



TMI GROUP BAGS GLOBAL HR AWARD FOR AN END-TO-END RPO FOR AN INSURANCE MAJOR



EXECUTIVE SUMMARY:

TMI Group and an Insurance Major win a Global HR Award for **Partnership in Recruiting Excellence**. The HR Outsourcing Association Today Forum awarded this at an event in Hong Kong on the 28th of September 2017. To hire for sales roles in the insurance industry is the toughest job and we won an award for it! This whitepaper details out the project and the impact that the partnership between The Client and TMI Group created.

TM Inputs & Services (TMI) and An Insurance Major (Let's call it The Client) entered into a partnership on 21st August 2015. TMI agreed to provide Recruitment Process Outsourcing (RPO) services to the Client for a period of 3 years. The scope is a full-cycle RPO service beginning from **Employer Branding to Employee engagement post joining for 6 months**.

The Client was evaluating an RPO to manage their:

1. Sourcing, recruitment, onboarding and induction process for their DSF (Direct Sales Force)/ FLS (Front Line Sales). This team is the face of the organization & acquires the customers for The Client. The insurance industry is plagued by high attrition in the sales roles and hence is one of the most difficult industries and roles to hire for!
 - a. **Background of the Client:** The Client is a joint venture between one of the biggest business conglomerates in India and a Canada based financial services company. Established in 2000, with an experience of over 10 years, the Client has contributed significantly to the growth and development of the life insurance industry in India. It ranks amongst the top 7 private life insurance companies in the country. Their service offering includes protection solutions, children's future solutions, wealth with protection solutions, health and wellness solutions, retirement solutions and savings with protection solutions. The client operates in over 500 cities through its network of around 600 branches, over 133,572 empanelled advisors and over 200 partnerships with Corporate Agents, Brokers and Banks.
 - b. **Background of TMI Group:** We are a 26 old organisation with 1000+ employees and one of India's most respected HR Consulting and HR Services Company. Promoted and managed by Engineer + MBAs, we have worked with the TOP 400 NSE corporates across 8 sectors - (Manufacturing, BFSI, IT, ITeS, Retail, Telecom, FMCG). We offer 10 services in Talent Acquisition and Talent Development solutions including Large Scale Recruiting, Employer Branding, Learning Content Development, Training, Executive Search, RPO, Temp Staffing, Assessments, MSME hiring and Government Hiring. We are known for pioneering new innovative ideas including use of technology in HR domain and have 9 offices in India and have operations in Middle East
 - c. **Why this partnership:** RPO services are majorly used for recruitment needs for junior-level and mid-level employees mainly when there are "high volumes of hiring" and the requirements are "geographically" spread. This allows the organization to immediately scale up in terms of meeting the volume requirement and spread its reach too. The recruitment DNA of TMI with its ability to activate multiple sourcing channels to scale up to the bulk requirement of The Client is the reason the partnership is a win-win for The Client and TMI. Over the last 17 months, the partnership has progressed in achieving targets and setting new benchmarks.

2) How the partnership contributed to the overall mission, strategic plan, and/or brand of the customer organization

- a. Time to fill: The Client always has aggressive plans for its hiring process and the hiring is prioritized based on the criticality of the location and the volume to be filled for a specific location. Based on the urgency, TMI focuses the hiring in critical locations, with parallel progress in other locations.
- b. Requirements spread across locations: The requirements are geographically spread across the country. TMI employs a decentralized team of 39 people who are deployed in 20 locations spread across 4 zones of the country. Apart from this team, a 11-member central support team coordinates with the others for most of the back-office processes. 1 project manager from Hyderabad manages the entire 39-member RPO team.
- c. Penetration Percentage: The Client targets to maintain a 70% penetration among its branches at any given time. TMI has consistently maintained 80 – 90% penetration in the last 17 months.
- d. Synergize sourcing channels: All the sourcing channels consisting of consultants & employee referrals have been channelized through a central system. TMI drives to keep the pipeline warm and works towards achieving a target mix of 55% employee referrals (Employees & Business Clients), 40% through consultants and 5% direct sources.
- e. Track flow & movement of candidates: Candidate movement is tracked through a structured ATS through the recruitment cycle. Consultants and employees have separate workflows which are integrated internally for complete candidate control in the system. This system also ensures uniform and streamlined process is followed.
- f. Candidate engagement & management: Candidate engagement is managed from sourcing through joining and onboarding. They are monitored until 6 months post joining.

3) An example of a specific challenge, solution, and the outcome using specific data and/or metrics

- a. Channelizing multiple sources:
 - i. The contribution from multiple sources prior to the RPO was
Employee Referral: 44%
Vendor: 46%
 - ii. A target mix of 55% employee referrals, 40% through consultants and 5% direct sources is the benchmark set by The Client to maintain. TMI initiated employee referral contests in a few locations which resulted in a 12% increase in the employee referral contribution.

- iii. Post the RPO team taking over the recruitment process, the contribution mix has changed to the following
 - 1. Employee Referral: 53%
 - 2. Vendor: 45%:
- b. Manning Percentages:
 - i. Manning percentage is the percentage of the budgeted resources for every zone against the active resources in the respective zone. It is imperative for The Client to maintain 100% manning across all zones to ensure that the gap is at a minimum. 100% manning ensures that the targets at an organizational level is achieved.
 - ii. The TMI RPO team have achieved to maintain a monthly average of 116% against the minimum target of 100%.
 - iii. Requirement Upsurges: TMI initiated employee referral and vendor contests to address requirement upsurges. The response from these contests helped TMI to handle the rush efficiently without disturbing the overall process. The employee referral contests resulted in a 12% increase in the employee referral channel.
- c. Offer Processed:
 - i. Prior to the RPO, there were 150 offers processed in a month with an average of 8 offers per day.
 - ii. The central support team ensured the offer process was accelerated and all follow ups for documentation was done in time.
 - iii. Post the RPO intervention, the number of offers released per month spiked to 500 with a daily average of 18-20.
- d. Early Attrition
 - i. Prior the TMI RPO team, 27.2% of the employees left within 6 months of joining contributing largely to the early attrition
 - ii. To address the issue of early attrition, TMI initiated the process of feedback calling.
 - e. A feedback call is made by the central support team at the end of 30 days of joining (Joining Experience calling). The purpose of this call is to garner the joining experience and gather the feedback about the 11-day FLS Gold Induction program. Another call is made 90 days post joining termed as Performance Calling. The purpose of this call is to observe if the feedbacks from joining experience calling have been implemented and to envisage the performance of the employee in the 3 months. These efforts have resulted in drastically reducing the employees leaving within 6 months from 27.2% to 19.26%.

4) How has TMI sustained this successful partnership – What did we do differently?

- a. TMI has not only been able to sustain the partnership, but have managed to get the RPO contract extended to the entire group.
 - i. Branches covered - 450
 - ii. Locations covered - 365
 - iii. Regions covered – 39 regions across 4 zones (North, South, East & West)
 - iv. Number of candidates connects monthly –More than 3000
 - v. Joined – 3316 in the last 17 months
- b. Methodical & step-wise take-over of the RPO
 - i. Backend – The backend transition was primarily for the central support team of TMI which would release offers and onboard the joinees through the internal hiring portal. Initially, 5 members from the central team were trained on the portal and the processes to be followed. This central team also conducts the feedback calling at 2 stages within 3 months of joining. Separate training was given for this also by The Client. Currently the central team is a 11-member team. This team also comprises of a Partner Manager who handles all the consultant related activities like invoicing, queries centrally.
 - ii. HR Business Partners – 4 road shows (one for each zone) were conducted for the front-end transition of the Clients RPO team with the HRs of The Client. This helped both the teams align to the new processes and the respective SPOCs were introduced to each other at the transactional level to ensure smooth process flow.
 - iii. Consultants/Partners – Over 350 partners were activated in more than 70 locations across 4 zones. During the transition phase, 4 road shows were conducted (1 for each zone) to streamline the consultants with the new processes, terms and conditions. The purpose of the road shows was to establish the changes in the teams, processes, terms and conditions of TMI and the client. Currently more than 250 partners are actively contributing to the operations.
 - iv. Business – Periodic meetings with the major stake holders of the ZHRs and RHRs is held to review the work against the agreed SLAs and TATs. Effective strategies are supervised at the end of these reviews.
- c. Ensure recruitment numbers are closed in time
- d. Ensure partner invoicing process is simplified and paid out within SLAs
- e. Methodical Stakeholder Engagement
 - i. Management level–Reviews every month and quarter are held to analyse the impact of the RPO, effective strategies are discussed and corrective actions are identified and implemented.

- ii. HR Team – Executional level progress and challenges are reviewed on a weekly basis. Immediate actions are arrived and implemented to minimize the gap in the previous week’s performance. A daily MIS is also published to all the stakeholders on the progress of the work accomplished and the gap that needs to be addressed.
 - iii. Business Teams – RMs & BMs – Monthly reviews with RMs and BMs are held to understand the operational challenges and strategies that would be effective for a particular region/ location/ branch.
 - iv. Roadshows–Road shows for the partners are conducted to understand their challenges and the ways and means to address their issues and provide the required support. The TMI RPO team also travels extensively to critical locations which require undivided focus to resolve the issues at that location.
 - v. Cluster Activities – The Client& TMI organize cluster activities in locations where sourcing has remained a challenge for The Client, TMI and the partners. These cluster activities allow for potential touch points for sourcing. Referral building from the cluster activity is a critical action which is done effectively to improve the sourcing outcome.
- f. Innovative talent source pools engagement process
- i. Sales Academy - Sales Academy is an innovative model of attracting fresh talent into the group and equip them to play & succeed in the sales role by imparting a role based training for the selected candidates. This training is conducted in residential accommodations provided by the group across a period of 3 weeks. Graduation is the minimum qualification required to join the group at an entry level sales role. TMI RPO attracts fresh talent through this campus initiative with the scope comprising campus selection, the client branding and positioning, Event calendars & execution and inducting the selected candidates in the training program.
 - ii. Contests – Vendors and Employee referral contests were introduced to improve the quality and quantity from these channels. In geographically challenging locations, the response from the partners has been positive with candidates attending interviews. Through the employee referral contest, there has been a 12% increase in the referrals.
- g. Post joining calling feedback
- i. Numbers done – 2554 feedback calls were made over a 12-month period. There has been significant improvement in the rating provided by the candidates over the last 12 months and the attrition has reduced from 27% to 19%.
 - ii. How did we fix the issues which came up – The issues/ feedbacks observed were presented by TMI to the HR team of the client for their OD interventions to improve the quality of work life and induction provided to its new joinees.