



## **FACTORY & LATERAL HIRING FOR INDIA'S LEADING METALS & MINERALS CONGLOMERATE**



## The Client

The client is India's leading conglomerate with a US \$ 40 billion turnover and listed in the Fortune 500.

The client has overseas and domestic operations spread across industries including manufacturing, telecommunication, cement, retail and insurance.

## HR Challenges

The client was expanding their Alumina & Smelter factory facilities with Greenfield and Brownfield expansions in 6 different locations in India. They required close to 1400 hires at entry/junior management level and 250 requirements in the lateral/ mid management levels.

## Engagement Highlights

### Blue Collar/ Factory Hiring Challenges

- Influence and pressure of political and local authorities is the major challenge in the geographic location of the factories.
- Geographic locations of some factories are at sensitive places and the recruitment process has to be conducted strategically to avoid any agitation among the locals.
- Influences of the Unions with their unethical practices pose a challenge in attending/conducting the recruitment process. Unions in support with the locals, who lose their land to the factories, may at times pose a threat for anyone associated with the factory. This hampers in the conducting the recruitment drives and interviews.

### Lateral Hiring Challenges

- Information about the requirement specifications gets diluted because of multiple levels of communication. At times there is no direct contact with the line managers to understand the actual job description, roles and responsibilities of the position.
- Delay in Shop floor feedback/inputs about the prospects from the operational managers affects the turnaround time.
- Talent availability is by itself a challenge, as employees move up in the career ladder they prefer not to relocate due to geographic or personal reasons.
- Talent attraction poses another challenge with compensation and location being the factors contributing to it. Candidates were not interested in relocating and prefer to work very close to their current location/family.
- Time and budget is a constraint in identifying the right talent.



## Solution

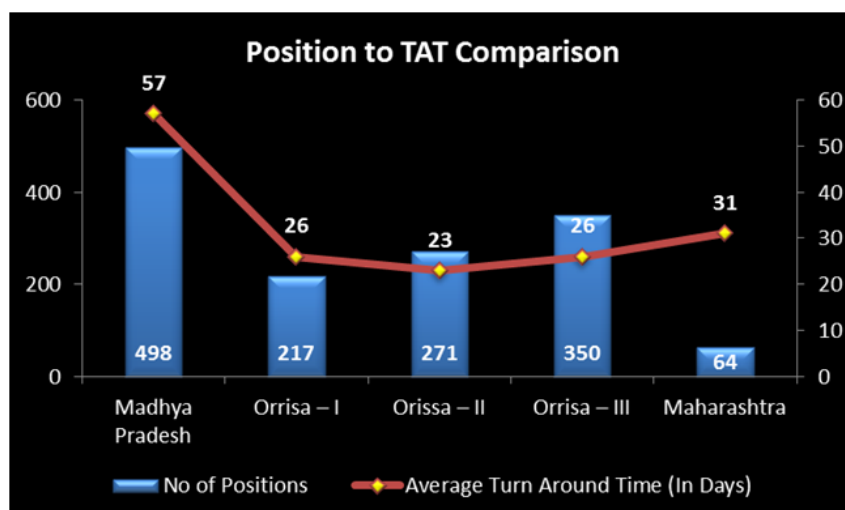
TMI offers the solution in a phased execution model. The seventh phase is in progress currently.

# Blue Collar/ Factory Hiring

- The factory hiring was for entry or junior level category
- Recruitment advertisements were published by the client and the entire response management process was handled by TMI. Following is the process of response management handled by TMI.
  1. Application management: Receive and consolidate all the applications received through various mediums – hard copies through posts/references, soft copies through job portals or client website. Every application is updated in the system, consolidated and processed for validation
  2. Application Validation: Each application is validated based on the qualification criteria specified by the client
  3. Client Approvals: All validated applications are sent to the client for approvals and finalization of the test/interview venue, date and time.
  4. Test Scheduling: Post the approval from the client, the test venue was arranged. Hall tickets for all the qualifying candidates were generated by the TMI team and every candidate was followed up through Emails, SMS and telephones to ensure they attended the test.
  5. Test Co-ordination: Post the approval from the client, TMI scheduled the shortlisted candidates for the test process. There were 2 tests – Written & physical. Physical tests were for certain roles. The question banks, for the written tests, were prepared for every role separately (Fitters, Welders, Mechanistsetc.). To avoid malpractices in the tests, different sets of the questions were prepared. The physical tests were designed and executed for certain job roles at the factory itself as per the client's requirement.
  6. Result Evaluation: Every answer sheet was manually evaluated and the scores were published to the client and the candidates
  7. Technical & HR Interviews: All candidates who were shortlisted, post the written and physical tests, were interviewed for their technical and behavioral competencies by a SME and a HR respectively.
  8. Candidate Documentation: All documents of the candidates who had attended the test and interview process are carefully documented sequentially for easy access and to avoid any confusion later.

## A Snapshot of the Factory hiring requirements

Location	No of Positions	Preferred Educational Qualification	Average Turn Around Time (In Days)
Madhya Pradesh	498	ITI	57
Orrisa – I	217	ITI	26
Orissa – II	271	ITI, B.Tech	23
Orrisa – III	350	Diploma	26
Maharashtra	64	ITI	31
Total	1400		





## Lateral Hiring

- TMI's rich recruitment experience has created a vast network of candidate pool across industries and locations. This pool was used to identify talent in the lateral hire process.
- TMI closed positions in various roles starting from supervisors to plant managers and department heads across various industrial departments like Plant & Machinery, Assembly, Quality, Mechanical, Electrical, Instrumentation etc
- Deep industry knowledge of the TMI team helped in identifying the best fit for the position.

## A Snapshot of the Lateral hiring requirements

Location	No of Positions	Average Turn Around Time (In Days)
Orissa – I	50	30
Orissa – II	200	120
Total	250	


## Lessons Learnt

- Especially Blue Collar/Factory hiring, the scenario may get sensitive any time and as a representative of the client it is important to be able to handle such sensitive situations at the project site.
- Sudden change in schedules may occur and TMI has to be prepared for any such event at any time to conduct the recruitment process at the project site
- Sequential arrangement of the candidate's documents ensures quick and easy access and reduces ambiguity.

## Value to the Client

- TMI's ability to produce a turnaround of 15-20 days for the candidates ensures the requirement is addressed efficiently. This TAT applies for candidates of 10th (Pass/Fail), 12th (Pass/Fail), ITI (Pass/Fail) and Graduates (Vocational/General)
- The presence and reach in Karnataka & Tamil Nadu in the SEZ regions may enable the client to obtain a mixed talent
- TMI's capability to negotiate between the client and the candidates to address challenges about affordable accommodation, take-home salaries, travel time and gender specific hiring are handled to ensure mutual benefits for the employer and the employee.

TMI has the adeptness to recognize and understand the intricate industry processes. This enables TMI to attract and identify the right talent for the client. Candidate and professional network has been the core strength of TMI in identifying the right talent. This strength together with deep industry knowledge has always succeeded in giving positive results.





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