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Specimen Cover Sheet

Topic- "OVERCOMING TALENT SHORTAGE DURING THE PROCESS OF HIRING."

By
'Saumya Kapur'

**A report submitted in partial fulfillment
of PGDMprogram2022-24**

ManpowerGroup®

'ManpowerGroup Services India Pvt Ltd. '

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'Sagar Jadhav'   **'Meghna Chhabra'**
Company Guide   **Faculty Guide**
Sr.Talent Acquisition – Recruitment

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DECLARATION

I hereby declare that this project report "Name of Project' is my own work, to the best of my knowledge and belief. It contains no material previously published or written by another person nor material which to a substantial extent has been accepted for the award of any other degree or diploma of any other institute, except where due acknowledgement has been made in the text.

Signature: _____

'SAUMYA KAPUR'
'202311099'
2023-25

DATE: 2/08/24

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CERTIFICATE FROM FACULTY GUIDE

This is to certify that work entitled 'Project title' is a piece of work done by 'Student Name' under my guidance and supervision for the partial fulfillment of a degree of PGDM at Delhi School of Business – VIPS TC.

To the best of my knowledge and belief this study embodies the work of the candidate. This requirement of the rules and regulations relating to the summer internship of the institute, is up-to the standard both in respect of content and language for being referred to the examiner.

Signature _____

Name
Designation

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EXECUTIVE SUMMARY

Through this report I would like to pen down my experience of my 'on the job' role in dealing with talent shortage in the recruitment process at the company I interned with, which is 'ManpowerGroup India pvt ltd.'

Recruitment is one of the most important tasks of an HR Manager and plays a vital role when it comes to deciding the future of the company. Talent shortage means that a manager is unable to find the right candidate for the company who would satisfy all needs and demands of the company and vice versa.

while hiring an hr manager has to keep several factors in mind such as the candidates skills, education background, personality, culture fit, willingness to learn and grow etc. Even the most technically skilled candidate might not be fit for a company due to the lack of any other factors. Sometimes, hiring for certain job roles becomes difficult for the managers. Through this report, we will understand how hiring can become a challenge due to talent shortage and what are the different ways we can overcome this problem. I will be taking an example of my experience at the company. The different methods used, dealing with clients while being unable to find the right fit for their company, everything is discussed. The conclusion is that there are always ways of finding people but finding the right people is the main goal and sometimes achieving this goal is difficult but there is always a way out.

Factors that lead to talent shortage to be discussed in this report are - Unclear job descriptions, limited candidate pool, improper recruitment channels, competitive job market, inadequate compensation, lack of internal consensus, higher expectations, poor company branding, discrimination. Ways to deal with this problem mentioned in this report are - having a better job description, using more shiring channels, setting more realistic expectations, offering more competitive salaries, adapt to the latest cultural and economical trends.

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COMPANY DESCRIPTION

MANPOWERGROUP INDIA PVT LTD
'Powering Your Success with Job Placement & HR Consultancy'

ManpowerGroup India is a noticeable player in the Indian workforce solutions landscape. As a subsidiary of the worldwide ManpowerGroup, it offers services intended to address the developing requirements of organizations and job searchers in the Indian market.

Services provided by the company are :

1. Recruitment process outsourcing(RPO): Giving start to finish recruitment solutions custom-made to clients' particular employing needs.
2. IT and Non-IT Staffing: Offering transitory and contract staffing solutions across different types of businesses.
3. Permanent Recruitment: Helping companies in gaining full-time employees.
4. Career management: Supporting job seekers in profession growth and occupation advances.
5. Training and Development: Upgrading administration capacities.

ManpowerGroup India expects to be an impetus for progress for its clients. By utilizing its aptitude and worldwide recognition, the organization assists associations with enhancing their labor force, while enabling people to accomplish their professional objectives.

Key Qualities

1. Solid Industry Experience: Profound comprehension of the Indian work market and industry-explicit ability prerequisites.
2. Exhaustive Help Portfolio: Offering an extensive variety of labor force answers for meet different client needs.
3. Worldwide Organization: Admittance to an immense ability pool and industry experiences on a worldwide scale.
4. Center around Innovation: Embracing innovation to drive productivity and development in enlistment processes.

Target Market

ManpowerGroup India caters to several industries such as IT, BFSI, manufacturing, healthcare, and retail. Its client base comprises both large as well as small and medium-sized companies.

JOB DESCRIPTION

JOB TITLE - OVERCOMING TALENT SHORTAGE DURING THE PROCESS OF HIRING.

After interning for a month, the company that I was given to lead was 'Telamon' and as a hiring consultancy we were supposed to fulfill its hiring needs. Telamon is a telecommunications company which majorly has requirements for different types of engineers.

The positions given to me to close are mentioned in the table below -

Count of Candidate Name												
Row Labels	L2 Hold	Backout	CV Pending Feedback	Joined	L1 Hold	L1 Reject	L1 Rejected	L2 Reject	Offer Decline	Offered	Grand Total	Open position
A&E Designer		20	10	3	1	41	4	3	1	1	84	2
Asset Management Analyst						10		9		1	20	1
OSP Designer I						7					7	0
OSP Drafter I	2	1	1	4		22		1		1	32	4
OSP Drafter II				1						2	3	2
Project Engineer - RISA						13		2			15	1
Project Engineer I - TNX		1	2		2	8					13	
Grand Total	2	22	13	8	3	101	4	15	1	5	174	10

TABLE - 1

As you can see above the total open positions that I received were 10 of different profiles. Leading a team of 3, with two other interns I used to search for talent through various channels such as naukri.com, linkedIN and sometimes even Instagram. Majorly all profiles were getting filled smoothly other than two profiles with were 'Project Engineer - 1' and 'Project engineer - 2'. Both these profiles were very ahrd to hire for and there was a clear case of talent shortage.

The JD for Project Engineer - 1 (TNX) and Project Engineer - 2 given by the company is as follows -

Project Engineer I (TNX - AT&T Tower Analysis Team)

Job Description:

The Project Engineer I will be responsible for the design, layout, and structural analysis of new or existing communication structures for wireless telecommunication sites. **Mainly role will focus on AT&T Tower SAs / Crown Castle / CCI Towers, foundation, tower modification analysis, etc using TnxTower software**. This position will focus on Structural Engineering Analysis responsibilities. This position will enable you to work in US Telecommunications market and Analyze Towers using TNXtower software.

All work will be performed under the leadership of a Senior / Professional Engineer.

Essential Duties and Responsibilities:

The Project Engineer I is responsible for duties that include, but are not limited to, the following:

- Prepare formal written reports for clients summarizing results and recommending actions.
- Perform calculations based on engineering principles and building code requirements.
- Work collaboratively with the Structural and Designing/Drafting groups to prepare, draft, and review structural analysis models, reports and drawings.

Structural Responsibilities:
- Perform structural analyses of communication towers, antenna mounts and related structures pursuant to governing building codes and standards.
- Utilize a variety of engineering software including both specialized and general-purpose finite element analysis (FEA) programs.
- Design basic structural modifications to increase capacity of structures when required per analysis.
- Assist senior engineers in designing efficient structural modifications to increase capacity of structures and foundations when required per analysis.

Skills and Abilities Required:

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- Functional to proficient with some Structural Analysis Modelling software – **TNX Tower,** RISA or a similar finite software suite.

- Strong computer skills required, including proficiency with the Microsoft Office - EXCEL and WORD. VBA knowledge will be a bonus.
- Understanding of Civil and Structural Engineering concepts – SFD, BMD, Strength of Materials, Local Axes vs. Global Axes, Steel + RCC Design, Foundation Design, etc.
- Effectively communicate and work with both internal Engineering and Project Management teams as well as customers
- Ability to set priorities and work under a fast paced environment
- Ability to efficiently multi-task and work on several projects simultaneously

Education and Experience Required:

- B.E. / B.Tech. in Civil Engineering
- M.E. / M.Tech. Structural Engineering, or comparable degree program required
- Structural engineering course / project emphasis.

Physical Demands:

Office work is in a normal office environment that requires the following activities:
- Must be able to remain in a stationary position for 90% of the time
- Ability to move about the office to access office machinery, attend meetings, etc.
- Must be able to operate a computer and all required programs
- Occasional moving of office supplies up to 4 kgs

This job description in no way states or implies that these are the only duties to be performed by the employee(s) incumbent in this position. Employee(s) will be required to follow any other job related instructions and to perform any other job-related duties requested by any person authorized to give instructions or assignments.

A review of this position has excluded the marginal functions of the position that are incidental to the performance of fundamental job duties. These duties and responsibilities are essential job functions and requirements and are subject to possible modification to reasonably accommodate individuals with disabilities. To perform this job successfully, the incumbent(s) will possess the skills, aptitudes, and abilities to perform each duty proficiently. Some requirements may exclude individuals who pose a direct threat or significant risk to the health or safety of themselves or others. The requirements listed in this document are the minimum levels of knowledge, skills, or abilities.

This document does not create an employment contract, implied or otherwise, other than an "at will" relationship.

ANALYSIS OF THE JOB

Reasons for talent shortage for the two job roles mentioned above according to me are :

1. Limited Candidate Pool

    The job profiles have extremely specific demands such as compulsory work experience in at&t towers, knowledge of Risa or TNX. Must have a civil engineering background. This was the first problem faced while recruitment.

2. Improper recruitment channels

    Since we were only given the option of hiring through Naukri portal it became tough to find the right candidates. Even when using LinkedIN, No monetisation was done to promote the job post.

3. Competitive job market

    Clearly, it was proved that the job profile which we were hiring for was in demand by similar companies.

4. Inadequate compensation

    The compensation brackets (5 LPA for 2-5 years experience and 10 LPA for above 5 years experience) were lower when compared to what other companies were offering.

5. Temporary Job Role

    Many candidates also declined the job opening as these were contractual roles for 1 year so there was no job security for candidates.

6. Higher Expectations

    The expectations of the company were extremely high as to what they want, it was extremely specific.

7. Poor Company Branding

    Many candidates were also unaware of the company and could not trust the authenticity of it.

Ways which were used to solve this issue were :

1. Having a better job description

   Certain specifics such as the difference between the two jobs were added, temporary role information was added, in depth information about the company was added.

2. Using more hiring channels

   More hiring channels such as Indeed, Glassdoor, monster jobs were used, LinkedIn posts were monetized.

3. Setting more realistic expectations

   Meeting with client took place in order to reduce rigidity and increase the deadline, to be more flexible about candidate profiles.

4. Offering more competitive salaries

   Client was requested to increase the budget of the job roles.

5. Adapt to the latest cultural and Economical trends.

   A hybrid model was asked to be introduced as well as to offer permanent roles rather than temporary roles were asked to be taken into consideration.

After using these methods it became easier for us to find the right candidates and out of 4 we were able to close 2 of the positions before the end of the internship. I strongly believe that these measures were necessary to make it easier for me to find the most suitable candidates for the job.

LEARNING OUTCOMES

Knowing the Talent Acquisition Process:

- How to understand the causes of talent shortages in specific roles.
- Knowledge of different recruitment channels and how well they work.
- The meaning of employer branding and candidate experience.
- Skills in conducting market research and competitor analysis for talent acquisition.

Problem Solving:

- Development of important skills such as critical thinking to make important strategies to overcome talent shortages.
- How to prioritize tasks and allocate resources.
- Skill to understand the impact of different recruitment approaches.
- Capacity to adapt to changing market conditions and industry trends.

Data Analysis:

- To know the importance of data based decision making in recruitment.
- Gaining knowledge of recruitment metrics to measure performance.
- Using data to identify current trends and make strategic decisions.

Communication Skills:

- Building relationships with hiring managers of client companies
- Good communication skills to deal with candidates, colleagues as well as
- Negotiation skills to hunt talent in an extremely competitive market.

Overall, this experience has made me understand the talent acquisition process in depth, allowing me to devise strategic solutions and overcome issues and challenges in a comprehensive job market.

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<u>RECOMMENDATIONS</u>

1. Improvement of Recruitment process: More modes of recruitment should be utilized such as campus placements, proper LinkedIn usage, social media hiring etc.

2. Improvement in job descriptions : There should be a proper format used by Manpower for all its clients so it's easier for interns to understand.

3. Better training for interns on hiring: Interns should be given more intensive training on how to recruit for the company.

4. Better communication: There must be better communication between interns and their company guides as well as better communication between the company and its clients for a smoother process.

5. Better maintenance of candidate history : there should be a better maintenance of candidate records in order to help in the future.