



*Date of Submission:
5th April*

Internship Report ON

Recruitment & Selection Process of Abdul Monem Limited



Inspiring Excellence

Submitted To

N.M. Baki Billah

Lecturer

BRAC Business School

Submitted By

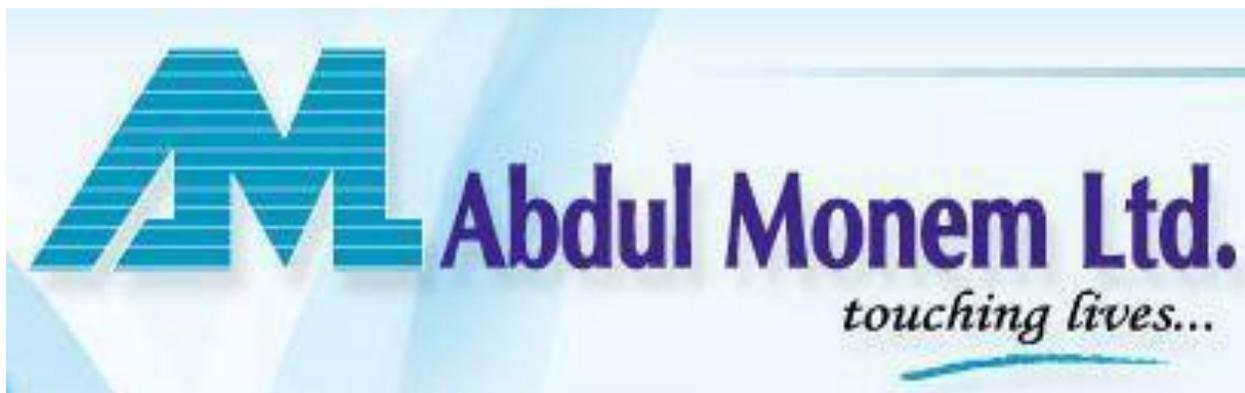
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Program: BBA

BRAC Business School

A Study of Recruitment & Selection Process of Abdul Monem Limited



**One of the Leading & Diversified
Conglomerate of Bangladesh**

The Place Where My Journey Had Started
From:



Monem Business District
The Corporate Head Office

Letter of Transmittal

3rd April, 2018

N.M. Baki Billah,

Lecturer

BRAC Business School

66 Mohakhali, BRAC University.

Subject: Submission of Internship Report

Dear Sir,

This is a great chance for me to present my internship report on **“The Study on Recruitment and Selection Process of Abdul Monem Ltd.”** I feel wonderful as I got the opportunity to do my internship in such a coveted conglomerate company named Abdul Monem Ltd. It is a great opportunity to represent my internship report under your supervision. I am thankful for your guidelines and instructions.

I would also like to express my heartiest gratitude to Chief Human Resource Officer (CHRO) Shahed Hasan Sir, Masud Ahmed, Senior Manager of Human Resource Department as well as my line manager during the internship period; Abdullah Al Noman, Assistant Manager of HR, whose impeccable guidance helped me to get in to the assigned tasks recruitment and selection process and last but not the least Ms. Shahan Ara Shova and Abdullah Al Mamun, Assistant Manager, Human Resource Department of Abdul Monem Ltd. for providing me supreme guidance during my tenure at the organization as an intern.

I tried to put my best effort for the preparation of this report. Yet if any limitations or flaws arise, it will be my pleasure to answer any clarification and recommendation regarding this report.

Thank you once again for your boundless assistance and supervision.

Sincerely yours,

Md. Wasif Chowdhury

ID: 14204004

BRAC Business School

Letter of Endorsements by the Supervisor Faculty

I have carefully reviewed your internship report on the recruitment & selection procedure of Abdul Monem Limited with great interest. Your documentation with proper citation and reference is persuasive. I appreciate your style of work and effort that you have given to describe the whole functionality of the process with your perceived recommendations. I have forwarded your report with my endorsement to the fellow departmental head to approve your internship report.

N.M. Baki Billah

Lecturer

BRAC Business School

Signature & Date:

Acknowledgement

Each and every work needs support and guidance for the successful achievement of its aims and objectives. This report work also had support from many hands and above all the blessings of the Almighty Allah. I would like to give thanks and show my earnest gratitude to the authority of my University for conducting this internship program. I would also like to express my respect and heartiest gratitude to N.M. Baki Billah, Lecturer, BRAC Business School for his great cooperation which will be always remembered by me, without whom preparing this paper was simply impossible.

I would also like to acknowledge with thanks, the support received from General Manager, Major Khairul Basher (Retd), psc, Human Resource, Abdul Monem Ltd, Shahed Hasan Sir, Chief Human Resource Officer (CHRO), Masud Ahmed, Senior Manager, Human Resource Department, Abdullah Al Noman, Assistant Manager of Human Resource Department, Muhammad Mizan Sarowar, Deputy Manager (Admin), Ms. Shahan Ara Shova, Assistant Manager, Human Resource, Abdul Monem Ltd and last but not the least, Abdullah Al Mamun and Elias Hossain, Senior Officer (HR), Abdul Monem Limited. I am paying my heartiest appreciation to all of these great people for their great cooperation, which will always be remembered. This report is prepared by me, but it is impossible without the help and assistance of the above individuals so once again I would like to give thanks to all, Thank you.

Executive Summary

This report on “Recruitment & Selection Process of Abdul Monem Limited” reflects the numerous rigorous and prolonged tasks to complete the recruitment of an employee. It has also been reflected here that, HR managers have to perform identifiable set of activities that effect and influence the people who work in the organization as well as the horizontal intakes which, how it affects the recruitment procedure. I have inscribed the standard procedure of the recruitment process and the procedure I have followed, instructed to perform in the organization. I have come up with several significant findings and substantial and helpful recommendations which might prove worthy for the organization. Adding to this, all of my information are taken using secondary data and the report is prepared with proper APA citation and using standardized form of referencing. Moreover, on the annexure part, I have highlighted several important questionnaires which can justify the proper recruitment & selection procedure. In the report, it is illustrated that AML (Abdul Monem Limited) has a very strong HRM department & HRM policy. It is also seen that AML is always committed to provide employee proper safety & health. They have undertaken numerous programs to ensure employees’ rights of safety & health. AML gives more emphasis on their communication with employee. To sum up, all the steps consummate the entire HR department of Abdul Monem Limited.

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PART 1:

Profile of the Organization

Organization Overview:

Abdul Monem Limited (AML) is one of the leading diversified business conglomerates of Bangladesh. Our fundamental promise is ‘Touching Lives... Building Capabilities...!’

Mr. Abdul Monem, the honorable Managing Director and Chairman of Abdul Monem Limited had established the organization in 1956 and he still is strongly and successfully runs it along with his two eligible sons, working as the Deputy Managing Directors (DMD) of the company, Mr. A.S.M. Mainuddin Monem and Mr. A.S.M. Mohiuddin Monem. Since then, AML BD has become iconic and exemplary figure for other companies to follow the path. The core strength of the organization is rooted in the capacity to gather the resources to complete infrastructure projects on a grand scale (funded by World Bank, ADB, JICA etc.) thus demonstrating organization’s ability to bear the initial risks associated with such projects and proving the sustainability throughout the long development periods.

Over a successful period, AML has not just developed a wealth of experience in infrastructure and development project arena in order to meet the international standards of quality and services, it has also become the bottler of Coca Cola, the producer of number one ice-cream brand Igloo, Igloo milk and dairy products, Igloo food items and snacks, manufacturer of pharmaceuticals, maker of auto bricks, bitumen and other selected construction materials. It also established AM Sugar Refinery Ltd., AM Rice Bran Oil), ServiceEngine BPO, AM Securities and Financial Services Ltd., etc. In 2015, it was awarded to develop one of the first private economic zones of the country i.e. Abdul Monem Economic Zone (AMEZ) in Daudkandi, Munshiganj on its land of 216 acres. All these strategic units are established with a view to leveraging the strength of the parent company as well as to contribute to the national economy with an intention of generating employment opportunities for fellow citizens. Even though, AML began as a family owned business, it has transformed into a multi-disciplinary modern day business group delivering value to its customers. As such, company’s priority has been to focus on building capabilities to infuse strength and character in the people, company’s fellow business partners, associates and stakeholders resulting in robust and dynamic growth of the establishment. Comprised of 10,000+ talented and highly skilled workforces are the rock bottom of this very company’s strength and long-term success. Hence, the policy requires that company takes responsibility for ensuring their safety and security as well as safeguarding their health and

welfare. Moreover, company also take great pride in contributing to the community and society as a whole through active corporate social responsibility and engagement. The ultimate focus therefore, is to use company's valuable resources in order to create value-added products and services, which would contribute to the economic, social and environmental progress and prosperity of Bangladesh. Altogether, they aim to lead by paradigm and to learn from everyday experiences; in addition to, they set their endeavors to high standards for people at all levels and consistently meet them.

PART 2:

- i. **Introduction**
- ii. **Literature Review**

Introduction

Rationale of the Report:

Education is seemed to be consummate with both theoretical and practically gained knowledge. With theoretical concepts we only learn how they are applied in the real world but practical learnings put ourselves in the real world situation to apply those learnings by ourselves. Internship program has been decorated in such a way that allows every student to fetch a glimpse of real corporate world activities with the application of learned theories. The main intent of this study is to attain corporate culture and activities as well as to get an abridged view of the recruitment and selection procedure-one of the most important HR functions; which will give an overall idea how its functionality is carried out properly.

Objectives of the Study:

General Objectives:

- To achieve the intent requirement for completion of the Bachelor of Business Administration (BBA) majoring in Human Resources Management (HRM)
- Comparative analysis and evaluation of the prevailing recruitment & selection process of Abdul Monem Limited

Specific Objectives:

- Identifying the underlining factors which influence the recruitment & selection process as well as to determine the acceptability and viability of the current recruiting and selection procedure.
- To recommend and suggest for the betterment of current recruitment & selection process.
- To relate the theoretical knowledge with the practically gained knowledge.
- Comprehending the responsibilities regarding recruitment and selection procedure
- To get a glimpse of the present progressiveness of different business concerns of Abdul Monem Limited

Organization Background:

Abdul Monem Limited is one of the largest and coveted conglomerates of Bangladesh. Mr. Abdul Monem, the honorable Managing Director of AML BD is the founder of the company in 1956. Since then, it has marched to the glory path of success and became an iconic figure to other preceding organizations.

Vision:

AML's vision materializes their Roadmap. Company is aimed at contributing to the economic, social and environmental progress and prosperity of Bangladesh through optimum use of their resources applied in constant development of their value-added products and services.

Mission:

Mission of AMLBD defines their Roadmap. They excel to develop and deliver value added goods and services to company's esteemed customers, consistently outperform their peers, build enduring relationship with business associates and stakeholders; providing a dynamic and challenging environment for the employees and aim to achieve incremental growth of AML's business thereby having a positive economic and social impact on the community and the nation.

Objectives:

Company's core beliefs and values are driven by three aspects:

- i. **People:** "Our people are our strength", that's what the honorable MD Sir has to say about the individuals of the company. Hence, the company prioritizes to nurture and provide them with the opportunities to achieve their maximum competence. In addition to this, they also express preeminent desire to serve the needs of our valued customers, business partners and the society in general by being responsible in creating and delivering our valuable products, services and business practices.
- ii. **Prosperity:** "Prosperity outlook is key to our success". AML contributes immensely to the prosperity of the people and the country. Therefore, the company ensures utilizing advanced technologies, skills and knowledge of a dedicated, well-trained and motivated

workforce in delivering high quality products and services to its esteemed customers.

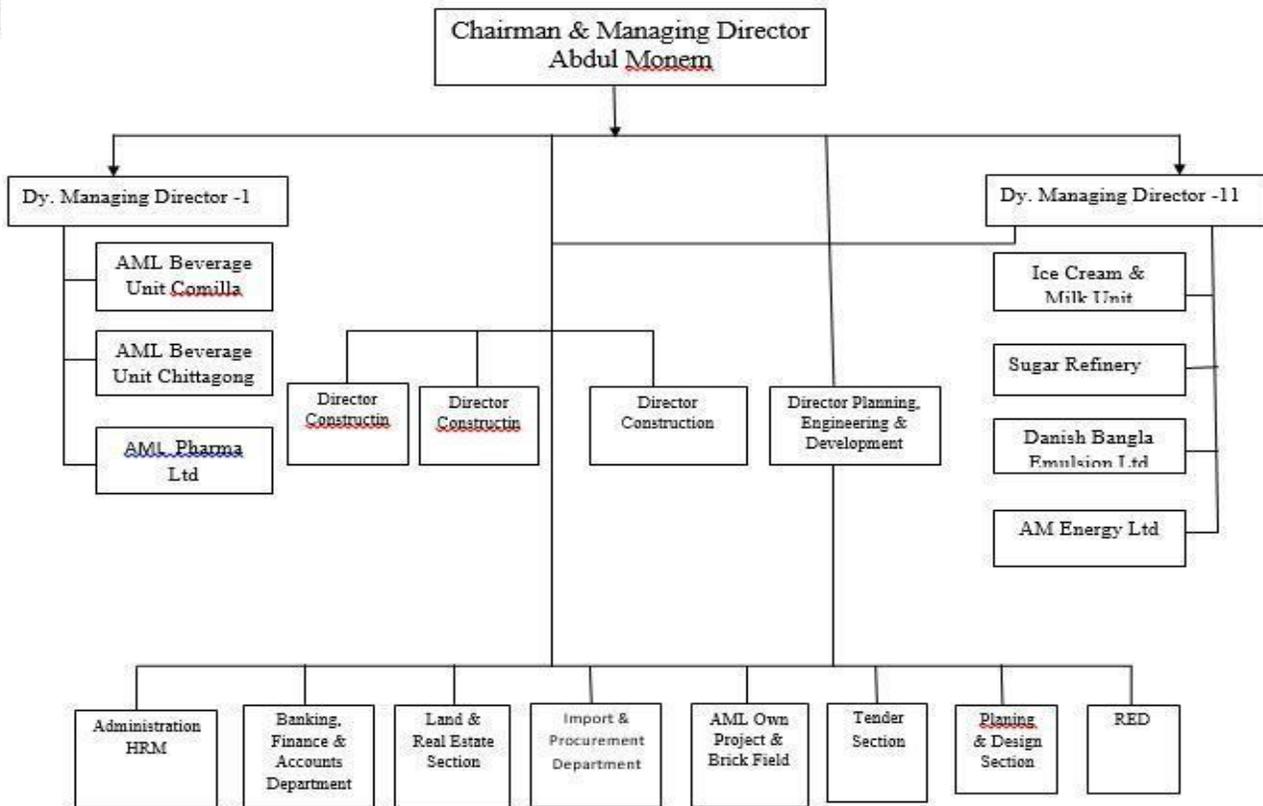
- iii. **Progress:** “We explore for progress”. The company believes in sustainable development by investing in the future of our country’s people, our business, our society and our nation as a whole. Thus, they continuously explore ways to progress and elevate the practices, standards and expectations.

Achievements and Recognitions:

For outstanding performance and being the market leader in the respective sectors, Abdul Monem Limited has been awarded numerous prestigious corporate and government awards. Following are the names of those awards:

- The President’s Awards
- The longest TAX payer award
- The longest VAT payer award
- IFAWPCA gold medal
- Business person of the year 2008, Bangladesh
- Commercially important person of 2010, 2011 & 2012
- Excellence for business performance from Jamuna Bank ltd
- Igloo- No.1 ice-cream brand by Bangladesh Brand Forum
- Other recognition from various Government departments for business performance, corporate governance and contribution to national development

Organizational Hierarchy:



Business Concerns of Abdul Monem Limited:



Here's enlisted all the business concerns of AML:

- Igloo Ice Cream Unit
- Igloo Dairy Limited
- Igloo Frozen Food (Delifrost)
- Igloo Foods Limited
- AM Beverage Unit (Coca Cola)
- Danish Bangla Emulsion Ltd
- Abdul Monem Sugar Refinery limited
- AM Asphalt and Ready Mix Concrete Ltd
- AM Rice Bran Oil
- AM Auto Bricks Limited
- AM Mango Pulp Unit
- AM Securities & Financial Service Ltd
- AM Energy Ltd
- Novus Pharmaceuticals Ltd
- ServiceEngine BPO

Abdul Monem Limited Construction:

Although when people heard about Abdul Monem Ltd, first thing comes on mind is Igloo but AML's main concern has been its vast and handful of significant construction works which paved the way of company's progression. Below is stated some of their notable construction projects:

- Jamuna Bridge Access Roads Project (JBARP), Contract No. 6: Dhaka Mukti Sarani to Daudkandi Road Portion of Dhaka-Chittagong Highway
- Construction of Syed Masud Rumi Bridge (Gorai Bridge) over Gorai River on 8th Km. of Kushtia – Rajbari Road
- Construction of Underpass at 2nd KM of Polder Road (Sanir Akhra) Ch. 1 + 500 m. to 2 + 000m under Narayangonj Road Division, Contract No. DRC/NRD/UP/2002-05
- Establishment of Mohila Polytechnic Institute at Khulna Divisional Head Quarter, Package No. KLN-1
- Construction of “Monem Business District” Consisting of Three Towers each 14 storied over 20-storied foundation plus 4 & 2 basement floors
- Construction of Abdul Monem Sugar Refinery Ltd factory buildings at Char Pratap including construction of jetty, internal road, water treatment plant, water supply & sanitary, electro-mechanical works and other ancillary works.
- Construction of Female Hostel & Principal Quarter building including sanitary, water supply and internal electrification works (Lot No. 04) under “Establishment of a Polytechnic Institute in Kishoregonj district
- Beautification Project, Contract No. 1: Widening and Beautification of Airport Road from Banani Rail crossing to North side of Mohakhali flyover
- Overlay with providing correction course from 13th to 18th km of Banani – Tongi – Joydevpur Road under Dhaka Road Division.
- Construction of 293.92m long PSC Girder Bridge over the Surma River on the Sylhet-Gachbari-Kanaighat Bazar road at Kanaighat Bazar end
- Construction of Part 2 (Overpass & Link Bridge Portion – Alignment E and F) of the Flyover at Mirpur – Airport Road and Overpass at Banani Rail Crossing

Some of the ongoing construction projects name is enlisted below:

- Janjira Approach Road and Selected Bridge End Facilities, ICB No.: PMB/AR/01
- Construction of Service Area 2 under Padma Multipurpose Bridge Project, ICB No. PMB/SA/02
- Mawa Approach Road and Selected Bridge End Facilities, ICB No. PMB/AR/02
- Construction of 1 x 152 'C'/'D' type Qtr. (20 storied foundations with basement floor, Car parking & other facilities in basement floor & ground floor) including ancillary Works for 17 Inf Div. at Sylhet Cantonment (1st phase)
- Construction of Accommodation for 1 x 1200 Cadets (8story with 8 storied foundation) including ancillary Works for BMA Bhatiary, Chittagong (1st Phase)
- Contract No.: SASEC-RCP/ICB/W-01 (Lot No. WP-02) Part-I: improvement of Road from Kaliakor Bypass intersection to Dulla Mari Road (18.00 km) from 2-Lane to 4-Lane including structures. Provision of support to project for third party maintenance quality check.
- Mohipal Flyover Construction Project at Feni

Abdul Monem Economic Zone (AMEZ):

The envisaged economic zone is located in Gazaria, within two mouzas (Bausia and Jajira) of Gazaria upazilla under Munshiganj, covering almost 216 acres (with option for expansion up to 300+ acres) of exclusively owned land. The honorable Deputy Managing Director of AMLBD, A.S.M Mainuddin Monem is the Managing Director of AMEZ.

Target industries for AMEZ:

- Environment-friendly high-value garments and related industrial units
- Textile & apparels
- Electronics & ICT
- Food processing
- Plastic
- Furniture
- Pharmaceuticals
- Light engineering and any other industries that look at Bangladesh as a sourcing and manufacturing destination

Objectives of AMEZ:

- Providing a special area where investors would find a congenial investment climate
- Creating Backward & Forward linkages, technology transfer and skill development to improve socio-economic conditions and eliminate regional disparities
- Providing preferential facilities to environment friendly industries as per Private EZ policy and optimizing local labor skills under global industry expertise
- Ensuring cost effective production facilities for diversified industries with modular factory structures
- Generating substantial employment opportunities for overall macroeconomic growth and development
- Generating tax and non-tax revenues for government exchequer.
- Keeping allotted space for ETPs and CTP (inter-connected) to ensure highest environmental compliance alongside use of renewable or solar energy for 5% of total power consumption
- Achieving sustainable inclusive green growth strategies that include but not limited to exports and investment creation
- Portraying AMEZ as a global ambassador of Bangladesh being the catalyst of economic and social development in the region

Proposed Facilities of AMEZ:

- Industrial plot for long-term or short-term lease
- On-site foreign/ visiting employee residence facility
- Security services & Central e- services
- Standard Factory building& office space renting equipped with shared and networked workstations
- One-stop administrative services (Registration, licensing, NOC, VISA processing etc.)
- Emergency medical facilities and day-care center
- Common warehousing facilities
- Rooftop/vertical Helipad for commercial chopper carrying emergency passenger
- Roads and utility services (Power, Gas and water)

Literature Review:

Impact of Effective Recruitment Process on Employee Performance of a Company:

An effective and successfully carried out recruitment and selection of candidates is a tracing mark for a company or organization to pick the best candidate for a particular job. From Bangladesh's perspective, almost in every organization, internal recruiting plays a significant role in selecting candidates. However, it leaves a gap to choose the ideal candidate from a larger pool of applicants. It goes without saying that effective recruitment and selection smoothens the way to fetch the best fit candidates for particular positions. As we all know companies recruit new employees through internal and external sources and these sources act as substantial catalysts for an effective recruitment and selection procedure. Cornelius and Decker (1979) has had research on sources of recruitment and came out with the result that, individuals those have recruited through employee referrals which itself is one of the internal sources; have lower turnover rates than other groups (depending on the measure). Similarly, through the research of Breugh (1981) it has been conjectured that, the number of absentee of scientists been selected through newspaper sources doubled than that of selected through various other sources. However, the study of Caldwell and Spivey (1983) came up with the outcome that, formal advertising successfully fetched more number of store workers. In addition to this, another research of (Breugh, 1981) came to the fact that, the scientists who were subsumed through the college recruiting program, showed a sorry looking progression percentage as well as quality than those, who were selected through external sources, namely professional journals and circulars. Although, internal recruiting certainly paves the way to be seemed as advantageous still formal recruiting and selecting process is favorable as it assists an organization to choose individuals from a large pool of candidates who can be a suitable match for particular positions.

Talking about being fair regarding the recruitment and selection process, I asked one of the stark-figure of middle management of Abdul Monem Limited that, "do you need to be fair enough about the recruitment process of the company?" For confidentiality issue his name hasn't been mentioned rather we take him as an anonymous and quote what his say was regarding it,

“To be mentioned, fair enough is a vague term in such scenarios. Talking about the transparency regarding the functionality, yes, policy wise Abdul Monem Limited’s recruiting process is right and transparent with no candidate seems as an inconsequential one but when it comes down to practice, the horizontal intakes have to be entertained!” – Personnel from middle management of Abdul Monem Limited.

What the anonymous personnel of our company tried to say by stating “horizontal intake” is that a company might have a pool of candidates who’s been shortlisted based on the qualifications, experience and expertise and it’s a prognosis that, best fit individual will be selected from this pool. However, sometimes higher authority or top level personnel recommends that particular candidates have to be included and should be taken good care. Regardless the match between company’s JD (job description) and job requirements, that recommended candidates get included in the pool and it increases the size of the pool; the horizontal expansion.

When such situation occurs, recruiters and panel members have nothing to do except interviewing and giving a grace to such candidates. So, it leads to violating the policy but they are bound to perform the act and does the entertaining.

On the next page the standard recruiting and selection process is narratively described which will give a broader and wider view of the recruiting and selection process around the world.

Standard Recruitment & Selection Process:

Definition of Recruitment & Selection:

Recruitment and Selection is a foundation of Human Resource Management (HRM) practices and its integration to business is critical to achieve organizational strategic goals. Better recruitment and selection strategies result in improved organizational outcomes.

According to Dessler's definition, recruitment and selection is a major HRM component as it includes and describes all organizational practices and decisions (Dessler, 2007). (Rowley & Benson 2002) emphasized on thriving advancement in technology arena with the annexure of HRM. Moreover, (Lam & White, 1998) tabled their perception that it is an utmost need for recruitment and selection procedures to be merged with business strategies to harness the challenges of HRM functionalities.

The focal point of Decenzo and Robbins's definition is to bring out potential applicants for specific positions along with the need based on vacant positions in a company (Decenzo and Robbins, 1999). William F. Glueck has come up with the definition of recruitment as this- "Recruitment can be defined as the set of activities for an organization to attract job candidates who have the capabilities and attitudes needed to assist the organization accomplish its goals (Glueck 1978)."

Selection, on the other hand consummates the whole recruitment process as without this, an ideal candidate can't be selected by any organization. According to (Dessler, 2007), his statement highlighted on the significance of proper selection procedure without which worthy candidates won't be selected which ultimately impacts an organization negatively. Decenzo and Robbins has voiced about ideal selection process as it has to include certain steps namely application form fill up, primary candidate screening and interview, written test, comprehensive interview, reference verification, medical tests, and finally job offering (Decenzo & Robbins 1999).

Recruitment and Selection Process:

Recruitment and selection is not any easy task to complete as it includes various steps and formal procedures. Throughout the world, in most of the organizations, the main steps followed in recruitment and selection are almost akin and similar; the only change that varies is the name of the procedures from organization to organization and from company to company.

Here, the standard recruitment and selection processes inscribed by **The University of California, Riverside (UCR)** have been described in the following as it covers almost all the aspects of recruitment and selection process from beginning till end.

To enhance efficiency and effectiveness of recruiting and to ensuring compliance in the recruitment and selection process, it is advised the following steps be followed. Details for each step embodies the minimum recommendation for best practices to attract a talented and diversified applicants pool. This is as follows:

Step 1: Identify Vacancy and Evaluate Need:

The first and foremost step is to identify the vacant position and evaluating the need of a new employee in that particular post. For newly created position, it has to be kept in mind that, whether changes will affect the role or position or not as well as if the vacant position really need to be filled up within the quickest possible time. To get a translucent view of the situation, conducting a job analysis will assist to help out identifying gaps, the core skills which are must needed those are missing, those are required for future. On the other hand, for replacement, several things need to be kept in mind such as - tasks those have been performed by the previous employee, tasks those are need to be added or removed, working hours and most significant one, whether still there is requirement for the role at all or not.

Step 2: Develop Position Description

Prior to developing the job description, the hiring manager should identify the following:

- General Information
- Position Purpose
- Essential Functions
- Minimum Requirements
- Preferred Qualifications

General Information: It includes the following:

- Payroll Title
- Pay Grade
- Working Title
- Department Name
- Department Head
- Supervisor Name
- Title Codes and Full Names

Position Purpose: The statement should summarize the position's essential functions and its role in relation to supporting, administering, or managing the activities of the department, unit, or organizational unit.

- Includes a detailed illustration of the role and its relation to the department, organization and University
- Includes predicated tenure (i.e. Limited 6-9 months or Contract 2.5 years) for non-Career positions
- Enlisting the number of vacancies when there is more than one position being recruited
- Statement of any pre-employment assessments only if required.

Essential Job Functions: When developing essential functions for the position the following should be noted:

- On-the-job activities those are elementary for a specific position are masterminded by the significance as well as how much time has been given on it
- Prior work pressure and on-the-job condition has to be overtly stated to the applicants
- Top priority-duties must have to be correlated and aligned with the achieving of top priority-function.

Minimum Requirements: Minimal requisites are the qualifications or criteria which had been presided in advance as well as publicly articulated to potential applicants. It includes:

- Obligatory objectives, non-comparative and business related
- Can be position/department specific
- The stated and bottom level requisites have to complement the achieving of obligatory functions.

Preferred Qualifications: Required skills, knowledge, abilities and competencies can put focus a more proficient level at which obligatory duties can be performed such as:

- Experience in the relevant field and knowledge about policies and regulatory acts
- Credentials of obtained degrees are optional

Step 3: Develop Recruitment Plan:

Each position requires a documented Recruitment Plan which is approved by the organizational unit. A carefully structured recruitment plan maps out the strategy for attracting and hiring the best qualified candidate and helps to ensure a strong applicant pool.

Followings are the recruitment plan elements:

- Posting Period
- Placement Goal
- Additional Advertising Resources
- Diversity Agencies
- Resume Banks

Posting Period:

Minimum posting requirements are as follows:

- A. Professional Support Staff (PSS) – 10 business days from date posted beginning the next business day
- B. Management/Senior Professional (MSP) – 15 business days from date posted beginning the next business day

Placement Goals:

Placement goals are necessary for recruitment and it is an obvious task to review the very position objectives as well as enhancing recruitment functionality which will pave the way for achieving the target those been identified.

Additional Advertising Resources:

It includes several types of advertisement sources namely; Newspaper, website, company's newsletter, recruitment agency, campus recruiting, job fair, social media etc.

Diversity Agencies:

It pontificates the enhancing relationships and a pool of potential candidates with agencies allowing candidates capturing a detailed view of company's mission and vision.

Resume Banks:

Regarded as a substantial source for tracing upskilled and proficient candidates where job seekers upload their resumes and then they are being sorted and shortlisted by employees of organizations.

Step 4: Select Search Committee:

To ensure applicants being selected for preliminary interview to last-phase assessment are evaluated by several personnel to minimize the potential for personal bias, a selection committee is formed. The hiring manager will select individuals who will have immediate as well as indirect interaction with the candidate over the span of their activity. A member of the committee will be approved as the Affirmative Action and Compliance Liaison who will be supervising the whole functionality from the aspects of the search committee.

Step 5: Post Position and Implement Recruitment Plan:

To post the position:

- The requisition is created by the Service Center Human Resources Coordinator or Departmental Human Resources Coordinator and approved by the Service Center HR Organizational Coordinator or Organizational HR Coordinator
- Once approved, the Departmental HR Coordinator or Service Center will review the requisition and route online to the HR Classification Analyst who will assign the classification
- The requisition is then routed to the HR Recruitment Analyst who will post the position
- Applications can be reviewed and dispositioned once the minimum number of posting days has been reached
- Internal candidates will apply through the regular application process and will be included in the candidate pool along with external candidates

It is perceived that gradual supervising and follow up is the catalyst for a successful recruitment and selection activities. Applicant pools for each recruitment can be monitored by search committee members during the recruitment process by reviewing and scrutinizing properly.

Step 6: Review Applicants and Develop Short List:

After the position has been identified, candidates will apply via company's website. Candidates will fill up the virtual form putting all the required information and will be regarded "Applicants". All applicants have to be taken under contention. It is to mention that all the committee members should evaluate all applicants to ensure more than one person assesses their qualifications and on top of that it has to be unbiased. Each committee member may provide comments to each Applicant's qualifications as they match to the minimum requisites of the position.

After the completion of reviewing the applicants, a shortlist of candidates is prepared. Upon completion, if the shortlist of applicants is perceived to be comprised of variation and comprehensible, it gets concession and immediately after this, applicants are about to be contacted for interview.

Step 7: Conduct Interview:

It is the most important step in recruitment & selection process as this serves the rudimentary screening of candidates and lets the interview panel members to get to know more about that very person in depth whether he/she will be worthwhile for what the company is looking for.

Preparation of Interview: Once the short list gets approval by the HR department, the interview process commences. It is important to properly prepare for the interview as this is the opportunity to evaluate the skills and competencies and validate the information the applicant has provided in their application and resume. Asking few specific questions regarding the skills and aptitudes will keep the weight of the interview. If further follow up needed, have to come up with reviewing the applicant's resume and marking notes to address any specific disclosure.

The Committee Chair should determine the following:

- Interview outline and questions
- Who will be the interviewer
- Whether any work sample should be submitted
- Probable date of starting
- Further queries by candidate about the post which hasn't been mentioned in the description.

Interview Questions: Questions have to be to the point and work specific to fetch as much information about the candidate as possible. On top of this, competency based questions is strongly welcomed to ask, as these questions can justify the candidates from their answer about their capability to carry out the job duties and responsibilities and can perform according to the core competencies of the company.

Candidate Evaluation: The prime task of an interview is evaluating the candidate properly based on the person's performance during the interview session. There are several techniques to measure the performance and following is shown one of them:

Competencies Weighted Rating Sheet

Competencies	Weight Assigned	Weight Scale: 1 – Low importance; 2 Medium importance; 3 High importance Rating Scale: 0- Not competent; 1-Low competence; 2- Medium competence; 3-High competence															
		Wt.				Rating				Wt.				Rating			
		0	X	=	0	0	X	=	0	0	X	=	0	0	X	=	0
Communication		0	X	=	0	0	X	=	0	0	X	=	0	0	X	=	0
Diversity and Inclusion		0	X	=	0	0	X	=	0	0	X	=	0	0	X	=	0
Employee Engagement		0	X	=	0	0	X	=	0	0	X	=	0	0	X	=	0
Innovation and Change Management		0	X	=	0	0	X	=	0	0	X	=	0	0	X	=	0
Job Mastery and Continuous Learning		0	X	=	0	0	X	=	0	0	X	=	0	0	X	=	0
Resource Management		0	X	=	0	0	X	=	0	0	X	=	0	0	X	=	0
Results Orientation and Execution		0	X	=	0	0	X	=	0	0	X	=	0	0	X	=	0
Service Focus		0	X	=	0	0	X	=	0	0	X	=	0	0	X	=	0
Teamwork and Collaboration		0	X	=	0	0	X	=	0	0	X	=	0	0	X	=	0
People Management		0	X	=	0	0	X	=	0	0	X	=	0	0	X	=	0
					Total	0			Total	0			Total	0		Total	0

*Note:

0. Not competent: The candidate does not demonstrate competency.
1. Low Competence: The candidate illustrates ineffective behaviors.
2. Medium competence: The candidate illustrates behaviors at the operational level.
3. High Competence: The Candidate illustrates behaviors at the mastery level.

Welcoming the Interviewee: Conducting an interview session seems to be tiring and stride for the panel members if the session is continued with good number of candidates. To conduct the session properly, the members need to act deftly to bring out the true attributes of an interviewee. To do so, followings are suggested to be considered:

- Its needed to create the ice breaking environment so that the candidate doesn't get intrigued or feel discomfort on the first place as the first impression of a candidate says a lot about how the interview might go.
- It is strongly suggested to assign a person apart from the interview panel to organize the session and handle any queries of the candidates and properly help them to go through the session from beginning till that person come out from the interview room.
- A candidate should be given ample time to answer in the session and has to let candidates to talk more. It is very much important as through the talking the interview panel member will understand if that very candidate is eligible to fill the post.
- Properly go through the candidate's CV and do the scrutiny deftly before asking questions regarding the skills and abilities. In addition to that, taking notes and asking for further clarification can be done if necessary.
- Cautious about avoiding discursive questions during the interview

Step 8: Select Hire: After the completion of interview session, panel members will call the candidates who gets into final shortlist notifying them about selection and discuss further about expected improvements when starts working. Documentation should demonstrate the selection decision. Being one of the crucial and substantial processes, it is important to keep the following in mind:

- Selected individual has been selected based solely on qualification and eligibility
- It is perceived that the selected individual/s will properly oblige and carry out prospective department's mission and goals

Reference Check: The purpose of a reference check is to obtain information about a candidate's behavior and work performance from prior employers that could be critical for taking decision, regardless of their skills, knowledge, and abilities. As past performance is the best predictor of future success, it is recommended, references should be obtained from current and previous supervisors who can speak to the candidate's on the job performance.

Mandated Hiring Prerequisites: Depending upon the nature of the position, additional hiring prerequisites may be required. Any costs associated with these prerequisites are the responsibility of the hiring department.

Step 9: Finalize Recruitment: Before drawing conclusion to the process and hire the selected candidates, it is recommended to perform a final check of the selection process be completed as follows:

- The duties and responsibilities those have been mentioned in the description are just and appropriate
- Selection has been wholly done based on prior skills and qualifications
- Interview questions are appropriate and relevant regarding the position
- Confirmation of all applicants have been interviewed and unbiasedly and selected candidates were actually being selected after uniform discussions

Negotiating the Offer:

- It's recommended to offer the best possible salary package in comparison with concurrent market situation of the competitive companies
- While finalizing the offer, it is obligatory to mention the details of compensation package, TA/DA, retirement benefits, gratuity fund etc.

Finalizing the Offer: Before completing the recruitment process, it is necessary to notify the candidates those couldn't make it till the end with an appreciation mail as well as all documentation associated with the recruitment should be kept safely by maintaining proper confidentiality. For proper completion of the selection process, followings are advised to conduct:

- Once the offer has been accepted, the Committee Chair or designee notifies the Departmental HR Coordinator and requests the offer letter be sent
- The Departmental HR Coordinator prepares and sends the offer letter The Departmental HR Coordinator ensures written acceptance of offer
- The Departmental HR Coordinator enters the finalist information into the ATS (Application Tracking System) upon receipt of the signed offer
- The Departmental HR Coordinator contacts those individuals interviewed and not selected (at a minimum) by phone or email and this too has to be inscribed as documented.
- The Departmental HR Coordinator ensures all recruitment related documents are uploaded to the requisition in the ATS

PART 3:

Activities Undertaken (The Main Project Part)

Project Part:

Flowchart of recruitment and selection procedure of Abdul Monem Limited:

A flowchart always gives a clear and excerpt view about the total thing that's been described. Following is the flowchart of the recruitment and selection procedure of Abdul Monem Limited which is effective for every department and concerns.

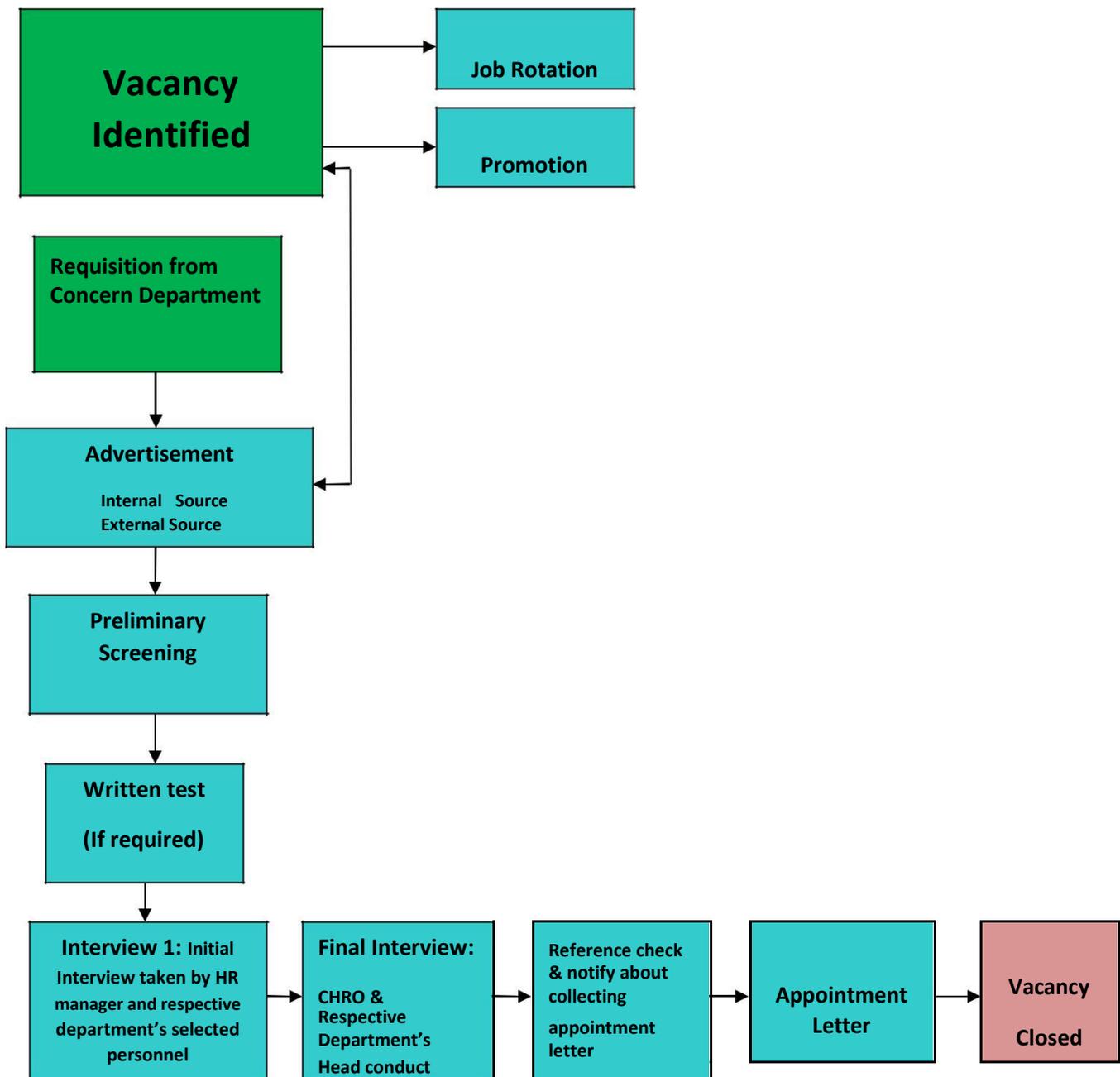


Figure: Recruitment and Selection Process

Narrative Part:

The Steps of Recruitment & Selection I had followed:

Without hesitation it can be said that the whole recruitment and selection process is one of the most critical and intriguing functions of human resource department. As the time progresses, we have entered into a fast, rattling and competitive world where there's no chance to slip of the position for any organization in the race for obtaining top position in the midst of all other competitors. So, to be more competitive and successful in the business, companies often look for people with the skills and abilities to perform at the top level and mark himself as one of the most eligible and vital figure for that particular organization. To do so, organizations conduct recruitment and selection procedure to pick out the most suitable and worthwhile candidate for the company or organization. However, it might seem easy to select the best one but recruitment and selection process comprises of several substantial steps without which the process is not consummated.

During the internship program I had worked with the recruitment and selection process of Abdul Monem Ltd and before describing the whole process of how I have experienced the entire functions by myself during the internship tenure, let's look at the how the organization shows its prudence and gives importance to the process.

Abdul Monem Limited has been one of the most coveted and renowned conglomerate of our country for more than six decades. Going to the wire, we see there are number of concerns of the organization and each of these needs skillful, prescient, prudent and devoted employees who will take the company further ahead in the competition with other market players. It is perceived that, to attain a company's goal, eligible and qualified individuals are the prime need and catalysts. To obtain and select ideal individuals for specific positions, a proper recruitment and selection process plays the pivotal role which is significant in accomplishing a company's goals and reaching milestones.

Guiding Principles:

No doubt that recruitment and selection of the proper and eligible candidate is a long stride task but in terms of selection, Abdul Monem Limited follows several policies which are based on the following guiding principles:

- **Development Focus:** Where qualified human resources are not readily available, and even their hiring is subject to cost, therefore, Abdul Monem Limited (AMLBD) initiates to develop employees. The company is committed to develop its Human Resources to achieve the Company's goals and will explore and use the available development opportunities.

Recruitment and Selection Process:

- **Human Resource Planning (HRP):** Human resource planning or man power planning is essentially the process of getting the right, eligible and qualified people into the right job at the right time. It is a system of matching the supply of people with openings the organization experts over a given time frame. According to Edwin B. Geisler's (Geisler, 2007) statement, manpower planning as the process through which a firm ensures that it has the right number of people and the right type of people at the right place doing the rightwork.

Activity of human resource planning: The vital activities of Human Resource Planning includes:

- Estimation of future need of individuals based upon mathematical trend analysis or as well as it can be done through judgmental analysis; whichever the company chooses
- Making an inventory of present manpower resources and assessing the extent to which the resources are utilized to the optimum level
- Anticipating manpower problem by projecting present resources into the future and comparing them with the forecast of requirements to determine their adequacy, both quantitatively and qualitatively.
- Planning and scheduling necessary programs of requirement, selection, training, development, utilization, transfer, promotion, motivation and compensation to ensure that future manpower requirements are properly met.

Human resources are recruited according to the need. All the Directors and Head of the Department of the different departments sit & decides whether the requested manpower is actually need to be recruited or not. Next they put the required number of manpower in align with company's annual budget as the company cannot inject anything but a specific amount for the manpower. However, sometimes manpower is occupied depending on the situation regardless of the budget plan, such as helper, cook or office attendance etc. they recruit on the need of the situation.

Step 1:

Manpower Requisition: The recruitment and selection process kicks off with the manpower requisition of human resources or clients. While requesting for filling the replacement of existing vacant position or new position, the concerned department fills up a recruitment requisition form and send it to the HR department with the approval from MD or either sometimes HR department take approval from MD.

In the following a sample of manpower requisition form of Abdul Monem Limited is attached:



Manpower Recruiting Requisition Form

Date: _____

Name of Concern	:		
Name of Position	:		
Department	:	Function:	:
Reporting to	:		
Number of Position(s)	:	Job Grade/ Type of Employment:	:
Salary Range of Employee	:	Job Location:	:
Why is this Resource Required?	<input type="checkbox"/> Replacement	In Case of Replacement	<i>Mentioned Name & Position</i>
	<input type="checkbox"/> New Position		In Case of New
	Key Responsibilities:		
	Key Competencies (Pre-qualifications)	<u>Educatio n</u>	<u>Area of Expertise</u>
<u>Experience</u>		<u>Others Skills</u>	<u>Age</u>
Expected date of Employment	:		
How do you want to advertise this position?	<input type="checkbox"/> Jobs site <input type="checkbox"/> Head Hunting <input type="checkbox"/> Reference <input type="checkbox"/> Newspaper/s		
	Name of the News Paper/s:		

Provided by Line Manager :	Name : Designation : Signature with date
Recommended by Departmental Head :	Name : Designation : Signature with date
Proposed by Concerned HR :	Name : Designation : Signature with date
Recommended by Director/Project Director :	Signature with Date:	
Approved by CHRO :	Signature with Date:	

For existing positions, respective department will inform the HR department whether any vacant position to be filled or not immediately. If needed, the CHRO can go for selecting eligible employee from within the company before digging out external sources. In special circumstances and to make a quick decision the Head of HR may propose any suited staff within the company from respective department for a particular position.

On the other hand, for a new position each Department follows the following procedures:

- In case a new position is required to create, the Departmental Head will submit a request to Head of HR for approval with proper justification and along with a detail of the job description for that very position
- After receiving manpower requisition, it is forward to MD
- Upon the approval of MD, the recruitment and selection gets kick off and for internally selected employee, the transfer takes place with immediate effect

- Each and every new recruitment must be approved by the Managing Director and Head of HR give suggest about the new position
- It is the function of HR to ensure consistency throughout the company in regard to the creation of any new position. HR reviews and ensures that a position with similar responsibility is placed in the same grade level.

Job Analysis:

Job analysis is the process of gathering and analyzing information about the content and the human requirements of jobs, as well as, the context in which jobs are performed. This process is used to determine placement of jobs.

Job Specification:

Job specification specifies the requisite educational qualifications, trainings, prior experience, skills and competencies required by companies. Regarded as pivotal because the key part of the job specification, established at the beginning, is mandated in structured selection interview. The respective department helps HR department in preparing job specification.

The following information's are specified in the job specification:

- Applicant's age
- Title of the position.
- Division/Department or Section.
- Minimal educational and prior work experience

Job Description:

Job description is the basis of CGC recruitment, selection, placement, performance appraisal, salary administration, promotion, training and other personnel actions for its employees. Job description is prepared by respective Head of the HR with the help of concerned department and it is kept with confidentially within HR. For probable changes that occurs in the duties and responsibilities, then job description must be revised. In addition to this, a copy of the job description is provided to the employee when he/she is appointed, promoted, newly assigned or when it is necessary.

Job evaluation:

Job evaluation is basically the evaluation of employees based on their performance comprising of skills and personal traits. Numerous methods such as job ranking, job grading, and factor comparison are applied in job evaluation. Moreover, research indicates that each method is close to being accurate and reliable as the other in ranking and pricing different jobs. It is base of wage and salary negotiations.

Step 2:

Recruitment Sources: There are mainly 2 types of sources from where human resources are selected. It is one of the prime tasks to select the skillful and appropriate person for particular positions. Abdul Monem Limited does the search in an effective manner. The 2 main sources are:

- Internal Sources
- External Sources

Internal Sources: Under this division there are several ramifications lies. They are:

- Present employees or transferred employees
- Employee referrals or employee recommendations
- Former employees; who wants to join because of their willingness
- Former applicants; they can come by walk-in interview or through email or phone call.

Among these, Abdul Monem Limited goes for employee referrals and recruiting through former applications who are kept in the database.

Advantage:

- Cheaper than external recruiting
- Chosen employees are familiar with the organization
- Ensures the probability of good selection
- Quicker and easier to conduct

Disadvantages:

- Conflict among colleagues
- Limiting the choice of pull of candidates

External Recruitment: It has several types; they are:

- **Advertisement:** Through newspaper, as it is the most common and in various social media platform; most commonly Facebook. Moreover, bdjobs.com has become the prime and top platform for posting job advertisement and it is a smartphone based application.
- Employee exchange
- Professional/Trade Associations: As such ICAB (The Institute of Chartered Accountants of Bangladesh)
- Campus recruitment
- Mergers & acquisitions
- E-recruiting

Advantages:

- Larger pull of applicants and increases the chance to select the appropriate person Helps a company to be in the competition with the competitors
- Fresh talents bring in higher productivity for a company

Disadvantages:

- Prolonged time period and higher cost
- Existing employees' morale will go down
- Takes longer time for new employee to get used to with the organizational setup

Step 3:

Application Receiving and initial screening: From different sources our HR team collected CVs of applicants. Most of the time CVs were taken from bdjobs.com, Facebook and some through recommendations or references. During the initial screening, selection panel review the applications based on the JD (Job Description) and see whether the applicants match with the desired criteria. Applicants are shortlisted for initial interview based upon key selection criterion. On the contrary, those who lack skills or experience or required attributes are simply debarred or rejected. I have once done this where I had to select applicants based on experience and the expertise. I screened 250 applicants from where my assistant manager shortlisted 22 applicants for initial interview.

Step 4:

Arranging Interview: Selected candidates are then informed by me about the interview details over the phone and ensures that candidates will come for interview. After the confirmation, the next task includes:

- Downloading and printing the CVs of the candidates
- Printing out the assessment for each of the candidates and staple along with the CVs and keep all the CVs in a separate file mentioning the position and date.

As soon as the candidates for initial interview are shortlisted, then next task is to prepare an interview schedule which has a specific pattern to follow and includes several information. They are:

- Time and date
- Address (e.g. Monem Business District is our corporate head office) Name of the Respective Department (e.g. Igloo, Coca Cola)
- Name of the designation for which the applicants applied (e.g. TSO, ASO, ASM, RSM etc.)
- Name of the panel members who will conduct the interview. In the initial stage, for instance, for the position of Sales Representative (SR) of Igloo Frozen Food, in the

initial interview the panel members were Assistant Manager of HR, Regional Sales Manager (RSM) of Igloo Frozen Food and Catering Manager of Igloo Frozen Food

- List of candidates with contact number and current workplace

Step 5:

Compile Interview Question: Our respected manager and the department head decides whether the interview will be based on written test or only viva or it will comprise both written and viva. Depending on the types of positions, questions are being prepared, such as, for the position of Area Sales Manager (ASM) for Beverage Unit (Coca Cola), we took both written and viva test of the candidates and the written test was 40 marks test which was based on mainly sales related questions, true/false, multiple choice questions and few questions were hypothetical. What has our panel members kept in mind that question has to be open ended and well worded so that candidates don't face complexity during the test cause the written test's duration was only 50 minutes.

Step 6:

Conduct Interview: Conducting interview may seem quite easy to perform but it has a number of tasks included which all are substantial. Before the day of interview, one copy of interview schedule was given to the reception and another copy was kept to me. On the day of interview, at least 30 minutes before the interview's commencing I had to go to reception and check how many candidates came and inform it to my manager. In addition to this, those who didn't come to interview before the mentioned time, I had to call them and ask where they, why didn't they come yet and will they come or not. After informing all these to my manager and respected department's panel member, we start the interview. The duration of the interview usually depends on the types of positions such as, I had got the opportunity to assess candidates of Area Sales Officer (ASO) position for Beverage Unit (Coca Cola) and I was the who guided them to interview board from reception and only was mandated to ask tell us about themselves-the initial question of all interviews. Mainly my task was to observe the candidate; their gesture, responses etc. and was instructed by my line manager to take notes from the session. I had jotted down several questions those were asked to the very candidates. They are:

- About Career and achievement
- How many PSR (Product Sales Representative) were under him? Which routes he covered?
- Last year's achieved volume and target (in %)?
- What does SKU (Store Keeping Unit)
- What is LPC (Line Per Call) and how it is calculated?
- How they handle situations if SRs don't meet the target? What's their approach?

The panel members ask about the current gross salary, their expected salary, whether it's negotiable or not as well as gets notified about the notice period means how many days will take to get the release order from the current company if they get selected for our beverage unit to work for. Then with formally notifying the candidates that they will get another call if the gets selected for the final interview.

Step 7:

Select successful candidates (Final Interview): After the initial interview been conducted, the panel member shortlisted the candidates for next phase, that is to face the final interview with our Chief Human Resource Officer (CHRO) and Head of Sales and Marketing Department of Beverage Unit. I was instructed to notify the shortlisted candidates about the final interview, who will take, the time & date and advised to take best preparation to face the panel members confidently.

The next step is alike the initial interview; preparing schedule, give one to reception, keep one to myself and another copy to panel members. This time two separate files are prepared which contained shortlisted CVs with assessment and another with fresh copies which were assessed by the Head of Sales and Marketing Department of Coca Cola.

I led the candidates to interview board with best wishes and waited outside the room. Usually each interview took 15 minutes on average which varied depending on the candidates. As one candidate came out after interview, I took short follow-up about how was the interview, how much positivity he has that he will get selected as well were the panel members seemed satisfied or not etc.

After successfully conducting the final interview, our panel members select the candidates to be appointed for the position they were looking for with all the criterion being matched as well as salary's been properly negotiated. A formal consent is forwarded to HR department to get written concession from the CHRO for approval from HR. Finally, employment approval letter gets signature by the MD or VC.

Step 8:

Check References: Before handing over the appointment letter to the selected personnel, our HR team checks the viability or credibility of the references used by the candidates as it is regarded as an essential step of recruiting and selection process.

Step 9:

Formally handing over the appointment letter/ job offering letter: Our HR department, after getting all the clearance and permission, selected candidates are offered appointment letter after notifying to receive as soon as possible. The appointment letter is the confirmation of recruiting candidates as an employee of the company and in the letter, the date of joining is mentioned in bold letters. Some of the candidates can't join on the proposed date so we handover them offer letter in which the probable date given by the candidate is stated and other important information such as gross salary is also mentioned.

Appointment letter includes:

- Job title
- Initial Designation
- Area in which he/she will work
- Department and section name
- Date of Appointment
- Probationary period, gross salary and monthly allowance
- Legal obligations and

After receiving all the necessary documents from the candidate, our HR department keeps all those documents in a separate file which is known as fact sheet, in which all the further documents will be attached. Finally, handing over the appointment letter, we congratulate the candidates with best wishes for a new start at Abdul Monem Ltd, being a proud member of the conglomerate.

PART 4:

Constraints/Challenges and Proposed Course of Action for Improvements

Constraints Regarding the Recruitment and Selection Procedure:

It goes without saying that any recruitment and selection procedure is constituted of prolonged steps and a hectic task to do. Throughout my tenure at Abdul Monem Limited I have spotted several gaps in the recruitment and selection process in comparison with standard procedures which were very much clear to me to be understandable. Some of them are stated bellow:

- One of the gaps that I've found is lack of diversity as the companies in modern day, constantly brings diversity in recruitment processes to be known about the candidates whether they are up-to-date or not. In our company, when the written tests were taken, regardless of the positions, whether it's for officer or managerial position; questions were all the same. But if there's diversity prevailed for different positions, candidates would have been scrutinized more deftly and accurately.
- Another gap that I seemed as irrelevant is, considering a candidate for another position in lieu of the applied position. Due to this, when I notified the applicants over the phone about the fact, many of the applicants simply turned down to face the interview. As it stands, the procedure loses some of its coherence with the policy.
- In addition to this, sometimes it also has been seen that, some of the candidates give interview without being listed on the short list and of which I weren't aware of. Some of the recruitments gets done internally and it's an awry of the standard policy.

However, there are several other challenges came into the way during the application of the recruiting and selection procedure in the company. They are mentioned in the next page.

Identified in the Organization:

- Much of the information was confidential for which there was lack of necessary information
- Some parts of the data used in the report are given on an approximate basis due to confidentiality
- Time constraint is another hurdle that was hard to overcome during the period

Academic Preparation:

- Hard to select data like which are important and which are not
- Having a lacking in required knowledge about different situational requirements
- Collection of data / information was very limited as the company doesn't divulge confidential information to interns as well as no organized data could have been made available by searching all possible sources.

PART 5:

Lessons Learned from the internship program

Major Findings:

The issues that are to be emphasized in the whole recruitment and selection procedure are summarized below along with implications to organization as well to university's internship program:

- Sometimes lack of insufficient feedback from the respective department
- Departments can't take any decision without getting clearance from Higher Authority. So sometimes it will be time consuming
- Apart from the horizontal intakes, the HR Department is very alert and meticulous for selecting candidates and transparency is maintained strictly to select the best-suited candidate/s
- For selecting experienced individual, panel members solely focus on several criteria such as educational qualification, tenure at the current and previous companies, the achievements in the needed field of work etc.
- For entry level recruitment, co-curricular activities, pro-activeness, personality, persuasive ability, creativity, presence of mind all these factors the interviewers try to find out
- Employee turnover rate is comparatively high in mid-level position jobs
- HR Department maintains fact sheet for every employee of every department which subsumes every detail of an employee including gross salary, increment, transfer, promotion, resignation, personal information, cv- all of which are kept under confidentiality.
- Reference checking process is not strict enough in AML. If candidates bring release order, they aren't further checked for viability of it.
- Number of HR personnel is not sufficient enough to run all the activities and as a result, to some extent, some works are prolonged to be completed and creates unsettled situation at times.

Implications to Organization/Company:

- It has been under observation that, some positions got vacant for longer period of time due to not being able fetching eligible candidates and as a result, other employee from the same department, equivalent to that particular job, performs duties which is seemed as extra burden for that particular employee. So, individuals should be hired on an urgent basis.
- Another problem is they don't recruit in timely for vacant position due to promotion. And big factor is though employee get promotion but his/her job responsibility has same to the previous position which is not help to carrier development. They should give new responsibility or challenge for the new promoted employee.
- Some of the noticeable factors are anchoring for higher turnover percentage which includes: better job opportunities, better corporate environment, overtime duties, sluggish growth in career development and notably corporate politics
- They do huge paper work for recruiting a new employee which is time consuming and increase costs. They should avoid much paper work by using modern technology in order to recruitment.
- The CV bank is not technical rather it is traditional. They should be able to make a technical CV bank.

Implications to University's Internship Program:

University can arrange a training session by renowned organizations' HR department where they share their policies regarding recruitment with the students. In this way students can get practical impression about actual process of recruitment in an organization. They also provide a lecture in the class room for the students about their recruitment system. It will be much serendipity for the students as they will get a snippet look of the corporate world and specially the recruitment and selection functionalities.

PART 6:

Concluding Statements

Recommendations:

The following suggestions could be provided regarding the effectiveness of the recruitment and selection procedures of Abdul Monem Limited:

- Proper verification of qualifications and improvement of reference checking should be performed properly and subtly abiding organizational rules
- Inter personal skills, communication skills should be tested deftly during interview
- Over-the-phone interview and e-recruiting should be mandated more
- Time-prolonging in commencing interview should be cut short
- Formal notifying about rejection through email should be introduced
- Restructuring compensation package has to be done through compensation surveying
- Performance evaluation system has to be improved more
- If a position gets vacant, immediately it has to be filled by recruiting ideal candidate and the process should not be protracted by any means
- Working environment should be improved for its employees which is help to create loyalty for the organization
- They should increase the manpower of HR department to handle the regular operation smoothly
- They should select more than one personnel for the position accordingly serial

Thus are some suggestions which they can use to improve efficiency of recruitment and selection process.

Conclusion:

Human Resource Department is undoubtedly can be regarded as the nerve center of any organization as it plays the pivotal role in selecting ideal and eligible individuals who will outshine and contribute to the company for its further progression. Recruiting and selection is a rigorous and prolonged process. Candidates have several queries regarding the interview or on the job facilities; HR department takes control of these things and clears out tactfully.

Abdul Monem Limited has its reputation for being the market dominator in ice cream sector and only that but also, in the beverage sector they are unparalleled in comparison with their counterparts. Their main focal point is construction works and in many several sectors they need a good number of personnel too to carry out the ongoing construction projects. So, for all the divisions and sectors individuals are hired through HR and creates a solid linkage between both sides.

In Abdul Monem Limited, the HR department has been restructured and it has become more organized to run properly. All the HR personnel work relentlessly for the betterment and prosperity of the company as they have to deal with tons of thousands of documentation of different divisions which isn't an easy task. However, Employees are the ones who orchestrate the proper functionality of any organization. From that point of view, Abdul Monem Limited has successfully installed qualified individuals for different positions, who can be the success catalyst for the company. Company's recruiting process includes all the formal documents to hire an individual which includes formal manpower requisition form, candidate assessment form, salary survey, training needs assessment etc. One of the best thing about AML is, the company always keeps individuals for future contention if they don't get selected on the first place. It's not easy to do the conjecture of employee leave and the need of new individuals; so the company maintains a solid pool of individuals on the pipeline, who can be selected if the company requires.

In the ending note I want to add, this internship program has helped me to gain practical knowledge not only about the recruitment and selection process of the company but also taught how the corporate culture actually is and how to acclimatize with it. The company gives proper value to each employee and it's the reason for the devotion towards the company which ultimately leads to achieve the goals of the company as well as self- development and attaining corporate goals.

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APPENDIX

Questionnaire for Recruitment and Selection:

To conduct a proper and metronomic recruitment and selection process, following questionnaire can help to evaluate:

1. Since how many years have you been working with this organization?
 - a. 0-5 Years
 - b. 5-10 Years
 - c. 10 to 15 Years
 - d. More than 15 Years
2. How well are the organization's affirmative action needs clarified and supported in the selection process?
 - a. Poor
 - b. Adequate
 - c. Excellent
3. Does HR provide an adequate pool of quality applicants?
 - a. Yes
 - b. No
4. Does the HR team act as a consultant to enhance the quality of the applicant pre-screening process?
 - a. Yes
 - b. No
5. Rate how well HR finds good candidates from non-traditional sources when Necessary?
 - a. Poor
 - b. Adequate
 - c. Excellent
6. Does the HR Department is efficient in Selection Policy of the employees?
 - a. Yes
 - b. No
7. What source you adopt to source candidates?
 - a. Employee referral
 - b. Campus recruitment
 - c. Advertising

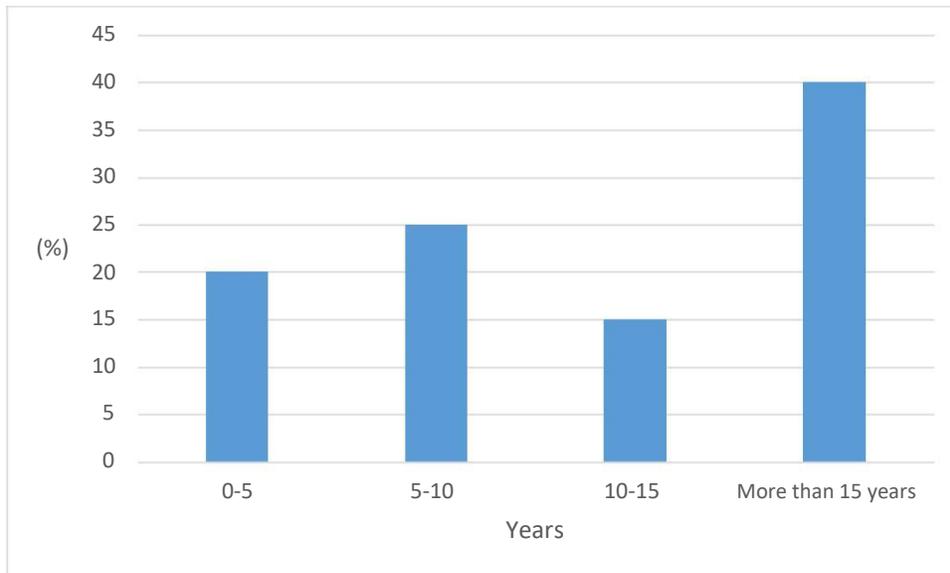
-
- d. Recruitment agencies
 - e. Job portals
 - f. Other, please specify –
8. How many stages are involved in selecting the candidate?
- a. 1
 - b. 2
 - c. 3
 - d. 4
 - e. More
9. Do you use any of the following tests during the process of recruitment?
- a. Written
 - b. Aptitude
 - c. Group Discussion
 - d. Personal Interview
 - e. Psychometric test
 - f. Other, please specify –
10. How do you track the source of candidate?
- a. Manual
 - b. Software
 - c. Online
 - d. Windows.Xls
11. Apart from the HR Manager, who all from the other departments are required to get involved in interviewing process?
- a. Sales
 - b. Administration
 - c. HR Executives
 - d. Other, please specify –
12. What is the average time spent by HR dept. during recruitment (each candidate)?
- a. 10mins.
 - b. 10 to 20mins.

- c. 20 to 30mins.
 - d. More
13. What is the back out percentage of candidates after being offered?
- a. 1-5
 - b. 5-10
 - c. 10-15
 - d. 15-20
14. What percentage of candidates leave within the period of less than 6-12 month?
- a. 1-5
 - b. 5-10
 - c. 10-15
 - d. 15-20
15. Do you take any technological support for the process of recruiting?
- a. Telephone
 - b. Video conferencing
 - c. Online support
 - d. Other, please specify –
16. Do you do the “Employment Eligibility Verification”? Yes/No
If yes, then, what method you take up to perform it?
- a. Internally
 - b. Through agencies
17. What kind of verifications you do?
- a. Educational qualifications
 - b. Legal background check
 - c. Professional background check
 - d. Reference check
 - e. Family background check
18. Out of 100% recruitment that you did in the last fiscal year, please determine which source generated what % of candidates?
Through –
- a. Advertising -%
 - b. Employee reference -%

- c. Recruitment agency -%
 - d. Job portals -%
 - e. Others -%
19. Do you have a legal advisor for HR department? Yes/No
If yes, then is it:
- a. Internal
 - b. External
20. Which is the biggest challenge that you face in the whole process of recruitment?
21. Have you ever thought of any way to reduce the time to hire and not have impacted the quality of the hire?
- a. Yes
 - b. No
22. Can you please provide us with the hierarchical manpower structure that you follow for recruitment process?
23. What source has provided you with highest performers?
(Both quantity wise and quality wise)
24. What is the retention rate for those employees hired from employee referrals Vs agencies?
25. In how much time does the whole process generates results?
(Time taken in the whole process i.e. from tests, personal interviews to final list of selected candidates)

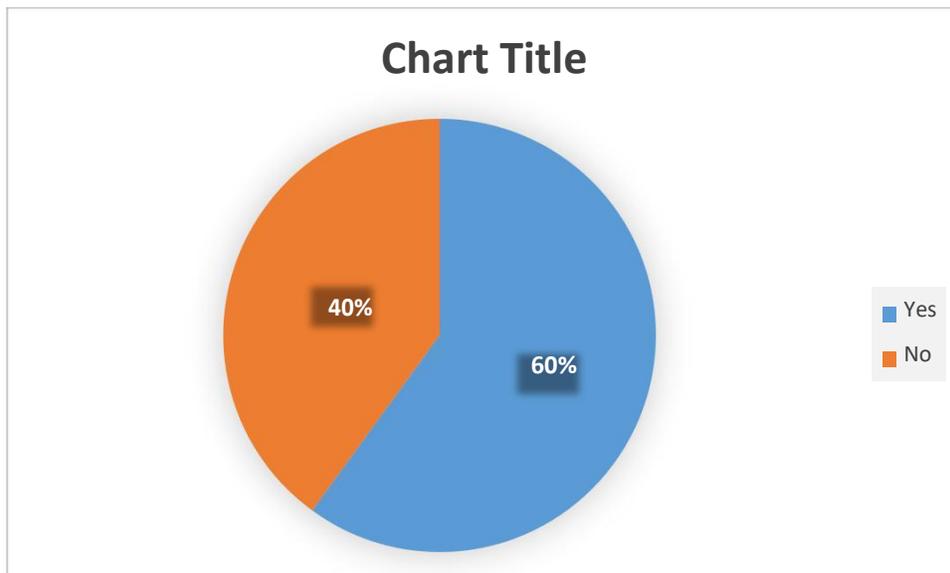
Diagram Chart of Data Obtained From Primary Survey:

1. Since how many years have you been working with this organization?



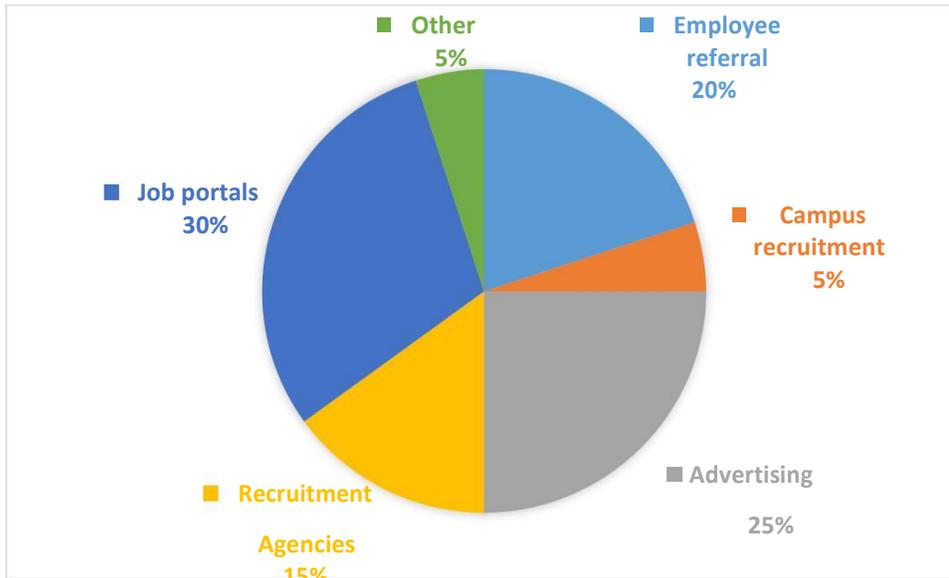
So, we can see from the chart that percentage of people working more than 15 years is highest (40%).

2. Does HR provides an adequate pool of quality applicants?



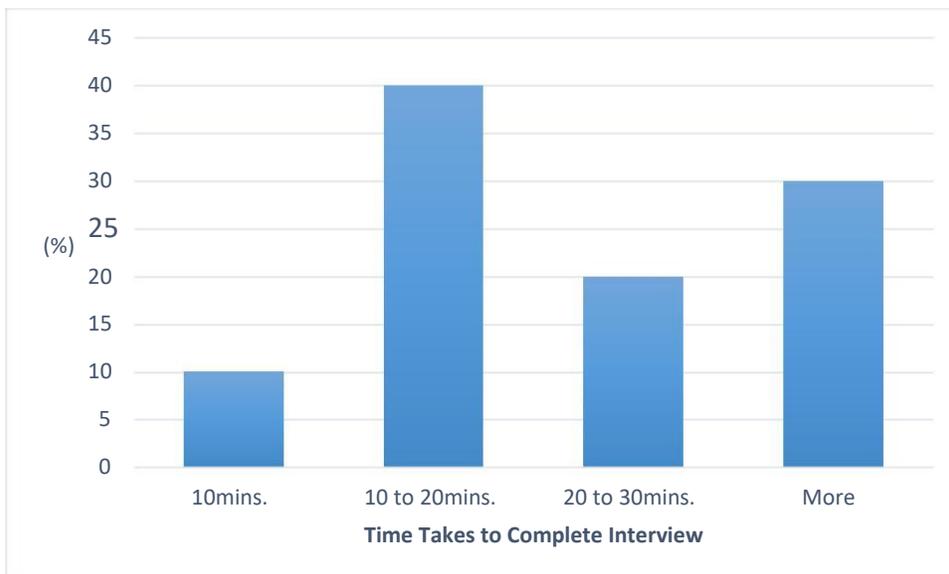
So, from the pie chart it is easily understandable that, 60% of employees agree that AML provides an adequate pool of candidates.

3. What source you adopt to source candidates?



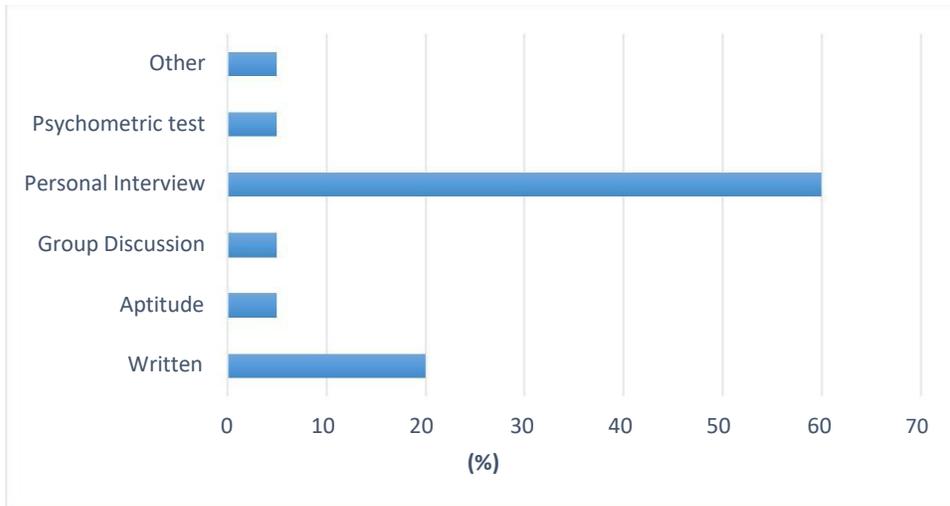
So from the pie chart, we can say that 30% of recruitment is done through job portal and mostly from bdjobs.com and we advertise in Facebook for vacancy which totaled 25% of the recruitment process.

4. What is the average time spent by HR dept. during recruitment (each candidate)?



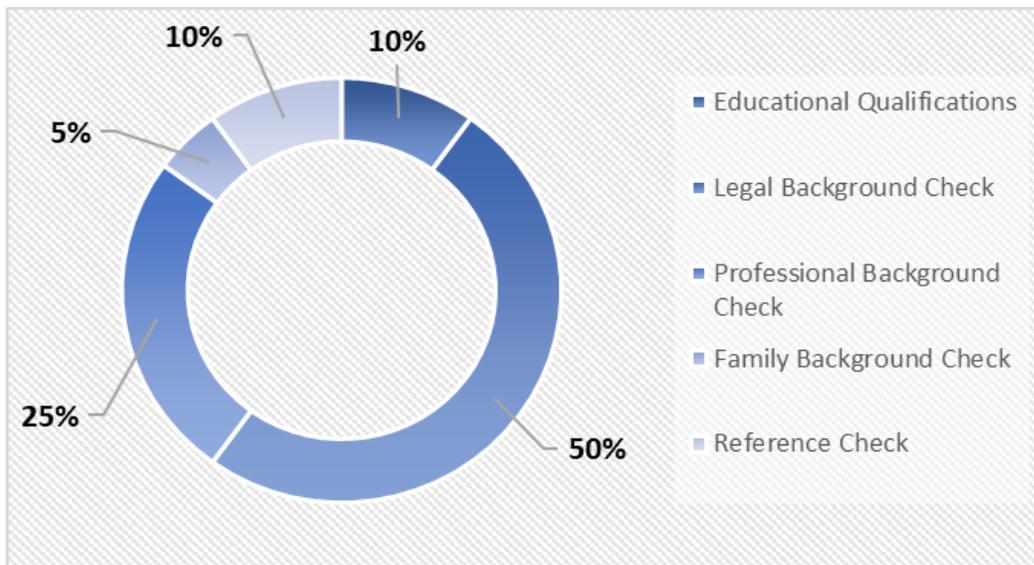
So, from here it is seen that 40% interview takes 10-20 minutes as this goes for the initial interview and most of the information is shared at the primary interview.

5. Do you use any of the following tests during the process of recruitment?



So, it can be seen that, 60 % employees prefer only to take personal interview as this has been the worldwide common practice.

6. What Kind of verifications you do?



So, 50% departmental heads and interview panel members do the legal background check in order to select a candidate.

-THE END-