

Innovative Talent Acquisition Practices: A case study of Brillio

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Brillio is a technology company that develops and deploys disruptive solutions that help customers compete better and capture business value faster. The company has invested in developing advanced tools that leverage machine learning, deep learning and Artificial Intelligence (AI). Our proprietary methodologies span UX design, digital applications, big data analytics, cloud, security and digital engineering.

A sharp and obsessively focused talent acquisition strategy is at the core of Brillio's ability to meet the highly demanding needs of its technology clients.

"This is all it really comes down to," says Sindhu Subhashini, India HR Head at Brillio. "When talent acquisition equips business to meet market needs, HR stops being a support function and becomes a strategic partner."

Over a period of time, Brillio has isolated – and addressed -- the key challenges around talent acquisition:

- **Quality of Hire:** Brillio insists that 40% or more of its hires be in the "Top Performer" category. If the target is achieved, it means a minimum 40% employees will deliver 'Outstanding' performance or 'Exceed Expectations'.
- **Improve fulfilment predictability:** In order to meet talent needs with the highest possible levels of accuracy, it was essential that the "offer to joiner ratio" be upwards of 70%.
- **Improved turnaround time:** Time is of the essence in the technology business and fulfilling talent requirements in the shortest cycle times is critical.

The Brillio Approach

The Brillio Talent Acquisition model fulfils competencies and culture fitment using a 11-pronged multi-dimensional approach:

1. **Talent Attraction:** Compelling Job Descriptions (JDs), that educate and inspire candidates about the business unit they will work with at Brillio, are the first important step. The recruitment team works closely with Practice and Business Heads to create JDs, incorporating all the competencies and cultural requirements in order to attract the right profiles.
2. **Diversity:** Brillio has partnered social platforms like LinkedIn and Jobsforher to engage the rich pool of external female talent. For this, Brillio identified women thought leaders within the organization and showcased their impact on our customers and on the lives of women using blogs, testimonials, live chats and webinars. The campaign generated over 50,000 views, likes,

comments and impressions, resulting in 800 applicants. In addition, we have mapped niche roles where women perform successfully, sharpening our ability to hire the right candidates for the right jobs.

3. **Employee Referral:** While employee referrals are a routine way to cast a wider net for talent, we do it a bit differently at Brillio. Here, we use innovation. For example, this year we turned it into Referral Roulette, an exciting game of luck or chance. Referral Roulette ran for an entire week, with employees winning prizes every hour. The evidence of success is in the outcome: We posted 25 jobs and received an overwhelming response of 700 referrals.
4. **Coding Contest:** Over 5,000 tech specialists have engaged with Brillio in coding contests. These contests provide our team an opportunity to interact with the brightest minds in the country and identify talent for niche areas that can otherwise be difficult to fill.
5. **Public Profile Curation:** Brillio uses technology to identify top talent. The Brillio Talent Acquisition team utilizes Belong's new age analytics algorithms to match skills from public domains and tech forums (like GitHub), and competes against recruiters from other industries at the Outbound Recruitment Jam (Hiring Blitz) hosted by Belong. Our team has won several awards at the jam, including Outbound Discovery Champion and The Best Outbound Recruiting Crew. As Muthulakshmi Subbiah noted on the [Belong blog](#), "If I had to pick one team that really made an impression on me, it has to be the effervescent team from Brillio Global - not only was this a group of people who loved what they did, they were eager to learn from the industry's best to get the industry's best."
6. **Selection Process:** Brillio's recruitment framework outlines competencies and behavioral traits required for every role. These help the Talent Acquisition team work with the "Hire Right" mantra and bring in culturally fit candidates. We believe that these high potential and passionate employees will deliver exceptional customer experience and catapult Brillio towards becoming the digital leader by 2020.
 - a. **Technical Assessments (TA):** Customized technical assessments and tools have brought in the right talent and reduced recruitment cycle times. Using TA we have been able to save USD 50 per candidate by filtering out the unqualified ones.
 - b. **Behavioral Assessments (BA):** Brillio has developed competency based behavior assessments. The BA consists of two steps: A tool-based test and a cultural fitment assessment done in person by trained interviewers. The culture discussions are driven by senior HR and business leaders certified in the STAR (Situation, Task, Action, Result) interview method.
7. **Case Study Approach:** Management graduates are selected using a case study-based selection process. The candidates are incubated within their Consulting and Advisory Group at Brillio and are required to interpret problems, ideate, conceptualize and present solutions.
8. **The Hire, Train and Deploy Model:** Our team now identifies core skilled candidates in the market through our partners. Selected candidates are trained on the required skills and deployed on projects. This model has been used for "difficult to hire" skills.
9. **Consultative Recruiting:** By the beginning of 2016 we had trained recruiters to sell open positions at Brillio through a more consultative approach than the traditional method of negotiation. Recruiters were also trained and given a descriptive pitch of the organization,

various employee engagement initiatives and benefits that helped in selling the opportunities more effectively.

10. **Continuous Improvement:** We conduct focus group surveys at frequent intervals to identify gaps in our recruitment process. The surveys enquire about the experiences of employees during the interview process, post offer engagement and onboarding. It gives us insight into the triggers that make candidates join Brillio. Based on the survey findings, we build experiences for them.
11. **The HR Brains Trust:** The successful recruitment DNA is within the HR team. The team has a healthy mix of people from diverse backgrounds (analytics, traditional IT services, consulting and e-commerce). About 80% of it consists of millennials driven by an altruistic purpose: To showcase Brillio as a global digital company. The team itself undergoes rigorous training on consultative selling, social recruiting, using tools for talent attraction, video-based interviewing techniques and other contemporary and emerging methodologies.

Tangible Results

The upshot of the 11-pronged approach has been strikingly significant and has ticked all the boxes when it comes to meeting organizational goals. The approach has led to:

- **Improved quality of hire and a 280% increase in offer acceptance (over previous year):** This is especially notable when considering that 80% of the positions are for niche skills. 45% of total hires made in 2016 have been rated “Outstanding” and “Exceeds Expectation” as per the quarterly check.
- **The offer to acceptance ratio touching 86%, well above the target of 70%:** This includes campus hires (millennials). We recorded a staggering 85% joining ratio from campuses and a 100% acceptance rate from premier schools/universities like NID and the Delhi School of Economics. The key to engaging millennials was to stay connected with them on social media and chat platforms.
- **A 45% improvement in turnaround time:** The 100+ day recruitment cycle has been brought down to 54 days. The recruitment strategy has been aligned with business forecasts for right time hires that also help minimize bench costs. Part of this success can be attributed to the fact that sourcing became focused and part of it can be credited to the fact that a partner ecosystem was created that provided Brillio with access to a flexible workforce that could be ramped up/ down at short notice.

Using experience and a focused methodology, Brillio is sharpening the recruitment process to improve success rates in a highly competitive, rapidly changing and time-constrained industry. The challenge is to create a feedback loop for continuous improvement using institutionalized processes. For us, recruitment is not a static function where processes and frameworks are codified in stone. Instead, we see it as a fluid, ever evolving science – and using that knowledge we plan to remain game changers in the recruitment space.
