

Report On
The Daily Star's Recruitment and Selection Procedure

By

Nabid Akter Yeasin
16104096

**An internship report submitted to the Brac Business School in partial fulfillment of the
requirements for the degree of
Bachelor of Business Administration**

Brac Business School
Brac University
January 2021

© 2021. Brac University
All rights reserved.

Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Student's Full Name & Signature:

Nabid Akter Yeasin

Nabid Akter Yeasin

16104096

Supervisor's Full Name & Signature:

Rahma Akhter

Ms. Rahma Akhter

Lecturer, Brac Business School

Brac University

Letter of Transmittal

Ms. Rahma Akhter
Lecturer,
Brac Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of internship report on “The Daily Star’s Recruitment and Selection Procedure”

Dear Madam,

I am pleased to present my internship report, required to complete my BBA program under BRAC University. I believe that I was able to relay necessary information about recruitment and selection practices of The Daily Star in detail in the report within my limited knowledge.

During my period as an intern, I tried to follow the guidelines provided by you which helped me adjust and understand the real life workplace situation and their way of working.

Therefore, I sincerely hope that you will find it to your liking while scrutinizing this report and I will be glad to answer any of your required queries.

Sincerely yours,

Nabid Akter Yeasin
16104096
BRAC Business School
BRAC University
Date: January 6, 2021

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between The Daily Star and Nabid Akter Yeasin, the undersigned student at Brac University to undertake the internship project described in this report based on the assurance of avoiding the unapproved disclosure of any confidential data of the organization.

Acknowledgement

I would like to start by thanking and showing my gratitude towards Allah as he is the one who strengthened me and made me capable of pulling off the assigned task -- my internship report. I completed my internship at The Daily Star, the largest circulated english Daily in the country. I'd love to thank my internship supervisor *Ms. Rahma Akhter*, Lecturer, BRAC Business School for her gracious and generous guidance. I'm extremely grateful to my workplace manager Mr. Mahmudul Hasan Khan, Senior HR Executive. I would also like to thank everyone of the TDS HR department who have constantly helped during my internship period and helped me gather information. Furthermore, I want to extend my heartfelt thanks to all the staffs and personnel who helped me and supported me in this regard. I gratefully acknowledge all these persons without whom I would not have completed this report effectively. They were the ones who supported and guided me throughout my journey.

Executive Summary

The internship report “The Daily Star’s Recruitment and Selection Procedure” is actually originated as a partial necessity of BBA Program, BRAC Business School, BRAC Faculty, Dhaka.

This report talks about the working experience at The Daily Star. This report is designed to give a clear idea about The Daily Star’s operational strategies and other activities.

The Daily Star follows a structured recruitment and selection process. The HR division of TDS put together a budget about the necessary manpower after consultation with other departmental heads. Based on the manpower preparation and approved finances selection, recruitments are done as and when necessary. Whenever needed, the HR and department head collaborates and gets the selection process done.

The Selection and Recruitment process of The Daily Star is a lot transparent in conditions of choosing people that right for the post. The recruitments are also done at the right time when needed. For choosing a person, primary training qualification is required and also it is of foremost importance to check and inquire about applicant's background, educational degrees, capability, and experience.

Table of Contents

Declaration.....	ii
Letter of Transmittal	iii
Non-Disclosure Agreement	iv
Acknowledgement	v
Executive Summary	vi
Table of Contents	vii
List of Acronyms	Error! Bookmark not defined.
Chapter 1 Introduction.....	1
1.1 Objectives of the report.....	1
1.2 Limitations of the study	2
1.3 Learning statement.....	2
1.4 Methodology	3
Chapter 2 Organizational Profile	4
2.1 Organizational Overview	4
2.2 History of The Daily Star	5
2.3 Vision Statement	5
2.4 Mission	5
2.5 Social and Economic Commitment	6
2.6 Pages, Magazines and Supplements	8

Chapter 3 HRM At The Daily Star	9
3.1 Human Resource Department of The Daily Star	9
3.2 Recruitment Policy and Process	9
3.3 Stage one: Receiving Service Requisition Form (SRF)	18
3.4 Stage two: Getting Prepared for the Recruitment	19
3.5 Stage three: Attract applicants as well as collecting resumes	20
3.6 Stage four: Selecting Candidate	22
3.7 Stage five: Final Hiring	25
Chapter 4 My Job as an Intern	27
4.1 About My Internship	27
4.2 The duties I performed as an Intern	27
Chapter 5 Analysis and Findings	31
5.1 Findings of the study	31
Chapter 6 Recommendations & Conclusion	33
6.1 Recommendations	33
6.2 Conclusion	34
References	36
Appendix	37

List of Acronyms

HOD: Head of Department

SRF: Service Requisition Form

Chapter 1

Introduction

1.1 Objectives of the report:

Major goal of the article: The primary agenda of this report is to acknowledge and recognise how the theories and concepts that we learned during our BBA program could be used in the true area especially in Selection and Recruitment process at a company in Bangladesh.

Secondary goals of the report:

- Describe the group and clarify the range of function in selection and recruitment Process.
- Talk about experiences regarding various recruitment and selection activities that are implemented by the Daily Star.
- To elaborate all the steps and works done while hiring -- starting from initial process to finally hiring an employee.
- Propose recommendations and suggestions for the practitioners that could assist management to use best methods in human resource management within the business.
- To find out the difficulties concerning recruitment and Selection methods.

1.2 Limitations of the study:

- Workers aren't permitted to give sensitive, crucial and in-depth info.
- The primary constraint of the analysis was inadequate access to info which has substantially disrupted the range of the evaluation which is necessary for the study.
- There might be some information that may have slipped under the radar.
- It was difficult to get information from other colleagues as they were busy with their work.
- The pandemic situation itself has been a barrier to effectively collect information.

1.3 Learning Statement:

The internship period of mine was one of the best learning experience for me. During my university life, I could only learn things theoretically but here I saw them being implemented, which has broaden my knowledge. It has provided me the chance to explore and learn various elements of Human Resource Management.

The elements are:

- I now know and have an idea about the way an interview is actually taken.
- I learnt about the whole recruitment process that The Daily Star follows.
- I've learned to preserve confidential information and data.
- I've learned to keep track of various info.
- Essence of punctuality has been learned through this.

- I have learned about the much talked about work-life balance.
- Learned the etiquettes required while working at an organization.
- I've learned to keep a professional connection with colleagues.
- I am more capable in handling stress and pressure.
- I learned how to shorten down a list of potential candidates.
- It made me realize that there are hidden talents in me which can unravel once pushed hard.
- Learned how to work being the part of a team while following a system.

1.4 Methodology:

Sources of Data:

The complete report discusses the recruitment and selection function of the popular daily newspaper "The Daily Star". Primary and secondary data have been used to prepare this report.

- **Primary Data:** Primary data was collected by observing the organization's selection and recruitment process, interviewing employees while working as an intern in the Human Resource Department at The Daily Star.
- **Secondary Data:** Secondary data was collected using the organization's site, and from relevant sites.

Population Size: At present, about 275 employees are actually working at The Daily Star in various departments.

Sample Size: In order to complete the survey ten employees were used as a sample.

Sampling Technique: Random sampling technique has been used for this report.

Chapter 2

Organizational Profile

2.1 Organizational Overview:

The Daily Star is probably Bangladesh's highest circulated and most read English daily. It commenced its journey on fourteen January 1991 under the able guidance and leadership of this Founding Editor, Syed Mohammed Ali, as the country went through a transition period while attempting to reinstate its parliamentary democracy. The Daily Star emerged as a reputable and important national newsprint. The editorial stance of it is actually characterized by progressive ideals and staunch liberal emanating using the Liberation of Bangladesh; a recognition for non partisan quality reports and a notable history of investigative journalism.

The motto of its, "Your Right to Know", seems on the upper middle segment of the front side webpage. Since 1993, the paper is actually led by Mahfuz Anam, a former United Nations official, following the demise of the Founding Editor, Syed Mohammed Ali. Its principal bureaus are situated in Chittagong and Dhaka, with a few representatives at home & abroad. This paper is actually made up of several departments as well as sections. Besides its regular twenty four pages, it consists of a few weekly publications as well. However, due to the Covid-19 pandemic, the number of pages have now been reduced to 12.

The Head Office of Daily Star is situated in the centre of the capital of Bangladesh. The address: 64 65, Kazi Nazrul Islam Avenue, Dhaka 1215.

2.2 History:

As talked about previously, The Daily Star started its journey in Bangladesh on January 14, 1991. It started with a goal of feeding its people with genuine and authentic news going about around the country in different sectors. The paper debuted at a historic period when, with the reign of an autocratic routine coming to an end, the nation was nicely set to start a brand new era towards setting up a democratic method of government that eluded Bangladesh for way too long.

It was an opportunity for the Daily Star to become a part of a changing arena following the army autocrat in the early 1990s. With that privilege came an overwhelming task of upholding the tasks associated with a free press.

2.3 Vision Statement:

To be recognized as the most inspiring & credible source of content and leading digital information platform in Bangladesh by sharing authentic news, views and information and gain financial solvency while aligning with ethical and sustainable business model.

2.4 Mission:

- 'No favor and fear' is how the newspaper aims to do journalism and leave a mark by it.
- In order to be the continuous source of news as well as content which are actually credible and authentic To help people to be educated citizens and make much better choices by providing lots of specifics, statistics as well as opinion columns.
- In order to become the way of bridging the gap and bringing individuals and business entities closer through digital media and print.
- To have economic stability all the while by doing honest honest business according to and by maintaining strict policies.

2.5 Social and Economic Commitment:

Being known to its community obligations and responsibilities, the paper works to ensure rights, clean out gender discrimination, advocate principle of law, media freedom, accountability and transparency inside the administration what about the world of industry and trade as well as a lot more than to uphold national pursuits.

Besides operating news reports on these problems, The Daily Star has unique reports, human interest stories, characteristics, articles as well as essays authored by its staff along with other workers and abilities from across the nation and abroad.

During various national crises, the paper played a great role to fix those to end people's sufferings. As it continues to be alert of its community tasks, The Daily Star often organizes discussions, seminars, and roundtables on the problems. Additionally, it works directly with civil society for this purpose.

The Daily Star organizes different functions to fulfill its responsibility and commitment towards the society annually. Several of them are as follows:

Saluting the Nation Builders of Tomorrow: Since 1999, The Daily Star happens to host the "O & A Level Award Presentation Ceremony" each year for the English Medium Schools that achieve results that are outstanding on a worldwide scale.

Englishinschools: English inside Schools (EIS) , begun by the Daily Star with Robi found 2010, can help pupils broaden their knowledge and produce a habit of reading English. Every

week, an additional full page with English learning materials is actually printed. It's an unique educational resource closely followed by more than 1500 secondary schools.

Bangladesh Business Award: The Daily Star DHL Business Award is actually an annual event which has been running for more than a decade. It recognizes and rewards remarkable shows by Bangladeshi business experts. The award not just honours the recipients of its, but also presents freedom and support for our companies to access their full ability and flourish.

Spelling Bee: In cooperation with Champs21, The Daily Star arranges the yearly nationwide Spelling Bee competition for those school kids between the classes of VI and X. The tournament takes place with the Online round as well as improvements to the Divisional as well as Tv stage. The Spelling Bee seeks to encourage English literacy in facilities in a means that is exciting and enjoyable.

Celebrating Life: Celebrating Life is actually a composite competition jointly organized by the Daily Star along with Standard Chartered Bank Limited that encourages as well as upholds the art form of Bangladesh in an assortment of media. It provides the sole platform of the scale of Bangladesh's creative phrase for 4 years in a row plus it aims not just to understand but additionally to reward and promote the very best in film, photos and lyric writing.

Foodiez Choice Awards: The Daily Star Foodiez Choice Awards is actually an annual recognition programme initiated by the Daily Star together with the assistance of Dhaka Foodies to award the best restaurants in each cuisine as well as category which are actually made in Dhaka. Dhaka Foodies enables food enthusiasts from all across the nation to vote

online to enable them to find probably the very best restaurants. Additionally, it allows for users to publish food critiques of restaurants with ratings and pictures.

IGNITE (Science with the Internet Generation): The Daily Star, partnering with Grameenphone has launched the IGNITE Programme together with the aim of rekindling really like for science with schooling pupils. IGNITE is actually a task which has the commitment of its to shape a scientific state of mind for Bangladesh's future model to be caring human beings that are in a position to think through the dialect of knowledge and logic and able to use today's issues head on.

Climate Awards: The HSBC Daily Star Climate Award is actually the single initiative in Bangladesh to yearly award businesses and industries for the efforts of theirs in promoting green company as well as cutting down on environmental contamination with the concept that economic growth and environmental protection could and must come hand in hand.

2.6 Pages, Magazines & Supplements:

Along with it's regular publications, The Daily Star publishes different weekly supplements.

Regular news: Star News, City News, Star Business, Country News, International News, Law, Editorial, Opinion, Sports, Arts and Entertainment.

Supplements: Star Lifestyle, SHOUT, BYTES, Shift, Next Step.

Chapter 3

HRM At The Daily Star

3.1 Human Resource Department of The Daily Star:

The Daily Star newsprint believes that success is dependent on the collective work of the whole labor force. Human source division of The Daily Star has extensive policy and process which practices best approaches with ethical and legal consideration. The main objective of human resource division is actually introducing organizational policy and relevant to workers of the Daily Star. It provides specific guidelines of functioning with a perspective to keep the expected standards which are actually maintained.

Additionally, it offers certain direction about the evaluation, analysis, long term and reward system positive aspects of workers of the Daily Star. It sends a clear image about expected standards. The workers get a notion of the present status of theirs, progress and value addition activity in the business.

The human resource division is actually a main resource of employee associations and policies. Each and every policy is actually a guideline to be utilized with discretion, management and understanding in the spirit in what the policy is actually created.

3.2 Recruitment Policy and Process:

The Daily Star is actually dedicated to make sure that an unbiased and transparent recruitment process is actually followed; one which comes in the appointment of the very best prospect, based entirely on best fit and merit with its values, mission, and vision.

1. Objective:

- In order to streamline the Recruitment activity of the Daily Star.
- To make sure that the perfect and position-wise right candidate is hire at the right time.
And also to possess a good Employer Branding in order attracting the very best skills offered in the Industry.

2. Scope: Covers all of the vacant positions across the features, hierarchy and levels. In order to allow HR to begin the selecting process at any use of time during the season, the respective HOD / useful / Unit heads have to go along with the below mentioned steps:

- Head of Department (HOD) fills up a ' Service Requisition Form (SRF)''
- To have the SRF accredited by the management and approving authorities.
- Forwarding the accredited SRF to HR.

3. Recruitment Quality Norm:

In the present day expertise driven company scenario, people are actually perceived as the best assets of an organization as well as the maximum utilization of the ability, expertise, attitude, they have, are specifically instrumental to the development of any business.

Thus, while recruiting an applicant for any job, position, degree, purpose, it ought to always be made certain that there's absolutely no compromise inside the quality of individuals we employ.

Besides checking out the existence of role specific crucial competencies; the behavioral attributes needed to conduct a project, couple of basic eligibility criteria must be looked at, still before a candidate is actually considered for initial rounds of Interviews:

- Academic Qualification: Minimum requirement is that the candidate must be a graduate from a recognized University.
- Psychometric / General Intelligence check: All of the short listed candidates give a Psychometric / General Intelligence check as well as candidates acing this particular test, is further approved and qualified for the following rounds of assessments / interviews.
- Checking reference: Reference check is actually must for those recruitments across the nation and HR must always guarantee that reference check is completed just before extending the offer to a selected prospect.

Tasks required to be done after:

- Candidates selected following rounds of tests/Interviews would be instructed to provide names and information of at least two persons from their previous workplace.
- HR will contact them and their remarks will be recorded and preserved for later purpose.
- HR in several of the crucial cases might also carry out an impartial Reference Check via specialists (exactly who had sourced the CV of the chosen candidate), then to confer with a minimum of two referees (one each through two diverse organizations) alongside whom the candidate had worked before.

4. The Recruitment Process:

The Daily Star follows basically two processes for recruitment. The two processes are explained as follows:

Recruitment of specialized skill employees: The Daily Star, the leading english daily of the country, falls under the creative industry. And hence, most of the recruitments like those of editors, sub-editors, creative writers, reporters are mostly done differently than others. As these skills are considered as special skills, their evaluation and consideration are also done differently. The steps of this process are as follows:

- A number of freelancers work in different sections like Shout, Bytes etc at The Daily Star. If one of those freelancers does impressive work for a considerable period of time then that candidate is recommended by any Head of Department for full time employment.
- Journalistic abilities are specialized skills and hence, while recruiting a journalist or a full time reporter, it often happens that the Head of the Department (HOD) recommends someone from the relevant field with good experience.
- The HOD then submits a Service Requisition Form (SRF) to the HR by mentioning the recommended candidate and their CVs.
- The HR then checks their qualification and experience and follows the steps that have been mentioned above in this report.

The Regular Process of hiring:

The regular process of hiring at The Daily Star is similar to that followed by most international organizations. These are:

- A Service Requisition Form (SRF) is received by the HR from any particular HOD. The HOD mentions in the SRF the skills, minimum required experience and the position for which the potential candidate will be hired.
- HR then clears the SRF by showing it to the Editor and the HR head. Following the approval of the HR head and the Editor, the HR department then go ahead with the rest of the steps.
- HR prepares a job description and lists the needed requirements in accordance with the ones mentioned by the HOD in the SRF previously.
- HR then posts job ads. Most of the Job ads are posted on online portals like BD Jobs.com, and different social media platforms. Sometimes, if needed, job ads are posted on our newspaper.
- HR receives a number of CVs from interested candidates and then makes a shortlist of those CVs. The shortlist is done according to the requirements provided by the HOD in the SRF.
- The shortlisted candidates are then called for interviews.

5. Process of interview:

The Daily Star conducts both written and Viva interviews to hire candidates. All the candidates, who are outside of the specialized skills field, face both the written and Viva tests. The interview board is usually formed of the Head of the department for which the recruitment is being conducted and the HR Head. Finally, the HR head and the HOD evaluate and approach the best suited candidate with an appointment letter. After the candidate is hired, he/she is then formally introduced to the Editor Mahfuz Anam.

6. Recruitment Sources:

HR would always and constantly focus on procuring a strong source of CVs in order to guarantee a constant in flow of amazing and resourceful candidates for all of the current job vacancies in a department, with a goal to choose probably the best within a strict deadline. The sources for CVs considered by the HR:

- E-recruitment portals (majority is done through this)
- Vacancy advertisements in newspaper.
- Existing CV database which is created and maintained by the HR.
- Head hunting.
- Personal network.

7. Offer letter checklist:

HR must make certain that all of the below listed documents are actually received and examined completely before issuing the formal offer letters to selected candidates:

- A Service Requisition Form (SRF) that has been approved and signed off.
- Hardcopy of the resume or CV of the chosen candidate.
- Interview Assessment sheet (Filled with certain suggestions by the interviewers)
- Reference checks information (documented in a specified format)
- Compensation Proposal (Existing package and the proposed packaged, both approved by the management).

8. Recruitment Cycle Time:

To bring in even more dynamism as well as effectiveness in the recruitment procedure, HR will stick to a certain task deadline (from the day time it'd been given the approved Service Requisition Form to employing a brand new worker.)

For better understanding, the break-up of the whole process is mentioned in steps below:

Phase 1: Selection:

- HR have the received Service Requisition Form (SRF) approved by the Editor and HR head.
- A job description and potential candidate profile and requirements are created in accordance with the SRF.
- HR sources CVs from different places by posting job ads. The usual sources of CV are: Internal CV Database, E-recruitment portals, Newspaper advertisement, Internal reference, Personal Networks, Market Intelligence.

Phase 2: Selection:

- HR does an initial screening of the received CVs.
- HR shortlists the potential candidates' CVs based on the requirements mentioned in the SRF.

- CVs that does not pass initial shortlisting process will then go to and be stored in the internal CV Database for being used and called up upon in the future.
- Shortlisted candidates get a call-up for interviews.
- A preliminary interview is taken. Could be written or any other format as preferred by the management.
- Final interview is taken. Mostly a Viva done by HR Head and the concerned HOD.
- De-briefing and final decision is taken by discussion among the interviewers and the HR.

Phase 3: Post Selection:

- HR creates a Salary Proposal in accordance with the company's available financial position and capability in the long run.
- Salary is then negotiated by the HR with the candidate.
- If salary proposal is accepted by the candidate, HR closes the matter and prepare sending out an offer letter mentioning the accepted terms of contract.
- If salary proposal is not accepted, HR modifies the offer as per the limit and tries to seal the offer.
- HR informs about the appointment to concerned department head and HR head.
- HR conducts reference checks and stores the information in a specified format.
- New recruitment joins.

Phase 4: Post Joining:

- HR creates the Employee ID with unique Employee Code.
- HR gets a signed -- and accepted by the candidate -- copy of the offer letter.
- Copies of passport/NID are requested for proof of date of birth.
- 4 coloured passport size photographs are requested by HR.
- A Medical Fitness Certificate accredited by a Medical Practitioner is requested.
- An experience certificate from the last place of work.
- Salary certificate of the last employment.
- An induction and orientation for the new hire is planned with concerned HOD.
- The new hire is handed over the Induction Manual.
- Introducing the new recruitment with all the department employees while giving him an idea about the work environment.

The Recruitment Process and Policy is only there to guide the HR department about the recruitment as well as the selection Process. This is based on the minimum requirement of the recruitment process plus it doesn't totally explain all of the actions in details. HR Managers are able to make changes within the rules and the endorsement of probably the highest authority. So the recruitment process does not always match the guidelines. There could be a bit differences. In this particular part of the article I've attempted to explain the recruitment activity in details based on the experience of mine as an intern at The Daily Star. The stage by stage procedure is provided below:

3.3 Stage one: Receiving Service Requisition Form (SRF)

In the beginning, concerned divisions/departments should fill up the service requisition form.

In requisition form, you will find a number of elements. These are:

i. Position details:

Here, the manager of the concerned division/department is going to mention the title of the position, department name, kind of vacancy, required number of employees, preferred date of joining.

There are 3 kinds of vacancies:

- **Replacement:** If the department is hiring to replace a previous worker or employee then the earlier employee's title at work and reason for leaving the workplace needs to be mentioned.
- **New position:** For a new position, the managers need to inform reasons behind the creation of a new position as the inclusion of a new position will affect the organogram of the organization. The HR and board of directors would then need to approve the reasons for the creation of the new position. Therefore the manager or department head has to show the role of the new post within the hierarchy and obtain approval from probably the highest authority.

Planned Addition: Often necessary is to get more men/women for one position. For this, the HOD would have to consult with the HR head and the Board of Directors in order to get it approved.

3.4 Stage two: Getting prepared for the recruitment

In this phase the HR department takes steps that are necessary to be done before recruitment. These steps are usually done to attract candidates. Following duties are done by the division in this particular step:

i. Job description:

In job description, division head mention about the vacant job. If recruitment is actually for replacement, they simply make use of the prior job description belonging to the resigned person or maybe contact him/her to recognize his/her job duties in details. In case of brand new place and planned inclusion, Editor consult with the department head to know all about the tasks for that position. The department writes 'as role play' if the description of the job is actually exactly the same as the one which they printed for advertisement earlier.

ii. Job specification:

In job specification, the department head is going to point out abilities required to do tasks. Here, the age limit, experience and educational qualification are mentioned. If experience isn't necessary, department head is going to write that "experience is not necessary but preferable."

iii. Approval:

This is simply about taking signatures. Here, supervisor, the requisition, will sign. Department Head, Head of Deputy and HR Managing director will sign too. After signing department head, it is going to be submitted to HR by the manager. Then HR division is going to examine it as well as HR Head will sign. And then finally, it will be signed by deputy managing director.

3.5 Stage three: Attract applicants as well as collecting resumes:

HR starts recruitment process following approval from the deputy managing director. HR division is going to send the photocopy of the requisition form and it'll hold the original copy. After that it is going to determine on ways to drawing applicants' interest.

Resume sources:

Two types of sources for resumes. These are:

Internal sources: HR collects resumes CVs through internal sources. It is also very cost effective. There are several sources which are used to collect resumes from internal sources.

- A. Employee referrals:** The Daily Star has a large pool of workers. Employee referrals are actually a strong and great supply for the Daily Star to collect resumes. Here worker from the Daily Star is going to send candidates' CVs as well as note his/her as reference. HR managers add a visiting card of this referee for the ease of theirs. Employees additionally refer about interneer.
- B. Notice board:** A copy of the advertising campaign is actually put on all the business notice progression and can easily suggest ideal applicants, if any. For lower level posts such as security guard, printer driver, tech support, The Daily Star doesn't post advertisement at outside resources. It transmits a copy of the ad in each and every branch 's notice board.
- C. Promotion and transfer:** If a vacant position is in immediate need of being filled, The Daily Star HR division use this option. They promote and transfer a capable employee from another department.

External resources: The Daily Star gains a huge collection of CVs through these resources.

The Sources are:

- A. Newspaper advertisement:** In the beginning, an advertisement is created by the HR and is sent for approval to the management. After that they reach with newspaper for booking ad. The majority of the time, they basically post the advertisements of theirs on Friday to get maximum applicants.
- B. Online advertisement:** HR Division of the Daily Star has agreement with bdjobs.com. HR manager has complete access to publish a circular here. Here, they post for entry level, mid level as well as high level job. One job ad at Bdjobs.com costs 2,500TK for The Daily Star.
- C. Interns:** Interns are actually one of the outside sources. HR division collects interns' resumes from various educational institutions and universities. Students on their own sometimes sends the resumes to The Daily Star HR.
- D. The Daily Star CV Database:** The Daily Star HR collects CVs and maintains a CV database of their own. In this database, there are actually 2 components. First one is actually unsolicited CVs. Applicants send out their CVs. Some send within their carrier program mail. Then HR Division retains these CVs if they're ideal for the Daily Star. Another one is actually rejected CVs from various earlier recruitment process. Excellent rejected CVs are actually kept in file. So when the HR division requires, they choose some CVs from these database.

Sorting of applicants:

The Daily Star HR starts sorting applicants after collecting resumes. Resumes are selected in 2 approaches. First, the HR selects and sorts CVs. Then, they send the sorted CVs to head of departments, who further chooses the best candidate from the CVs before informing the HR about their choice again.

Enlisting candidates for calls: Then comes the work of actually informing applicants for attending examination. For this, HR division makes a phone call list. This call checklist includes name of the candidates; contact number, educational degree, name of the previous organization, prior working experience. HR division may call the applicants directly or delegate the work to front desk if the number of applicants are huge. The front desk maintains liaison with other organizations and they contact applicants and keeps the records of those calls on the notes.

3.6 Stage four: Selecting candidate

In this particular phase the HR Manager takes steps that are necessary to discover the preferred choice and finalize the choice. Tasks performed in this particular phase are as following:

Written Test/Interview:

HR often arranges for a written exam to select the final hiring. In a crafted test, applicants should have to get an eighty per cent number. All of the questions are connected to the task. Then the department head evaluates the exam newspaper and also attaches resumes with it. HR organizes viva for the candidates who passed written exam. This viva board comprises 2 kinds of individuals. A few are actually from HR Division and a few are actually from department that is hiring. Recruitment and Talent manager will give an overview of the vacant position

before the start of the interview. In that case he gives candidates profile summary, specific job ad and resumes who pass to come down with written examination. In viva, interviewer asks around applicants' review and work related question. They wish to know about job duties from candidates. Some problem is given by interviewers to realize that exactly how applicants will work and solve those in given situation. Additionally they ask candidates about expected income. If applicants have work knowledge, additionally they consult about employment quality and explanation of leaving that business. Interviewers basically evaluate several elements from candidates. These elements are:

- ❖ Work understanding
- ❖ Communication skill
- ❖ Leadership
- ❖ Decision making abilities
- ❖ Judgment abilities
- ❖ Technical skill

All interviewers are going to mark candidates with an Interview assessment type. They are going to average all interviewers' mark and choose the best person. Additionally they choose extra 2 or maybe 3 applicants. If original choice applicant isn't available, they are able to go for second as well as third best prospect.

Calling the selected candidates:

The HR division calls the first choice candidate and asks him/her to join the organization. If the first selected candidate refuses the offer, they go to the second or third best option and ask

them to bring required papers for joining on a particular date, set earlier by the HR department following consultation with the concerned department head.

Employment Checklist for new recruitment: New joiner should handover some important documents. These documents are:

- 01. Updated resume:** New joiner has to hand out an updated resume in English.
- 02. Transcript and certificate:** New joiner will provide photocopy of most of the academic/Professional/training certificates. The photocopies need to be attested.
- 03. Release order:** If completely new joiner has earlier job experience, he/she should get back release order from last organization. Or else, he won't be allowed to join.
- 04. Three copies of passport size photographs:** New joiner is going to give 3 copies of passport size colored pictures with his/her name in addition to signature at the rear. All photographs need to be attested by top class government officer.
- 05. National ID card photocopy:** New joiner is going to give 2 photocopies of his/her National Identity Card. The photocopy of Identity Card has to be attested by top class government officer.
- 06. Nationality certificate:** New joiner is going to provide a national certificate that is given by union chairman/ward commission.

HR Division justification:

When brand new joiner Submit his/her needed papers, HR division will in addition justify new joiner's information and papers.

- **Educational certificate:** After collecting certificate, initially, HR Division is going to justify these certificates. Next, they are going to send it to Legal division and they'll do the last justification.
- **Generating license:** If different joiner requires driving license for the project, HR Division will use to get info from BRTA in relation to himself/herself. The majority of the moment, HR Division manages to do it for the role of driver.

Past Employment History: HR Division is going to contact with past employer. They are going to try to get info from previous organization. If HR division doesn't find some difficulty with submitted papers, brand new joiner will receive the appointment letter.

3.7: Stage five: Final hiring

This phase is actually exactly about formally hiring the selected individual by issuing various letters and documents. All the required letters and documents needed to employ a candidate is actually given below:

- **Offer Letter:** When the HR Manager check that the selected individual is actually prepared to join, a negotiated quantity of salary and all of the essential papers needed to sign up for are send in the form of a letter to the applicant. The offer letter is actually an invitation to acknowledge the appointment letter exactly where there are a few details about the project, salary and job responsibilities.
- **Appointment Letter:** Appointment letter is actually among the most crucial components of the recruitment activity. When a candidate is at last selected, the HR

department prepares a scheduled appointment letter and invites the applicant to accept it. The appointment letter comprises of information that is important about the job, salary, conditions and terms, benefits, compensation, several vital rules etc.

- **Joining letter:** HR Division can provide joining letter. In enrolling in letter the hired individual declares which s/he has joined the business. There's also used the particular date of the appointment letter, Name of the Position, Department, Unit as well as Joining day. At the end there ought to be a sign of the freshly joined person.
- **Employee Information form:** "Employment Information form" is yet another edition of completely new joiners resume. After verifying the signing up for, here, brand new joiner is going to give info about his/ the name of her, present and permanent address, telephone number, e-mail address, academic explanation, prior hiking experiences, emergency contact and so on.
- **Annexure Copy:** It's all about accepting rules that are different, agreement and regulation for joining. By signing this particular text, newly joined worker is going to declare that s/he will follow all of the policies of The Daily Star otherwise the consequence may be punishment, termination, dismiss or perhaps demotion.

ID card Visiting Card and card Requisition Form: The moment the selected candidate is actually prepared to join, s/he must put on with the ID card. This's needed because with no ID card an employee isn't permitted to enter or even go out of the office premises. But s/he is able to sign physically within the register of front desk until eventually s/he will get the ID card. Visiting card is provided to the freshly selected employee.

Chapter 4

My Job as an Intern

4.1 About my internship:

To successfully complete a BBA program under BRAC University, it is necessary to work as an intern at any organization and submit a report following the work experience. I worked as an intern at The Daily Star Human Resource Management Department.

4.2 The duties I performed as an Intern:

The important and some crucial duties that I performed as an intern during my stint at The Daily Star are as follows:

- ❖ **Making Appointment Letter:** Among the most important and crucial documents for employing a new worker in any organization is the Appointment letter. I'm truly grateful to the supervisor of mine, Md. Mahmudul Hasan Khan to show me and allow me to prepare appointment letters. This was the very first task that i got during the internship of mine. I used to note various info of the recently hired employee and his or maybe the job of her. For example: Date, reference number, Name, Father 's name, Permanent and present address, salary amount, salary breakdown, Work title, Posting Area, Designation of the reporting boss, Joining date.
- ❖ **Updating Central Database:** It is very important to keep info about the existing employees. The main database is actually updated using a confidential personnel info type that is loaded by the recent joiners. My role was to receive all of the essential info from the type and input the whole datum in the main database. This database consists of all of the private information and work related info of an employee.

- ❖ **Making Interview Schedule:** After I receive applicants' titles and other necessary informations, I then create an Excel file keeping in record of their interview details, time and date of interviews. In this sheet I place diverse info about the interviewees and the interview. Here I mention: Name, Contact no, Highest educational degree, Name of the last organization, Total years of experience and Remarks.
- ❖ **Make interview calls:** After that I need to make calls and contact the potential interviewees. Upon having a fruitful conversation with them, I note and leave the necessary comments on the remark column of the excel sheet. I keep record if they agreed to come for interview on the date mentioned, if some are unwilling or if some are unsure if they can make it that day. Also I try to answer their queries and inform them about the job interview rules and the documents like CV, educational certificates and etc. to bring with them on the day of the interview.
- ❖ **Call for training and confirmation:** After the potential candidates face interview and have become selected and available for joining, I call them to inform that they are selected for the position. There sometimes remain a training period and if so, then I inform the selected candidates about the impending training period. I also check with them their time of availability for joining. For training period -- if there is any -- I ask them to bring required documents for it. The required documents may include three passport size photographs, Photocopy of National ID, Chairman Certificates, Academic certificates, Clearance letter from previous organization etc.
- ❖ **Make individual documents for each new employee:** After getting all of the essential documents talked about above, in addition to a text of Appointment letter, Joining letter, Annexure text, CV, Interview evaluation type, Employee Information form, I staple them entirely for the goal of holding history about the employee.

- ❖ **Giving Employee Code:** Every employee has a distinctive employee ID/code. At The Daily Star, workers are actually split into three groups that are different: Head Office Staff, Field Marketer as well as Factory Employee. These organizations are actually coded as P (Head Office Staff), FM (Field Marketer) as well as FE (Factory Employee). Codes are given by me to the "field marketers" by keeping a serial. I additionally write these codes in each and every page of the worker documents and in the data source and in just about all various other locations where it's needed.

- ❖ **Tracking the total Recruitment Process:** I also track the whole recruitment and selection process. There's an Excel Sheet to monitor this, where there are actually four different tabs 1. January, 2. February, 3. March and 4. April. I put down all of the info about the number of folks had been/will be recruited within months that are different, just how a lot of individuals are actually short listed, what's the present condition of the recruitment activity of a particular job (for example: Candidates are actually called for interview or perhaps not, some device direct the requisition of this manpower or perhaps not, job ad posted not or yet, the Managing Director authorized the requisition or perhaps not, Interview day, Candidate Joined after verifying the job or perhaps not etc.) If the condition of a particular job states that interview held as well as selected some individual, when the applicant joins, I remove the condition of that position and write down that the individual has joined on this particular date.

- ❖ **Other responsibilities:** My work isn't restricted to above mentioned duties. I do a few other job. Such as:
 - Preparing and keeping lists that are required.
 - To update and amend -- if needed -- the salary info of new joinees in the salary tracking database.

- Assisting all of the HR Managers as well as Executives based on their commands.
- Coordination and cooperation -- like providing the interviewers with necessary lists and documents -- while conducting interviews.
- Making relative statements of candidates.

Chapter 5

Analysis and Findings

5.1 Findings of the study:

During my internship at The Daily Star, I saw as well as discovered issues that are different.

These are:

- The resume short listing method and screening used is good. Because nine respondents told yes and one told no.
- Position objectives, specifications for candidates and recruitments in the recruitment process are very clear as eight respondents agreed with it.
- The company likes referred candidates. Seven respondents told yes and three respondents said no.
- Recruitment is done according to necessity and time and to that eight respondents told yes and two respondents told no.
- The HR lives up to expectation and provides an ample pool of quality applicants when needed, in which nine respondents told yes and one said no.
- The HR is able to source and recruit fit candidates from non traditional resources when needed, where one respondent told poor, six respondents told adequate and three respondents told excellent.
- The performance of HR in recruiting and employing fit candidates have been deemed to be satisfactory by six respondents and excellent by four.

- The efficiency of HR has been rated highly by nine respondents as they told yes while one said no.
- The Daily Star opts for experienced workers in selection Process, in which nine respondents told yes and one respondent told no.
- The HR is deemed to be looking for knowledge, team work and all by two, one and seven respondents respectively while selecting candidates.
- The Daily Star is actually using satisfactory techniques for interviewing candidates, in which 10 respondents told yes.
- The organization asks applicants to post Pay order, where all of the respondents agreed by saying yes.
- Editor is actually the single authority approving finally for functional decision or any business. HR Division begins all the activities as per policy.
- Daily Star do not usually post job ads on personal sites.
- The majority of the time they don't check originality and references of certificates.
- The Daily Star thrives in maintaining a good working environment.
- It is a dynamic work place with changing challenges every now and then.
- It is not possible to ensure all employees are maintaining code of conduct to the letter as it is in any large corporation.

Chapter 6

Recommendations & Conclusion

6.1: Recommendations:

- HR Division is able to bring in online requisition system. As an outcome, HR division is going to get requisition form right away and it'll help make faster its process. Especially in this pandemic situation where employees are sometimes working from home, this could be a very good feature to include.
- It is understandable not to post job ads on personal sites but these job ads could be posted on company's sites more frequently.
- HR could increase their space for keeping CVs as that would be very helpful in conducting future work.
- The HR need to ensure more liberal ways of taking written, interviews and viva of candidates as that would ensure in getting more capable candidates.
- The candidates who could not attend or failed could be outreached later. It would help in encouraging for more manpower later if needed.
- Instead of calling, the HR can send sms, texts, emails to potential candidates about upcoming job interview and its dates and timings. It will be more clear and detailed.
- Usually, there is no training involved for new joinees. As newspaper is a creative field and here candidates are judged by their working experience mostly, training remains obsolete for most of the time. But training for adjusting and getting accustomed to the

rules and regulations and workplace etiquettes can be provided to candidates after they join.

- HR could also focus more on evaluation process and ask departments to evaluate the working employees more and vigorously. Then HR could work on those and help increase the overall productivity in the workplace.
- Sometimes the department heads are not familiar with techniques to take interviews. HR could train them in this regard and help get more suitable candidates in the process.
- The salary and compensation structure could be made more lucrative in order to attract more efficient and capable manpower and also to obstruct employee turnover rate.
- HR department is able to take part in various job fair/Campus Job fair getting gifted fresher.

6.2 Conclusion:

It is one of the main job of a Human Resource Department of any organization and as well as The Daily Star to have a strict and well guided and scheduled recruitment process as the company success lies hugely on this particular aspect. The HR thrives to employ the best person at the right time in the right position in order to increase the overall productivity of the company.

The right hiring process and getting the right employees in the right position would only mean the future of the company is in good, safe and most importantly able hands that can guide the organization to greater heights on the way to success. So it is of highest importance to choose the right person for any position. It is needed to be ensured that the person hired can carry the organization while maintaining its policies, respecting its ethical views and meanwhile help the company develop and thrive in a competitive market. Mainly the precious resource for just

about any company is their knowledge based effective workers. The companies should be more careful on this issue to make certain the quality as well as ethics.

The analysis "Recruitment as well as Selection Procedure of the Daily Star" underneath HR disclosed that workers are actually the best components for the improvement of the business. For the improvement of these useful resources you will find a number of variables involved. The evaluation of the article shows some good methods and bad methods that are have to increase for doing the employees properly. In order to boost the output of an organization powerful and compelling recruitment as well as choice treatment is actually essential. The Daily Star methods a progressive recruitment as well as selection methods. As an intern, I've encountered and learned a great deal about various element of Human Resource Management, in addition to the practical recruitment activity of the business.

References

- [1] Ahsan, F. (2021, July 20). Recruitment during a pandemic. *Retrieved January 17, 2022, from The Daily Star website:*
<https://www.thedailystar.net/views/opinion/news/recruitment-during-pandemic-2134086>
- [2] Bangladesh Newspapers : BD News : All Bangla Newspaper. (n.d.). *Retrieved from www.w3newspapers.com*
<https://www.w3newspapers.com/bangladesh/>
- [3] Chitra Reddy. (2019, July 25). Top 11 Key Steps in Recruitment and Selection Process - WiseStep. *Retrieved from WiseStep*
<https://content.wisestep.com/steps-recruitment-selection-process/>
- [4] Toppr. (2018, December 25). Toppr-guides. *Retrieved from Toppr-guides*
<https://www.toppr.com/guides/business-management-and-entrepreneurship/human-resource-management/selection-process/>
- [5] Wikipedia Contributors. (2019, February 12). Recruitment. *Retrieved from Wikipedia*
<https://en.wikipedia.org/wiki/Recruitment>

Appendix

Questionnaires:

A survey on recruitment and selection process of The Daily Star:

1. Mention your gender

a) Male

b) Female

2. Which age group do you fall under?

a) 18-24

b) 25-34

c) 35-44

d) Above 44

3. For how many years have you been working at this organization?

a) 0-5 Years

b) 5-10 Years

c) 10-15 years

d) More than 15 Years

4. Is the resume screening and short listing method used by the organization satisfactory?

a) Yes

b) No

5. Does the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process?

a) Yes

b) No

6. Do you think the organization prefers referred candidates?

a) Yes

b) No

7. How the organization's needs are clarified and supported in the selection process?

a) Poor

b) Adequate

c) Excellent

8. Is the organization performing timely requirement and selection process?

a) Yes

b) No

9. Does HR provide an adequate list of quality applicants?

a) Yes

b) No

10. How efficient is the HR department in the selection and recruitment process?

a) Poor

b) Adequate

c) Excellent

11. Rate how well HR finds able candidates from non-traditional sources when necessary?

a) Poor

b) Adequate

c) Excellent

12. How will you rate HR's performance in recruitment and selection process?

- a) Poor
- b) Adequate
- c) Excellent

13. Do you think the organization leans towards hiring experienced candidates?

- a) Yes
- b) No

14. Which is the most important quality you think the organization looks for in a candidate?

- a) Knowledge
- b) Past experience
- c) Optimistic nature
- d) Discipline
- e) Team work ability
- f) All of the above

15. Is the method interview followed by the organization satisfactory?

- a) Yes
- b) No