



**“Human Resource Management of
Kuehne+Nagel Ltd and Recommendations on
its Improvement”**

Internship Report on Kuehne +Nagel Ltd

“Human Resource Management of Kuehne+Nagel Ltd and Recommendations on its Improvement”



Inspiring Excellence

Submitted to:

Mahmudul Haq

Associate Professor

BRAC Business School

BRAC University

Submitted by:

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Date of Submission: 8th August 2018

Letter of Transmittal

To

Mahmudul Haq

Associate Professor

BRAC Business School

BRAC University

Subject: Submission of internship report for the completion of BUS699

Dear Sir,

Every student of BRAC Business School needs to do their internship in an organization and submit a report about their experience in the company in order to complete the post graduation. As per the MBA program's requirement, my internship report has been completed. In this report, I have tried to follow all the guidelines and instructions that you have communicated to me through our conversations.

Kuehne + Nagel Ltd's internship program is a yearlong program of which I have completed three months till date. Throughout my ongoing internship period I have not only acquired different skills and knowledge, but also a good network. Working in this organization has exposed me to the inner workings of a multinational organization. While preparing the report, I ensured that I abide by the rules and regulations of BRAC University and use authentic materials to support my report. I hereby, submit my report.

Sincerely,

Md. Ariful Islam Sajid

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BRAC Business School

BRACUniversity

Acknowledgement

Firstly, I would like to thank Almighty Allah for his blessings upon me to make it this far and for giving me an opportunity to work in one of the finest multinationals in the world. Secondly, I would like to convey my special thanks to Mr. Mahmudul Haq Sir, my faculty advisor for his valuable guidance, which helped me to complete this report successfully. I am highly grateful to him.

I would also like to acknowledge the help of my organizational supervisor, Md. Masoud Bhuiyan for his upmost support for my learning outcomes and giving me guidelines to do different works and maintain the daily routine work in the organization. I would also like to give thanks to Mr. Milton Paris, Head of Human resource Department of Kuehne Nagel for supporting my work and for giving me the guideline to complete my three months internship work and learning. I am also grateful for the support of my colleagues during the time of my internship period.

Executive Summary

In this report, I tried to bring up the type of Human Resource Department of Kuehne + Nagel Limited has. I also tried to explore the beauty of HR of this Company. I also tried to focus on how efficiently and effectively this company can hire, manage and retain the valuable employees through the various activities they might undertake and how they can improve those procedures. This report also reflects how this company can maintain their global HR standards, policies and practices. It also covers how they should plan the development activities of the valuable human assets, their several compensation policies, and training and engagement functions. The report covers the organizational background and details of the company Statistics –both globally and locally.

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Chapter 1: Company Overview Kuehne+Nagel Ltd

The name of the company was at the beginning Kuehne & Nagel Ltd. It is a multinational freight forwarding company. Now the name of the company is Kuehne + Nagel Ltd. The founders of the company are Mr. August Kuehne and Mr. Friedrich Nagel. The company has established in 1890 at Bremen, Germany.

Sea Freight is an integral part of global freight. Kuehne + Nagel are the world's leading sea freight solution provider. Through partnership with the leading carriers, Kuehne + Nagel is able to guarantee freight compatibilities and easily adapt to growing trade volumes a key benefit when it comes to managing global supply chains.

In the line with the growing demand, the company continues to develop its range of sea freight and related special niche services to provide optimal sea freight solutions for every customer and industry.

Kuehne + Nagel have evolved from a traditional international freight forwarder to a leading global provider of integrated supply chain solutions for a comprehensive range of industries. With more than 76,000 employees and its global network of 1300 locations in more than 100 countries, Kuehne + Nagel provides,

- Sea freight: Number 1 global forwarder, sustained year-over double digit growth in freight under management: extensive partnership with preferred ocean carriers.
- Airfreight: Top five global forwarder; leader in innovative air cargo management: global cargo 2000 phases 2 Certification.
- Rail & Road logistics: Integrated rail and road offerings; extensive and growing European network; relationships with best in class carriers.
- Contract Logistics: top 3 global providers. More than 7 million square feet of worldwide warehouse space, focuses on continuous improvement process.

Incorporated in Hong Kong in 1965, Kuehne Nagel (Asia Pacific) Management Ltd. At Present kuehne + Nagel is established at 110 locations in 20 countries across the Asia Pacific region including Australia, Afghanistan, Bangladesh, Colombo, China, India, Hong Kong, Japan, Korea, Macau, Malaysia, Pakistan.

Fact Sheet:

Company Name: Kuehne + Nagel Ltd.

Company Type: Service oriented.

Founder: August Kuehne and Friedrich Nagel.

Year Founded: 1890

Type of Business: Logistics support provider.

Nationality: Germany, Bremen.

Slogan: The Global Logistics Network.

International Affiliations:

1. International federation of Freight Forwarders Association (FIATA)
2. International Air Transport (IATA)

1. International Forwarding

2. Overland Service

3. Contract Logistics

4. Special Logistics.

Other Activities: Insurance Brokerage, E-Commerce Solutions, Financial Services, Seaworthy Packaging.

Initial Services: Acting as a forwarder of glass and cotton.

Current Services: Sea Freight, Air Freight, Rail and Road Logistics, Contract logistics.

Current President of the Board of Directors: Klaus - Michel Kuehne

Current Chief Executive Officer (CEO): Klaus Herms

Number of Offices World – Wide: 1300 locations

Number of Employees: Over 76000 Employees

Headquarter: Schindellegi, Switzerland.

Regional Offices: Divided in 6 Regions

1. Europe
2. Africa
3. North America
4. South America
5. Middle East
6. Asia Pacific.

Website: www.Kuehne+nagel.com

1.1 Kuehne + Nagel Bangladesh:

Kuehne + Nagel Bangladesh is an experienced partner for the intelligent logistics' solutions. Founded in 1997, under the leadership of Tarun Patwary, Managing Director, Kuehne + Nagel Bangladesh is currently expanding its activities in a dynamic logistics environment at Dhaka and Chittagong.

The company is committed to serving its customers, offering highest levels of services in the fields of sea freight and air freight with strong IT based supply chain management solutions. Kuehne + Nagel is the only forwarder in Bangladesh that offers a fully bonded quality inspection (QC) Facility.

Fact Sheet:

Year Founded: 1997

Type: Service oriented

Managing Director: Tarun Patwary

Number of employees: 150 employees.

Branches: Chittagong Branch (CGP)

Warehouse: 2 Warehouses at Gazipur and Uttara

Partnership: Baghera Print Shop, Sweden.

Controlling Region: Asia Pacific Region. Service Provided: Only Seafreight and Airfreight

Address: Address. H#74, R#18 Ext, Bl# J, Banani, Dhaka, Bangladesh

1.2 Objective of the Company:

The kuehne + Nagel Ltd is a freight forwarding company. The job involves between the shipper and consignee to forward the goods or cargo of the concerned party and the main objectives of the company are as follows:

- Companies get sufficient volumes of cargo to make a profit through the arrangement of transport and handling.
- They should achieve a balanced flow of cargo which should make it possible to avoid empty return journey by planning job well.
- They must, in order to achieve this set up, own officers and his group age and storage facilities in the area which they serve.
- They have to achieve a high level of customer service and maintain this level.
- They want to increase volumes of businesses and increase profits, not only in home but also abroad.
- They must set up and keep the schedule of the delivery.

- They should set up a network of equipment and communications so that the movement of cargo vehicles can be controlled and documentation prepared and exchanged through electronic system.
- They e.g. the company, keeps the shippers informed about their method and concept of cargo handling.

The above objectives should be the main objectives of Kuehne + Nagel Ltd. A freight forwarding company operates as a forwarder of goods of shipper and handles to consignee or concerned party and clients locally and globally.

1.3 Mission Statement:

The global logistics network is the company's strongest asset. Dedication, integration and innovation are at the heart of company's business philosophy, focuses on their customers' need, they provide integrated logistics solutions of outstanding quality and operational excellence.

1.4 Vision Statement:

- Kuehne + Nagel fulfills vision for a cost – Effective, environmentally, responsible solution.
- Company's vision is to keep holding leadership position.

1.5 Goal:

- Company's goal is to continuously optimize process, data and service quality, across the entire organization.
- To reduce the risks of employee's safety and health to an absolute minimum.
- To protect the environment and ensure sustainability for future generations.
- To develop professional skills and leadership abilities, contingent on talent, personal goals and the company's requirements.

Chapter 2: Job responsibilities

2.1 Description of the Job:

I joined Kuehne + Nagel Ltd on April 1st, 2018. From the very beginning of this three month internship program, I have been with the Rewards Team and Talent Acquisition Team of the Human Resource Department. Reward is the biggest function of the Human Resource Department in Kuehne + Nagel Limited. Rewards basically looks after all kinds of benefits provided to the employees of Kuehne + Nagel Limited, both financial and non-financial. As an Intern of the Rewards team, job consists of some monthly basis work like processing the Medical Scheme and Leave Roaster every month along with a few currently running projects. On the other hand, as I worked with Talent Acquisition, I came to know about various activities that are undertaken in order to recruit the applicants who perfectly match the job specification.

2.2 Specific Responsibilities of the Job: Rewards

This Internship Program has given me the exposure to real work and has been assigned with some monthly basis works along with few projects designed especially for Interns. So far the responsibilities have been:

- **Processing of Medical Scheme** – This is one of the major monthly based works that I did. Kuehne + Nagel Ltd disburse a particular amount of money for every employee both Management & Non-Management every year. With this amount they can avail their medical purposes, which they can claim every month. So every month we get a huge number of medical claims that needs to be processed. I was assigned with the full processing of these medical bills, starting from recording them in excel till giving input in Microsoft Access so that these can be send to the Finance Department for disbursement with the current month's salary.
- **Updating of Leave Roaster** – This is another monthly based work. All the leave applications are forwarded to and I updated the leave roaster file and make sure the numbers are correct, keeping a track of the number of leaves each employee has availed.
- **Joining Formalities** – I also looked after the joining formalities of both permanent employee and interns. Separate joining kits had to be made for both the occasions

whenever it is necessary. I was assigned to make sure all the required papers are provided to them before joining.

- **Exit Formalities** – Just like the joining, I also looked after the Exit Formalities, but only for the interns and also took care of the exit related papers and make sure they are handed out properly with proper explanation. After that was done, I made the Experience Letter for the exiting Intern.
- **Maintaining and updating Intern Master file** – This is an Excel file that consist of all the information of the Interns were and are presently working now at Nestlé Bangladesh Limited. I was assigned to update the file with all the necessary information about every Intern, and updating anyone who has joined and exited.

2.3 Specific Responsibilities of the Job: Recruitment & Staffing

While working in the talent acquisition department, I came to learn about the recruitment processes of the interns as well as employees. The activities that I was involved with are given below:

- **Sorting of CV's-** I was given the responsibility of sorting CV's of candidates. My supervisor provided me with certain criteria for each positions as per which I had to sort the CV's. I mainly sorted CV's for the positions of Interns. This provided me with the opportunity to learn about how to perfectly design any CV for a particular position.
- **Arranging written exams-** I also had to arrange written exams of the interns invigilate them and check the scripts. As per the marks obtained, they were recruited by their respective supervisors.
- **Attending road show-** I also had to arrange and attend several road shows that took place in several universities about the internship and job opportunities at Kuehne + Nagel. These shows were the initiatives taken by the talent acquisition team in order to encourage potential candidates.

Chapter 3: Report

My internship at Kuehne + Nagel Bangladesh started on the month of April, 2018. I had to go through the recruitment process which consists of an interview and an aptitude examination. Afterwards, I had the opportunity to work with the Human resource team and being a HR major, it had been a great exposure for me. In the report, I tried to discuss about the functional activities I had been involved with at Kuehne + Nagel Ltd. I also tried to elaborate about the different functions of HR of the company and how they can improve their Hr system in order to make it more competitive.

3.1 Objectives of the Report:

- The primary objective of my report is to discuss about the responsibilities I had been assigned with at Kuehne + Nagel Ltd.
- The secondary objective of my report is to uphold the Human Resource Department of Kuehne + Nagel Ltd and its various functions and how they can further enhance their HR department's performance.

3.2 Sources:

I tried to collect data from both primary and secondary sources:

- Primary Sources: I tried to conduct a number of in depth interviews with respective HR managers to accumulate as much information as possible. I also tried to communicate with their interns to get a clearer picture of the work they do.
- Secondary Information: I collected secondary information from Kuehne + Nagel website, Kuehne + Nagel intranets and other websites and journals.

3.3 Limitations of the report: As a result of current security issues, Kuehne + Nagel have come up with a number of policies which imposes a lot of instructions on the interns. Besides, respective managers were also very conscious while giving up any kind of information which made it a little difficult for me to come up with in depth analysis. I had been strictly instructed to cross check every single detail with my supervisors as well.

Chapter 4: The Human Resource Management of Kuehne + Nagel Bangladesh & Recommendations on its Improvement

The Human Resource Department of Kuehne + Nagel Ltd in Bangladesh design their Human Resource processes in a way which helps to co-ordinate and execute whole Human Resource and other assets. The execution process of Human Resource Department is as follows:

Human Resource Marketing	Recruitment & Staffing	Training & Development	Rewards & Benefits
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There are four execution processes of Human Resource Department of Kuehne + Nagel Ltd. The above four operation processes of this department are interdependent into one another. These four steps are explained below,

1. Human Resource Marketing: Find out the appropriate location and then find out the proper candidate for the company. Who will meet perfectly to the company's requirement and to satisfy top level management?
2. Recruitment and Staffing: In this stage the HR manager recruits the perfect employee from the talent pool. Managers will teach the new employee all duty, rules and regulations of the company.
3. Training and Development: In this stage newly employed one will be trained by the Human Resource Department as company's new employee training procedure. Then the Human Resource manager will shift his practical work that develops the new employee.
4. Rewards and benefits: In this stage the HR department provides the employee all the benefits like, sharing profit, accident and sick benefit, fringe benefits, transport and lunch, provident fund etc.

In the part below, I will be discussing some of the departments and provide some recommendations on how the company can function more effectively by improving each of this department.

4.1 The Rewards & Benefits department and recommendations on its improvement:

Kuehne + Nagel Ltd are recognized as the world's leading Freight forwarding company. But in order to attract and retain new and current hires, remuneration and benefits based on performance is also required. . It is also about the hard earned value and trust that their name brings to those who work with them; the relationships with the line managers and fellow workers; recognition and experiences enjoyed while working for a diverse global company; and possibilities to learn and grow. These are as a whole, the Rewards employees receive. Kuehne + Nagel, therefore, focus on Fixed Pay, Variable Pay as the key elements that define Rewards. In the spirit of developing a high performance culture, those elements need to correspond to what is valued by employees in each and every market, and which demonstrate how Kuehne + Nagel is committed to giving each employee the opportunity to grow, evolve and contribute. Kuehne + Nagel Rewards programs must be established within the social and legal framework of each country, and with respect to applicable collective agreements. It is the responsibility of each manager to propose the remuneration of their employees within the framework of Company policy. Sufficient time should be spent with each employee to explain her or his specific situation in terms of remuneration and benefits, if needed with the support of HR management, in order to communicate properly, clearly and with sufficient transparency. It is crucial to understand that Rewards need to recognize to what is being valued by the employees in the market place as well as is in line with KN policies. It is very important that the total rewards are in alignment the corporate governance framework and is applied within local, legal and socio-economic environment. Besides, some sort of discretion might be provided but it needs to remain in compliance with local legislations. The "Total Rewards" must be very simple to understand and must be rationale.

The principles of rewards are not only influenced by individual performance but also other factors like market practices, costs benefit analysis and business results achieved both locally and

globally. To balance all considerations, Human Resource, Pensions and Finance should be involved in all respects. Kuehne + Nagel has a long-term vision of being competitive in the market place. In this context, the total “employee package” needs to be taken into consideration. This means that all the components of Rewards have to be established in harmony with each other.

Total Rewards include the following sections:

- **Fixed pay:**

It basically consists of the Basic Salary which is the foundation of total remuneration. On the other hand, other factors of remuneration are related to it. We undergo several regular surveys to determine the competitive position we have in the market. Kuehne + Nagel is committed to a pay for performance culture which endeavors to differentiate pay levels on an individual performance basis. Base salaries and wages are determined locally within the corresponding salary structure, which should be set at a level reflecting local market practices, slightly above the median. Actual base salaries and wages, however, can be set between the market median and the third quartile of comparative competitor levels obtained through appropriate and reliable survey providers. The exact salary positioning depends on the salary decision factors. Basically, a group of companies that are Kuehne + Nagel’s Prime competitors is the local competitive market. These could be consists of several multinational companies as well as any other local companies providing similar services. Sometimes, additional reviews could be considered. These reviews should involve individual performance as well as external competitiveness. Other factors like future developments plans are also sometimes considered.

- **Variable pay:**

The main objective of variable pay is to create a sense of participation among employees and motivate them to perform beyond expectation. This also creates and increases participation among employees in the success of the company. The individual’s eligibility for a variable pay scheme depends on the framework defined at Group level and local Market conditions. One of the variable pay is the Short- Term Bonus (STB) that provides an opportunity to employees to meet the target and obtain remuneration. STB target levels are expressed as a percentage of

Annual Base Salary in line with the corresponding framework determined at Group level and prevailing local Market practices. And another one is the Pension and retirement scheme, This kind of benefits is mainly designed to help employees in ensuring a healthy standard of living after they retire, as per the local standards and in addition to state/social security benefits, personal savings and/or other individual retirement financial arrangements.

But in order to function more effectively and efficiently, the Company must add the above aspects of benefits to their total rewards system:

- **Insurance Benefits:**

Such benefits are designed to protect employees against risks such as accident, illness, disability and death with the ongoing financial situations. Depending on the market policies and practices, these programs are often provided to employees on a contributory basis, in addition to the occupational and/or mandatory/social security workers' compensation benefits in case of work-related disability, accident or sickness.

- **Medical Benefits:**

These programs are aimed towards providing an easy access of the employees to quality healthcare as well as health insurance benefits in case of any kind of accidents or illness. This scheme will be applicable for all Manager/Executive/Officer including one named spouse and two named dependent children up to the age of 21 years. The outpatient limit of the manager/executive/officer is 90% of the actual expenses for self and family subject to a certain amount per calendar year. For the purpose of operations and hospitalization, they are entitled to get the actual expenses for self and family. This type of policies also covers all sort of expenses for prescribed medicines, dental care, examinations that are clinical, spectacles and regular check-ups.

- **Executive Health Checkup:**

This kind of benefits should be available for all the permanent management employees. It is a must for all employees to be at a good health all the time. As a result employees who age 40 years and above can avail Executive Health checkups once a year and those age below 40 years can avail it once in two years in addition of existing company medical schemes.

- **Complementary Product Gift:**

This policy provides a definite guideline in connection with monthly Complementary Company Product distribution to all the permanent employees of the organization. As per the assortment, company products will be provided to all permanent employees once in every quarter.

- **Gratuity Scheme:**

The entitlement of gratuity scheme is based on length of services in years multiple by last drawn basic salary considering the following factors.

- **Leave Fare Assistance:**

The above policy is applicable to all permanent management employees, i.e. directors, executives, officers, managers other than expatriate employees of the organization. This allowance is usually provided to the employees in order to meet up relevant expenses during vacation. The fare assistance is equal to one month's basic salary per calendar year.

- **Marriage Gift Policy:**

The company may gift its employee with a token of appreciation on his/her wedding. This marriage gift of certain amount will be given to all permanent employees of the company for their first marriage.

- **Recognition Scheme:**

The company must always be driven by a culture that recognizes performance. It should try to uphold extraordinary efforts. The employee contribution is considered as over and above his/her/their usual expectations of the role. The proposal for the nomination of recognition scheme can be made either by the Heads of Functions or the Line Managers. This is open to all permanent employees of the organization, whether they are in the same or other Functions.

4.2 The Training & Development department & recommendations on its improvement:

Kuehne + Nagel Ltd can also add another department which can basically be denoted as the branch of HR department, that is, 'The training and development department'. Learning is a very important part of company culture and custom. Employees working at different levels of the company should constantly be encouraged to upgrade their level of skills and knowledge. The company should give immense priority to training and development activities. Employees, managers and the Human Resource should take the entire responsibility to create shared value through training activities. On the job training and accumulation of experience is the main source of learning and development here. It is the responsibility of all the managers to guide and coach all the employees for succeeding. Continuous improvement should take place every day at the company and knowledge should also be shared through various sources. Extension of responsibilities, lateral professional development, cross functional teams are practiced throughout the organization and teams are always encouraged to acquire extra skills, enrich their job content and establish accountability. A totally comprehensive range of training must be offered by the HR to support enhanced learning and development. Attending any such training program is made mandatory for employees. Besides this, the training programs will help to retain and develop best skilled management. All the leaders in the company should get the chance to attend international training courses, which helps to build a sense of business understanding and strategic business policies. However, the Company can follow the given process map to improve its training sessions.

A simple process map to improve the training session is given below:



Besides, good number of training can be given internally; few can be given externally as well. Some of the most common trainings are given below:

For enhancing organizational knowledge:

- **An overview of the Management Leadership Framework:**

It enables all employees to develop their understanding of leadership behaviors. In the session, there are discussions on these behaviors, examples are shared, case studies and role playing are undertaken.

- **Service Quotient Introductory Training:**

In order to increase the level of knowledge about the service knowledge all over the company this increases the credibility and ability to add value to lives of customers.

- **Service Knowledge:**

Gain the knowledge of all KN service categories and understand the KN service portfolio, target group, Service specification, Pricing, legal compliance, benefits, features, communications, competitions etc. After this course participants will able to understand about all KN service categories, which product for whom, basic ingredients, target customers, contribution to the business etc.

- **Proud to be at Kuehne + Nagel:**

To build a deep sense of pride in the organization, its legacy, history, values and dynamic & vibrant culture that promotes "Unleashing 100% People Potential".

For leadership skills:

- **Day to day coaching for Leaders:**

It prepares you to be everyday coaches and understand the importance of creating a coaching culture at the company.

- **Leadership Through 360 Degree Feedback:**

The program has been designed around various organizations Leadership Framework, and provides useful insights about Leadership roles, qualities & behaviors.

- **Unlocking Personal Capability:**

Personal commitment to achieve business objectives, keen sense of business priorities .

- **Interpersonal & Networking Skills:**

Build interpersonal & networking skills which today are imperative in making business dealings both with the external clients as well as with internal stakeholders.

- **Presentation Skills:**

To provide the participants with required tools and techniques in order to develop and deliver an Effective Presentation so that s/he can use these skills while making presentations on the job

- **Communication Skills:**

To learn the basics of communication and to avoid common mistakes of business communication, to reduce the misunderstanding while communication and take advantage of nonverbal communication, to achieve and produce the maximum from communication

- **New Managers' Workshop:**

Within the organization, new Managers are those employees who transit from being individual contributors to team leaders. These new managers are not only responsible for their job but also for the work that is done by their team members. Hence it is important to equip them with necessary people management skills & sound understanding of HR processes for managing teams.

4.3.The Recruitment & Staffing Department & recommendations on its improvement:

The talent acquisition department should always be committed towards continuous strengthening of the ability to acquire the best talent. The department needs to create and constantly enhance the capabilities to respond to the complex and varied acquisition needs in the job market. But throughout my internship, I felt that the company does not follow any specific procedure in order to hire the best talent. There remains some lacking in the entire staffing process and it is not organized.

So I felt that when there is any job opening or need of a particular employee for certain position, the department may start to look for best match by following these given steps:



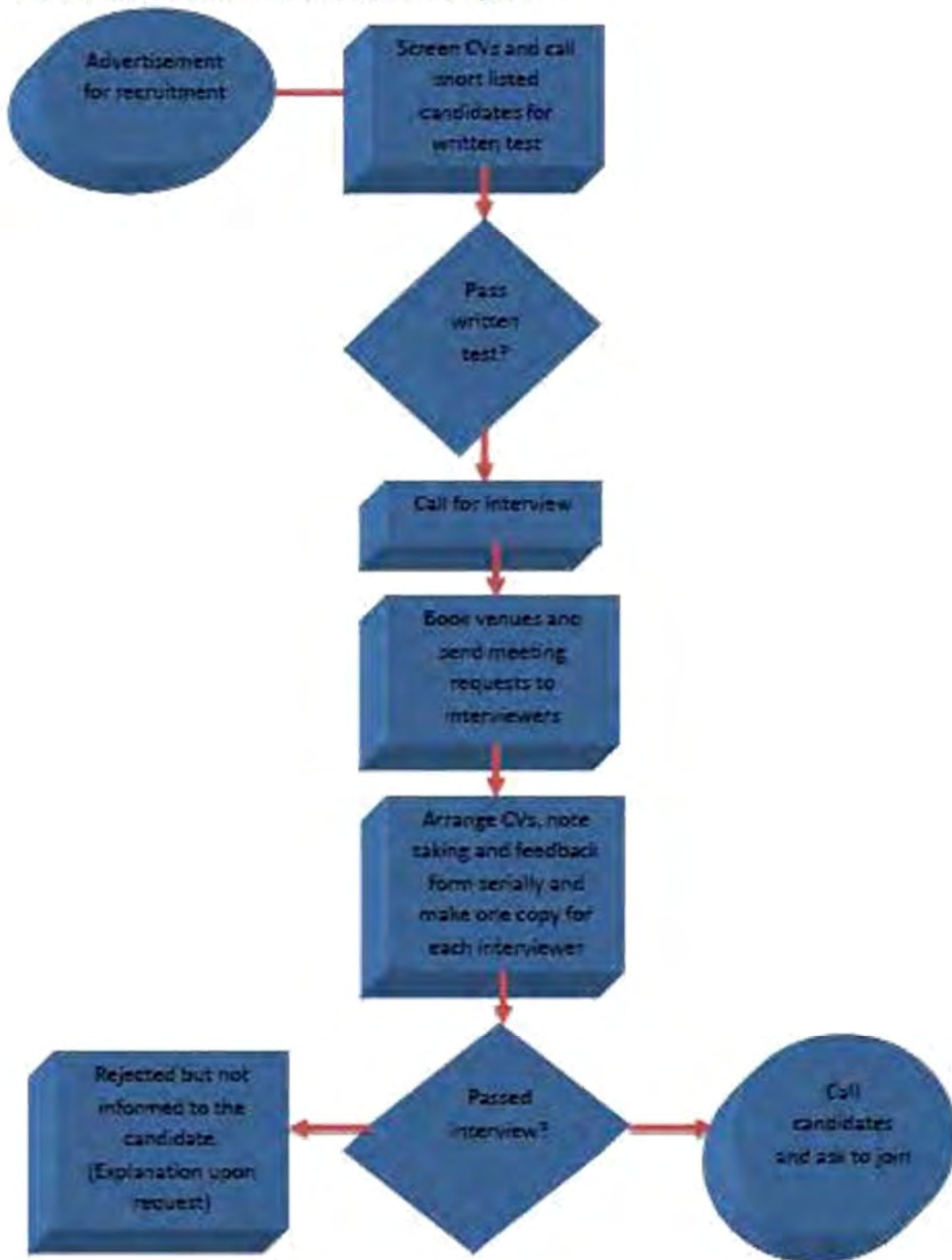
- **Understand & Activate:** This is considered to be the first step of understanding the job type and the type of candidate required. It helps in building a talent acquisition strategy. Starting the selection process with top quality inputs and a true understanding of the position can be attained by identifying and focusing on what matters and what defines success in the job.

- **Source & Attract:** This stage begins with the implementation of the established sourcing strategy and job briefing meeting, which tries to attract the right candidates to apply through the recruitment channels. In this stage, a great use of professional and social network and internet search engines along with the increasing competition for passive candidates has made sourcing one of the most important activities in Talent Selection. By undertaking to plan and execute the appropriate sourcing method and by using the best form of channels, talent acquisition team ensures to attract the best suited candidates. The efficiency across selection process is achieved by reducing the overall money spent in selection and by avoiding any kind of agency fees and job board expenses and by reducing the time spent in assessing and interviewing candidates.
- **Screen & Assess:** This stage is engaged in activities from screening, to activities related to assessing candidates who passed the screening until the completion of the last step in assessing the potential candidates. The main objective of the selection process is to accumulate sufficient and relevant information about shortlisted candidates in order to reduce hiring related risks. There could be a number of areas that could be taken under consideration in the selection process.
- **Evaluate & Select:** This following step starts with the scheduling the Hiring Meeting and also includes offer preparation, information sharing with the selected candidates and providing feedback to the rejected ones. The Hiring Decision Meeting is initiated and facilitated by the Talent Acquisition team, during which the presence of the Hiring Manager and the other interviewers that were involved in the interviewing process is required. In this meeting, all the interviewers confront with their initial evaluations of the interviewed candidates, discuss their feedback and recommendations and decide on the next steps. This type of meetings gives the recruiter a vast opportunity to effect the decision making by pointing out recommendations and bringing forward the shortcomings. Afterwards:

- They might evaluate candidates against job success profile and information from job briefing and the candidates evaluation starts as soon as the interview is over.
 - Then the selected candidates can be compared and benchmarked against each other and finally against the strongest performer in the team.
 - After that the results of each candidate are debriefed in the meeting.
 - Decide on the best candidate for the position. The interviewers should strive to reach a consensus. However, if consensus is not achieved, the hiring decision will be made by the Hiring Manager after taking into consideration the recommendations of all interviewers. Hiring decisions should always be objective, unbiased and based on evidence.
- **Place and Onboard** –The best candidate should get hired and preparation to take him/her onboard starts.

On the other hand, a different approach might be followed for recruiting the interns. The selection process of interns can be said to be a bit more flexible and non-complex. The process I went through was a bit complicated and confusing. So I prepared a simple process map that the company might adopt. The selection process of interns is stated below:

Process Documentation of Intern Recruitment process:



4.4 The Peoples Development Department- a must for the

Human Resource Function:

I also feel that this department should be introduced in the company. The key to the delivery of individual and business objectives is a high performance culture supported by differentiated rewards and development system at the organization. This can be achieved by assigning clear and challenging responsibilities and ensuring that all the employees know how their work impacts the entire organization. At the organization, line managers and employees work together in order to ensure that challenging objectives are set and effectively met all round the year. In the long run, this helps managers to acknowledge high performing employees and reward them accordingly, while properly providing feedback to low performing employees. Employees receive regular feedback on their performance and career aspirations through a variety of tools and processes such as the Performance Evaluation process (PE), the Progress and Development Guide (PDG) and 360° assessments. Each manager dedicates the necessary time to the monitoring of objectives and regular coaching of employees throughout the year. In the process, each employee under the supervision of his/her line manager is in charge of his/her own development and on the other hand employees can express their career objectives and expectations through a two way communication. The main aim of the organization is to attract and retain employees by offering them with attractive but rational career moves. The HR should put high level of importance on cultural diversity and expatriates are also provided with career paths. The international dimension of the Group is used as a competitive advantage to retain and develop talented people. Employees get prompted based on sustained performance from a behavior and result standpoint, as well as future growth. The Company undertakes an active and rigorous succession planning process at all levels of the organization to ensure that there is a strong pipeline of successors ready to meet future needs. The organization should be committed to ensuring sustainable conditions for a gender balanced and diverse company. They should always try to remove barriers in career progression for women and men by developing a flexible work environment, undertaking mentoring guidelines, providing flexible career ways and dual career support. The HR team takes necessary steps in implementing required tools, and ensures that necessary resources are availed by line managers for continuous development of people and Company.

4.4. Ensuring work life balance environment:

In order to attract, retain and engage the high performing talents at the company, an inspiring work is extremely required. All this depends on the level of faith and trust employees have in the company and their values as well as principles. So the Company, within the cultural-social context of each Market, must aim to promote a healthy and positive lifestyle at work and outside of work, and is thereby committed to providing:

- ❖ An inspiring and positive work environment that not only helps employees to work adequately but also maintain a balance in their personal life.
- ❖ The opportunity to actively participate and contribute in volunteer functions where appropriate, that leverage the Creating Shared Value (CSV) principles that are important to us.
- ❖ A complete flexibility in work-life order to provide a framework in which specific individual circumstances such as life stages/cycles are taken into account.
- ❖ Arranging Wellness and lifestyle programs, as well as providing access to various forms of employee assistance programs that includes dependent care, counseling, fitness center affiliations, smoking cessation programs, stress management programs, health screenings and other workplace convenience services.
- ❖ Creating a caring and safe environment whereby health and safety is a fundamental product.

Chapter 5: Conclusion

Learning and Observation:

Developing oneself:

Having done my major in HR, it had been a great opportunity for the intern to be a part of the HR team of Kuehne + Nagel Ltd. As I worked in HR departments, I could learn about human resources aspects of the company. I could discover my strength and weaknesses as I worked there and it helped to know my true self.

Effective work environment:

The work environment at Kuehne + Nagel Ltd is the first thing that attracted the intern towards the company, as it is not only spacious but also the professionalism of the employees was really excellent. Equality is the first priority of this company, and the company provides desks that remain surrounded by employees holding different designations. That is employees of a particular department sit together and interns have an entire place for themselves.

Enthusiastic and engaging environment:

The work environment in the company is quite engaging. We are given the full autonomy of the work that is given to us. We get regular feedback on everything that we do. If we do any mistake, we are given appropriate guidelines by our supervisors, on the other hand, appraised when we do a task perfectly. This creates a great sense of enthusiasm among us which will eventually help in our work life.

Learning of corporate norms:

Although we are interns over there, we get addressed just as other employees are. The terms “bhaiya” and “apu” are used in corporate setting regardless the designation and age of the employees. Other staffs members are treated with equal amount of respect which is quite impressive. The ways our performance gets appraised gave me a very positive outlook regarding the corporate norms of this company.

Chapter 6: References

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