS

Hiring rises across locations

- Demand rose across top locations; Delhi had highest job share (16%)
- Chennai reported maximum growth in hiring (28%), job share was 5%
- Among tier I locations, Hyderabad saw highest rise in demand (13%)
- West Bengal's job share was 8%; highest among top-performing states
- Andhra Pradesh showed 30% growth followed by Maharashtra and Gujarat

■ FUNCTIONAL AREA

Demand revives for sales profile

- Engineering profile saw over 30% rise in demand with largest job share (31%)
- HR profile recorded maximum growth (29%), took 11% share of jobs
- Quality process/control function witnessed 24% increase in demand
- Demand for IT/telecom professionals reported 8% drop
- Demand for marketing/advertising profiles fell 2%; job share was 7%

[CONSUMER DURABLES/FMCG]

MIDDLE LEVEL

DESPITE claiming the largest share in the total jobs, demand for middle-level talent in consumer durables/FMCG sector was flat to negative across top functions and specialisations. Demand for talent slumped in high-volume core functional areas which include engineering, quality control, HR and IT. In area of specialisations, demand grew for sales specialisations which included FMCG and channel sales.

Demand for middle-level talent fell across major metros and states. Even with 51 per cent job share, none of the major metros (Delhi NCR, Bengaluru, Chennai and Mumbai) showed positive momentum. Among locations, only Hyderabad and West Bengal reported growth in hiring activity.



“Marketing (digital), R&D (regulatory), finance (M&A) skills will be in demand. Digital skills will be sought-after as the marketplace changes from being a receiver to becoming interactive.”

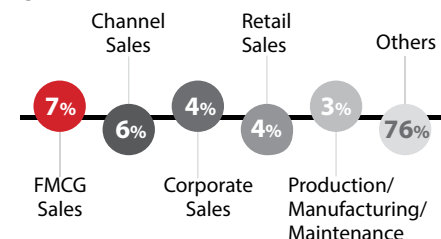
Kamal Agarwal,
Executive VP-Finance, HR, IT & Legal,
Global Consumer Products

■ **AREA OF SPECIALISATION**

Most jobs in sales specialisations

- Nearly 25% jobs at middle level were in sales specialisations
- Despite claiming 7% job share, FMCG sales reported 1% drop
- Channel sales specialists took second-highest job share (6%)
- Product/brand development specialists reported 2% drop in demand
- Demand fell for production/manufacturing/maintenance specialists (4%)

Share of jobs in area of specialisation

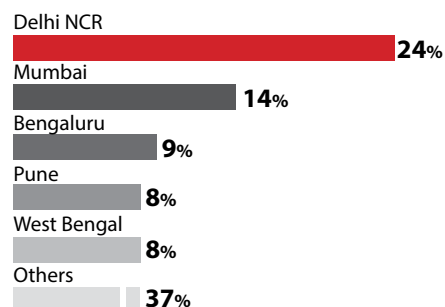


■ **TOP LOCATIONS**

Hiring slows across top locations

- Demand dropped across locations; only Hyderabad reported 1% growth
- Delhi NCR, Mumbai, Chennai and Bengaluru saw 2-5% demand drop
- Demand for mid-level talent slumped (2%) in international locations
- Among top states, West Bengal showed 5% increase in demand
- Unlike Jul-Dec 2014 period, Maharashtra reported 5% drop in hiring

Share of jobs in top locations

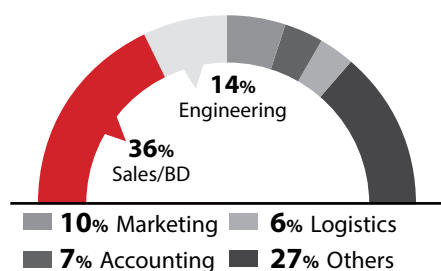


■ **FUNCTIONAL AREA**

Hiring drops in core functions

- Demand dropped across core and support functions
- Despite largest job share (36%), demand stabilised for sales profiles (0%)
- Quality process/control profiles saw 4% drop compared to Jul-Dec 2014
- Demand for engineering profiles fell by 5%, was up in Jul-Dec 2014
- Marketing/advertising professionals reported 2% drop in demand

Share of jobs in top functional areas





“ In front-level, retailing skills, consumer engagement and rural interface will be critical. At senior level, focus will be on leaders who can facilitate and navigate change management, help people cope with it.”

Madhav Mani,
Senior VP & Head HR, Usha International Ltd

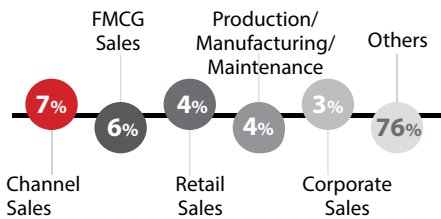
[CONSUMER DURABLES/FMCG]

SENIOR LEVEL

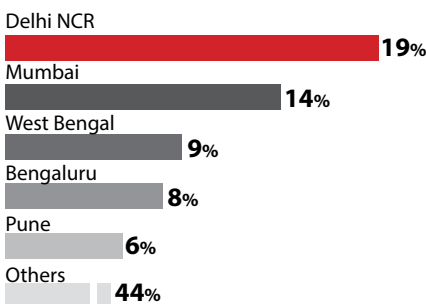
SENIOR-LEVEL professionals with above 10 years of experience claimed 15 per cent of total jobs in the consumer durables/FMCG sector during Jan-Jun 2015 period. Demand for senior talent dropped across top functions and locations unlike Jul-Dec 2014 period. Despite claiming the largest job share in functional areas, demand for sales & business development professionals stabilised during Jan-Jun 2015 period.

By area of specialisations, demand for FMCG sales specialists reported maximum growth. Engineering specialisations recorded degrowth in demand, contrary to Jul-Dec 2014 period. While hiring activity stayed flat to negative across major metros and states, West Bengal clocked 12% growth. Despite the fall in demand in domestic locations, hiring grew in international locations.

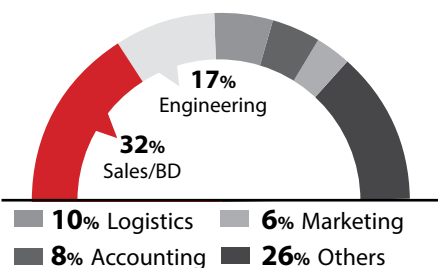
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas



AREA OF SPECIALISATION

FMCG sales specialists in demand

- Despite 7% job share, demand for channel sales specialists saw no growth (0%)
- Among sales specialisations, FMCG sales recorded maximum growth (3%)
- Demand fell for production/manufacturing/maintenance specialists (2%)
- Core specialisations like supply chain management saw drop at senior level (1%)
- Job share for engineering specialisations fell in Jan-Jun 2014

TOP LOCATIONS

West Bengal tops senior-level demand

- Despite claiming 19% jobs share, Delhi NCR reported 5% drop in demand
- West Bengal reported highest rise in demand (12%) with 9% job share
- Hiring grew by 2% in international locations; claimed 7% job share
- Delhi NCR, Bengaluru, Chennai and Mumbai claimed 47% jobs share
- Among tier II locations, Ahmedabad showed maximum growth (3%)

FUNCTIONAL AREA

Demand drops across top functions

- Unlike Jul-Dec 2014 period, demand fell across top ten profiles
- Despite largest job share (32%), demand for sales profiles stabilised (0%)
- Engineering (17%) bagged second-highest job share; demand dropped 3%
- Demand fell 1-7% in support functions like marketing, IT, accounting & finance
- Demand for top management profiles grew by 3%; job share too was 3%

[CONSUMER DURABLES/FMCG]

INTERVIEW:

Satyendra Malik

Head HR,

Intex Technologies



Industry needs enterprising and innovative talent

Recruitment game-changers of 2015-16

- Looking at the current positive outlook of the economy and the pace at which we are growing, our focus will be on targeting quality resources through focused search such as headhunting and social networking for senior and critical positions
- Pull strategy shall be the game-changer for recruitment in 2015-16. The emphasis on employer branding shall be the lever for creating the pull factor in recruitment in the industry
- With the boom in hiring and salary no more being a limiting factor for the deserving candidates, many more opportunities will be available with organisations that are ready to take risks and explore budding talent

Role of technology in HR, especially in recruitment

- New and innovative tools which are available in the market have made the hiring process more precise/specific to the requirements
- Various tests administered on the candidates ensure that not only is the right talent being hired but also the employee becomes an asset in the long run
- Technology will be the main tool to optimise hiring turnaround time. It will help filter the right talent and saving precious time of the candidates as well as the organisations

In-demand skills

- The industry will look for candidates who have the hunger to learn, unlearn and relearn, besides technical expertise
- Being innovative, enterprising and carrying leadership skills are some of the traits that shall be the key differentiators during the hiring decision

Compensation trends in 2015-16

- We focus more on quality instead of cost. Sky is the limit for talent matching to the desired skills. The business ecosystem we work in, we just cannot afford to lose out talent because of cost

- With the current sentiment and state of the economy, the average increments have risen to 12 to 15 per cent from 7-10 per cent when the outlook was gloomy
- When an employee moves to a business critical position, he/she is compensated at par/higher than the industry even if it means going beyond the regular increment ratios

Emerging skill sets

- In this cut-throat competition, only the survival of the fittest works. One who can face competition, think out of the box and is ready to adapt to changing and diverse situations can survive
- For technical talent, keeping pace with changing technology and advancement is not only required but also the need of the hour
- Premium selling skills or relationship management are also emerging areas for specialised talent. These weren't there earlier
- Major skillsets that will emerge thanks to technology will be digital marketing and social media marketing followed by business planning and analytics of real time information that is coming through technology platforms

Salary meter (average range)

- Junior: Rs 2-10 lakh per annum
- Middle: Rs 10-25 lakh per annum
- Senior: Rs 25 lakh plus per annum

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With boom in the hiring and salary being no more a limiting factor for the deserving ones, many opportunities will be available in the market with companies ready to take a risk and explore budding talent.

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ARE YOU KEEN ON JOB CHANGE?

Yes, say India Inc employees

While organisational focus on varied ways to engage and retain talent has resulted in a happy workforce, a larger workforce population is still looking out for new jobs despite being content, shows a JobBuzz.in survey.



78% employees are happy with their current employers but are still searching for new jobs

60% employees have recently updated their resumes

Rushing for a new job

72% are likely to move on as soon as they get a good offer

17% likely to switch by the end of this year



What's triggering switch?

78% Money
12% Work-life balance
10% Boss/leader



Workplace happiness linked with

34% Respect
28% Trust



FIRST MOVERS

42% employees with 5-10 years of experience are happy but searching for new jobs



30% employees in construction and manufacturing sector are looking for new jobs

43% employees from tier II locations ready to switch jobs



30% female employees ready to make a move



70% male employees searching for new jobs

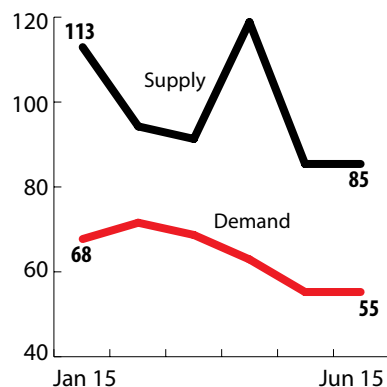
PROJECTS/INFRASTRUCTURE



Tech professionals lead demand to support hi-tech projects

A COMMERCE and Industry Ministry report showed that the core sector index that measures output of coal, crude oil, electricity, natural gas, refinery products, fertilisers, steel and cement industries rose by 4.4 per cent in May 2015. This growth in output was the fastest since November 2014, said the report. This indicates the impetus government initiatives are providing to the infrastructure and related industries. The Smart Cities project alone is expected to give a massive boost to employment opportunities in infrastructure, say industry experts. The scale of planned investments is expected to create employment opportunities — not only in infrastructure but also in related segments such as steel, cement, rubber, metal and fibre optics. To sustain the growth momentum, middle and senior-level professionals with expertise in core and crucial support functions are likely to see increased demand in the coming months. As defence, construction and railways open to global participation, the demand for manpower across functions is projected to grow manifold.

Demand and supply index



KEY TAKEAWAYS

- Demand will be high for civil, mechanical, instrumental and chemical engineering disciplines
- Opportunities in design, construction, procurement and quality control will continue to increase
- Specialisations sought in software and skills in SQL, SPSS, SAS, C# and .NET
- Candidates in tech domain have good opportunities at junior and middle level
- Tier II & III cities are new job hubs with projects such as metros, monorails and industrial corridors coming up



“At junior level, availability of skilled workforce in engineering and procurement domain will see high demand. Skills to execute green projects which include new technologies of shuttering like mivan, fibre glass shuttering will be sought.”

Dr (Comdt) JS Sareen,

SVP-HR & Relations, Simplex Infrastructures Ltd

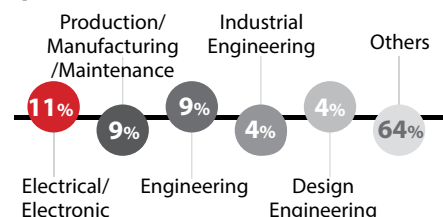
[PROJECTS/INFRASTRUCTURE]

JUNIOR LEVEL

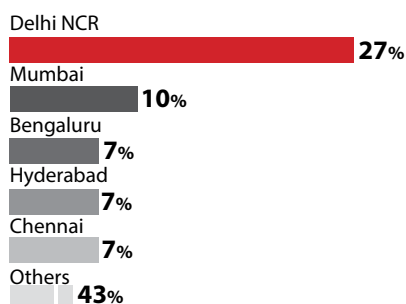
SIMILAR to the trend in Jul-Dec 2014, junior-level candidates were mostly in demand for technical profiles. The Smart Cities project is continuously pushing up demand for technical profiles. Understanding and knowledge of new technologies will be an add-on for entry-level aspirants in infrastructure sector. However, compared to Jul-Dec 2014, the overall demand for junior-level professionals has dropped from 50 per cent to 13 per cent in Jan-Jun 2015.

Engineers and IT/telecom professionals continued to be sought-after profiles. Demand for sales professionals recovered in Jan-Jun 2015 — it had reported over 30 per cent drop in Jul-Dec 2014. Also, Maharashtra beat Gujarat to emerge as the top job hub for entry level professionals in Jan-Jun 2015.

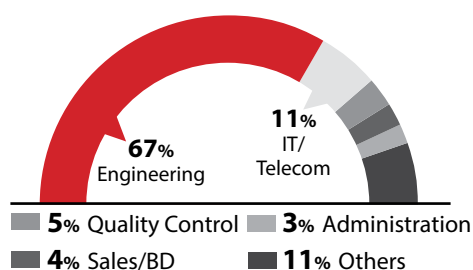
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas



■ AREA OF SPECIALISATION

Engineering specialisations sought-after

- Electrical/electronic specialists took largest job share (11%); demand rose by 8%
- Production/manufacturing/maintenance profiles posted 5% rise in demand
- Demand up by 25% for hardware installation/maintenance; job share was 4%
- Industrial engineering role posted 16% rise in demand in Jan-Jun 2015
- Demand dropped by 16% for mechanical engineers

■ TOP LOCATIONS

Opportunities in Maharashtra

- Metros accounted for over 50% of total job postings
- Despite maximum job share, demand dropped in Delhi NCR (10%)
- Maharashtra saw highest rise (average 15%) in demand
- Ahmedabad was the only tier II location in top ten with 6% rise
- Vadodara emerged as potential tier II job hub with 28% rise in demand

■ FUNCTIONAL AREA

Tech profiles in demand

- Engineers had maximum share of jobs, demand up by 3%
- Demand for IT/telecom professionals rose by 12%
- Sales/business development profile saw 10% rise in demand
- Despite miniscule job share, customer service saw 8% rise in demand
- Quality/process control only top function to report demand drop (3%)

[PROJECTS/INFRASTRUCTURE]

MIDDLE LEVEL

MIDDLE level accounted for nearly 60 per cent of the total demand in the infrastructure sector in Jan-Jun 2015. Demand surged for civil engineers in Jan-Jun 2015, while plant maintenance specialists were in demand during Jul-Dec 2014. With increased focus on technology, demand grew for software engineers at the middle level in the infrastructure sector. Tier II locations overtook metros in terms of talent demand in Jan-Jun 2015.

While metros retained the major chunk of total job share at middle level in the infrastructure sector, the talent demand fell significantly. Support functions continued to be the focus for most companies in the infrastructure sector, as was the case during Jul-Dec 2014.



“At the middle level focus is largely on support functions. Business acumen, communication and negotiation skills are crucial at this level. Understanding of commercials is also sought in mid-level employees in this sector.”

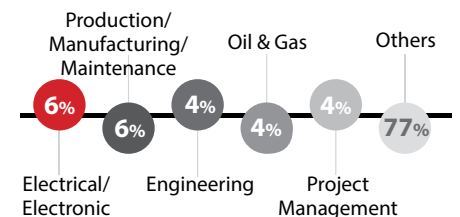
Vidur Gupta,
Director, Spectrum Talent Management

■ **AREA OF SPECIALISATION**

Civil engineers in demand

- Electrical/electronic engineers had 6% job share, demand fell by 4%
- Production/manufacturing/maintenance saw 5% drop with 6% job share
- Civil engineers was the only specialisation in top ten to post rise in demand (7%)
- Software engineers posted 3% rise in demand in Jan-Jun 2015
- Plant maintenance saw 4% drop; was most sought in Jul-Dec 2014

Share of jobs in area of specialisation

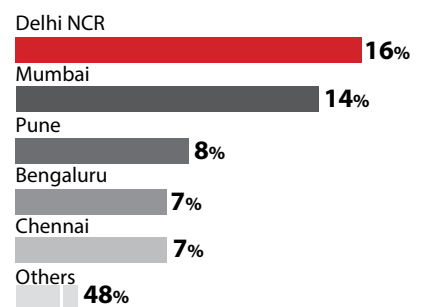


■ **TOP LOCATIONS**

Hiring up in small cities

- Delhi NCR had maximum (16%) job postings but demand fell by 3%
- Mumbai posted highest drop (9%) in demand though job share was 14%
- 5% demand drop in Hyderabad, Bengaluru, Chennai; rose 30% in Jul-Dec 2014
- Vadodara saw stable hiring (0%); was among the top ten in Jul-Dec 2014
- Among tier II locations, Uttar Pradesh saw 5% rise in talent demand

Share of jobs in top locations

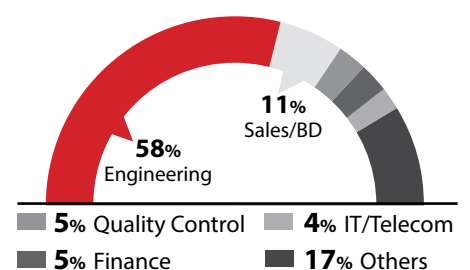


■ **FUNCTIONAL AREA**

Demand for support functions

- Despite maximum job share, demand for engineers dropped (5%)
- Sales/business development with second-highest job share saw 3% demand drop
- Administration only profile in top ten functions to report rise (11%) in demand
- Quality control and IT profiles reported 4% drop in demand
- Customer service professionals reported 1% rise in demand

Share of jobs in top functional areas





“The government’s impetus to infrastructure will bring respite to middle and senior-level executives. Emerging opportunities will need high performance records in tough times and multiskilling across functions.”

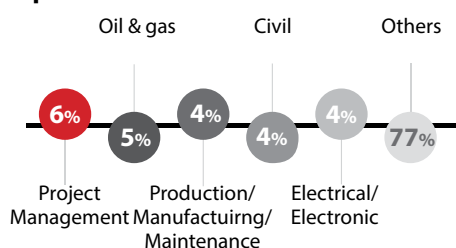
Mohit Saxena,
Head-HR, Sterlite Power Grid Ventures Limited

[PROJECTS/INFRASTRUCTURE]

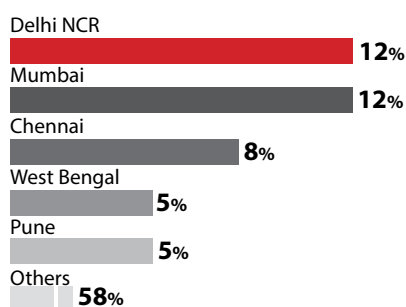
SENIOR LEVEL

NEARLY 28 per cent demand was for senior-level professionals in the infrastructure sector during Jan-Jun 2015. To supervise and manage large-scale infrastructure projects, which are coming up in and around tier II and III locations, demand is increasing for experienced senior-level professionals. International locations continued to have significant share of jobs at senior level. However, demand in these locations fell by 1 per cent in Jan-Jun 2015 after reporting over 30 per cent rise in Jul-Dec 2014. Specialists in direct/commission sales were most sought while overall demand for sales/business development professionals saw a drop. Leadership, strategy-making and adding value to training and development are some of the desired competencies sought at senior level in the infrastructure sector.

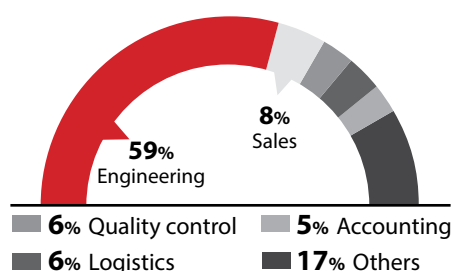
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas



■ AREA OF SPECIALISATION

Specialisation in commission sales sought

- Product management had maximum (6%) job share; demand fell by 6%
- Specialisation sought in direct/commission sales; posted 5% rise in demand
- Prod./manufacturing/maintenance, with 4% job share, saw 6% drop in demand
- Demand for electronic engineers fell by 6%; saw 20% rise in Jul-Dec 2014
- Mechanical engineers saw 5% drop in demand; rose 14% in Jul-Dec 2014

■ TOP LOCATIONS

Tier II cities seek experienced professionals

- International locations claimed maximum (20%) job share, demand fell by 1%
- With 36% job share, none of the metros posted rise in demand
- Despite claiming 8% job share, Chennai posted highest drop in demand (10%)
- Among tier II locations, Lucknow posted maximum demand rise (24%)
- Jaipur and Ahmedabad saw 6% and 10% rise in demand, respectively

■ FUNCTIONAL AREA

Demand for HR professionals

- Engineers accounted for the maximum (59%) job postings, demand fell by 6%
- Demand fell 4% in sales/business development, saw highest rise in Jul-Dec 2014
- HR was only top profile in the sector to report rise (3%)
- Demand for quality process/control continued to drop (5%)
- Highest demand drop (7%) was observed for IT/telecom professionals

[PROJECTS/INFRASTRUCTURE]

INTERVIEW

Aman Attree

HR Head,
Hindustan Powerprojects



Offer talent roles that make them part of India's growth story

Recruitment game-changers of 2015-16

- The government has proposed many projects, including a target to achieve 175 GW of renewable power and boosting infrastructure. All these projects are expected to generate more direct and indirect jobs — from a wireman's to a senior professional's
- As a gap of ideal prospective candidates is witnessed in the sector, companies have to contend with problems of attrition and poaching
- There's a perception that jobs in the power sector are unexciting and exacting, particularly for postings in remote areas of the country. So, with today's young talent seeking careers that are high-paying and high-flying and promising faster upward mobility, it means youngsters shun jobs in power companies. Therefore, it is important for the industry to work on creating a pull so that the best talent begins getting attracted to it
- This pull can be in the form of campus branding and creating awareness about the challenging roles available or being a partner in India's growth story, not just driving consumption
- Power companies in India have to start aligning expectations of the aspirants with reality by creating a better hiring and on-boarding experience. They must also upgrade training infrastructure and work towards innovative financial and non-financial incentives

Role of technology in HR, especially in recruitment

- There's no doubt that the automation of recruiting and hiring process has made the applicant tracking system easier. Social media is continuously evolving and becoming a significant part in identifying and assessing the right candidates. Career-based sites are helping towards reaching out to the passive candidates on the behalf of companies
- However, these technologies can be considered for eliminating the weak rather than finding the best. So, the focus should be on a combination of technology and human touch to hire ideal candidates

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With youth seeking careers that are high paying, high flying and with upward mobility, it means youngsters shun jobs in power. Therefore, it's important for the industry to work on creating a pull, so that best talent gets attracted.

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In-demand skills

- The power sector is technology and capital intensive in nature, requiring large number of specialised skilled and trained manpower during the project construction, operation and maintenance phases
- To ensure timely implementation of projects and optimum performance upon commissioning, it is essential to have technical and managerial competency
- A good understanding of the commercial arrangements and power trading system is also critical in order to make commercial decisions

Compensation trends in 2015-16

- The energy sector and power in particular are yet to overcome fully from the recessionary trend in the market and until and unless fuel supply linkages are firmed up by the government, the compensation trend will continue to be nominal in the range of 10-11 per cent for this year

Emerging skill sets

- We expect new entrants to do their homework on macroeconomic indicators, knowledge of the industry and on the possible application of their academic knowledge in the roles being offered

Salary meter (average range)

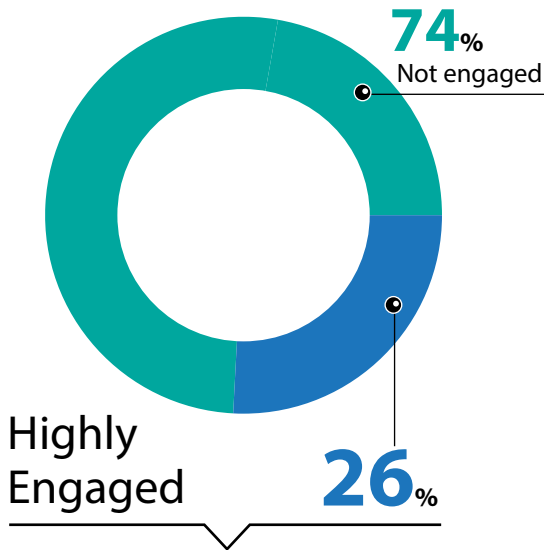
- Junior: Rs 3-5 lakh per annum
- Middle: Rs 6-12 lakh per annum
- Senior: Rs 12 lakh plus per annum

EMPLOYEE ENGAGEMENT

Putting on the creative hat!

Nearly 74 per cent organisations face the massive task of building an engaged workforce. However, some have managed to crack the code and have a fully engaged workforce, shows a TimeJobs survey

How engaged is your workforce?



Why you must engage

70% organisations rate engagement urgent and crucial for business success

- It doubles the success rate of an organisation
- Lowers absenteeism and turnover
- Results in better work quality
- Creates a happier and loyal workforce

The challenges

26% organisations find it difficult to meet compensation demands

84% organisations find entry to middle level staff most difficult to engage

71% organisations find engaging tech engineers most difficult

What are they doing?

Focussing on top employee engagement drivers, including:

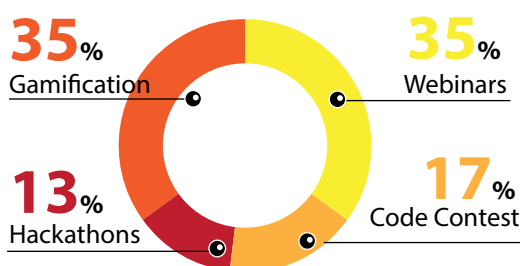
- Career growth opportunities
- Recognition and innovation



Bringing in innovation

87% organisations find new-age, innovative tools effective in engaging talent

Which new-age tools is most effective in engaging tech talent?



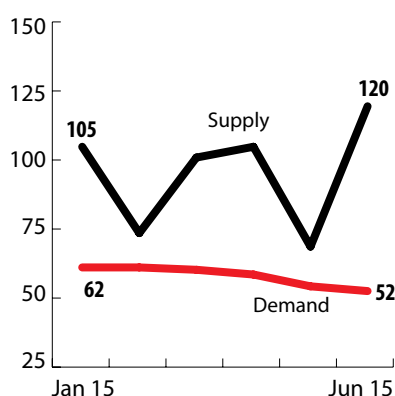


Technical roles lead demand as business focus shifts to online

THE Indian retail industry accounts for over 10 per cent of the country’s gross domestic product (GDP) and around 8 per cent of the employment in India. The country is today the fifth-largest global destination for retail. The market is expected to double to \$1 trillion by 2020 from \$600 billion in 2015 driven by income growth, urbanisation and attitudinal shifts*. During Jan-Jun 2015 period, the hiring sentiment in retail witnessed a 1 per cent drop. Despite a drop in hiring activity, technology and sales professionals saw upbeat demand across experience levels and major job hubs. As brick and mortar businesses increase focus on building an online presence, demand for technology professionals is likely to rise further in the coming months. According to a report by National Skill Development Corporation (NSDC), India will need around 56 million workforce in retail. This sector will have one of the highest incremental human resource requirements of 17.35 million.

*Boston Consulting Group and Retailers Association of India’s report titled, ‘Retail 2020: Retrospect, Reinvent, Rewrite’

Demand and supply index



KEY TAKEAWAYS

- Demand is high for sales specialists, including corporate, channel and retail sales, across levels
- Expertise in market analysis, buying/purchase/procurement are sought for business expansion
- At entry and middle-level, client servicing will continue to be the focus area
- Demand for support roles will go up as businesses plan expansion into semi-urban and rural areas
- Skills in merchandising, store operations, vendor management, visual merchandising will be sought-after



“Retail will see high demand for entry-level and mid-level talent. The focus will be on finding avenues for bulk hiring sources. Communication, presentation and English-speaking skills will be crucial to serve the customer better.”

Ruhie Pande,

VP and Head-HR & training, Kaya Limited

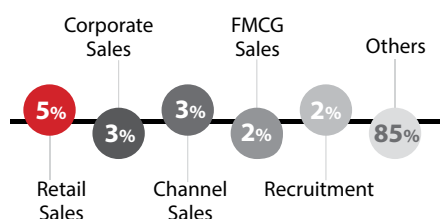
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JUNIOR LEVEL

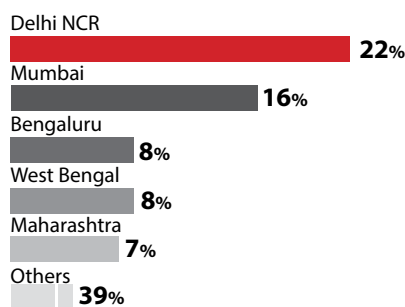
UNLIKE the trend in Jul-Dec 2014, where the industry was seeking logistics and export/import professionals, the Jan-Jun 2015 period saw increased demand for sales and IT professionals. Freshers with specialisation in retail, channel and corporate sales were in demand during Jan-Jun 2015. Specialisation in retail sales had topped demand in Jul-Dec 2014 as well.

According to industry experts, at entry-level customer engagement, selling and delivery skills will be most sought in the times ahead. In entry-level hiring, Pune beat Mumbai (which reported highest rise in demand in Jul-Dec 2014) to emerge as the top hiring location during Jan-Jun 2015. Among states, Andhra Pradesh surpassed Gujarat (top employment generating state in Jul-Dec 2014) in entry-level hiring during Jan-Jun 2015.

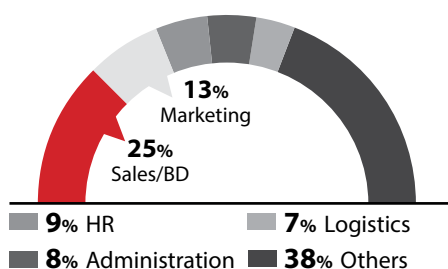
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas



AREA OF SPECIALISATION

Sales specialisations sought

- Sales specialisations in retail, channel & corporate took 12% job share
- Highest demand (14%) for channel sales followed by corporate sales (13%)
- With 2% job share, counter sales posted 18% rise in demand
- Demand for market research specialists grew by 7% in Jan-Jun 2015
- Client servicing reported 15% rise in demand at junior level

TOP LOCATIONS

Pune seeking young talent

- Metros accounted for nearly 50% of all job postings
- Despite claiming major job share, demand dropped (5%) in metros
- With 4% job share, Pune saw highest rise (9%) in demand
- Among states, Andhra Pradesh saw highest rise (26%) in demand
- Vadodara continued to lead in tier II posting over 30% rise in demand

FUNCTIONAL AREA

Sales & IT profiles in demand

- Sales/business development had highest job share, demand up by 4%
- Demand for IT/telecom professionals rose by 4%; job share was 6%
- Despite claiming 13% job share, demand for marketing profile fell (2%)
- Logistics reported 3% drop in demand, saw 10% rise in Jul-Dec 2014
- Demand for HR function continued to drop (6%); fell by 3% in Jul-Dec 2014

[RETAIL]

MIDDLE LEVEL

MIDDLE level accounted for over 60 per cent of the total demand in the retail sector in Jan-Jun 2015. Demand surged for channel sales specialists in Jan-Jun 2015 while product/brand management experts were in demand in Jul-Dec 2014. The job share of IT/telecom professionals in the retail sector at middle level dropped to 3 per cent in Jan-Jun 2015 from 18 per cent in Jul-Dec 2014.

At middle level, talent demand was sluggish in most major locations. Hyderabad was the only location in top ten list to post a rise in demand. Maharashtra, which had maximum job share (17%) in Jul-Dec 2014, clocked just 3 per cent job share in Jan-Jun 2015 along with a 4 per cent drop in demand.



“Retail sector is expected to grow at an average rate of 15% in the next four years. This will create jobs at middle level. Demand will be high for tech specialists, buyers, merchandisers, product designers, logistics, finance and HR professionals.”

Kumar Rajagopalan,
CEO, Retailers Association of India (RAI)

■ AREA OF SPECIALISATION

Channel sales experts in demand

- Retail sales accounted for highest (7%) job share; demand stable
- With 3% job share, channel sales witnessed 3% rise in demand
- 1% drop in product/brand management; topped demand in Jul-Dec 2014
- Demand for client servicing specialists up by 3% in Jan-Jun 2015
- Buying/purchase/procurement specialisation saw 5% rise in demand

■ TOP LOCATIONS

Hyderabad leads demand

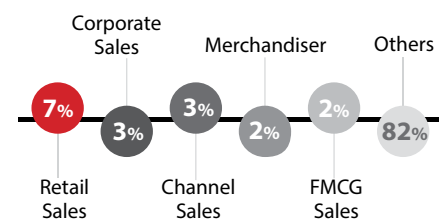
- Nearly 60% job share at middle level was in metros
- Despite maximum job share, no metro saw rise in demand
- Among metros, Bengaluru posted highest drop (4%)
- In top ten locations, Hyderabad posted highest (4%) rise in demand
- Among states, West Bengal saw highest (6%) rise in demand

■ FUNCTIONAL AREA

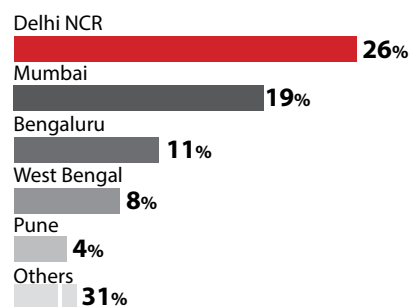
Jobs in sales & marketing

- Sales/business development had highest (27%) job share, saw stable demand
- Despite 10% job share, demand for marketing profiles fell (2%)
- With 5% job share, engineers posted highest (3%) drop in demand
- Logistics/supply chain retained 8% job share but demand fell by 2%
- No support function – HR or accounting – saw rise in demand

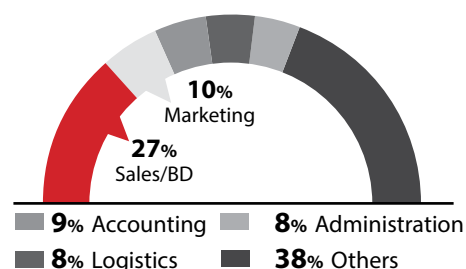
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas





“Success depends on customer satisfaction. Thus, team and relationship-building skills are needed. Transformational leadership skills are required to strengthen brand image and motivate and retain employees.”

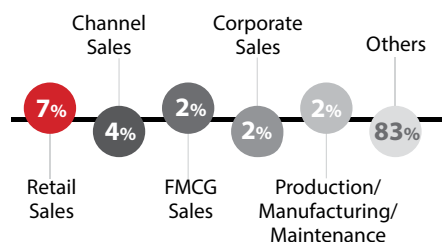
Sushma Sahai,
Head-HR, Baggit

[RETAIL]

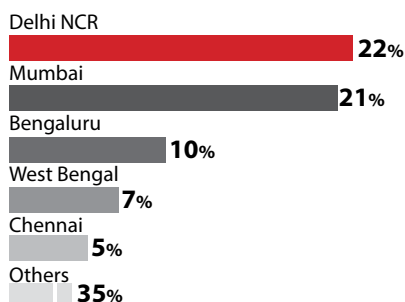
SENIOR LEVEL

NEARLY 18 per cent demand was for senior-level professionals in the retail sector during Jan-Jun 2015. Similar to trends in Jul-Dec 2014, specialisation in corporate sales continued to be the focus at senior level. Support roles witnessed maximum demand at senior level during Jan-Jun 2015 with HR professionals leading the pack. Sales/business development retained major chunk of job share, akin to Jul-Dec 2014. However, demand registered a nominal rise. Technology, analytics and marketing are the other desired competencies required at the senior level. While metros were the biggest employment generators at the senior level in Jul-Dec 2014, only Bengaluru could sustain the growth momentum in Jan-Jun 2015. Nevertheless, metros retained majority of share in job postings at the senior level.

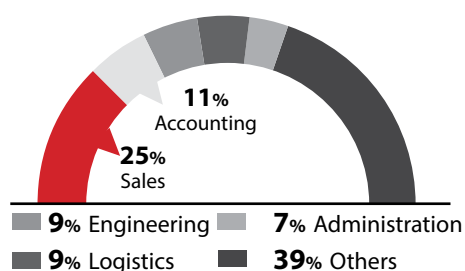
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas



AREA OF SPECIALISATION

Specialisation in sales required

- Sales specialisations accounted for 17% of job share
- Highest (3%) demand for corporate sales; channel sales saw 2% rise
- Production/manufacturing/maintenance saw 3% drop in demand
- Audit & risk saw 2% drop; had posted over 30% rise in Jul-Dec 2014
- Demand for chartered accountants dropped by 6%

TOP LOCATIONS

Bengaluru seeks experience

- Metros claimed 60% job share in retail in Jan-Jun 2015
- Except Bengaluru, none of the metros saw rise in demand
- Bengaluru saw 7% rise in demand in Jan-Jun 2015; Chennai was stable
- Among tier II cities, demand up by over 30% in Vadodara
- Among states, West Bengal topped the chart with 16% rise in demand

FUNCTIONAL AREA

Demand up for support roles

- Sales/business development had maximum (25%) job share, demand up by 1%
- Demand for HR professionals clocked highest (4%) rise in demand
- Despite 11% job share, demand for accounting & finance dropped (2%)
- Demand for senior IT staff continued to drop (7%)
- While logistics job share improved from Jul-Dec 2014, demand stabilised

[RETAIL]

INTERVIEW:

Anjali Goel

GM HR,

V-Mart Retail Ltd



Demand for talent with empathy for user experience at all levels

Recruitment game-changers of 2015-16

- The Indian retail business landscape is experiencing a fundamental shift with flooding of online commercial entities
- More and more conventional brick and mortar companies are going for innovations to meet the challenge on every front, whether it be talent acquisition or talent retention
- One of the innovations within the traditional landscape is companies turning increasingly towards click and mortar models
- The game changer in recruitment will be how all kinds of companies are able to innovate to remain attractive to their target talent pool. The biggest beneficiary will of course be HR talent – whether existing or new employees. We are already seeing innovative and increased employee benefits and perks

Role of technology in HR, especially in recruitment

- Technology is not only a facilitator but also a great leveler. HR technology matrix ensures that an employee is judged fairly and equally on various parameters even as it eliminates personal biases
- For us at V-Mart, technology has been a core element in recruitment and we are continuously trying to assimilate the best technology elements practices in HR practices

■ Nonetheless, technology has its own limitations. It can never be a substitute for an experienced and well-qualified HR professional

In-demand skills

- In the retail sector, various levels call for different set of skills and experience:
- At entry level, we look for candidates who are enthusiastic, ambitious, eager to learn and are good team members
 - At middle level, we focus on candidates who carry relevant business and operational experience and can mentor juniors and expedite their learnings and outcomes
 - At senior level, we look for qualities

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The game changer will be how all kinds of companies are able to innovate to remain attractive to their target talent pool. The biggest beneficiary in this scenario will of course be HR talent – whether existing or new employees.

//

such as vision, certain core values, business comprehension, ability to align their skill sets with the vision and culture of the company

Compensation trends in 2015-16

- The compensation trends in the retail sector are upbeat with economy showing signs of brightening up and having ripple effects on all sectors
- For our sector and particularly V-Mart, the overall scenario is encouraging and this will be reflected in higher rewards for the employees. Apart from fixed compensation, we are planning to initiate employee stock options for new entrants as well as the existing talent pool

Emerging skill sets

- Technology should never overshadow fundamentals of good business and ethics at all levels. In the retail sector, we would want individuals who have empathy for user experience at all levels.
- In today's times, technology is an integral part of any business. And we will also be having greater technological interface with our customers – in the form of click and mortar experience. Basic technology skillset is present in almost every employee and it will not require big scaling up

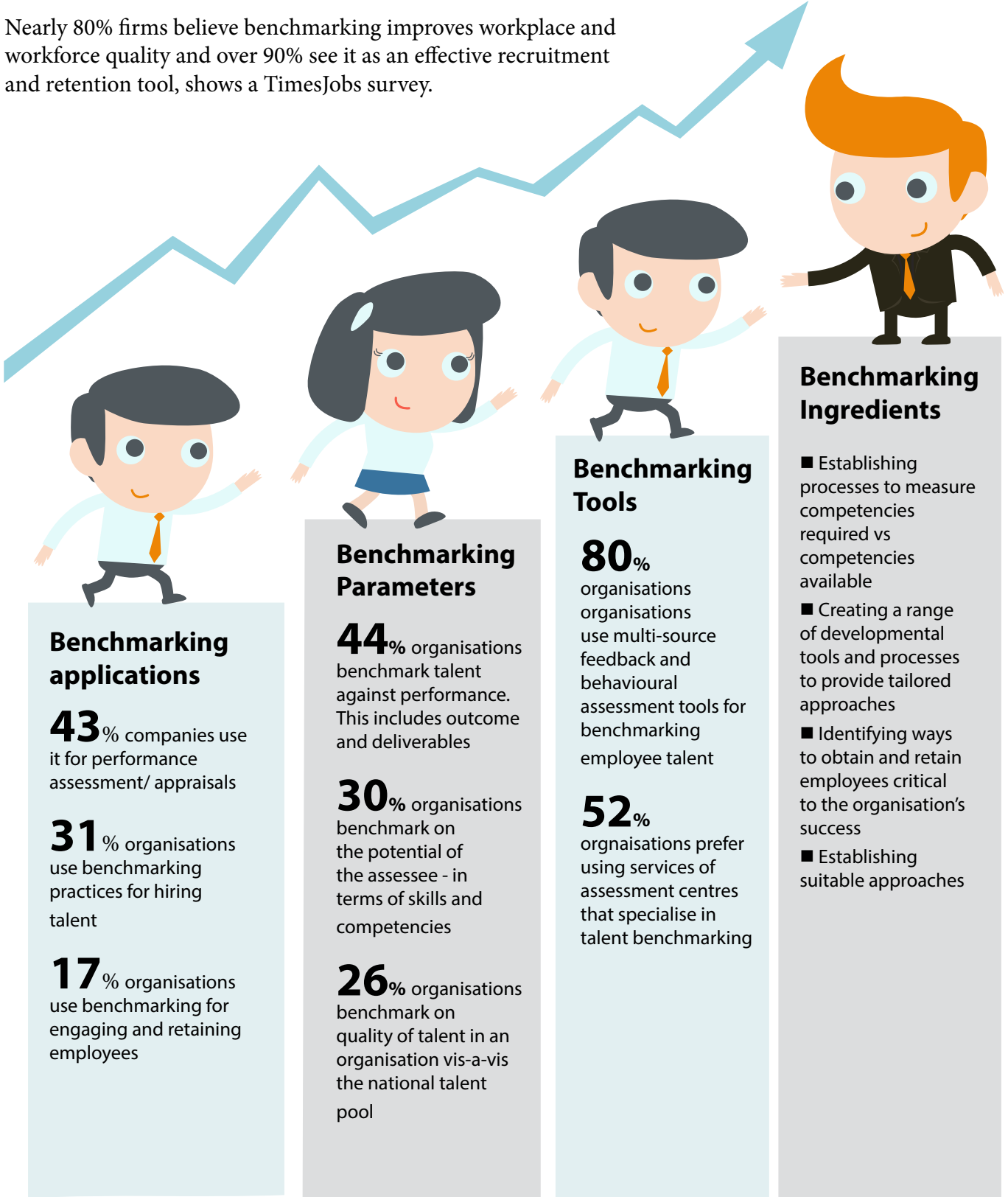
Salary meter (average range)

- Junior: Rs 1.2-3 lakh per annum
- Middle: Rs 6-9 lakh per annum
- Senior: Rs 10 lakh plus per annum

TALENT BENCHMARKING

Assessment, recruitment and more...

Nearly 80% firms believe benchmarking improves workplace and workforce quality and over 90% see it as an effective recruitment and retention tool, shows a TimesJobs survey.

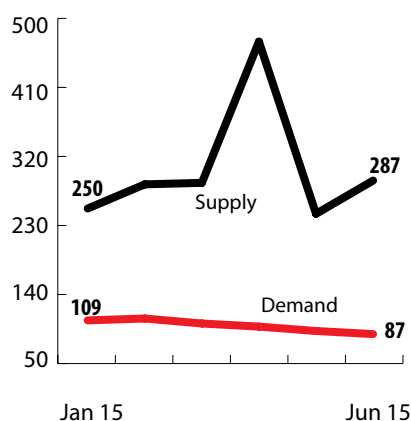




Automobile industry in wait-and-watch mode on hiring

DESPITE attracting heavy foreign investments to set up manufacturing, R&D and engineering centres in India, the auto sector seems to have adopted a wait-and-watch mode strategy. Riding high on Prime Minister Narendra Modi's Make in India initiative, it seems the sector was taking stock and consolidating resources in the Jan-Jun 2015 period for the next wave of growth in the second half of 2015. In the first half of 2015, the automobile demand index reported an average drop of 2 per cent in hiring against average 1 per cent growth in Jul-Dec 2014. During Jan-Jun 2015 period, demand for talent peaked in January witnessing 11 per cent growth. Demand for quality assurance and control, production/manufacturing/maintenance and IT specialists have been upbeat at the entry level. Despite the hard slump in hiring activity at middle and senior level, 67 per cent of the total jobs in the industry are at these experience levels. Chennai and Tamil Nadu emerged as the most promising hiring locations for entry and senior-level talent while hiring stabilised in all top locations for the middle level. West Bengal is likely to be the new growth hub for the automobile industry.

Demand and supply index



KEY TAKEAWAYS

- Entry-level professionals claimed 33 per cent of the total jobs in the automobile/auto ancillaries industry
- During Jan-Jun 2015 period, 52 per cent of jobs in the automobile/auto ancillaries industry were at middle level
- Senior-level professionals claimed 15 per cent of total jobs in auto/auto ancillaries industry
- Chennai was the top-performing metro at entry level; Tamil Nadu topped demand at senior level
- Quality assurance specialists in demand at entry level; engineers saw slump at middle and senior level



“ In the auto industry, skills in business analytics using algorithms, smart connected products and related software, retailing, branding/marketing, process automation in manufacturing and HR will be in demand. ”

Vijay Deshpande,

VP & Head-HR, JK Tyre & Industries India and Mexico

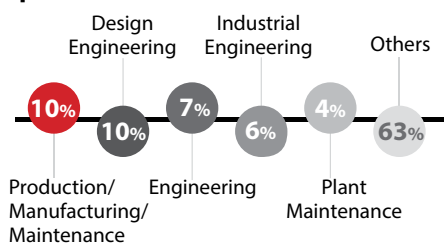
[AUTOMOBILES]

JUNIOR LEVEL

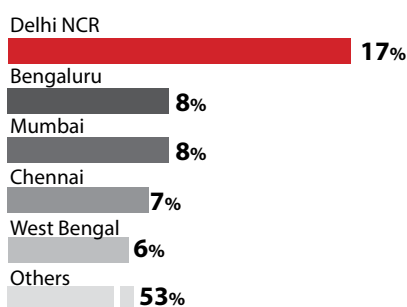
DURING the Jan-Jun 2015 period, entry-level professionals claimed 33 per cent of the jobs in the automobile/ auto ancillaries industry. Contradicting the trend of Jul-Dec 2014, demand for talent grew across core functions and specialisations. Among top functions, engineers, IT/telecom and HR professionals reported the strongest hiring trend.

At entry level, only marketing & advertising professionals showed maximum slump in demand. In core specialisations, quality assurance and control specialists, IT and design engineers topped demand charts. Delhi NCR, Bengaluru, Mumbai and Chennai accounted for nearly 40 per cent of entry-level jobs in the industry. Chennai and Andhra Pradesh were the most active locations in entry-level hiring.

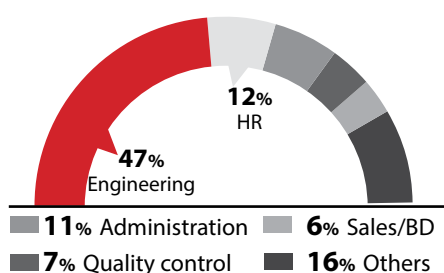
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas



AREA OF SPECIALISATION

Quality specialists in demand

- Most jobs for production/manufacturing/maintenance specialists (10%)
- Design engineers clocked 12% rise in demand, claimed 10% jobs
- IT engineering role reported a 15% increase in demand
- Demand for quality assurance and control specialists rose by 30%
- Industrial engineers reported 10% increase in demand

TOP LOCATIONS

Chennai tops entry-level demand

- 40% of entry-level jobs were in top metros, Delhi claimed 17% jobs
- Demand highest in Chennai (15%) among top metros; job share 7%
- Mumbai showed 19% growth in demand with 8% job share
- Ahmedabad saw highest increase in growth (30%) with 4% job share
- 30% growth in Andhra Pradesh followed by Maharashtra, West Bengal

FUNCTIONAL AREA

Hiring grows in core FAs

- Engineering saw 12% rise in demand with largest share of jobs (47%)
- HR profile saw maximum growth (25%); job share second-largest (12%)
- Demand for quality/process control professionals reported 4% rise
- Demand for marketing & advertising profiles dropped by 4%
- IT/telecom function witnessed 24% increase in demand

[AUTOMOBILES]

MIDDLE LEVEL

DESPITE claiming the largest share in total jobs, demand for middle-level talent in the automobiles/auto ancillaries industry was flat to negative across top functions and specialisations. Demand for talent slumped in high-volume core functional areas which included engineers, quality control, sales/business development and IT.

The trend continued in area of specialisations too, where most in-demand specialisations such as production, design and IT stayed flat. Demand for middle-level talent fell flat across major metros and states. Even with 51 per cent jobs share, none of the major metros (Delhi NCR, Bengaluru, Chennai and Mumbai) showed positive momentum. Maharashtra, the top performing state of Jul-Dec 2014, also reported significant drop in hiring.



“Product/process engineering, design and systems professionals and growth and corporate strategists are the hottest profiles at middle level. Tech, innovation, engineering design and development will continue to be in demand.”

R Venkatanarayanan,
President-HR, IT & Education, Rane Group

■ **AREA OF SPECIALISATION**

Demand drops in core specialisations

- Similar to top FAs, demand across core specialisations dropped
- Production/manufacturing/maintenance specialists reported 9% drop
- Unlike entry level, demand for design engineers dropped by 13%
- IT engineers saw 12% drop with second-highest job share (4%)
- Demand dropped 11% for quality assurance & control specialists

■ **TOP LOCATIONS**

Hiring recedes across top metros

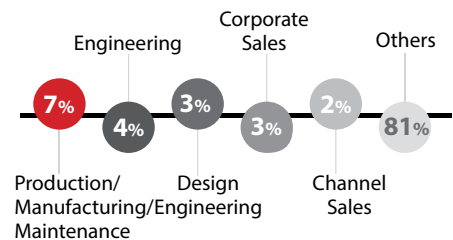
- Demand fell across top metros despite claiming 51% job share
- Delhi NCR, Mumbai, Chennai and Bengaluru reported 5-11% drop
- Despite claiming 16% job share, Pune reported 11% slump
- Among top locations, Maharashtra showed maximum drop (12%)
- Unlike Jul-Dec 2014, demand dropped in international locations (3%)

■ **FUNCTIONAL AREA**

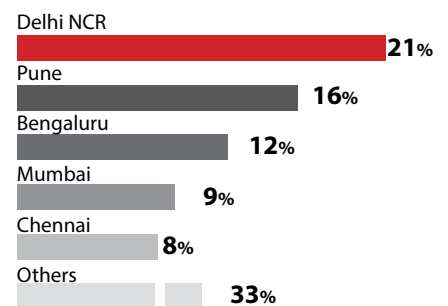
Hiring drops in core profiles

- Demand dropped across core as well as support functions
- Despite claiming largest job share (34%), engineering profile saw 11% drop
- Quality process/control profiles reported double-digit drop (12%)
- Job share second highest for sales/business development function (18%)
- HR professionals reported 8% drop in demand

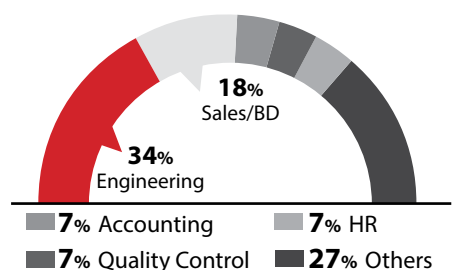
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas





“The demand-supply mismatch arising out of sudden growth of niche skills and winding down in certain sectors forcing people to reskill will bring in volatility on both sides.”

R Venkatanarayanan,
President- HR, IT & Education, Rane Group

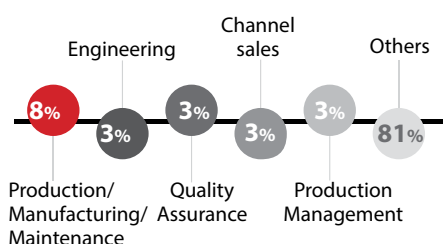
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SENIOR LEVEL

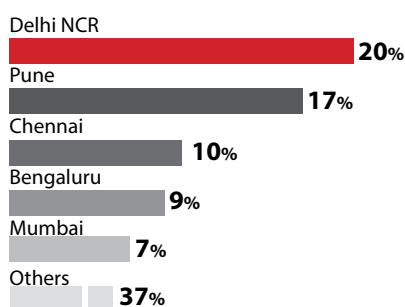
SENIOR professionals with more than 10 years of experience claimed 15 per cent of total jobs in the automobiles/auto ancillaries industry during Jan-Jun 2015 period. Demand for senior talent dropped across top functions and locations unlike Jul-Dec 2014 period.

Despite claiming largest job share in function and area of specialisations, demand for engineers significantly dropped during Jan-Jun 2015 period. Support functions such as marketing, IT, accounting & finance reported 7-11 per cent drop in demand. While hiring activity stayed flat to negative across major metros and states, Tamil Nadu clocked over 30 per cent growth. Top performing location of Jul-Dec 2014 period, Pune reported double-digit drop. Hiring in international locations slowed down as well.

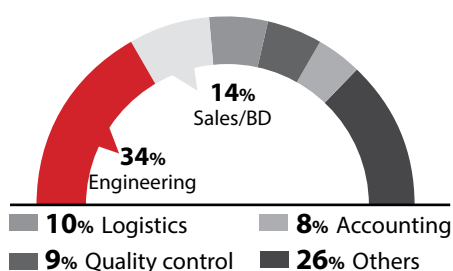
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas



AREA OF SPECIALISATION

Demand drops across core specialisations

- Contrary to Jul-Dec 2014 period, demand dropped across core specialisations
- Production management specialists recorded maximum drop (11%) in demand
- Product development specialists reported 10% drop in demand
- Similar to middle level, demand dropped for quality assurance specialists (7%)
- IT engineering profile reported 9% drop in demand

TOP LOCATIONS

Tamil Nadu tops senior-level demand

- Tamil Nadu saw maximum growth (30%) as demand fell across top locations
- West Bengal showed 4% growth and claimed as much share of jobs
- Hiring stabilised in international locations, claimed 5% job share
- Delhi NCR, Bengaluru, Chennai and Mumbai claimed 47% job share
- Pune clocked double-digit (17%) drop in demand

FUNCTIONAL AREA

Demand drop across top profiles

- Contrary to Jul-Dec 2014 period, demand fell across top ten FAs
- Despite claiming largest job share (34%); engineers recorded 9% drop
- Sales/business development function (14%) bagged second highest job share
- Marketing, IT, accounting & finance reported 7-11% drop in demand
- Demand dipped for top management profiles by 6%; job share 3%

[AUTOMOBILES]

INTERVIEW:

Marulasidda MC

HR Head,
Scania India



Real expectation from a candidate is right attitude

Recruitment game-changers of 2015-16

- 2015-16 may see a lot of hiring by companies who had frozen their recruitments in last two to three years on the back of buoyancy in the market and attractive investment climate
- The game changer is defining exact job expectation and competency requirement even in the mid and senior-level hiring. No more generic discussions
- Apart from evaluating on the usual parameters, there will be a lot of emphasis on 'industry passion' and 'culture fit' during the hiring process
- Shortage of employable candidates in entry as well as mid-level is a big factor and solution is dependent on the training and grooming of the talent by the organisation. Companies have to make serious changes on this front

Role of technology in HR, especially in recruitment

- Specific interventions such as psychometric analysis and HR/ talent analytics will help in shortlisting relevant candidates but the final selection should be based on human feelings
- We hire candidates for their attitude, using a specially-designed questionnaire. We assess candidates' human side and his/her personal value system and how it matches with organisation's culture and adaptability

In-demand skills

- Blue collar employees with diploma and hands on skills will be in demand
- At the junior level, we look for engineers and graduates with domain knowledge and common sense, especially for job roles such as accountants, test engineers, technicians and product support engineers in service
- At mid and senior level, hiring needs to be backed by strong grooming and enforcing company culture to imbibe organisation's values in new hires. Job roles such as sales executives and service managers and production line managers will be in demand

Compensation trends in 2015-16

- Compensation is one of the important drivers but how we handle recruitment, explain the job role and its challenges and engagement culture of the organisation wins over salary expectations. Salary increment will be similar to last year. Talent with niche skills will command premium salaries

Emerging skill sets

- Technology, innovation, engineering design and development continue to be some of the key focus areas in the automobile sector
- Our main focus is to train the candidates in leadership skills. The real expectation from a candidate is right attitude, and if there is any shortcoming in the skill set, we can always train the candidates
- At Scania, every new joinee has to go through intense and comprehensive training sessions. The modules designed for training are centralised, which means a Scania employee in Sweden, Brazil or anywhere else will have same training procedure and modules what a candidate will have in India

Salary meter (average range)

- Junior: Rs 3.5-7 lakh per annum
- Middle: Rs 8-14 lakh per annum
- Senior: Rs 15 lakh plus per annum

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Shortage of employable candidates in entry as well as mid-level is a big factor and solution is dependent on the training and grooming of the talent by the organisation. Companies have to make changes on this front.

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BEYOND PAYCHECKS

India Inc takes the creative route

Until now, retention strategies were based on instinct rather than any research or guiding principle. But today, an increasing number of employers are finding ways, usually inexpensive, to hold the interest of its employees, shows a TimesJobs survey.

54%
organisations are executing unique strategies to keep their best talent

32%
organisations said their retention rates improved by up to 10 per cent

60%
employees believe that application of innovative retention techniques will increase in times ahead

IT sector the biggest implementer of innovative retention

40% of the organisations in the IT sector employing innovative techniques to engage talent

34%
Manufacturing

18%
BPO/ITeS

8%
Others

Unconventional modes appeal to Gen Y

44% organisations say unconventional retention techniques work best for Gen Y



Effective in retaining mid-level staff

59% organisations said creative retention practices work best at middle level

22%
Executive level

13%
Leadership level

6%
Entry level



Key challenges

35% organisations says budgetary constraints biggest roadblock in effective implementation of innovative retention techniques

29%
Acceptance & awareness

27%
Planning & execution

8%
Process creation



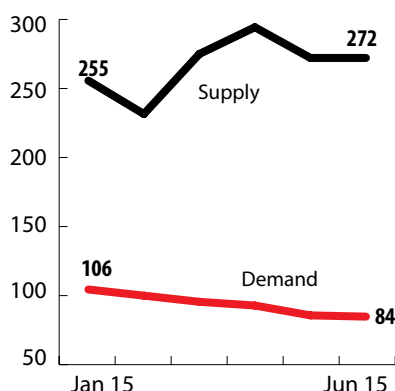
HEALTHCARE/PHARMACEUTICALS



Healthcare seeks quality control, assurance specialists

THE healthcare/pharmaceutical industry has been India's sunshine sector for a long time. In the last few years, the focus of healthcare/pharma companies has shifted to innovation and research & development work. Owing to this change, companies have been actively looking for R&D talent specialised in clinical research and biotechnology. In line with Prime Minister Narendra Modi's 'Make in India' campaign, Indian pharmaceutical companies are putting strong impetus on production, maintenance, quality assurance and control. During Jan-Jun 2015 period, the overall hiring sentiment in the Indian healthcare/pharmaceutical industry was flat to negative. Nearly 67 per cent jobs in the sector are at the middle level. Despite a drop in hiring activity across major functions and locations, demand for quality process and control, corporate and healthcare sales specialists have been upbeat across experience levels. According to industry experts, their demand will continue to rise in the second half of 2015. While demand for talent stabilised in metros including Delhi NCR, Mumbai, Bengaluru and Chennai, tier II cities such as Ahmedabad and Pune reported growth in demand for talent.

Demand and supply index



KEY TAKEAWAYS

- Top metros accounted for nearly 50 per cent of all entry-level jobs
- During Jan-Jun 2015, 67 per cent of the jobs in the healthcare/pharma industry were at middle level
- At senior level, only doctors/medical and quality process/control professionals reported a rise in demand
- Quality process & control, corporate and healthcare sales specialists most in demand cross experience levels
- Demand for biotechnology/R&D professionals stabilised during the period



“In healthcare, there is a perennial shortage of junior-level staffers, which includes nurses, lab technicians, pharmacist and technicians in dialysis, OT & cardiac and MRI. Industry-wise, the attrition level is high.”

Kalappa KB,
VP-HR, Columbia Asia Hospitals

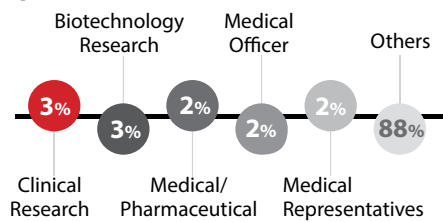
[HEALTHCARE/PHARMACEUTICALS]

JUNIOR LEVEL

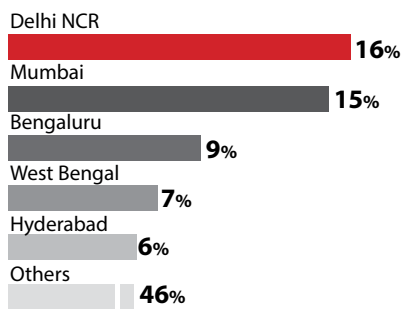
NEARLY 15 per cent of the jobs in healthcare/pharmaceutical industry were for junior-level talent in the Jan-Jun 2015 period. Mirroring the trend of Jul-Dec 2014 period, hiring activity across major functional areas at the entry level was steady to positive during Jan-Jun 2015 period.

Among top ten functional areas, only HR and marketing & advertising professional reported 1 to 3 per cent drop in demand. Demand for biotechnology/R&D professionals stabilised during the period. Top metros, including Delhi NCR, Bengaluru, Mumbai and Chennai, accounted for nearly 50 per cent of entry level jobs in the healthcare/pharmaceutical industry. Demand for entry-level talent increased by 29 per cent in international locations.

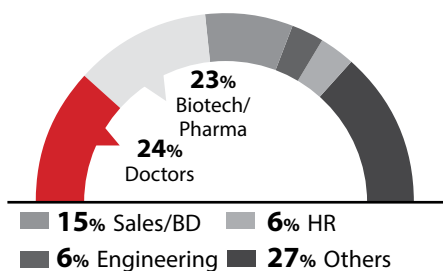
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas



■ **AREA OF SPECIALISATION**

Demand drops for research specialists

- Clinical research reported 3% of the job share, demand dropped by 1%
- Nursing accounted for dip of 3% in demand
- Biotechnology/research reported 4% decrease in demand
- Demand for medical practitioners and representatives saw 7% growth
- Corporate sales reported highest increase in demand (25%)

■ **TOP LOCATIONS**

Pune tops entry-level demand

- Pune reported 12% increase in demand with 4% jobs share
- Bengaluru and Delhi NCR reported 5% and 6% drop, respectively
- Highest talent demand in Maharashtra with 6% job share
- Demand in international locations increased by 29%
- Tier II location such as Ahmedabad claimed 4% share of jobs

■ **FUNCTIONAL AREA**

Hiring slows down in core profiles

- Doctors/nurses saw 3% increase in demand with 24% share of jobs
- Biotech/pharma profiles posted second-highest share of jobs (23%)
- Demand for quality/process control professionals reported 2% rise
- Support functions such as HR and marketing reported drop in demand
- Sales/business development witnessed 7% increase in demand

[HEALTHCARE/PHARMACEUTICALS]

MIDDLE LEVEL

WITH healthcare companies focussing on expanding their markets by hiring experienced professionals, 67 per cent of jobs in healthcare/pharmaceutical industry were at the middle level. Despite claiming the largest share of total share of jobs in the industry, demand for middle-level talent was flat to negative across top functions, similar to the Jul-Dec 2014 period. Sales/business development and IT/telecom were the only profiles where there was growth in demand.

In analysis by area of specialisations, demand for corporate sales specialists reported the highest increase in demand followed by healthcare sales specialists. While demand for middle-level talent fell flat across major metros, tier II cities such as Pune and Ahmedabad kept a positive momentum in hiring.



“Continual training and upgradation will be the key to success. There will be a requirement for strong aptitude to pick up new technology and trends. Quality is getting priority and hence inclusion of quality-based trainings is crucial.”

Dr Rajani Tiwari,
Head-HR, Wockhardt Hospitals Limited

■ AREA OF SPECIALISATION

Demand drops in clinical research

- Corporate sales saw 12% demand rise followed by healthcare sales (2%)
- Clinical research specialists reported 5% demand drop
- Nursing noted 10% fall in demand with 2% share of jobs
- Demand for medical officers and representatives stabilised (0%)
- Demand for medical/pharma specialists peaked in Feb 2015 (3%)

■ TOP LOCATIONS

Middle-level demand dropped in metros

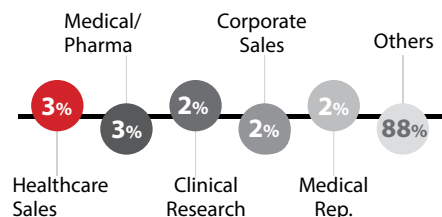
- Demand falls across top metros despite claiming maximum job share
- Delhi NCR, Mumbai, Chennai and Bengaluru reported 2-7% drop
- Maharashtra showed 8% growth in demand with 7% share
- International locations reported 3% growth in demand
- Pune and Ahmedabad showed 3-4% rise in demand

■ FUNCTIONAL AREA

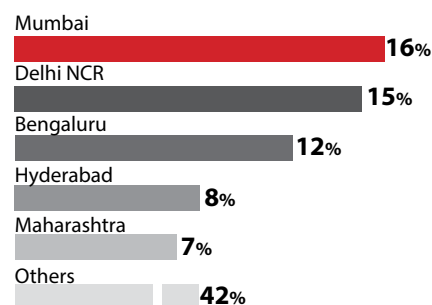
Sales/business development profiles in demand

- Demand across top functions was flat to negative at the middle level
- Doctors claimed 22% share of jobs; reported 3% fall in demand
- Demand for biotechnology/R&D profiles dropped by 5%
- Sales/business development, IT professionals saw 2% growth in demand
- Demand stabilised for quality process/control specialists

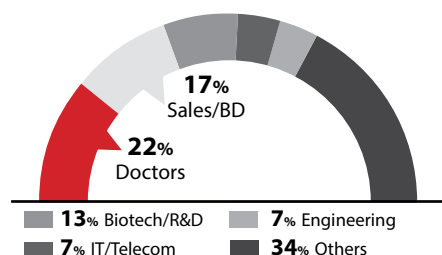
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas





“We’ve an employee development and succession planning programme to help our supervisors to handle higher roles. But the speed at which we’ve grown required us to hire mid and senior-level talent from market.”

Guruvayurappan PV,
VP and Head-HR, Omega Healthcare

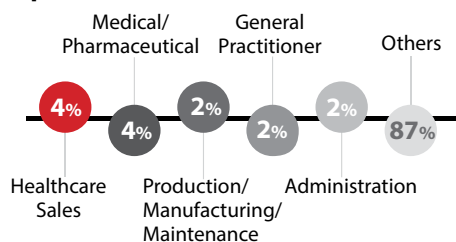
[HEALTHCARE/PHARMACEUTICALS]

SENIOR LEVEL

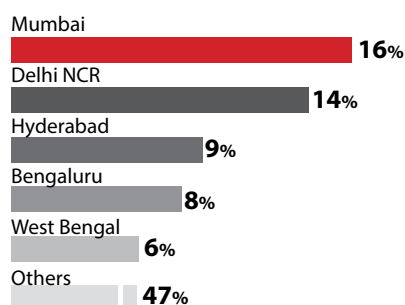
SENIOR-LEVEL professionals with 10-20 years of experience claimed 18 per cent of total jobs in the healthcare/pharmaceutical industry during Jan-Jun 2015 period. The share of senior-level jobs in the industry was even higher than entry-level jobs (15%). Similar to entry and middle-level talent demand trend, demand for senior talent dropped across top functions and locations unlike in the Jul-Dec 2014 period.

Among core profiles, only doctors/medical and quality process/control professionals reported a rise in demand whereas demand for biotechnology/pharmaceutical/R&D professionals dropped during Jan-Jun 2015 period. Despite accounting for the maximum jobs, demand for talent dropped across major metros and locations. International locations showed upbeat hiring trend for senior talent.

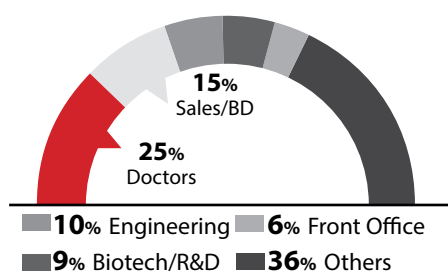
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas



■ AREA OF SPECIALISATION

General practitioners in demand

- Healthcare sales, medical/pharma specialists took maximum job share (4% each)
- General practitioners recorded 11% rise in demand
- Quality control specialists reported 12% increase in demand
- Similar to entry and middle level, demand dropped in clinical research (1%)
- Quality assurance specialists showed 6% growth

■ TOP LOCATIONS

Demand upbeat in international locations

- Chennai recorded 9% drop in demand at senior level
- Delhi NCR and Mumbai bagged 30% job share despite drop in demand
- International locations reported 10% increase in demand
- West Bengal reported maximum demand jump (10%)
- Tier I cities Pune and Hyderabad saw 2% drop in demand

■ FUNCTIONAL AREA

Quality control professionals in demand

- Doctors/medical professionals noted 5% rise in demand with 25% job share
- Quality/process control profiles witnessed maximum growth (8%) in demand
- Biotech/ pharmaceutical R&D professionals reported a 5% drop in demand
- Sales/business development functions (15%) bagged second-highest job share
- IT/telecom professionals reported 7% drop in demand

[HEALTHCARE/PHARMACEUTICALS]

INTERVIEW:

Ranjeet Singh Walia

HR Director,
Eli Lilly



Pharma companies need skilled professionals for captive centres

Recruitment game-changers of 2015-16

Recruitment in the pharmaceutical industry has evolved at a fast pace. Companies are now using more targeted ways of recruiting and exploring diverse avenues to meet their talent requirements.

- Internal referrals by current employees continues to be one of the best channels for sourcing quality hires in the pharmaceutical sector
- Companies are now increasingly recruiting freshers from various disciplines who have the right knowledge and aptitude. There is a big shift toward closing the gap that exists between active and passive candidates

- Increased emphasis on using social networks. Social recruiting has been big in 2014 and it's set to be even bigger in 2015
- Diversity is becoming important as it fosters creativity. Creativity drives innovation and leads to enhanced business results

Role of technology in HR, especially in recruitment

- For companies, technology helps in shortlisting candidates, maintaining an active database of potential hires, moving the selection process quickly, providing easy access to candidate information, while maintaining confidentiality and privacy
- The video interview is another outcome of modern technology. Many employers

find it more cost effective and a quick way to interview candidates who are in distant locations through webcam

- Moreover, the emphasis is now on the ability to engage candidates early, build empathy with the employer's brand and create candidates who are committed and highly engaged before an opportunity has even opened up for them

In-demand skills

- The pharmaceutical industry is on a brisk expansion spree and needs skilled professionals, specifically for establishing captive centres
- Regarding specific skills, it's important

to have an in-depth understanding of the subject matter, knowledge of statistical tools, language skills, report writing, research techniques and regulatory framework

- Pharmaceutical industry is also looking for innovative ways to improve productivity, efficiency and ability to reach customers quickly and create positive interactions. Employees with digital outlook will have more opportunities to grow in the pharmaceutical industry

Compensation trends in 2015-16

- According to some prominent annual compensation and benefit surveys, the highest projected increment for last many years has been in pharma, life sciences and healthcare. This is likely to continue

Emerging skill sets

- Employees should be ready to work from any corner of the world. They must possess English language skills, quantitative skills, in-depth subject matter knowledge, so they can adapt to any environment
- An individual needs to be open to change, innovative and be able to constantly challenge the status quo

Salary Meter (average range)

- Junior: Rs 3-6 lakh per annum
- Middle: Rs 7-20 lakh per annum
- Senior: Rs 20 lakh plus per annum

Companies are now increasingly recruiting freshers from various disciplines who have the right knowledge and aptitude. There is a big shift toward closing the gap that exists between active and passive candidates.

WORKPLACE PRODUCTIVITY

What employees think about workdays

The first two hours of office are the most productive period for a majority of India Inc employees, shows JobBuzz.in survey. The least productive period for them is the two-hour period after lunch.

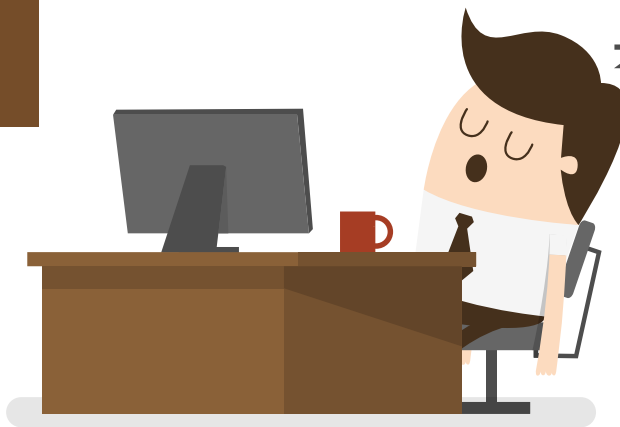


65% respondents most productive during first two hours of office

19% respondents most productive during two hours before lunch break

88% male respondents most productive in the first two hours of office

37% female respondents most productive in first two hours of office



19% vote Wednesday as most productive day

Thursday voted as least productive day

70% respondents least productive post-lunch

70% male respondents find two hours after lunch least productive

50% female respondents say last two hours of office least productive

44% of respondents work five days a week

56% work six days a week



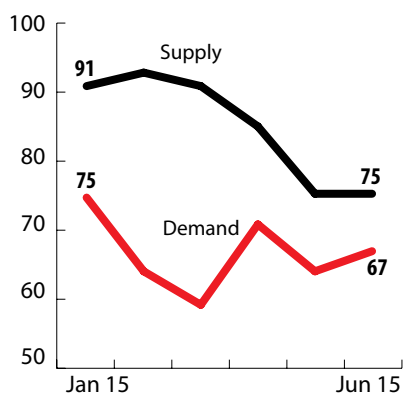
PETROCHEMICALS/OIL & GAS



Demand high for quality control and engineering profiles

THE petrochemical/oil and gas industry, tackling the country’s energy needs, has had a buoyant year so far — from Cairn India’s merger with Vedanta to Russia’s Rosneft buying 49% stake in an Essar Oil refinery and Reliance posting improved margins on refining to state-run IOCL reportedly planning more units. Indian upstream oil companies can also expect to gain from larger flow of Iran crude oil following lifting of sanctions. Investments worth billions of dollars are also expected across oil and gas during over the next two years. In terms of employment generation however, Jan-Jun 2015 was a little muted, with overall talent demand falling marginally. But the industry has been seeking lot of engineers – their job share across experience levels stood at an average of 52 per cent of all job postings. Their demand was also up at the junior level. In terms of location, most new jobs were concentrated in Delhi NCR and Mumbai but senior-level talent saw more opportunities in foreign shores.

Demand and supply index



KEY TAKEAWAYS

- Overall job share of engineers stood at an average of 52%; their demand revived at junior level
- The demand index for all functions at all levels fell by 3% in Jan-Jun 2015
- Junior level saw highest demand in most profiles in Feb 2015 compared to other months during Jan-Jun 2015
- In top ten locations, Mumbai had the highest share of jobs across levels (15%). Delhi followed at 14%
- In specialisations, electrical, engineering and quality control were in demand at junior level (10%)



“There is a difference between the skills taught on campus and those required to do the job. These skills could be technical or managerial. There is a great need for campus-industry partnership so that the industry has the right manpower.”

Harsh Bhosale,
HR Head, Essar Oil

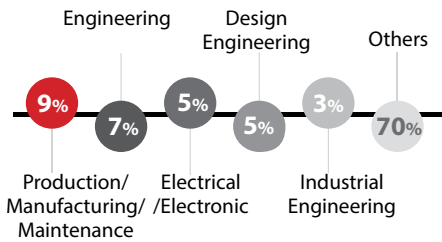
[**PETROCHEMICALS/OIL&GAS**]

JUNIOR LEVEL

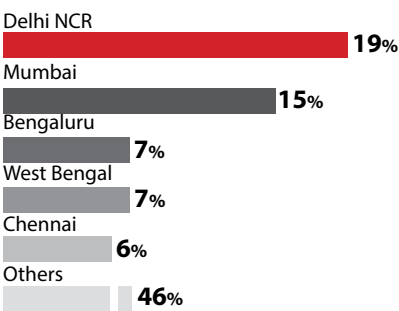
MUCH like in the Jul-Dec 2014 period, engineers took up most of the share of total job postings for junior level in the petrochemical/oil and gas industry during Jan-Jun 2015 too. However, demand for sales/business development professionals fell in Jan-Jun 2015. They had risen the most in Jul-Dec 2014. In top ten locations, Delhi NCR and Mumbai remained the job hubs in terms of job share but did not register any growth in talent demand.

Demand grew the most in Chennai and Pune. The areas of specialisation in high demand at junior level were engineering, electrical/electronics, quality control and plant maintenance with job shares from 2 to 7 per cent. Also, though production as a specialisation had the highest job share at 15 per cent, its demand fell significantly during Jan-Jun 2015.

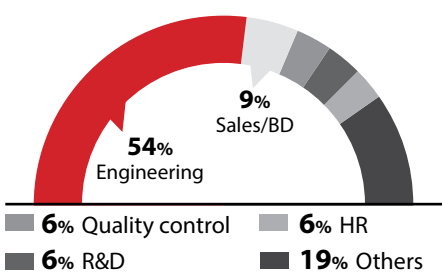
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas



■ **AREA OF SPECIALISATION**

Electrical/electronic sought-after specialisation

- Demand up for electrical (10%), oil & gas (6%), QC (5%) specialisations
- Engineering profile had second-highest job share (7%), demand up by 7%
- Demand for corporate sales profile grew 2% unlike 23% in Jul-Dec 2014
- Demand for design engineers fell by 8%; was up 30% in Jul-Dec 2014
- Demand stabilised for industrial engineering with 3% job share

■ **TOP LOCATIONS**

Maximum jobs in Delhi NCR and Mumbai

- Like Jul-Dec 2014, Delhi NCR had the maximum job share (19%)
- Demand grew most in Chennai (10%), Pune (10%) unlike in Jul-Dec 2014
- Mumbai's job share was 15%; demand remained stable (0%)
- Talent demand up in Rajasthan (23%), Odisha (21%) and Punjab (21%)
- West Bengal saw 6% growth in demand; had risen 30% in Jul-Dec 2014

■ **FUNCTIONAL AREA**

Demand up for quality control, R&D profiles

- Demand for quality control professionals grew by 5%, job share was 6%
- Demand for engineering was stable but job share was maximum (54%)
- Demand for design engineers, sought-after in Jul-Dec 2014, fell the most (8%)
- Production/manufacturing profiles topped job share (9%); demand fell (5%)
- Plant maintenance profile, with 2% job share, clocked 6% demand rise

[PETROCHEMICALS/OIL&GAS]

MIDDLE LEVEL

THE share of jobs for engineering profile in petrochemical/oil and gas industry went up from 33 per cent in Jul-Dec 2014 to 50 per cent in Jan-Jun 2015 even as demand for the profile fell during the period. Demand however rose for HR and training and R&D profiles.

While Delhi NCR claimed the most number of jobs at junior level, Mumbai had the maximum share of jobs for middle level during Jan-Jun 2015. Among states, talent demand rose the most in West Bengal, Kerala, Odisha and Punjab while their share of jobs ranged between 1 and 5 per cent. In area of specialisation, most jobs in middle level were in production and maintenance, much like the junior level. Demand was down in nearly all specialisations, except for channel sales where demand stabilised.



“We will see the increased need for skilled personnel in specialised domains such as mining exploration, power mechanics in the industry.”

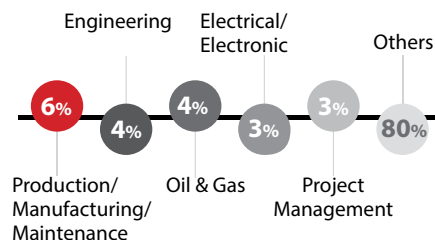
Rajesh Padmanabhan,
President and Group CHRO, Vedanta

AREA OF SPECIALISATION

Talent demand high in production/manufacturing

- Production/manufacturing had top job share (6%) like in Jul-Dec 2014
- Channel sales saw stable demand; had risen 30% in Jul-Dec 2014
- Demand fell the most in engineering and electrical specialisations (6%)
- Demand for plant maintenance talent fell 3%; was up by 30% in Jul-Dec 2014
- Engineering and oil and gas specialisations had 4% job share each

Share of jobs in area of specialisation

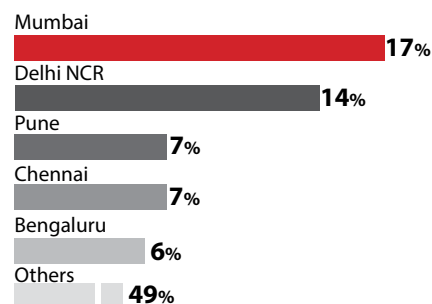


TOP LOCATIONS

West Bengal, Kerala lead talent demand

- Share of international jobs stood at 7 per cent, demand stabilised
- Mumbai had highest job share (17%); was 13% in Jul-Dec 2014
- Delhi NCR had second-largest share of jobs (14%)
- Talent demand up by 3% in West Bengal; job share was 5%
- Demand grew by 2% in Kerala, job share was 3%

Share of jobs in top locations

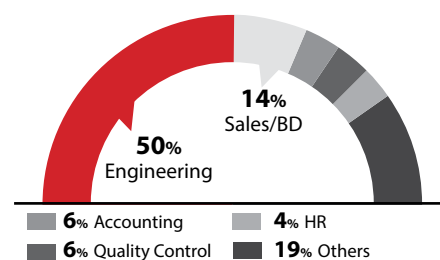


FUNCTIONAL AREA

HR and R&D profiles see rise in demand

- Engineers' demand fell by 4%; was up by 18% in July-Dec 2014
- Demand for HR profiles grew by 1%; job share was 4%
- Sales/business development took 14% job share, demand fell by 2%
- Demand for IT/telecom profiles fell by 8%; was up by 30% in Jul-Dec 2014
- Accounting & finance profiles had 6% job share; demand down by 1%

Share of jobs in top functional areas





“Considering our expansion plans in retail segment, demand for business development and marketing professional across levels is on the rise. There is great demand for inspection, process professionals for refineries.”

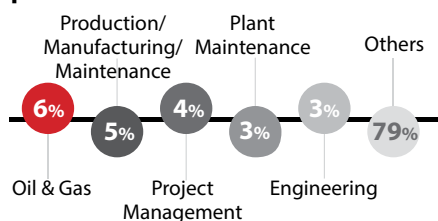
Harsh Bhosale,
HR Head, Essar Oil

[**PETROCHEMICALS/OIL&GAS**]

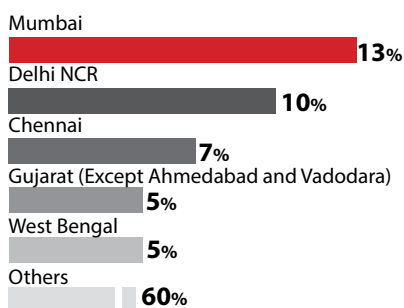
SENIOR LEVEL

SALLES/business development profiles saw a rise in demand, claiming second-highest share of jobs in the senior-level after engineers, who like Jul-Dec 2014, had the biggest job share. Quality/process control and logistics/supply chain management/procurement profiles had job shares between 6 and 7 per cent. The maximum number of jobs for senior talent in Jan-Jun 2015 was in international locations followed by Mumbai and Delhi NCR. Among states, talent demand grew in West Bengal. Job share was almost evenly divided in areas of specialisation. Demand was down in most areas, except for channel sales which showed stable hiring activity. This was unlike the Jul-Dec 2014 period, when demand was positive for production/maintenance and electrical and mechanical specialisations.

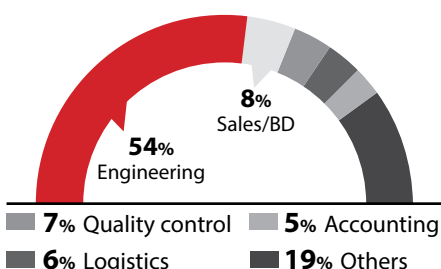
Share of jobs in area of specialisation



Share of jobs in top locations



Share of jobs in top functional areas



■ **AREA OF SPECIALISATION**

Job share highest for oil and gas specialisation

- Oil and gas professionals took 6% of job share; demand dipped by 5%
- Engineering profile saw fall in demand (6%) like in Jul-Dec 2014
- Project management, after 30% jump in Jul-Dec 2014, fell 5%
- Production job share fell from 7% (in Jul-Dec 2014) to 5%
- Plant maintenance and electrical had 3% job share each

■ **TOP LOCATIONS**

International jobs take sizeable share

- 22% of senior-level jobs were in foreign locations, demand dipped by 1%
- Job share of Mumbai and Delhi between 10 and 13%
- Demand fell by 1% in Gujarat (except Ahmedabad and Vadodara)
- Demand was up by 3% in West Bengal; job share was 5%
- Vadodara and Ahmedabad too saw positive demand at 2% and 3%, respectively

■ **FUNCTIONAL AREA**

Demand rises for sales professionals

- Sales/business development profiles saw 1% demand jump and 8% job share
- Engineers, after a demand rise (28%) in Jul-Dec 2014, saw 5% dip
- Demand for HR profiles rose 3%; job share was 3%
- IT/telecom profiles, after rising 27% in Jul-Dec 2014, fell by 7%
- Job share of quality/process control function was 7%, demand fell by 3%

[PETROCHEMICALS/OIL&GAS]

INTERVIEW:

Suri Rajagopal

Vice President-HR

India Operations, Shell



Industry needs people with ability to use data and statistics

Recruitment game-changers of 2015-16

- Recruitment will undergo fundamental shifts as organisations increasingly leverage expertise, both within and outside the enterprise. For example, Shell India collaborates with Dutch universities to sponsor 75 Indian PhD students in computational sciences to build capability in this niche area
- Through our 'Ideas 360' programme, we dip into the creativity of students worldwide to develop game-changing ideas in energy which we mature into commercial propositions
- Another example is using our mobile friendly portal to individually engage passive audiences who could well be potential future employees by updating them on major new projects or events

Role of technology in HR, especially in recruitment

- The usage of digital channels has dramatically increased our capability to filter and target the right candidates
- Social media has allowed Shell to find the best job candidates more effectively, serving as a great channel for dialogue, engaging applicants through the recruitment process and communicating with wider audiences on a more personalised level
- Using social media and networking is not always simple. It requires making the

right connections, patience, a respect for privacy and a true desire to be connected in more ways than just to offer a job

In-demand skills

- Our industry is talent and technology-driven. The industry's workforce needs people with the ability to use data, statistics and information-modelling techniques to make business decisions
- While we expect a strong core interest in technology and innovation among our people, we also look for creative thinkers, problem-solvers and those excited by the idea of a secure global energy future.

■ We hire strong team players able to work in matrix structures with sensitivity to diverse cultures

■ We work with educational establishments and institutions to create awareness and educate students about the amazing careers available in this industry

Compensation trends in 2015-16

■ Merit increases, performance bonus, special recognition awards and long-term incentives (LTI) such as performance shares are tools we use to reward employees

Emerging skill sets

- The advent of technology has made the workforce smarter and sophisticated. In our industry – as across multiple other sectors - digital literacy, analytics, robotics and other similar skills are becoming increasingly important
- With the need for increasing global collaboration and greater decision making, the need is for a global mindset. The industry needs employees who can lead and steer the big challenges of our times and experiment with data in real time
- Intellectual curiosity, ability to adapt and sensitivity to different cultures is important for success in a global company

Salary Meter (average range)

- Junior: Rs 12-14 lakh per annum
- Middle: Rs 35-43 lakh per annum
- Senior: Rs 91 lakh-1.2 cr plus per annum

While we expect a strong core interest in technology and innovation among our people, we also look for creative thinkers, problem solvers and those excited by the idea of a secure global energy future.

SPECIAL FOCUS

FINDING TALENT

NEW AGE, NEW WAYS

How companies are employing new-age recruitment tools to hire quality candidates

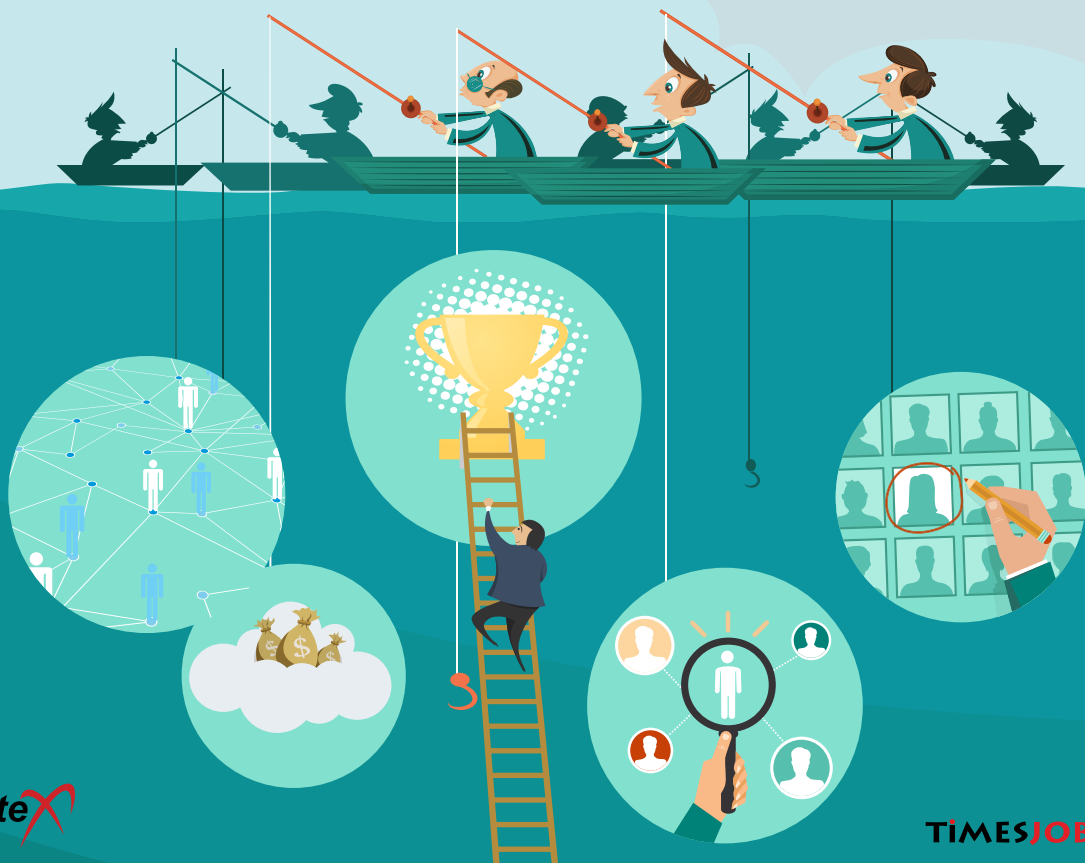
THE search for right talent has heated up as established as well as startups vie for quality candidates. With the hunt focused on not just active, but also passive talent, prospective candidates suddenly have more opportunities than ever to choose from.

Thus, these are challenging times for recruiters who have to modify, change and adopt and experiment with new tools. So what are the new-age recruitment solutions recruiters are adopting and how successful these have been?

HR leaders say these seven tools are being widely used to source new-age talent:

- Talent communities
- Gamification
- Employer branding
- Talent analytics
- Talent benchmarking
- Mobile recruitment
- Social hiring/referrals

TimesJobs conducted several surveys during the Jan-June 2015 period to find out how employers in India Inc are using these tools.



They threw up interesting insights. HR leaders and employers also explored these topics in depth in TimesJobs and TechGig boardroom discussions held across the country over the same period.

■ **Talent benchmarking**

Talent benchmarking has been crucial for talent selection and hiring and the practice has evolved. Benchmarking is one of the most effective tools in recruiting right resources, appraising and retaining them since the process starts with business strategy and workforce planning, along with core competencies required to achieve success.

In a TimesJobs.com survey, close to 80 per cent organisations said benchmarking improved workplace and workforce quality while over 90 per cent recognised it as an effective tool in recruiting right resources and retaining them.

■ **Social hiring and referrals**

Talent recruitment today is about relationship building and partnerships.

New-age recruiting is fast moving away from just sourcing talent to assessing talent process while keeping social habits of the candidates in mind and building a relationship with passive candidates before offering jobs.

“Targeted social media and self-updating database of potential employees and employers are creating a strong need for recruiters to stay abreast with the latest developments in their domains,” Anil Rathore, head- human resources, Indiabulls Housing Finance Ltd, told TimesJobs.com.

■ **Mobile recruitment**

As companies adopt mobile-first attitude, why should the recruitment process stay behind?

Recruitment based on mobile apps have shot up, with 65 per cent companies saying that they have built a comprehensive mobile recruitment strategy, according to TimesJobs survey. This figure was 10 per cent higher than last year.

Also, nearly 85 per cent online operations

by jobseekers have shifted from personal computers to smartphones during the past two to three years. And 25 per cent organisations in India Inc, today, have mobile apps for candidates.

■ **Employer branding**

With increased competition and greater focus on authenticity, employer branding is evolving into talent-driven branding.

This has the advantage of being perceived as having greater value by being more relatable. And hence it is proving to be more effective form of branding to attract prospective talent. This trend has reported expansion to include the realm of alumni or former employees as well, providing further authenticity to employee/talent-driven branding.

“Your existing and former talent brand has a significant impact on ability to hire a great talent, while lack of brand awareness or interest in employer branding does make an impact on the increased requirement of quality hires,” Deepika Pillai, director HR, Xavient Information Systems, told TimesJobs.

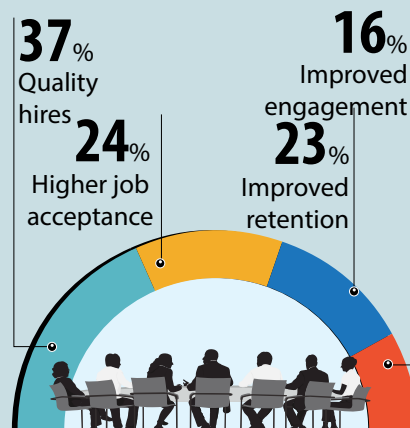


What are the advantages of employer branding?



With a significant part of the target segment on smartphones, talent spotting has to be mobile-friendly. It is something one cannot ignore.

Dr Kalyan C Kankanala,
Managing Partner, BananalP Counsels



However, according to a survey by JobBuzz, an employer rating platform powered by TimesJobs, there is a perception gap between companies and employees about the effectiveness of their employer branding tools.

While 74 per cent organisations said their employer branding was successful, 67 per cent of employees did not agree.

The way out, employers say, would be to remove the ambiguities related to vision and objective of the branding process. Employees, on the other hand, feel the branding should be convincing.

■ Talent analytics

The use of data analytics in recruitment is gradually gaining ground in India Inc. But it still has a long way to go, especially in using predictive talent analytics and linking HR data to business performance.

A TimesJobs survey shows that while 44 per cent of the surveyed organisations claim to use data for hiring, only 7 per cent use predictive analytics to find the right talent.

In the survey, 88 per cent of the organisations said they found their data analytics practice for hiring as satisfactory.

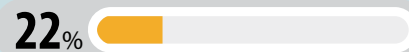
The IT sector has emerged as a pioneer

How has data analytics affected the hiring process?

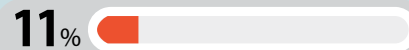
Better quality hires



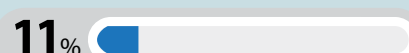
Less turnaround time



Improve engagement and retention



Removes ambiguity and biasness



in using data analytics in recruitment with over 80 per cent of the organisations claiming to have a process in place. Healthcare organisations too claim to widely use HR data analytics (72%).

Also, nearly 86 per cent organisations feel HR analytics will give them a competitive edge in talent hunting.

■ Talent communities

Recruiters and hiring managers increasingly rely on professional networks and forums to scout for passive talent.

On webinars and discussion platforms, industry experts said they expect more hires to come through conversation forums and communities.

According to a TimesJobs.com study, over 60 per cent of the surveyed organisations in India network through talent communities to create a robust talent pipeline. And close to 50 per cent organisations see this as becoming a core part of their talent sourcing strategy.

With the expectation from HR to proactively anticipate skill requirements and help build the talent pool, identifying and acquiring passive talent are the key given the expansion strategies that companies are planning in today's scenario.



Benchmarking is most effective for technical roles. HR managers are able to define requirements better in terms of technical skills. It's like maths where two plus two will always be four.

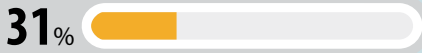
Nitya Nivali,
HR Director, Progress Software

What are the benefits of talent communities?

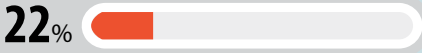
Creating robust talent pipeline



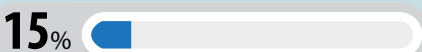
Improve quality of applicants



Attract passive candidates



Cost saving



■ Gamification

Though gamification in itself is not a new term anymore, what is new is the way the tool is being used by companies in India for a wide range of talent-identification purposes.

A TimesJobs survey showed that 57 per cent of companies mentioned using coding contests for employee engagement of coders/developers.

Interestingly, 63 per cent of the organisations stated that using coding contests resulted in getting the tech workforce more engaged.

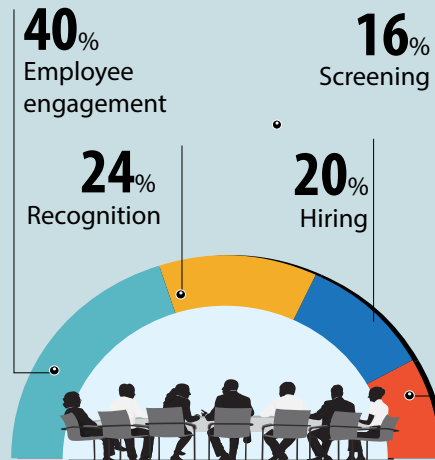
When designed correctly, gamification has proven to be successful in engaging people and motivating them to change behaviours, develop skills or solve problems.

One example can be Code Gladiators – a nationwide gamification contest TechGig.com organises every year. The 2015 edition saw over 80,000 coders from across 9,000 top IT companies.

The participants coded in a variety of languages in online rounds that culminated in the top 125 coders meeting in person to battle it out face-to-face.

The competition saw the rise of the top

How are companies using gamification?



coders from the thousands of participants, helping IT firms identify hidden talent.

■ Way forward for HR

Given these new recruitment tools, HR experts taking part in TimesJobs boardroom discussions have outlined the steps companies need to take to attract and retain the right talent:

- There is a need for HR to align with changing candidate expectations
- HR should be able to provide stability to the organisation
- HR's aim should be to make the lifecycle of a person in an organisation enjoyable to build a good employer brand
- A career map should be provided to a candidate with transparency in promotion
- There should be congruence between what the company does inside and what it projects outside
- It's important to realise that a company's biggest brand ambassadors are its existing and former employees
- Connecting to prospective candidates through various platforms is vital



Gamification works as a great tool to engage with external talent and share information about the company to passive talent.

Mohit James,
Director-HR, L'Oreal India



A talent community doesn't give control on who comes in and participates. This means it's a random sample with a large percentage of aspirants and only a few are part of the top talent pool.

Shiva Sundar,
HR Director-India, Akamai Technologies

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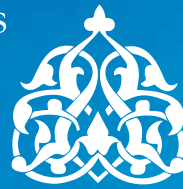
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