

# Aranca Recruitment Process Note

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CLASSIFICATION: INTERNAL

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### For Further Information:

Pratixha Narkar

Vice President – Human Resources

[pratixha.narkar@aranca.com](mailto:pratixha.narkar@aranca.com)

**S. Kannan**

CEO

kannan.siva@aranca.com

## Document Management Information

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1.0		Pratixha Narkar	Mona Bose	Madhusudan Rajagopalan	Final Draft for Roll- out
2.0		Anilkumar Yadav	Pratixha Narkar	S. Kannan	Annual Review
3.0	4th January 2021	Krish Desai	Pratixha Narkar	S. Kannan	Recruitment process note revised. Date added to the version control table.
4.0	27 May 2021	Krish Desai	Pratixha Narkar	S. Kannan	Made minor modifications.
5.0	10 Jan 2022	Krish Desai	Pratixha Narkar	S.Kannan	No modifications
6.0	10 April 2023	Manisha Nagre	Pratixha Narkar	S.Kannan	Annual Review

## Aranca Recruitment Process Note

**Objective** To attract and retain the best talent in the industry as a critical requirement to drive business results

**Applicability** All practices and verticals

**Policy** Aranca strives to continuously select and develop employees who possess the skills and competencies needed to drive current and future business performance. In doing so, the company establishes and maintains selection processes and practices for the placement of both new and current employees based on these guiding principles:

- A vacancy is determined by definite business needs.
- Search for suitable internal candidates must precede external search.
- All candidates shall be assessed on the basis of job-related skills and competencies. Considerations of religion, caste, ethnic origin and gender have no role in the selection process.
- All selection approaches shall be integrated and coordinated by the HR Department.
- The process must be cost effective.

**Process**

**I: REQUISITION PROCESS**

- A fixed headcount for the year is agreed for all Practices.
- MRFs raised within this budgeted HC need PL approval.
- Any MRF above the approved/agreed numbers, will need HR/CEOs approvals.
- MRFs are used to track the TATs.

**II: KICK-OFF MEET**

- This is an ideal step and should be done for new MRFs raised.
- However, in some cases it may not be possible or needed: in case of urgency or replacement or repeat hires.
- Kick off meeting helps iron out any doubts and sets right direction for hire.

**III: CVs – SOURCING, SCREENING & SHORTLIST**

- CVs are sourced keeping all spec in mind.
- There are times when in mid-search, the specs may change.
- If the changes are major, a new MRF with new specs & date is expected.
- At this stage the basic checks are done – Communication, Salary fitment, Notice Period, etc.

**IV: INTERVIEW**

- This stage takes the longest time as there are multiple rounds.
- A candidate can get eliminated at any stage if they don't meet the cut-off in written and verbal communication and comprehension.
- Technical skills and role fitment – Interview & Case Study
- Checking potential and other cultural fit aspects.

#### IV: BACKGROUND CHECKS & CLOSURE

- Salary negotiations, offers & document verifications happen at this stage.
- Reference checks are conducted internally by TA team. They are done either via mails or over calls and then documented.
- In cases where client needs & has mentioned in the contract, external agencies are hired for BGCs.
- Fall out can happen at this stage if: Negative feedback, red flags in Background Checks and Salary expectation mismatch.
- Once candidate accepts, stake holders are informed & kept posted.

Post the closure, there is a periodical candidate interaction & connect planned. This is to ensure that candidate's interests are maintained and they are engaged till their DOJ.

However, a few times candidates back out at last moments. At least 1 candidate is kept as a backup in such scenarios.

#### Detailed TA Process at Aranca

Sr.no Stages			Onus	WK 1					WK 2-5										WK 6									
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Requisition	1	MRF Requisition, JD Sharing & PL approval	Hiring Manager																									
	2	CEO Approval if New/ Exceeding HC	PL																									
	3	Share approved MRF with HRBP & TA	Hiring Manager																									
Kick-off meet	4	Kick-off meeting with Hiring Manager - Need Identification (understanding the requirements in detail). Prepare a checklist for the skills required, target companies, qualifying parameters	HRBP & TA																									
	5	Sharing of 3-4 Sample CVs across demographics & feedback (varied CTCs, years of exp. and different companies)	TA																									
Sourcing & Shortlisting	6	Sourcing profiles using the check list prepared in Step 4.	HRBP & TA																									
	7	Share detailed JD with the candidates. Sharing an overview about the company, practice, roles, responsibilities & growth path.	TA																									
	8	Share first set of 4 CVs with Hiring Manager & HRBP for shortlist	TA																									
Interview	9	Feedback from the Hiring Manager	Hiring Manager																									
	10	Schedule for interview rounds as per the defined process - Essay test -> 2 interview rounds with Business + HRBP +Case-study	TA																									
	11	Understand from Hiring Manager on reasons/gaps 1st Interview Rejects Share second set of 4 CVs, based on feedback received. Follow above process	TA																									
Closure & pre- joinee connect	12	Check with Hiring manager & PL in case of change in specifications after 8 interview rejects.	HRBP & TA																									
	13	Offer Stage for selected candidates - Document Verification & Reference Checks	TA																									
	14	Offer Rollout after discussing with PL	TA/ HRBP																									
	15	Candidate Experience Survey & Regret Mail to Rejected candidates	TA																									
	16	Communication to relevant stakeholders after offer acceptance/ decline	TA/ HRBP																									
	17	Weekly/ Fortnightly communication with the candidate after the offer acceptance	TA/ HRBP																									
	18	Candidate Joining & onboarding	TA/ HRBP																									

On going

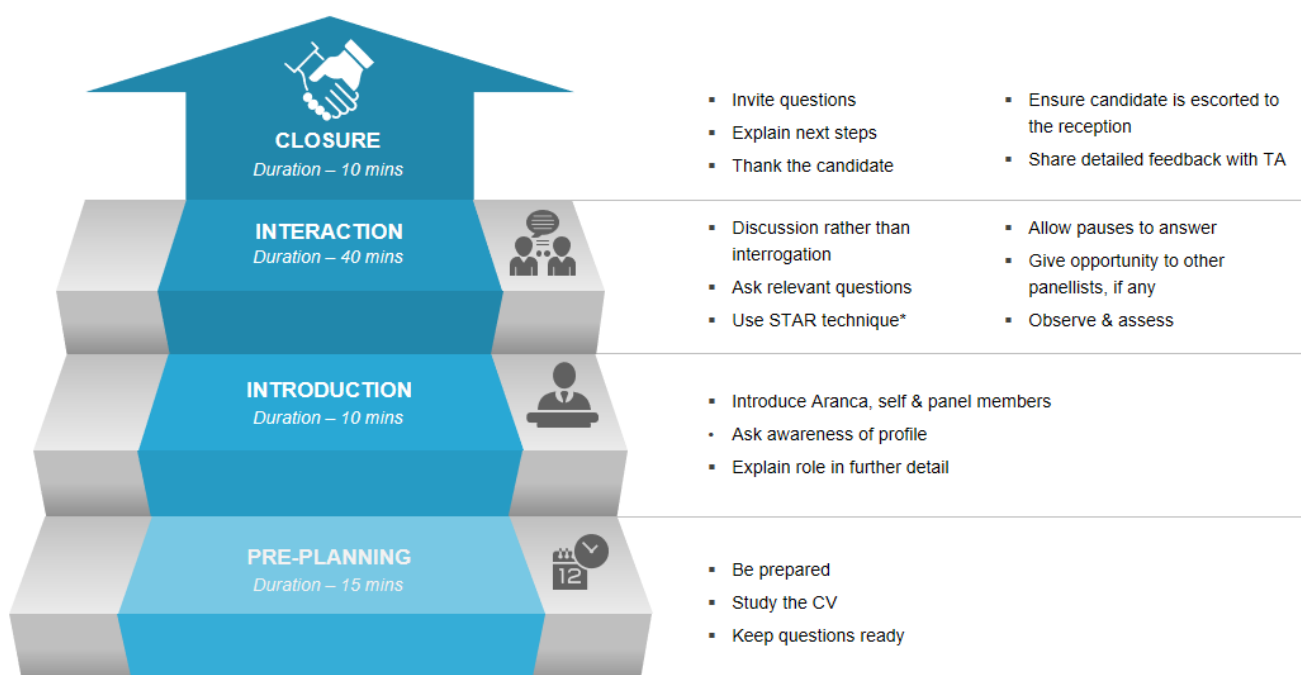
## Interview Stages & Onus

Level ->	L1 (JC/JRA/Contractual)	L2-L3 (Consultant/ Sr. Consultant)	L4 (Assistant Manager)	L5 (Manager)	L6-L7 (Senior Manager/ AVP)
<b>Pre-assessment</b> (Verbal comms, comprehension, basic tech skills, behavioural aspects, thought process, etc)	TA	HRBP	HRBP	HRBP	HRBP
<b>Writing Assessment</b> (Written comms, grammar, punctuation, thought clarity) Passing : 60%	(BWC) Essay & MCQ	(BWC) Essay & MCQ	(BWC) Essay & MCQ	(BWC) Essay & MCQ	(BWC) Essay & MCQ
<b>1<sup>st</sup> Round</b> (Technical skills, role specific fitment, etc)	AM/Manager	AM/Manager	Manager/Sr Manager	Sr Manager/AVP	AVP/PL
<b>Case-study Round</b> (Job sample, role specific)	NA	Case-study	Case-study	Case-study	Case-study
<b>2<sup>nd</sup> Round</b> (Technical skills, growth potential, team mgmt./player aspect, etc)	Sr. Manager/ AVP	Sr. Manager/ AVP	PL	PL	CEO & Head HR
<b>Additional Round</b> (if needed)				CEO, Cross practice PL, Head HR	CEO, Cross practice PL, Head HR

### Important points –

- The written communication test & 1<sup>st</sup> round happens interchangeably based on candidate/hiring manager availability
- Candidates may get rejected in the pre-assessment, written test or first round for lack of communication skills, technical skills or other behavioural red flags
- Candidates with communication skills lower than 60% can only be considered if role doesn't need high sophistication/client interaction & other criteria are fulfilled.
- Manager and above (AMs and Senior Consultants can join the discussion in Manager's presence to shadow & learn

## Interview Structure - Every candidate interaction is an opportunity to sell & create brand awareness



## Interview Methodologies

Use below interview techniques to assess candidature –

- Behavioral/ Situational

Ask questions based on actual behavior during past experiences or in different hypothetical situations

- Technical

Ask questions on concepts or methodologies

Want to probe further on any situation or event explained? Use the below **STAR technique** to challenge

S	T	A	R
SITUATION	TASK	ACTION	RESULT
<b>Provide a Context</b> Where? When?	<b>Describe the challenges or the expectations</b> What needed to be done? Why?	<b>Describe the actions or steps taken?</b> What exactly happened?	<b>Explain the impact or result</b> Quantify where possible

Click on the link below to learn how to use STAR technique in any interview

<https://www.youtube.com/watch?v=aiBU-zNbt5s>

## Contact Us

### EUROPE, Middle East & Africa

*London*

2<sup>nd</sup> Floor Berkeley  
Square House, Mayfair,  
London W1J 6BD  
T: +44 (0) 207 487 8214

### AMERICAS

*New York*

100 Park Avenue, Suite 1600,  
16<sup>th</sup> Floor,  
New York, NY 10017 T:  
+1 212 880 6426

### ASIA & Rest of World

*India*

Supreme Business Park,  
Hiranandani Gardens, Powai,  
Mumbai 400 076  
T: +91 (22) 3937 9999

[www.aranca.com](http://www.aranca.com)  
[info@aranca.com](mailto:info@aranca.com)