

Study of Recruitment, Selection, and Onboarding Process at Indoco

Remedies Ltd

An Internship Report for

Course Code and Course Title: MGA 652 Industry Internship

Credits:

Submitted in partial fulfilment of Master's Degree

MBA in Human Resource Management

By

SHARVARI SATISH KAREKAR

2227

Under the Mentorship of

DR D. R. NIRMALA

Goa Business School

Management Studies



GOA UNIVERSITY

DATE: 06th May 2024



Examined by:

Nirmala

Seal of the School

DECLARATION BY STUDENT

I hereby declare that the data presented in this Internship report entitled, “**Study of Recruitment, Selection, and Onboarding Process at Indoco Remedies Ltd**” is based on the results of investigations carried out by me in the discipline of Management Studies at the Goa Business School, Goa University under the mentorship of Dr D. R. Nirmala and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities will be not be responsible for the correctness of observations / experimental or other findings given the internship report/work.

I hereby authorize the University authorities to upload this dissertation on the dissertation repository or anywhere else as the UGC regulations demand and make it available to any one as needed.



Sharvari Satish Karekar

Seat no: 22P0280027

Discipline of Management Studies

Goa Business School

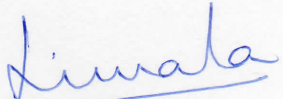
Date: 06/05/2024

Place: Goa University

COMPLETION CERTIFICATE

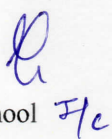
This is to certify that the internship report “**Study of Recruitment, Selection, and Onboarding Process at Indoco Remedies Ltd**” is a bonafide work carried out by Ms. Sharvari Satish Karekar under my mentorship in partial fulfilment of the requirements for the award of the degree of Masters of Business Administration in the Discipline of Management Studies at the Goa Business School, Goa University.

Date: 06/05/2024


Dr. D. R. Nirmala



School Stamp


Signature of Dean of School

Date:

Place: Goa University



INDOCO REMEDIES LIMITED

Plant-II, L-32, 33, 34, Verna Industrial Estate, Verna, Goa 403 722 ■ Tel. No.: (0832) 6624 242

REF: HR/GOA-II/Exp_ltr/2024/41

May 04, 2024

TO WHOMSOEVER IT MAY CONCERN

This letter is to certify that **Miss. Sharvari Satish Karekar** has successfully completed her internship program with **INDOCO REMEDIES LTD.** Her internship tenure was from **January 15, 2024 to May 04, 2024.** During this period she was actively & diligently involved in the projects and tasks assigned to her.

During the span, we found her punctual and hardworking person.

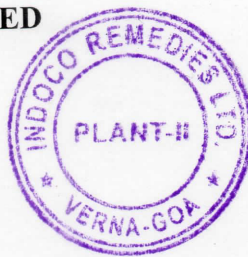
We wish her a bright future.

Yours faithfully,

For **INDOCO REMEDIES LIMITED**

For Karunakar
06/05/2024.

KARUNAKAR BISOYEE
MANAGER – HR



Date: 04/05/2024

Place: Verna - Goa

REGISTERED OFFICE

Indoco House, 166, C.S.T. Road, Kalina, Santacruz (E), Mumbai 400098, India.
Tel. No.: +91 22 6287 1000 / 6879 1250 ■ CIN: L85190MH1947PLC005913

www.indoco.com

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I would like to express my heartfelt gratitude to everyone who contributed to the successful completion of the project titled " Study of Recruitment, Selection, and Onboarding Process at Indoco Remedies Ltd."

First and foremost, I extend my sincere thanks to my mentor, Dr. D. R. Nirmala, for her invaluable guidance, unwavering support, and insightful suggestions throughout the project. Her encouragement and mentorship played a crucial role in shaping this report.

I am also deeply thankful to Indoco Remedies Ltd, Verna Goa for their generous assistance, continuous supervision, and provision of essential information, which greatly enriched the content and quality of this project. Their support was instrumental in navigating the complexities of the subject matter.

Furthermore, I extend my appreciation to my friends and other faculty members at the University for their encouragement and assistance during the development of this project. Their collaborative efforts and expertise were invaluable assets throughout this endeavor.

Lastly, I am grateful to all those individuals who generously contributed their time, knowledge, and resources to help me accomplish this task. Your contributions have been instrumental in shaping this project and are sincerely appreciated.

COMPANY PROFILE:

Indoco Remedies Ltd., is a fully integrated, research-oriented pharma company engaged in the manufacturing and marketing of Formulations (Finished Dosage Forms) and Active Pharmaceutical Ingredients (APIs). They have seven decades of presence in the Indian Pharma market and a strong foothold in the international market across 55 countries including United States of America, Europe, Australia, New Zealand and Emerging Markets. With world class R&D centre, CRO and manufacturing facilities, Indoco is the most preferred partner by the generic companies across the globe. Indoco, a US\$ 200 million company, employs around 6000 personnel, including over 400 skilled scientists.

They have 9 manufacturing facilities, out of which, 6 are for finished dosages and 3 for APIs, supported by a state-of-the-art R&D centre at Rabale, Navi Mumbai and a Clinical Research Organisation at Hyderabad. Their manufacturing facilities are of highest regulatory standards, complying with WHO-cGMP guidelines and have been approved by various regulatory authorities such as, USFDA, UK-MHRA, TGA-Australia, SAHPRA-South Africa, NDA-Uganda, TMDA-Tanzania, MOH-Ukraine, PPB-Kenya, DPML-Ivory Coast, etc.

Indoco has strengthened its wings in the international markets and offers complete solutions, including product development, manufacture and supply of Finished Dosages, APIs and Intermediates to generic companies worldwide. They have a large basket of products backed by ANDAs / eCTD Dossiers and Drug Master Files (DMFs).

Expertise in Research & Development, backward integration in API in select products, own CRO set-up, excellence in Finished Dosages manufacturing and a strong customer base will ensure consistent growth in the Company's Domestic, as well as international business.

Indoco Remedies Ltd has a strong brand portfolio in various therapeutic segments and high growth life style segments including

- Respiratory
- Anti – Infectives
- Dental care
- Pain management - Musculo Skeletal
- Gastro – Intestinal
- Ophthalmic
- Cardiovascular
- Anti Diabetics
- Anti Obesity
- Central Nervous System
- Nutrition
- Urology

VISION

To improve the quality of life by making available products of highest quality at affordable prices.

To ensure that quality becomes a habit, a commitment that finds expression at every stage from production, testing, marketing to employee relations.

To be a research based globally known company present in all continents of the world.

MISSION:

To continue to be quality driven, research based, focused pharmaceutical company.

To adapt and assimilate cGMP (current Good Manufacturing Practices) with strict adherence to environment safety.

To build on the trust generated by the medical fraternity.

To share management goals with employees and celebrate corporate successes with them.

CORE VALUES: SATVAS

SATVAS are the fundamental beliefs of the Company, the guiding principles that dictate how Indocoites (employees of Indoco) should behave and act. These help Indocoites to know the difference between right & wrong, and also help the Company to determine if they are on the right path to fulfilling its business goals.

SACCHAI – HONESTY

“I shall fulfil my responsibilities and commitment to the organization with complete honesty and make no false or misleading statements and be open and candid in my communication at work. I aspire to do the right first time. I will be transparent in my actions”.

AKHANDATA - INTEGRITY

“I shall adhere to all applicable laws, principles of Indoco and comply with its business ethics, irrespective of personal, professional or socio-economic pressures”.

TEEVRAATAA - INTENSITY

“I shall ensure completion, accuracy, consistency in my performance in achieving Indoco's goals and comply with the high standards of quality, safety and efficacy laid down by the Company. I will deliver on commitments”.

VISHWAS – TRUST

“I shall participate in open and constructive discussion with my colleagues, superiors and will never disregard my responsibilities or give false statements under any circumstances”.

AADAR- RESPECT

“I shall respect the talents, intelligence and abilities of my colleagues, stakeholders and be responsible and accountable for my actions in the Company”.

SAMANTA - EQUALITY/ FAIRNESS

“I shall treat every individual with equality, irrespective of their Gender, Caste, Religion and Position and will not tolerate any discrimination or harassment of any kind”.

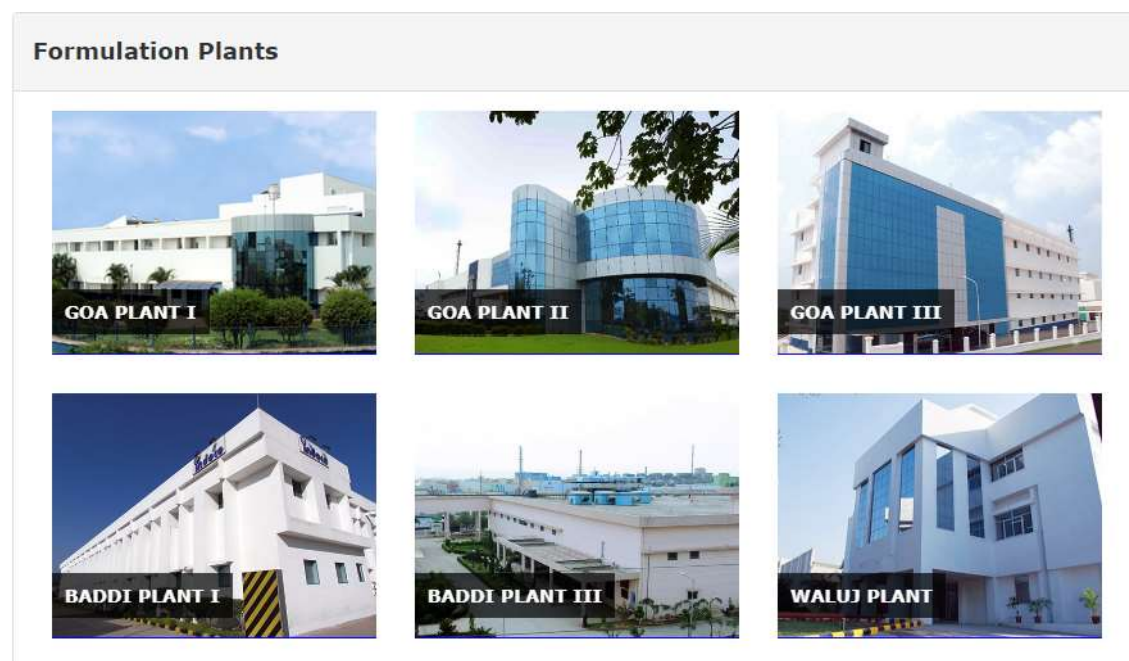
RESEARCH & DEVELOPMENT

Indoco’s state-of-the-art R&D Centre is located at Rabale, Navi Mumbai. This facility is spread over an area of 100,000 sq. ft. and is approved by the Department of Scientific and Industrial Research, Ministry of Science and Technology, Government of India.

The facilities at the Centre include, Synthetic Chemistry Labs (APIs), Formulation Development, Analytical Method Development, Regulatory and Intellectual Property Rights Cell. The API section has capabilities to synthesize APIs, work on process improvement, as well as development of non-infringing processes for APIs and intermediates.

The F&D section is engaged in development of dosage forms – solid & liquid orals, creams & ointments, ophthalmic preparations, small volume parenterals and dental products. It is also engaged in research in the area of modified release products like sustained release and controlled release tablets. The Regulatory and IPR Cell is equipped with online patent search

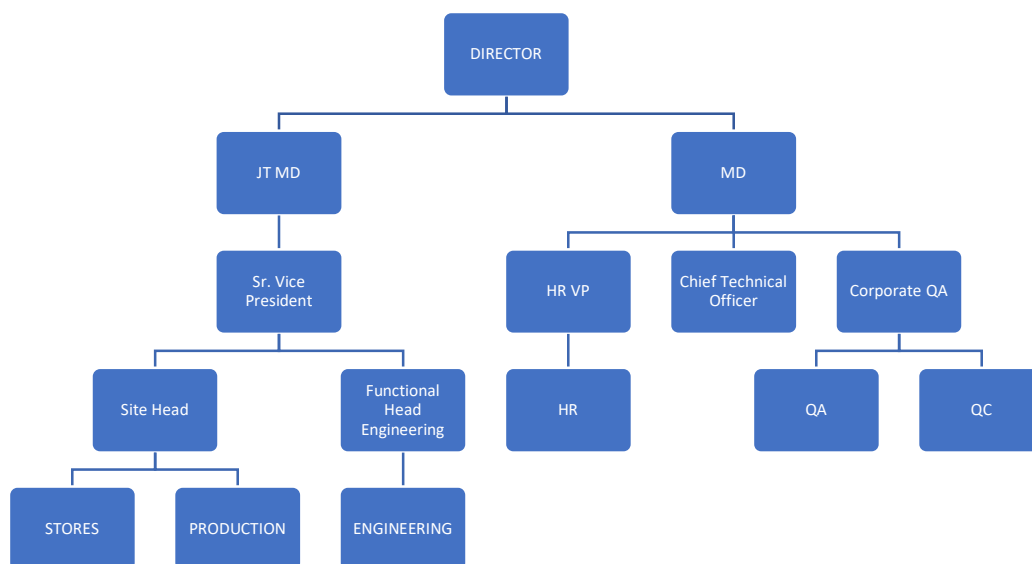
MANUFACTURING EXCELLENCE



API Plants



GENERAL ORGANOGRAM



INTRODUCTION TO THE RESEARCH TOPIC

Recruitment, selection, and onboarding processes serve as foundational pillars in the realm of human resource management, particularly within the pharmaceutical industry. As organizations strive to maintain a competitive edge and drive innovation in the ever-evolving landscape of healthcare solutions, the ability to attract, assess, and integrate top talent becomes paramount. Indoco Remedies Ltd, as a prominent player in the pharmaceutical sector renowned for its commitment to excellence and advancements in healthcare solutions, underscores the significance of these processes in achieving organizational objectives and fostering sustained growth.

Against the backdrop of intensified competition and shifting market dynamics, the recruitment, selection, and onboarding processes at Indoco Remedies Ltd play a pivotal role in shaping the composition and capabilities of its workforce. These processes are not only instrumental in identifying individuals who possess the requisite skills and expertise but also in ensuring their seamless assimilation into the company's culture and operations. Moreover, as the pharmaceutical industry continues to witness technological advancements and regulatory complexities, the effectiveness of talent acquisition strategies becomes even more crucial in driving organizational success.

This study aims to delve into the intricacies of the recruitment, selection, and onboarding processes at Indoco Remedies Ltd, with a focus on understanding the company's unique

strategies, challenges, and opportunities. By exploring the methods employed by Indoco Remedies Ltd to attract and retain top talent, this research seeks to provide valuable insights that can inform strategic decision-making and enhance organizational performance in talent acquisition. Through a comprehensive analysis of current practices and industry benchmarks, this study endeavors to contribute to the advancement of knowledge in human resource management within the pharmaceutical sector, ultimately driving organizational excellence and fostering innovation in healthcare solutions.

Literature Review

Keval Patel, Asst. Prof. Neha Dubey (2023) in their research paper on "A Comparative Study on Recruitment Process of Pharmaceutical and Chemical Industries" states that recruitment is crucial in both pharma and chemical industries, and they rely on a mix of traditional (references, walk-ins) and modern (social media, online portals) sources. E-recruitment is becoming popular. The recruitment process is systematic and satisfactory in both sectors. The study suggests marketing the company's vision and values during recruitment, using core competence templates in interviews, advertising through various routes, consulting experts, building relationships with recruitment agencies, and using panel interviews.

Mrs. Toopalli Sirisha¹, Dr. Nalla Bala Kalyan (2022) in their research paper on "A Pragmatic Study on Recruitment and Selection Process in Pharmaceuticals Industry, India" address the present scenario of recruitment and selection procedures in the Malladi Drugs Industries Ltd., emphasizes the importance of human resource management (HRM) in achieving organizational

objectives. The recruitment and selection process is crucial for placing the right individuals in the right roles within the organization. While the overall recruitment and selection process at Malladi Drugs & Pharmaceuticals Ltd. is deemed satisfactory, the author suggests adopting new techniques such as scouting, offering competitive salaries and perks, and implementing Employee Stock Ownership Plans (ESOPs) to enhance recruitment efficiency.

Monica Gillette (2021) in her research paper on "Influencing Employee Retention Through Recruitment, Selection, and Onboarding Practices" highlighted the need for hiring managers to ensure that they mitigate for environmental factors that may contribute to dissatisfaction while ensuring employees have role clarity, a meaningful connection to their work, and a clear ability to see results. Additionally, the importance of unbiased and effective recruitment strategies cannot be overlooked, and hiring managers should ensure that search committees are cognizant of unnecessary barriers for candidates. Last, it is paramount that once a new employee is hired, leaders intentionally focus on helping them transition and socialize within the organization to ensure both satisfaction and retention

Samreen Uzair Asim, Saima Perveen and Fatima Shujat (2017) in their research paper 'A Study of Effective Recruitment and Selection Process in Pharmaceutical Industry' states that Organization realizes that having a decent, Delaware jure system in place is crucial to help them opt for the proper people for the proper jobs. Finally, higher achievement and selection strategies result in improved structure outcomes. The extra effectively organizations recruit and opt for candidates, a lot of seemingly they are to rent and retain glad staff. The study highlights the importance of an effective recruitment and selection process, use of advanced

tools/techniques, formal policies and employee awareness for better organizational performance in the pharmaceutical sector.

Michael Krasman (2015) in his research paper on "Three must have onboarding elements for new and relocated employees" discusses the importance of having a robust onboarding process for new and relocating employees to improve employee retention and satisfaction. The author argues that a comprehensive onboarding process is crucial, rather than just having new hires fill out some paperwork. The author emphasizes that an effective onboarding process must be strategic, comprehensive, consistent across all new hires, and continually measured/improved. A strong onboarding program can reduce turnover, increase satisfaction, and is essential for business growth.

Research Gaps

Despite the extensive literature on recruitment, selection, and onboarding processes in the pharmaceutical industry, there is a noticeable gap in research specific to Indoco Remedies Ltd. Most scholarly works in this field tend to offer generalized insights applicable to the pharmaceutical sector as a whole, without delving into the unique strategies and practices adopted by individual companies like Indoco Remedies Ltd. Therefore, there is a need for a study that focuses specifically on the recruitment, selection, and onboarding processes at Indoco Remedies Ltd, in order to provide tailored insights and recommendations relevant to the company's context and objectives.

Research Objectives

To analyze effectiveness of the current recruitment strategies and selection methods employed by Indoco Remedies Ltd, in attracting and retaining suitable candidates.

To assess the effectiveness of Indoco Remedies Ltd's onboarding program in facilitating the integration and engagement of new employees.

To identify strengths and weaknesses in Indoco Remedies Ltd's recruitment, selection, and onboarding processes through comparative analysis with industry best practices and benchmarks.

To identify opportunities for improvement and optimization in Indoco Remedies Ltd's recruitment, selection, and onboarding processes, with a focus on enhancing efficiency and effectiveness.

To contribute to the academic literature and industry knowledge on recruitment & selection in pharma or healthcare using Indoco Remedies Ltd as a case study.

Research Methodology

Mixed-Methods Approach:

This study adopts a mixed-methods research approach, integrating both qualitative and quantitative techniques. This approach enables a comprehensive investigation of recruitment and onboarding practices and their effectiveness in pharmaceutical companies, capturing both subjective experiences and objective data.

Data Collection Methods:

a. Qualitative Data Collection:

Interviews: Conduct semi-structured interviews with HR professionals responsible for planning and executing the onboarding process within the company. Additionally, interview employees who have recently undergone the onboarding process to gather their perspectives and experiences. These interviews will provide in-depth insights into the onboarding process, its effectiveness, and areas for improvement.

b. Quantitative Data Collection:

Surveys: Administer surveys to HR professionals and new hires to gather quantitative data on current recruitment and onboarding practices and their perceived effectiveness. The survey will include Likert scale questions to assess various aspects of the onboarding process, such as clarity of roles and responsibilities, training effectiveness, and overall satisfaction.

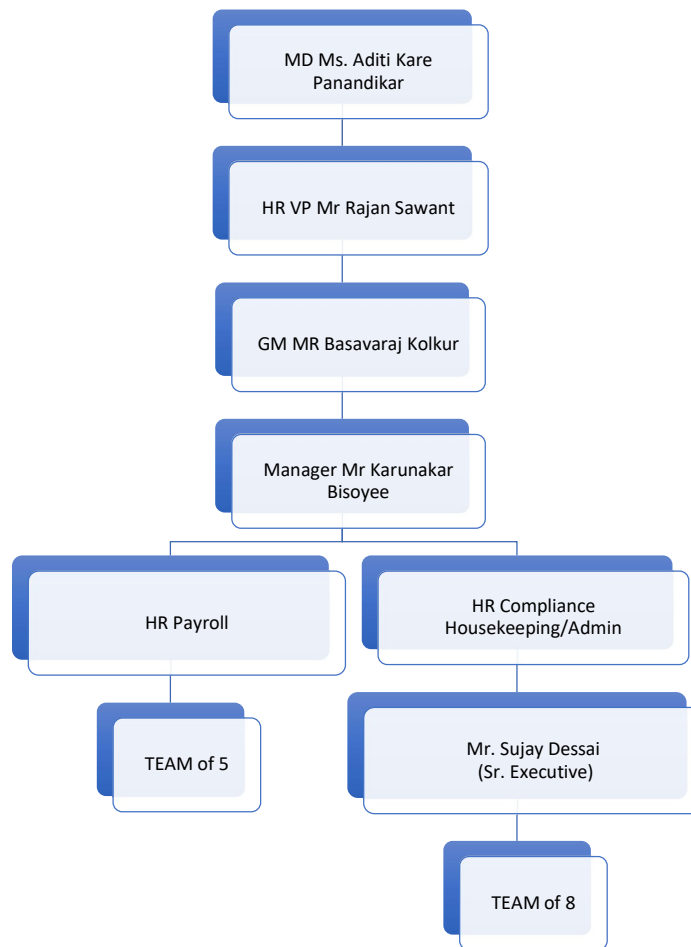
Sampling Strategy:

Participants for both interviews and surveys will be selected through intentional sampling criteria:

HR Professionals: Selection criteria will include HR managers or professionals directly involved in planning and executing the talent acquisition and onboarding process within the company.

New Hires: Selection criteria will include employees who have recently undergone the onboarding process within the company. Participants will be selected to ensure diversity in terms of job roles, departments, and levels within the organization.

HR Organogram (Plant II)



Designation and Grades

MANAGER & ABOVE

Sr. No	Designation	Grade
1	President	M-16
2	Executive Vice President	M-15
3	Sr. Vice President	M-14
4	Vice President	M-13
5	Associate Vice President	M-12
6	Executive General Manager	M-11
7	Sr. General Manager	M-10
8	General Manager	M-9
9	Sr. Dy. General Manager	M-8
10	Dy. General Manager	M-7
11	Assistant General Manager	M-6
12	Executive Sr Manager/ Associate Sr. Manager	M-5
13	Sr Manager	M-4
14	Manager	M-3
15	Deputy Manager	M-2
16	Assistant Manager	M-1

EXECUTIVE

Sr. No	Designation	Grade
1	Sr. Executive	E-4
2	Sr. Executive	E-3
3	Executive	E-2
4	Jr. Executive	E-1

OFFICER

Sr. No	Designation	Grade
1	Sr. Officer	O-4
2	Sr. Officer	O-3
3	Officer	O-2
4	Jr. Officer	O-1
5	Management Trainee	MT

ASSOCIATE

Sr. No	Designation	Grade
1	Sr. Supervisor	A-10
2	Supervisor	A-9
3	Jr. Supervisor	A-8

4	Sr. Associate	A-7
5	Associate	A-6
6	Jr. Associate	A-5
7	Sr. Office Assistant/ Sr. Technician/Trainee Associate	A-4
8	Office Assistant/Technician/Receptionist/Personal Assistant	A-3
9	Jr. Office Assistant/Jr Technician	A-2
10	Peon/Driver	A-1

Recruitment and Selection Policy

Objective : The objective is to attract the best talent and retain them at all job levels and also plan our recruitment so as to select candidates at the right time on the basis of merit and in view of job required.

Applicability : This policy is applicable at all locations including manufacturing , R & D centre, CRO and HO.

Policy : The annual budgeted manpower plan will be proposed in the beginning of the financial year by the respective HODs after mutual discussion with their site head it will be sent to corporate HR. Corporate HR, HO will prepare a consolidated manpower budget and present it to the Managing Director/ JR Managing Director.

Once the manpower is approved, it will be informed to the respective HODs/ Site heads.

Any vacancy arising due to business exigencies and not budgeted, all such positions need to be sent to corporate HR- HO for approval by MD/ Jr MD.

The immediate supervisor, under whom the vacant exists, has to fill manpower requisition form (Annexure A) indicating whether the vacancy is a replacement or additional requirement and forward the same to his HOD for approval. The HOD on approval will forward the concerned manpower requisition form to HR dept for initiating necessary action. For all the vacancy a detailed job description will be required.

After obtaining further approval from the Higher Management, HR will define a recruiting strategy for filling up the desired vacancy. HR will screen applications on basis of the job profile. The HR department will also be responsible for establishing contracts related to recruitment fee structure and processes etc with the external search firms and placement agencies. These contracts/agreements will be approved by corporate HR head. Technical/Psychometric tests if required would also be administered by the HR department depending upon the position to be filled.

The HR will arrange to schedule the interviews and get application form to be filled by the candidate before the interview.

First level interviews will be conducted by the immediate supervisor. Second level interviews will be conducted by the HOD/site heads and head HR. The reviewer at the first level and second level has to put their remarks on the application form. If need be, there could be a possibility of a third round of interview with the higher management. Subject to clearance by both the functional head and HR, the short-listed candidates will be finalized.

For large scale recruitment, an interview panel may also be formed. Use of interview assessment form (Annexure C) is mandatory for selection process.

Any outstation candidate appearing for an interview will be reimbursed to and from expenses eligible to the cadre of the position. (As per the Annexure D). For a critical position or depending on the urgency of the recruitment a higher eligibility of travel can be sanctioned on recommendation of the HOD with final approval from the corporate HR head.

Offers of employment and salary structure will be made in writing only by HR and no verbal commitments will be honoured if made by any other with a view to ensure clear understanding and commitment on the terms agreed upon.

Selected candidates will be sent for a pre-employment medical check up to a hospital specified by the HR department, employment is contingent upon the results of this medical check-up.

The joining of shortlisted candidate will be strictly based on submission of a set of essential documents as mentioned in the offer letter which will include particularly, Relieving letter and clearance from the incumbent's previous organisation.

Upon joining the company, the new incumbent will be issued an appointment letter in duplicate, specifying all terms and conditions of employment. An acceptance copies of the appointment letter, signed by the newly joined employee, will be filed along with the incumbent's personal records.

In order to avoid conflict of interest, it is the policy of the company not to offer employment to relatives of an employee of the company. Relatives can be described as an employee's spouse, sister, brother, mother-in-law, father-in-law, first cousin, sister-in-law, brother-in-law,

children. If a personal relationship is forged between two employees of the same or allied department and they get married, one of the employees will be transferred to a different department depending upon the inherent requirements of the position held by the employees concerned. However specific instances must be discussed with corporate HR before any action is initiated.

There will be no discrimination on the basis of gender, religion, belief, political opinion, culture, language, ethnic/social origin, conscience or family responsibility.

It is recommended that the time gap between requisition and placement should not be more than one month at junior levels and three months at senior levels.

Employment under the age of 18 years is not permitted.

Depending upon the criticality and urgency of the positions, candidate shall be reimbursed relocating expenses, this expense needs to be prior approved at the time of selection and finalization of the candidates, such candidates will be issued letter from the HR department mentioning the amount approved towards relocation.

If an employee leaves the services of the company prior to completing 24 months of service, the expenses borne by the company as a result of relocating the employee from another city will be recovered from the employee's full and final settlement of dues at the time of resignation.

In case the company wants the selected employee to join earlier, in such cases the organisation can decide to buy out the notice period amount of these candidates, this should be clearly

communicated in writing in the candidate employment form and approved by location HR and corporate HR head.

This amount will be reimbursed only when the employee submits his full and final account statement with the previous employer, mentioning the notice period amount.

If the employee leaves the services of the company prior to completing 24 months , this amount paid towards reimbursement of notice period will be recovered from his full and final settlement.

Induction Training Policy

Objective : The objective is to ensure all employees who have joined are inducted, oriented and trained on all functions, rules & regulations and standard operating procedures of the Organisation.

Applicability : This policy is applicable at all locations including manufacturing , R & D centre, CRO and HO.

Policy : Employees who have joined at all levels are required to undergo Induction Training Program. The Induction training program days will vary depending on the respective locations where candidates are placed.

For multiple manufacturing locations like Goa, the induction training program will be conducted commonly at corporate QA training room. The induction training program will cover topics on

— Company- Vision & Mission, Corporate Organogram, Set up

- HR Policies & Procedures, Code of conduct
- Basic CGMP, GLP, Data Integrity
- Behavioural Excellence Training
- Accounts & Purchase Procedure, IRL, Cooperative credit society
- CSR, health, Safety and Personal Hygiene

Once the induction training is completed, the employees will be sent to their respective department. At the plant level all newly joined employees will undergo two days orientation program on various functions of their respective plants and SOPs applicable.

The employees joined at manufacturing locations will undergo training on all SOPs applicable to his/her department.

On successful completion of his/her training on all SOPs, the concern employees will be issued “Certificate of Training” which will be signed by his/her HOD, HR Head, QA head and the site head of respective plant.

At the manufacturing locations, every employee needs to maintain his/her training file separately. All trainings undertaken from his/her induction should be entered in the Annexure V (Job Specific training need identification form and Inbox). This file should be available all times till he/she is employed in the organisation.

All training attended during the course of his/her employment should be entered in the Annexure V of the training file.

After the resignation of the employee, the training file needs to be submitted to respective quality assurance department of the plant, who will archive this file for any future requirement.

Procedure for Induction for all new Entrants to Indoco

SOP No: PA/033

1. General Introduction

- A) Welcome in Organisation
- B) Brief intro of plant and its history
- C) Indoco group and its location in India
- D) Export activities in various countries
- E) Various Dosage forms and product at Indoco Plants
- F) Role of different departments
- G) General layout of plant and total working system
- H) Organogram with reporting structure.

2. HRM and General administration

- A) General housekeeping system
- B) Manpower details in various sections
- C) Linen procedures
- D) Gowning procedures
- E) Leave rules and paid holidays
- F) Attendance and norms of work
- G) Medical checkup system
- H) Appraisal system
- I) Wage and salary administration
- J) Garden maintenance

K) Entry Exit procedures

L) Vehicle facility

M) Photocopy, fax, telephone, Tata Indicom Mobile facility

N) General administration

3. Engineering (Utilities) Department

A) Introduction to utility department

B) Visit to effluent treatment plant

C) Round of utilities building

D) Working principles of air and water systems

E) Operation of diesel generator sets

F) Electrical panels

G) Building monitoring systems, supervisory control and data acquisition (SCADA) of water system.

H) Various maintenance systems

I) Service floor

J) Engineering stores

K) Energy saving methods

Employee Relocation Policy

Objective : To provide financial and administrative relocation assistance in order to maximise their performance and minimize their inconvenience during relocation.

Applicability : To all newly recruited employees irrespective of any grades at manufacturing units at Goa (Plant I/II/III & CTW) in permanent capacity.

Policy : All the employees who will be joining in the above said location wef 1st April 2023 will be eligible for relocation Payments.

The eligibility of relocation amount for the grades is specified in the below table

CATEGORY	GRADES	ELIGIBILITY AMOUNT	MODES ELIGIBLE FOR TICKETS
Associates	A1 To A10	10,000	Train ticket (Sleeper class) Only for self + 3 family members
Officers	O1 To O4	15,000	Train ticket (3 rd AC class) Only for self + 3 family members
Executive	E1 To E4	20,000	Train ticket (3 rd AC class) Only for self + 3 family members
Manager	M1 To M5	30,000	Flight ticket Self + 3 family members

Manager	M6 to M11	40,000	Flight ticket Self + 3 family members
Manager	M12 To M16	At Actual	Flight ticket Self + 3 family members

The Above amount inclusive of applicable taxes and also includes packing , moving and storage wherever applicable.

HR will invite three quotations from the selected candidates and reimbursement will be done as per the above specified amount on the actual bill amount produced by the candidate whichever is lower.

This policy will be applicable to the candidate/ employee who will be relocate from his current location and the distance shall be more than 500 km from Goa location.

The above-mentioned amount will be a one time offered to the candidate / employees to cover all expenses related to relocation as per eligibility. This amount will be paid along with the first payroll after deducting applicable taxes.

In case of separation of employees with 2 years of joining, amount will be deducted/recovered from Full and Final settlement.

Payment of the relocation amount will be at sole discretion of location HR head and corporate HR head.

Employee Referral Scheme

Applicability : Scheme is applicable to all employees from A1 to M2 grade. Human resource employees and Managerial cadre from M3 to M16 are not applicable for this benefit.

Policy Terms: Referral benefit is eligible for referring Associate and Officer cadre vacant positions. Employees referring the candidate will fill up employee referral form, attached resume of candidate and submit the same to HR department, Restricted email id for referral scheme is Mahesh.deushekar@Indoco.com

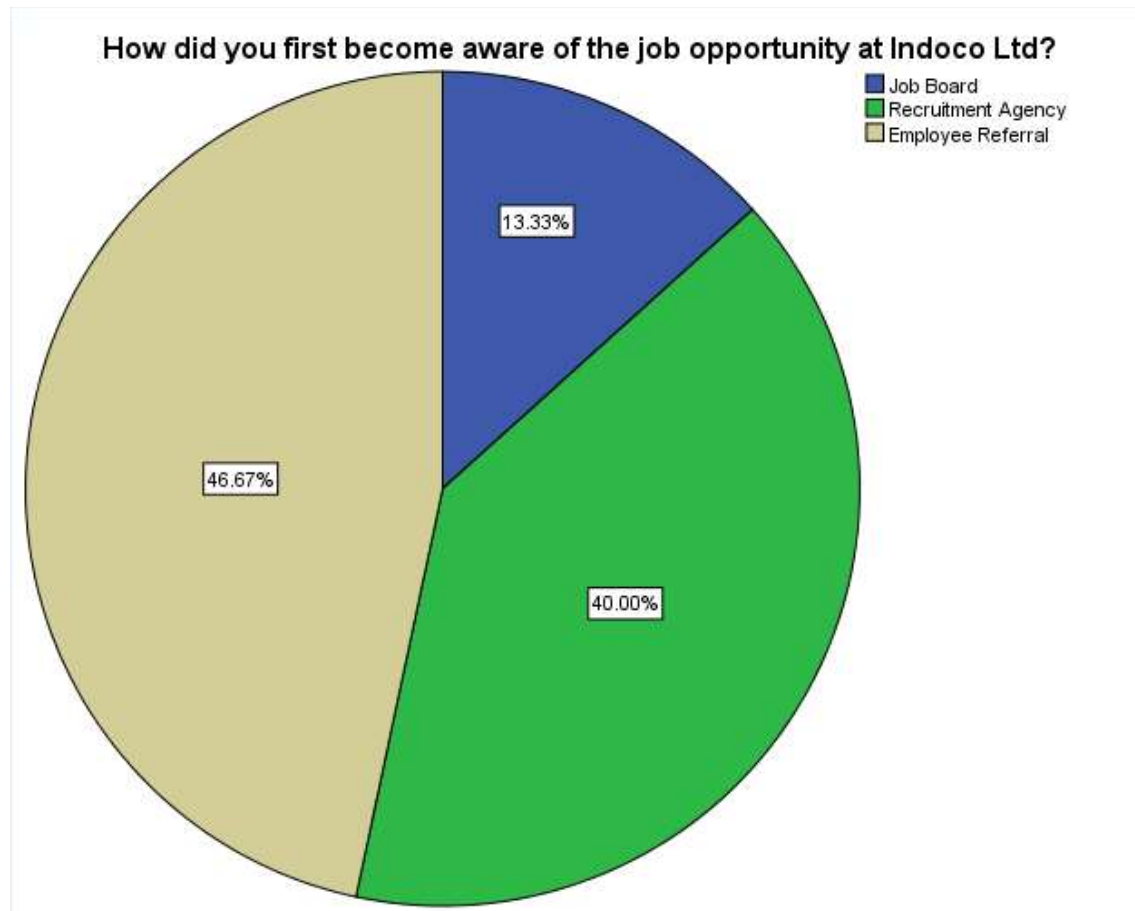
Terms for Eligibility:

Selected candidates must complete two years of service and the employee who has referred the candidate must also complete two years of service.

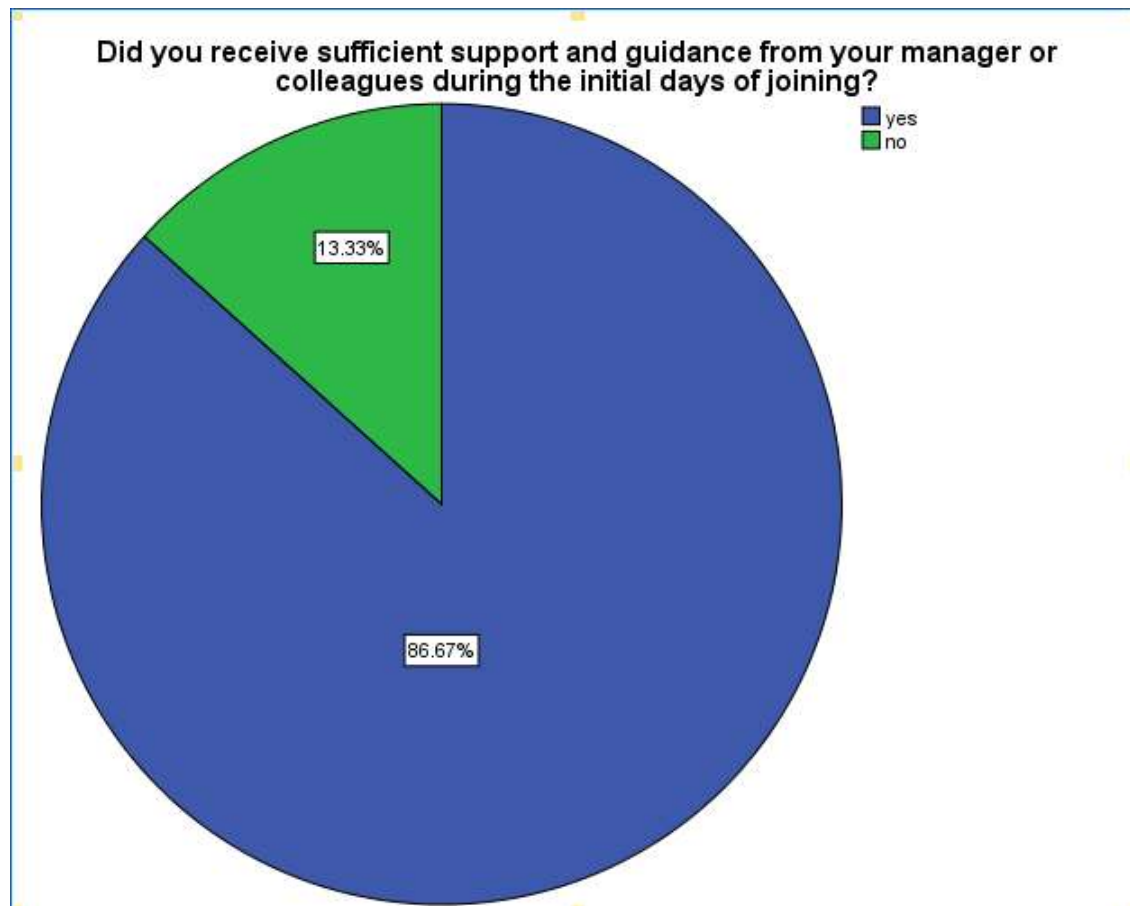
Referral Incentive as mentioned

CADRE	GRADES	REFERRAL AMOUNT
Associate	A1 to A10	Rs. 2500/- per candidate
Officer	O1 to O4	Rs. 3500/- per candidate

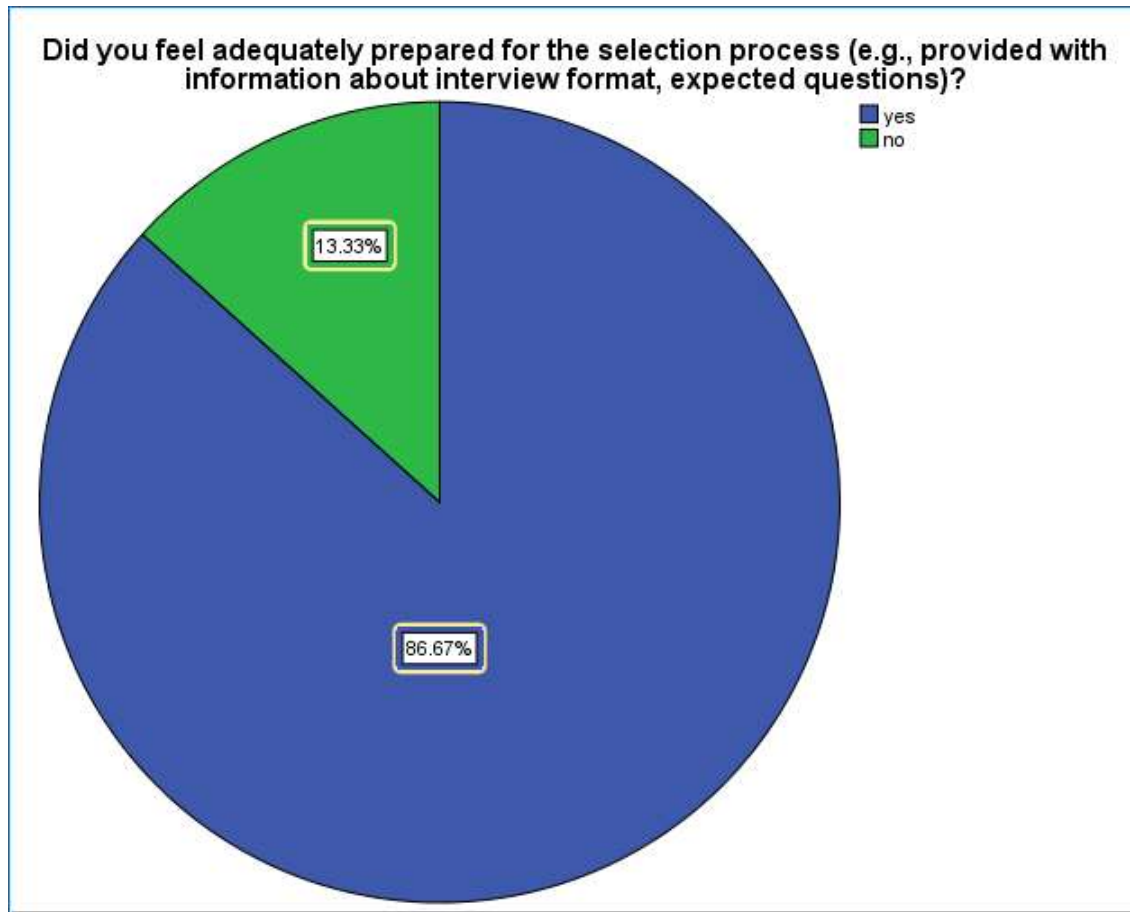
Data Analysis and Results



Out of the survey conducted, 46.67% new joiners agreed that they became aware about the job opportunity by employee referral, whereas 40% new joiners became aware about the opportunity through recruitment agency and rest 13.33% through job boards.



86.67% new joiners agreed that they received sufficient support and guidance from their manager or colleagues during the initial days of joining. Rest 13.33% were not agreeing to the same.



86.67% new joiners agreed that they were adequately prepared for the selection process . Rest 13.33% were not agreeing to the same.

Research Findings and discussions

Based on interview and survey of recruiters below are research findings.

Recruitment approaches of Indoco Remedies Ltd

Employee Referral Programs: Indoco incentivizes its employees to refer suitable candidates for open positions through employee referral programs. This approach leverages the existing network of employees to identify potential candidates who are likely to be a good cultural fit and possess the requisite skills and experience.

Online Job Portals and Social Media: Indoco utilizes online job portals and social media platforms to advertise job vacancies and attract a wider pool of candidates. By leveraging digital channels, the company can reach passive job seekers and individuals with specialized skills who may not be actively looking for employment but are open to new opportunities.

Professional Networking: Indoco encourages its HR professionals and hiring managers to actively engage in professional networking activities, such as industry conferences, seminars, and networking events. By building relationships with professionals within the pharmaceutical industry and related fields, the company can tap into an extensive network of potential candidates.

Recruitment Agencies: Indoco collaborate with recruitment agencies specializing in the pharmaceutical sector to identify and recruit top talent for critical positions. These external partners bring industry expertise and extensive networks, enabling Indoco to access candidates who may not be actively seeking employment through traditional channels. Some examples of such agencies are Kvigour, Vedang, Sai Krupa and Recruitment Experts.

Walk-In Interviews: Indoco organizes walk-in interview events at its corporate offices or designated locations, inviting interested candidates to attend without a prior appointment. These events are promoted through various channels, including social media, job portals, and local advertisements, to attract a diverse pool of candidates. They even carryout research on previous respond to such walk in and target same locations.

Selection process at Indoco Remedies:

Employment Form Submission:

Candidates submit their employment forms either through the company's website or via email. These forms capture essential information such as educational background, work experience, and contact details.

Interview Evaluation:

Shortlisted candidates are invited to participate in one or more rounds of interviews, where they are assessed based on various dimensions:

Personality and Attitude Traits: Interviewers evaluate candidates' personality traits and attitudes, such as professionalism, integrity, adaptability, and cultural fit with the organization.

Communication Skills: Candidates' communication skills, including verbal and written communication, clarity of expression, and ability to articulate ideas effectively, are assessed during the interview process.

Job Knowledge: Interviewers probe candidates' understanding of the role they are applying for, as well as their knowledge of relevant industry trends, regulations, and best practices.

Subject Knowledge: Depending on the position, candidates may be tested on their specific subject matter expertise, such as pharmaceutical science, regulatory compliance, marketing strategies, or manufacturing processes.

Analytical Ability: Candidates' analytical and problem-solving skills are evaluated through case studies, situational questions, or hypothetical scenarios designed to assess their ability to analyze information, identify key issues, and propose effective solutions.

Leadership Skills: For positions requiring leadership or management responsibilities, candidates' leadership potential, decision-making abilities, team-building skills, and conflict resolution capabilities are assessed.

Career Progression: Interviewers explore candidates' career progression, including their past achievements, career aspirations, and long-term goals, to gauge their potential for growth and advancement within the organization.

Emotional Intelligence: Candidates' emotional intelligence, including self-awareness, empathy, and interpersonal skills, is evaluated to assess their ability to collaborate effectively with colleagues, manage relationships, and navigate challenging situations.

Panel Interviews and Assessments:

Candidates may be required to participate in panel interviews, where they are interviewed by multiple stakeholders, including HR representatives, hiring managers, department heads, and potential colleagues. Additionally, candidates may undergo assessments, such as psychometric tests, role-playing exercises, or presentations, to further evaluate their suitability for the role.

Reference Checks:

Following the interviews and assessments, Indoco Remedies may conduct reference checks to validate candidates' employment history, qualifications, and character. References provided by candidates, as well as feedback from previous employers or professional contacts, are used to gather insights into candidates' performance and conduct.

Final Decision and Offer:

Based on the outcomes of the interviews, assessments, and reference checks, the hiring team deliberates and makes a final decision regarding the selection of the most suitable candidate for the position. An offer of employment may be extended to the selected candidate, contingent upon successful completion of any remaining pre-employment requirements, such as background checks or medical examinations.

Offer Letter Acceptance:

Upon receiving the offer letter, candidates are required to formally accept the offer by signing and returning it to the HR department within a specified timeframe.

Pre-Medical Examination:

Candidates who have accepted the offer undergo a pre-employment medical examination to ensure they meet the physical and health requirements for the role.

Joining Formalities:

After successfully passing the medical examination, candidates complete the necessary joining formalities, including submission of required documents, background verification, and completion of any additional paperwork.

Appointment Letter:

Upon completion of joining formalities, candidates receive an appointment letter confirming their employment with Indoco Remedies. The appointment letter outlines the terms of employment, including job title, reporting structure, and probationary period if applicable.

As per the research Indoco uses Time to fill and cost per hire to measure the success of its recruitment efforts.

Challenges faced by recruiter

Skill gaps in candidates present multifaceted challenges within the selection process. Firstly, identifying whether a candidate possesses the necessary skills for a role can prove daunting, particularly if these skills are specialized or technical. This evaluation process demands meticulous scrutiny to ensure alignment between the candidate's capabilities and the job requirements. Secondly, addressing skill gaps often necessitates comprehensive training programs, which can be both time-consuming and financially burdensome for employers. These initiatives are crucial for upskilling employees, yet they require substantial investment and commitment. Furthermore, even if a candidate is hired despite skill gaps, there remains a persistent risk of attrition. Individuals may feel overwhelmed by their inability to meet role expectations, prompting them to seek opportunities elsewhere. On the other hand, a limited candidate pool compounds these challenges. The scarcity of qualified candidates intensifies competition among employers, escalating recruitment costs and potentially compromising hiring standards. Moreover, limited candidate pools hinder efforts to cultivate diversity and inclusion within organizations. With fewer options from underrepresented groups, organizations struggle to foster a workforce that reflects diverse perspectives and experiences.

Additionally, a restricted pool stifles innovation by limiting the influx of fresh perspectives and innovative ideas. Candidates from diverse backgrounds or industries often bring unique insights that drive creativity and propel organizations forward. Therefore, addressing skill gaps and expanding the candidate pool are imperative for organizations striving to navigate these complex challenges and secure top talent in competitive markets.

Recommendation

Leverage Digital Recruitment Tools:

Although the company utilizes online job portals and social media, it could explore incorporating more advanced digital recruitment tools and techniques. This could include using artificial intelligence (AI) and machine learning algorithms for candidate screening and matching, chatbots for initial candidate engagement, and video interviewing platforms to streamline the recruitment process and enhance the candidate experience.

Implement Diversity and Inclusion Initiatives:

While the report mentions that there is no discrimination based on gender, religion, or other factors, the company could consider implementing more proactive diversity and inclusion initiatives in its recruitment efforts. This could involve partnerships with organizations that promote diversity, targeted outreach efforts to underrepresented groups, and training for recruiters and hiring managers to mitigate unconscious biases.

Foster a Stronger Employer Branding Strategy:

Building upon the company's reputation and achievements, Indoco Remedies could develop a more comprehensive employer branding strategy. This could involve showcasing employee testimonials, highlighting success stories, and participating in industry events and career fairs to raise awareness about the company as an attractive employer in the pharmaceutical sector.

Implement Recruitment Marketing Campaigns:

In addition to traditional job postings, the company could consider implementing targeted recruitment marketing campaigns. These campaigns could leverage various digital channels, such as social media, targeted email campaigns, and content marketing, to engage with potential candidates and promote job opportunities more effectively.

Tasks Handled

Updated OT details in the ARS Win Report.

Conducted interviews with 15 candidates.

Verified and updated overtime records for 500 entries.

Coordinated interviews for 15 candidates for the QC department.

Generated and distributed confirmation letters to 5 employees.

Contributed to organizing monthly birthday celebrations.

Scheduled shifts for 666 employees for April 2024.

Initiated separation process for 41 employees in ARS.

Reviewed ARS reports for all probationary employees regarding leave without pay/loss of pay.

Maintained and updated the recruitment tracker.

Managed leave balances for apprentices.

Facilitated onboarding for 8 new employees, including preparing and issuing appointment letters.

Monitored apprentices' leave records and updated balances in ARS.

Updated attendance management system for 10 employees in the IPQA department.

Updated HR Management Information System (MIS).

Prepared relieving letters for departing employees.

Completed a recruitment project involving updating employee previous experience, previous company details, location, and replacement information.

Drafted and issued appointment letters.

Distributed payslips to 170 employees.

Scheduled shifts for 666 employees for May 2024.

Learnings

Managing and updating large datasets, such as OT details and leave balances, improved attention to detail and data accuracy.

Coordinating interviews, shift mappings, and various HR tasks for a sizable workforce enhanced time management skills, ensuring timely completion of responsibilities.

Regular interaction with candidates, employees, and various departments honed communication skills, both verbal and written, crucial for effective HR operations.

Juggling multiple tasks, from recruitment to employee documentation, improved organizational skills, prioritization, and multitasking abilities.

Questionnaire for new joiners

Name :

Grade:

DOJ:

1. How did you first become aware of the job opportunity at Indoco Ltd?
 - a) Company website
 - b) Job board (e.g., Indeed, LinkedIn)
 - c) Recruitment agency
 - d) Employee referral
 - e) Other (please specify): _____
2. How would you rate the clarity and transparency of the job description provided during the recruitment process?
 - a) Excellent
 - b) Good
 - c) Fair
 - d) Poor
3. Did you find the recruitment process at Indoco Ltd to be efficient and well-organized?
 - a) Yes
 - b) No
 - c) Somewhat
4. Were you provided with adequate information about the company's culture, values, and expectations during the recruitment process?
 - a) Yes
 - b) No
 - c) Somewhat
5. How would you rate the effectiveness of the selection methods used by Indoco Ltd in assessing your suitability for the role?
 - a) Very effective
 - b) Effective
 - c) Neutral
 - d) Ineffective
 - e) Very ineffective
6. Were the selection interviews conducted professionally and fairly?
 - a) Yes
 - b) No
 - c) Somewhat
7. Did you receive timely feedback regarding your application status and interview outcomes?
 - a) Yes

- b) No
 - c) Somewhat
8. Did you feel adequately prepared for the selection process (e.g., provided with information about interview format, expected questions)?
- a) Yes
 - b) No
 - c) Somewhat
9. How would you rate the effectiveness of the onboarding process at Indoco Ltd in helping you understand your role and responsibilities?
- a) Excellent
 - b) Good
 - c) Fair
 - d) Poor
10. Were you provided with the necessary training and resources to perform your job effectively during the onboarding process?
- a) Yes
 - b) No
 - c) Somewhat
11. Did you receive sufficient support and guidance from your manager or colleagues during the initial days of joining?
- a) Yes
 - b) No
 - c) Somewhat
12. Did the onboarding process meet your expectations? If no, please specify areas for improvement.
- a) Yes
 - b) No
13. Overall, how satisfied are you with your experience during the recruitment, selection, and onboarding process at Indoco Ltd?
- a) Very satisfied
 - b) Satisfied
 - c) Neutral
 - d) Dissatisfied
 - e) Very dissatisfied
14. Would you recommend Indoco Ltd as an employer based on your recruitment, selection, and onboarding experience?
- a) Yes
 - b) No

15. Do you have any additional comments or suggestions for improving the new employee experience at Indoco Ltd?

Questionnaire for Recruiters

Name:

Grade:

DOJ:

1. On a scale of 1 to 5, how effective do you consider Indoco Remedies Ltd's current recruitment strategies in attracting suitable candidates?
 - a. Very Ineffective
 - b. Ineffective
 - c. Neutral
 - d. Effective
 - e. Very Effective
2. Which recruitment channel has been most successful in sourcing qualified candidates for positions at Indoco Remedies Ltd?
 - a. Company website
 - b. Job boards
 - c. Social media platforms
 - d. Recruitment agencies
 - e. Employee referrals
 - f. Others (please specify)
3. Which metrics or KPIs does Indoco Remedies Ltd primarily use to measure the success of its recruitment efforts?
 - a. Time to fill
 - b. Cost per hire
 - c. Quality of hire
 - d. Other (please specify)
4. How does Indoco Remedies Ltd differentiate its employer brand to attract top talent in the pharmaceutical industry?
 - a. Strong company culture
 - b. Competitive compensation packages
 - c. Opportunities for career advancement
 - d. Innovative workplace practices
 - e. Other (please specify)
5. How do you ensure that the selection process at Indoco Remedies Ltd accurately assesses candidates' qualifications and fit for the role?
 - a. Structured interviews
 - b. Skills assessments
 - c. Reference checks
 - d. Panel interviews
 - e. Other (please specify)

6. Which selection methods or tools are commonly utilized during the hiring process?
 - a. Resume screening
 - b. Phone interviews
 - c. Technical assessments
 - d. Panel interviews
 - e. Assessment centers
 - f. Others (please specify)
7. What challenges, if any, have you encountered in the selection process, and how have they been addressed?
 - a. Limited candidate pool
 - b. Time constraints
 - c. Skill gaps in candidates
 - d. Other (please specify)
8. On a scale of 1 to 5, how would you rate the effectiveness of Indoco Remedies Ltd's current onboarding program in facilitating the integration and engagement of new employees?
 - a. Very Ineffective
 - b. Ineffective
 - c. Neutral
 - d. Effective
 - e. Very Effective
9. Which components of the onboarding program do you believe contribute most to new employees' successful integration into the company culture and workflow?
 - a. Orientation sessions
 - b. Training sessions
 - c. Introduction to company culture/values
 - d. Access to resources/tools
 - e. Others (please specify)
10. How does Indoco Remedies Ltd ensure that new hires receive adequate training and support during their initial days with the company?
 - a. Assigned mentors
 - b. Structured training programs
 - c. On-the-job training
 - d. Other (please specify)
11. What are the key strengths of Indoco Remedies Ltd's recruitment, selection, and onboarding processes?
 - a. Efficient process
 - b. Effective candidate assessment
 - c. Smooth integration of new hires
 - d. Other (please specify)
12. What areas do you believe could be improved or optimized to enhance the efficiency and effectiveness of these processes?
 - a. Recruitment strategies

- b. Selection methods
- c. Onboarding program
- d. Other (please specify)

13. Any additional comments or suggestions related to the recruitment, selection, and onboarding processes at Indoco Remedies Ltd?

Appendix I



A leading pharma Company with a strong global presence and international regulatory approvals including USFDA and UKMHRA.



WALK-IN-INTERVIEWS FOR OUR STERILE FORMULATIONS MANUFACTURING FACILITY IN GOA (PLANT II)

QUALITY ASSURANCE

JR. OFFICER - SR. EXECUTIVE

Experience: 3 to 8 years

Qualification: M. PHARM / B. PHARM

Job Profile: Experience in injectable IPQA, process / cleaning validation, BMR & BPR review, qualification review and QMS.

Documents Required: Photocopy of Aadhar Card, PAN Card, recent increment letter and salary slip.

Job Location : Goa Plant II



DATE:
Tuesday, April 2 to
Saturday, April 6,
2024

TIME:
3:00 pm to 5:00 pm

Above positions are for candidates to work in all shifts

Freshers can mail their CVs to:

hrd2@indoco.com /

rushal.chodankar@indoco.com

Contact No.: 08326624209 / 7391054322

VENUE:

INDOCO REMEDIES LIMITED

Plant-II, L-32, 33, 34,

Verna Industrial Estate, Verna,

Goa 403722.

Note : Only experienced candidates can attend the interview.