Syngene

Recruitment Policy –Annexure 1
Recruitment Process Guidelines

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1.0 Pre Recruitment Process

1.1 Manpower Planning & Budgeting

1.1.1 The requirement for new resource is identified & evaluated by HOD's / Section Heads and they shall create requisitions as per their business plan.

1.1.2 The annual budget exercise for the subsequent financial year shall start in the beginning of third quarter and is finalized before end of third quarter. HR will anchor the process of consolidating the manpower numbers for calculating manpower costs.

1.1.3 The Business Unit / Enabling Function Heads shall discuss with their Section Heads / internal team members including the HRBP, for the manpower budget. The standard template will be followed for capturing the budget projections by each business unit.

1.1.4 The manpower planning needs to be in line with existing and new business projections across various business functions, with the availability of a one-year plan and a rolling forecast for three years.

1.1.5 The positions which are not filled during the last budget, shall not be carried forward to / considered for the current year projections. If required, they can be projected as a new hiring in the subsequent year with reasons.

1.1.6 Any senior level hiring for level 5 & above should be discussed in advance with COO/CFO and projected in the manpower budget.

1.1.7 The finalization of projected numbers against each business unit will be done in consultation with BU / EF Heads, EC, HR & Finance. HR will update the changes based on mutual consent and final numbers will be updated and communicated to Business Units for records.

1.1.8 Once the budgets are approved, it is inferred that the hiring against the identified positions / levels can be taken up during the year as per plan.

1.1.9 The budgeting process is provisional in nature and is required to be backed by a rationale for recruiting any resource, whether replacement or new depending on the business need.

1.1.10 Any change in level within the band (e.g.: 7-I to 7-II) during the hiring process can be done by Recruiter in concurrence with hiring manager / Section Head. The bigger difference, i.e. from one band to other, up to level 6 will be approved by HOD. Any change in level 5 & above during the hiring process, will need the approval of COO or CFO.

1.1.11 All approved / budgeted positions will be maintained by HRBP and Recruiter, in a database or system and communicated to BU / EF heads.

1.1.12 There shall be a budgetary control in the database or system against each requisition.

1.1.13 Should there be any changes in the budgeted positions against a BU / EF, HR will update the same, after an approval from EC.

1.2 Manpower Requisition in System

1.2.1 The recruitment process will be initiated after receipt of Manpower Request through recruitment tool from the Hiring Manager

1.2.2 The hiring manager will create the requisitions against position ID and only one position to be created against one position ID within one working day.

1.2.3 The recruiters will start working on the positions, only if requisition is created and approved in the system. (As per Table 1, below).

Table 1: Approval Process in Manpower Requisitions

Hiring Levels (Both New & Replacement)	Requester (Hiring Manager) in System	Approver in System
11 to 7	Level 7	Section Head
6 & above	Section Head	HOD / BU Head

1.2.4 The requisition must be created with proper Job Description & related FAQs and uploaded to the System.

1.2.5 In the absence of approving authority, the authority can be delegated to a team member at the next (upper) level. The delegated person should check before approving the position in system.

1.2.6 The HOD may nominate one of the direct reports who are at a level below them for authorizing / approving the position in the system.

1.2.7 The decision of approval of any position by Section Head shall be taken after consultation with HOD.

2.0 Recruitment & Selection Process

2.1 Channel of Sourcing:

2.1.1 HR shall utilize any of the following channels for sourcing candidates depending on the role & talent pool availability:

I. Employee Referral Program as per the Employee Referral
II. Job Posting on Syngene Website
III. Job Portals
IV. Advertisement through social media websites.

2.2 Process of Selection:

2.2.1 The recruiter will schedule an initial telecon with the hiring manager, as a first round of discussion.

2.2.2 The second round of discussion can be arranged either virtually through a Video call like Skype (for both domestic & International locations) or as an in-person interview, at site.

2.2.3 All the candidates, called for an interview, need to share their details in an Employment Application Form prior to their interview.

2.2.4 There should not be more than three (3) rounds of discussions including Telecon, (excluding client interview). However, should there be need of additional round/s for specific roles/projects the same must be agreed with Hiring Manager & Lead Recruiter.

2.2.5 Decision on the status of telecon should be communicated to recruiters on the agreed timelines (i.e. 2 working days) to ensure compliance to the TAT.

2.2.6 From Level 5 & above, there should be rounds of discussion on the same day with the L-2 Levels. The meeting with EC will be decided based on criticality of role.

2.2.7 For certain positions the candidate may be required to do a presentation and seminar with the hiring managers and team, depending on role requirement. Section Head / HOD can decide on panel members for seminar.

2.2.8 At any stage, during the interview, the panel constitution shall be limited between 3-5 members. However, based on specific projects and role requirements, additional panel members may be invited after consultation with Hiring Manager.

2.2.9 The candidates selected through recruitment drive shall not undergo further round of discussions after Selection from the interview panel. This is applicable for level 8 & below.

2.2.10 The interview panel for recruitment drive shall be two, one from Technical and other from HR.

2.2.11 The candidates dropping the offer at the last moment, post acceptance should be blacklisted for any future openings, in the Applicant Tracking system.

2.2.12 The number of interview panels can be decided based on the volume of candidates attending the drive.

2.2.13 The additional offers will be released for volume based hiring's up to 5% of the total approved positions, to address any dropouts. This shall be done after consultation with hiring manager / Section Head.

2.2.14 The hiring manager shall shortlist a candidate, if they do not find them completely suitable for the position. These candidates can be considered as back up to be offered, subject to endorsement from hiring manager.

2.2.15 Should the candidate be found suitable for a specific team during the recruitment drive, such candidates can be considered for other openings in the same team however there shall not be any further rounds of interview with such candidates.

2.2.16 The decision of hiring manager or the assigned authority for recruitment decisions for BUs will be treated as Final for offer rollout, irrespective of the team, when the candidate is finalized for level up to 8-II.

2.2.17 The hiring managers shall not delegate the selection process to any of their subordinates, in the same level, as that of the position.

2.2.18 It will be the responsibility of Hiring Managers to conduct any telecon / meetings in order to close the positions within the agreed timelines

2.3 Interview Evaluation:

2.3.1 The interview panel members will assess and recommend the candidate as per the below course:

I. Evaluation will be completed in the Interview Assessment Format and must be signed by all the members of the interview panel. This form must be completed in full, with all relevant details.

II. Selection of right candidate for the right job is the responsibility of Hiring Manager and HR.

III. All feedback related to selection of candidates should be documented in the interview Assessment Forms and applicant tracking system.

IV. Re-hiring of ex-employees from the group company will be examined by HR as per Group Rehire Policy. The decision shall be based on feedback about exit formalities from the group company.

2.3.2 The focus of selection should be on the following:

I. Attitude: Behaviour, Etiquette and interpersonal skills.

II. Skills: Communication and Presentation Skills, Technical Skills
III. Knowledge: Job Knowledge, Subject/ functional knowledge

2.4 Feedback Mechanism:

2.4.1 Recruitment team must share the profiles within 5 working days from the approved requisition date for levels up to 8, based on the Job Description and below. This will be depending on the availability of profiles and skills sets in the market.

2.4.2 Technical team shall review the profiles and send list of shortlisted profiles to the recruitment team within 2 working days.

2.4.3 After inputs from Technical team, recruitment team will start scheduling the interviews based on the candidate's availability.

2.4.4 The profiles with information on the date of sharing the feedback, status of profiles should be maintained through an applicant tracking system by the Recruiter and Hiring Manger (for the stages they are involved in).

2.4.5 Recruitment teams are responsible to get the feedback from the technical team within the agreed timelines i.e. 2 working days.

2.4.6 If there is any delay in the feedback from the technical team beyond the agreed SLA's, recruitment team shall inform the HRBP for immediate attention and if required this shall be further flagged to lead HRBP.

2.4.7 Technical team shall give a proper written justification for the rejected profiles, which will help the recruiters to adjust their sourcing strategies.

2.4.8 Any inordinate delay from the hiring manager; in sharing the feedback of profiles, feedback on interview or final selection status; shall not be accepted.

2.4.9 Such delays in feedback from the hiring managers / interview panel members will also be considered as a part of TAT for closing the respective positions.

3.0 Post Selection Process

3.1 Fitment and Offer Negotiation:

3.1.1 There are three stages of negotiations: Job negotiation, Position negotiation, and Salary negotiation, after which an offer is made and any further negotiations can be considered based on the business need.

3.1.2 The level and salary fitment is based on the following factors:

I. Qualification- Graduate/ Post Graduate, / Ph.D. / Post Doc Experience etc.
II. Reputation of the institution and current organization
III. Relevant Experience- The domain relevance and the quality of experience expressed as completed months and internal parity
IV. Availability of the skill in the market and the market compensation for the job / skill sets
V. Candidate's current compensation package and the expectation of candidate.
VI. Benchmark set with existing internal resource with similar qualification and experience.

3.1.3 The CTC is computed in a Fitment sheet to compare the salaries of current employer with that of Syngene compensation structure.

3.1.4 An offer letter will be sent to the candidate subject to approval of fitment and compensation by Lead Recruiter or Head HR/SLT.

3.1.5 The copy of resignation should be sought from candidate after the offer letter roll out and regular communication must be established with the candidates by the Recruitment Team.

3.1.6 The fitment for senior level will be prepared in consultation with HR Head and Lead Recruiter (Level 5 & above).

3.2 Notice Period Buyout:

3.2.1 The notice period buyout can be pursued for FTE or Non FTE/ Pass through positions subject to identification of a revenue impact for the business and this can be decided by the recruiter after agreement with hiring manager.

3.2.2 The notice period buyout should be approved before joining from Head HR.

3.2.3 The approval for notice period buy out for role other than Non FTE business can be initiated by the business and should be approved by Head HR based on Syngene`s internal guidelines.

3.2.4 The reimbursement of Notice period buyout should be paid. The payout is subject to deduction of income tax and a proof of deduction made in the full and final settlement of accounts or any letter from the previous employer should be collected.

3.3 Real-time Dashboard:

3.3.1 The real-time dashboard will be available in Application Tracking system for the Hiring Managers, Section Heads, HODs, Recruiters and Head HR.

3.3.2 The dashboard will have pictorial representation of the following data with a downloaded report on:

I. Planned vs. Actuals against a period,
II. Overall approved positions,
III. Open & Closed positions,
IV. TAT on Recruiters / Hiring managers,
V. Sourcing Channels and cost of hiring such as budget cost v/s offered cost,
VI. No. of profiles shared, selected and offered against each position.

3.4 Pre- Employment Medical Examination

3.4.1 The pre-employment medical examination will be done during the offer letter roll out phase.

3.4.2 This examination will be done at Apollo Clinic or any other identified vendor.

3.4.3 The Recruiter will coordinate with the candidate and share the email communication with Apollo Clinic to carry out the medical examination.

3.4.4 The candidates must undergo all the examinations as prescribed in the agreement the expenses of which is borne by Syngene. The cost of any repeated or additional test / diagnosis, which is not required by the organization, will be borne by the candidate.

3.4.5 The recruitment team will follow up with Apollo for the medical examination and Company doctor to inform the status of medical fitness to the candidate.

3.4.6 Should the candidate be found unfit in the medical examination, HR can withdraw the offer, after discussing with hiring manger.

3.5 Background Verification / Reference Check:

3.5.1 The Reference check / Background verification will be done, as per the Syngene standards; including, but not limited to, education and employment checks. However, based on business needs additional checks may be introduced.

3.5.2 A third party vendor will be engaged to carry out background verification of the candidate once he/she joins Syngene.

3.5.3 Additional reference check will also be done at the discretion of HR with the professional network and other acquaintances depending on the need and criticality of positions.

3.5.4 Should there be any discrepancies in Background check of a new joiner, the HR team shall strive to clarify the same.

3.5.5 Syngene reserves the right to terminate the employment of an employee, in the event of a major discrepancy found in background check. Any such discrepancies will be flagged to reporting manager and appropriate action shall be taken.

3.6 Travel Reimbursement & Accommodation for the outstation candidates:

3.6.1 Candidates travelling from Outstation places for interview or for joining will be eligible for reimbursement of travel fare as per the 'Reimbursements for Interview Candidates' policy.

3.6.2 The candidates will be provided with an initial accommodation for a period of one week to 14 days in a guest house / hotel.

4.0 TAT for level based hiring

The expected Turnaround time for each requisition shall vary as per the level of role, this shall be as per below table:

Table 2: Turnaround Time

TARGET TAT		
Levels	**Date of Requisition To Date of Offer (Days)**	**Date of Requisition To Date of Joining (Days)**
11 to 8	30	90
7 to 6	60	120
5 & above	90	150

**This TAT may vary based on availability of skill sets for certain roles in the industry, the same needs to be brought to notice of Hiring Manager & Lead Recruiter.

5.0 Roles & Responsibilities

5.1Hiring Manager

The hiring manager shall take care of the following responsibilities in the recruitment process:

5.1.1 Drive the recruitment for the allocated position
5.1.2 Raise the requisition to initiate hiring process
5.1.3 Timely review profiles of candidates provided by HR
5.1.4 Ensure timely feedback after interviews & evaluation in format as defined by this policy to Recruiter & HRBP
5.1.5 Ensure updation relevant information on ATS
5.1.6 Participate in review meetings to monitor the status of hiring

5.2 Recruiter

The Recruiter shall take care of the following responsibilities:

5.2.1 Source and share CVs, as per agreed timelines, with the Hiring Manager

5.2.2 Timely schedule interviews
5.2.3 Ensure timely closure of offer
5.2.4 Ensure updation of relevant information like status on the ATS
5.2.5 Provide weekly status of recruitment to relevant stake holders, conduct periodic review meetings

5.3 HR Business Partner

The HRBP works in coordination with the Hiring Manager & Recruiter to ensure smooth process:

5.3.1 Work with Recruiter & Hiring manager to flag & help address challenges in the process
5.3.2 Partner with Hiring Manager to ensure right selection as per the SLA
5.3.3 Plan with Hiring manger & Recruiter for any drives
5.3.4 Work to curb delays in process
5.3.5 Participate in interviews to select the right candidate
5.3.6 Facilitate the review meetings between recruiter & hiring managers to monitor the status of hiring's.

6.0 Reference Documents

6.1 Reimbursements policy for Interview Candidates