

Internship Report on Recruitment & Selection Process



SQUARE

PHARMACEUTICALS LTD.
BANGLADESH



Internship Report on Recruitment & Selection Process of SQUARE Pharmaceuticals Ltd.



Inspiring Excellence

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Letter of Transmittal

23rd January, 2017

To

Ms. Asheka Mahboob

Lecturer, BRAC Business School

BRAC University, Dhaka

Subject: Submission of Internship Report on *Recruitment and Selection Process* of SQUARE Pharmaceuticals Ltd.

Dear Ma'am,

With immense pleasure, I would like to submit my internship report on Recruitment and Selection Process of SQUARE Pharmaceuticals Ltd. To complete my Bachelors of Business Administration program, internship report is a pre-requisite.

Internship program was conducted under your utmost supervision and report is built under your superlative direction. During this 12 week long program, my assignment was being associated with the HR department of SQUARE Pharmaceuticals Ltd.'s under Recruitment and Selection process team. Insights, erudition's, observations and experiences of mine are inserted in this particular report thoroughly.

I will be obliged if you accept my report and grant your final evaluation remark in order to acquire my graduation accreditation. Thanking you in advance.

Sincerely yours,

Mahia Ashraf Punom

ID – 12104164

BRAC Business School

BRAC University

Acknowledgement

I would like to take the opportunity to thank Almighty Allah for providing me enough strength to complete my Internship Epoch with ethical manner, dedication and effectiveness. My heartiest gratitude goes to all the individuals who were involved directly and indirectly in establishment of this report.

Sincerest appreciativeness to *Mr. Tariqul Bari*, Manager of HR Department for sharing his immense support and impeccable insights with me; *Mr. Md. Anisul Alam* who was not only a supervisor but a mentor who groomed me thoroughly not as an Intern but as a part of actual member of the organization during the whole process. I would like to thank SQUARE Pharmaceuticals Ltd. and the whole HR Management team for showing such humble behavior and provided me utmost learning opportunity during my stay.

Most importantly, I would like to thank *Ms. Asheka Mahboob*, Lecturer of BRAC Business School, who have supervised and guided me to and fro with her valuable acumens and suggestions to standardize this report.

Last, but not the least, I would like to thank my family and friends for their constant support in order to complete my Bachelors of Business Administration journey at BRAC University and delivering the best interval of lifetime.

Executive Summary:

Square Pharmaceuticals Ltd. holds the strong leadership position in the pharmaceutical industry of Bangladesh since 1985 and is now paving its way to becoming a high performance global player. SQUARE, the name reflects one of the prominent industries names of Bangladesh. The inauguration occurred in 1958. Since then, it has proliferated into one of the top line conglomerates in Bangladesh. It pioneered itself on exports of medicines from Bangladesh in 1987 and has been exporting antibiotics and other pharmaceutical products since then. Present SQUARE Pharmaceuticals Ltd. export market covers 36 countries around the world. This extension in business and services has manifested the credibility of Square Pharmaceuticals Ltd among other existing industries so far. (Square Pharmaceuticals Ltd.)

HR department plays a crucial role regarding keeping strong bond with internal units as well as external by maintains people management skills. This particular department takes care of the most important portion – Human Asset. To conduct smooth flow of this asset along with creating a pool of such assets; following proper Recruitment and Selection process is a must with the proper timeline maintenance.

This report not only contains the whole process of Recruitment and Selection process of SQUARE Pharmaceuticals Ltd but also comparison of theoretical and practical implementations, HR process of this organization in general, ultimate findings with some particular recommendations. Three months of first hand experiences are also briefly described in this report along with specific observations and findings.

1. Introduction

1.1 Company Profile:

SQUARE, the name reflects one of the prominent industries names of Bangladesh. The inauguration occurred in 1958. Since then, it has proliferated into one of the top line conglomerates in Bangladesh. Square Pharmaceuticals Ltd. is holding the strong leadership position in the pharmaceutical industry of Bangladesh since 1985 and is now paving its way to becoming a high performance global player. SQUARE Pharmaceuticals Limited has extended its range over the global market by providing wide range of services. It pioneered itself on exports of medicines from Bangladesh in 1987 and has been exporting antibiotics and other pharmaceutical products since then. Present SQUARE Pharmaceuticals Ltd. export market covers 36 countries around the world. This extension in business and services has manifested the credibility of Square Pharmaceuticals Ltd among other existing industries so far. (Square Pharmaceuticals Ltd., Squarepharma.com.bd)

1.2 History & Growth:

1958 : Debut of SQUARE Pharma as a Partnership Firm. (Square Pharmaceuticals Ltd., Squarepharma.com.bd)

1964 : Converted into a Private Limited Company. (Square Pharmaceuticals Ltd. Squarepharma.com.bd,)

1974 : Technical Collaboration with Janssen Pharmaceuticals, Belgium, a subsidiary of Johnson and Johnson International, USA. (Square Pharmaceuticals Ltd. Squarepharma.com.bd,)

1982 : Licensing Agreement signed with F. Hoffman-La Roche & Co Ltd., Switzerland. (Square Pharmaceuticals Ltd. Squarepharma.com.bd)

1985 : Achieved market-leadership in the pharmaceutical market of Bangladesh among all national and multinational companies. (Square Pharmaceuticals Ltd., Squarepharma.com.bd)

1987 : Pioneer in pharmaceutical export from Bangladesh. (Square Pharmaceuticals Ltd. Squarepharma.com.bd,)

1991 : Converted into a Public Limited Company. (Square Pharmaceuticals Ltd., Squarepharma.com.bd)

1994 : Initial Public Offering of shares of SQUARE Pharmaceuticals Ltd. (Square Pharmaceuticals Ltd., Squarepharma.com.bd)

1995 : Chemical Division of SQUARE Pharmaceuticals Ltd. starts production of Active Pharmaceutical Ingredients (API). (Square Pharmaceuticals Ltd., Squarepharma.com.bd)

1997 : Won the National Export trophy for exporting pharmaceuticals. (Square Pharmaceuticals Ltd. Squarepharma.com.bd)

1998 : Agro-chemicals & Veterinary Products division of SQUARE Pharmaceuticals starts its operation. (Square Pharmaceuticals Ltd. Squarepharma.com.bd)

2001 : US FDA/UK MCA standard new pharmaceutical factory goes into operation built under the supervision of Bovis Lend Lease, UK. (Square Pharmaceuticals Ltd. Squarepharma.com.bd)

2004 : SQUARE enlisted as UNICEF's global supplier. (Square Pharmaceuticals Ltd. Squarepharma.com.bd)

2005 : New State-of-the-Art SQUARE Cephalosporins Ltd. goes into operation; built under the supervision of TELSTAR S.A. of Spain as per US FDA/ UK MHRA requirements. (Square Pharmaceuticals Ltd. Squarepharma.com.bd)

2007 : SQUARE Pharmaceuticals Ltd., Dhaka Unit gets the UK MHRA approval. (Square Pharmaceuticals Ltd. Squarepharma.com.bd)

2009 : Starts manufacturing of insulin maintaining quality standards of US FDA & UK MHRA. Dedicated hormone & steroid products manufacturing facility complying with the current Good Manufacturing Practice (cGMP) of WHO, US FDA & UK MHRA starts operation. (Square Pharmaceuticals Ltd. Squarepharma.com.bd)

2012 : SQUARE Pharmaceuticals Ltd., Dhaka Unit and SQUARE Cephalosporins Ltd. get the Therapeutic Goods Administration (TGA) of Australia approval. (Square Pharmaceuticals Ltd. Squarepharma.com.bd)

2015 : PAI (Pre-Approval Inspection) by US FDA was successful for Dhaka Site's solid dosage unit. (Square Pharmaceuticals Ltd.)

1.3 Objective:

SQUARE Pharmaceuticals Limited's objectives are to conduct transparent business operation based on market mechanism within the legal & social framework with aims to attain the mission reflected by our vision. (Square Pharmaceuticals Ltd.)

1.4 Mission:

SQUARE Pharmaceuticals Limited's mission is to produce and provide quality & innovative healthcare relief for people, maintain stringently ethical standard in business operation also ensuring benefit to the shareholders, stakeholders and the society at large. (Square Pharmaceuticals Ltd.)

1.5 Vision:

They view business as a means to the material and social wellbeing of the investors, employees and the society at large, leading to accretion of wealth through financial and moral gains as a part of the process of the human civilization. (Square Pharmaceuticals Ltd.)

1.6 Sister Concern of SQUARE Group:

1. SQUARE Hospitals Ltd.
2. SQUARE Toiletries Ltd.
3. SQUARE Herbal & Neutraceuticals Ltd.
4. SQUARE Food & Beverage Ltd.
5. SQUARE Informatix Ltd.
6. SQUARE Textiles Ltd.
7. SQUARE Fashions Ltd.
8. Maasranga Communications Ltd.
9. Mediacom Ltd.
10. Maasranga Productions Ltd.
11. Sabazpur Tea Company Ltd.
12. Aegis Services Ltd.
13. SQUARE School & College
14. SQUARE Air Service
15. SQUARE PPL
16. SQUARE Agro Development & Processin



2. Internship Activity

2.1 Internship Activity:

Learning's which I have received from SQUARE Pharmaceuticals Ltd. helped me to receive firsthand experience of various HR wings, specifically Recruitment & Selection process. The objective was to coordinate my academic knowledge and learning's with the actual first hand on the job experience scenario.

2.1.1 Duties and Responsibilities:

- DMS software update and maintenance
- Individual File maintenance and creation
- Employee Information conservation
- Synchronize Recruitment sub processes; calling applicants, scheduling the written exam and interview, questionnaire build up, manage the written exam, documentation of employee information's, checking scripts, conducting viva's, schedule making, appointment letter submission, certificate validity checkup etc.
- Administrative work support

2.1.2 Learning Outcomes:

- Advanced Microsoft Excel applications
- Microsoft Visio Software application
- Privacy of information maintaining ethical standards
- Ascertaining and functioning with professional criterions
- Aiding each stakeholders with professionalism
- Distributing time effectually
- Prioritizing and multitasking
- Acclimatizing with thought-provoking circumstances
- Double check tasks without making mistakes

2.1.3 Limitations:

- Most of the information could not be retrieved due to confidentiality
- For the position limitation, many places were restricted to learn in depth; hence observation method was used
- Cooperation were almost nil regarding data/information collection

3. Objective & Methodology

3.1 Report Objective:

This particular report is to reflect the comparison between theoretical learning & practical level knowledge comparison of Recruitment & Selection process of SQUARE Pharmaceuticals Ltd to justify the real time process theorem. With this we will figure out:

- Difference between Real life practices and Theoretical abbreviations regarding Recruitment & Selection process of SQUARE Pharmaceuticals Ltd.
- Length/Duration of the process in this particular organization
- Effectiveness and Result of the duration of the process in this particular organization

3.2 Methodology:

Internship report is generally steered from the experience and observation of the time-period. Through blending the analysis and observations, the report has been classified in a systematic manner to exhibit the best understanding. The method which has been used here is Descriptive Research under the category of Observational Method. As my basic objective was is to figure out the real time process practice regarding Recruitment and Selection process of SQUARE Pharmaceuticals Ltd. – observational method was the best option to justify the actual process and create comparison with the actual theorem.

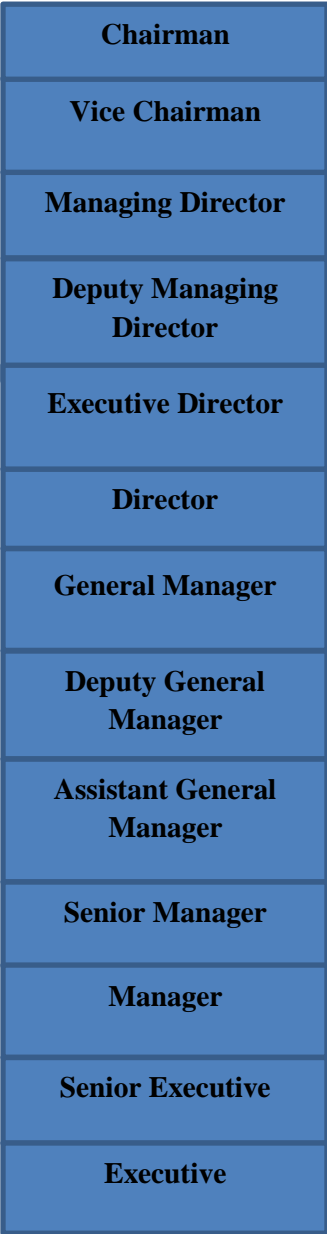
The report is conducted in both Primary and Secondary data combination.

3.2.1 Primary Data: Three months of work experience, observation and learning from the given tasks regarding Recruitment and Selection process of SQUARE Pharmaceuticals Ltd.

3.2.2 Secondary Data: Theoretical clarification to comparison of academic learning along with on the job experiences & knowledge. Also SQUARE Pharmaceuticals website, reports and few other articles regarding Recruitment & Selection process were used in this report for better elucidation.

4. Organogram

4.1 SQUARE Pharmaceuticals Ltd. Organogram:



5. HRM Functions

5.1 SQUARE Pharmaceuticals Ltd. HRM Functions:

HR Department tries to certify smooth functionality among the embattled goals and objectives which they have previously instated to attain organizations vision by keeping its fine tuned alignment with other sub unit's goals, essentials and demands. SQUARE Pharmaceuticals Ltd. HRD has four wings:

- Operations
- Recruitment & Selection
- Learning & Development
- Compensation & Performance Management

Each individual from HR department contains set of responsibilities and has own set of tasks to acquire the long term vision. HR function details are given below:

Human Resource Development	Industrial Relations	Personnel	Administration
<ul style="list-style-type: none"> •Manpower Planning •Recruitment •T&D •Job Enlargement •Enactment Evaluation •Compensation Management •Documentation Support •Fêtes 	<ul style="list-style-type: none"> •Liaison Maintenance •Penalizing Engagements 	<ul style="list-style-type: none"> •Individual Record Keeping •Legislative Compliance •Payroll Management •Welfare •Employee Communication 	<ul style="list-style-type: none"> •National & International Relation maintenance •Transport •Bed and breakfast Reservation •Air Ticket Booking •Printing ID •Business Card Supply •Canteen Management •Pest Controlling •Security Guard •Office keeping Assistance

i. Human Resource Development

Manpower Planning: Manpower Planning means providing accurate number of individuals at the right time among the sub units so that organization can attain its targeted tasks to acquire the bigger goal. Human Resource Department plays a perfect role of harmonizing Demand & Supply. Every member of this wing plays a crucial role in times of talent acquisition because even though they might fill the pool with candidates but if those candidates are not the right skilled and right fitted for the organization – organization automatically falls under risk; not only in terms of meeting required task deadlines, but also can distress their performance level reputation in the long run.

Recruitment: It is an efficient process of attracting right pool of candidates. HR department plays a very crucial in this stage regarding analyzing Job description and Specification on the basis of requisition. After decisive screening; team from the HRD will take further steps to start drawing probable candidates for further processing.

Training & Development (T&D): Every organization targets to contain improve skill set among the existing employees. Training & Development plays a crucial role aligning with HR department. Many of the cases employees contain certain gaps. To align employees with the same page where organization stands for – it is duty of the organization to take steps. Where employees lack, what sort of improvement he needs, what are his development arena – all these needs to be figured out by HR team supporting alignment with the sub unit department and the supervisors to evaluate the need and demand of the training and provide support accordingly.

Job Enlargement: Investing on the employees, will surely be more motivational which will eventually turn them closer towards to the organization and engagement will increase towards their workplace. Employee of any organization is career driven – whenever they will feel the urge of sustaining, showcase their inner aptitude, feel an urge from the organization for their skill development; automatically they will be more motivated towards to organization and feel more connected with the targeted goals which puts their providing their hundred percent no matter what the task is. Career development is more like a compulsion rather than counting it as a motivational factor; only then it will act as the win-win situation for both the parties.

Enactment Evaluation: Employees performance recognition is itself works as appealing factor. When performance recognition combines with providing financial and non-financial benefits, automatically it increases employee's motivation, increases consecration towards the company which automatically increases retention. The supervisor plays very important roles analyzing various factors before performance appraisal i.e. skill level, performance abilities, previous set of KSA & KRI before targeted works etc. to be fair and not biased in terms of providing the space for the employee to grow and continue doing better.

Compensation Management: HRD, especially the HR manager believes – right amount of monetary compensation along with non-monetary support in return of the right amount of work is what keeping the company aligned with its human assets. It is determined very precisely, keeping all the labour law factors crucially in head so that none of the employees feel neglected and deserves what is right.

Documentation Support: Documentation is an important function for the HR department across the world. Few organizations contains huge server database to store data over the space. But still there are many of them who contain tons of shelves where thousands of individual files of every single employee linger upon. SQUARE Pharmaceuticals Ltd. has that tendency to document files and folder of the employee information. Starting from recruitment requisition form to exit interview evaluation, every single document that belongs to the specific employee is documented quite pleasantly. Currently it is planning to go paperless and has introduced DMS – Database Management System to ensure all the papers are saved online.

Fêtes: Among the non-financial benefits, celebrating birthdays and special occasions with the office colleagues and providing best wishes is an observation in every organization. In such case, HR Team of SQUARE Pharmaceuticals Ltd. is not lagging behind. Arranging an event, small gift providing celebration for that person is a widely used implication and HR department ensures everyone's participation in the celebration. No matter whose birthday it is; from founder to the canteen manager everyone's life's special events are taken counted here and every single soul of SQUARE Pharmaceuticals Ltd. deserves a celebration – that is what HR department always believes and practices.

ii. Industrial Relations

Liaison Maintenance: HR Department maintains the liaison with the employee associations on behalf of the organization to avoid legal glitches, this practice sort of acts as a precautionary movement.

Penalizing Engagements: Every organization contains certain rules and regulation, in broader sense there is a set of penal regulations which is to be ensured to maintain the quality of the work and balancing the work environment. HR takes instant measures if any negative issues arises and handle the ailment quite efficiently. Because HR departments one of the core duty is to keep all the disturbances over the bay so that it does not hamper the long term reputation of the organization which they earned for years.

iii. Personnel

Individual Record Keeping: Personal recording is a very crucial task. From simple CV to other official papers; if anything mismatches organization might fall for the legal bindings later on. There has to proper evidence from hiring an employee to his leaving documents and reasoning's. Also, to calculate total turnover of the year, every individual file of the employee who leaves is in need of reservation. Moreover, in case of Sales Force, they keep the file for a long time to identify if that employee has committed any violations previously and depending on that, it is strictly maintained to not letting that particular employee join again inside the organization.

Legislative Compliance: Sustaining the labor law and handling the workforce according to updated law is an important work for HR Department. HR Team keeps daily track to avoid any violation of Statutory Compliance.

Payroll Management: Systematic record of the employees financial is important in time of auditing and taxation calculation. It is much important to keep the employees' salaries, wages, bonuses, net pay, and deductions record on precise notion; and the sub wing who conducts such crucial job time to time is defined as the Payroll Management. It is very crucial work which

payroll management conducts because employees do not react positively in any sort of blunders and indiscretions. Accurate and timely payment helps to keep the employees moral and ethical which is handled by Payroll every single month to keeps up their motivation and work dedicatedly for the organization.

Welfare: Employee welfare is a voluntary function of the HR Department. Fire extinguisher maintenance, Fire drilling practice, Earthquake precautions, workplace safety which includes machinery handling, electrical hazard, safety work clothing necessity, hazardous fluid handling etc. (implacable for factory workers) and precaution for other natural disaster is conducted for the employee welfare.

Employee Communication: HR Department encourages employee communication and builds a productive team bonding. Especially SQUARE Pharmaceuticals Ltd. keeps the communication level very flexible so that employees can seek help to any person; even someone holding very high-ranking post – helping hand will always be given thanks to the HRD’s communication buildup strategy. For peer to peer bonding, SQUARE HRD introduced ‘Buddy Program’ as well. When a new employee joins to a wing; a buddy is associated with the people who was already working there beforehand, contains all the know-hows and have clear idea about working related queries. This project is very successful; evaluating all the feedback papers HR department found out, not only it helps employees to catch up in a first notion but also they do not feel hesitated to communicate with his/her buddy if problem arises or so. Supervisor’s evaluation also stated it increased performance level for both side of the employees and increases synergy among the unit.

iv. Administration

One of the major responsibilities of the HR department lies in the administrative sustenance and such supports like;

- National & International Relation maintenance
- Transport
- Bed and breakfast Reservation
- Air Ticket Booking

- Printing ID
- Business Card Supply
- Canteen Management
- Pest Controlling
- Security Guard
- Office keeping Assistance

6. Recruitment & Selection Process

SQUARE Pharmaceuticals Ltd.

6.1 Recruitment Definition:

Whenever a company or organization is in dire need to fulfill the forthcoming vacancies; need of the Recruitment process occurs to attract potential individuals. If we broaden the horizon of this particular definition – Recruitment theory basically leads to the progression of finding & locating the righteous individuals who contains sufficient qualification & skill sets to satisfy the vacant positions in most well-timed and efficient manner.

According to Yoder, “Recruitment is the process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an effective workforce.” (RECRUITMENT -HUMAN RESOURCE).

In words of Edwin B. Flippo, “Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization.” (RECRUITMENT - HUMAN RESOURCE).

Recruitment is a constant process which firms don't only apply to fill required vacancies; it also works as a support tool to establish a pool of potential candidates for future manpower support. Usually the process starts from: Vacancy scheming, Requisition, Attracting possible candidates through various medium, i.e. Advertisement, Newspaper Ad etc. and ends with Application Submission.

6.2 Selection Definition:

Selection process starts from screening the CV's to joining procedure. Basically it refers to putting right person to the right place to work on. If correct selection occurs, organization will go through less absenteeism and turnover rate will lower down which successfully occurred in SQUARE Pharmaceuticals Ltd. (Employee Selection Process)

6.3 Requirement Prerequisites:



1. Planned:

Need which upsurges according to Organization Rules & Policy and also based on the Retirement viewpoint.

2. Forecasted:

Needs which upsurges due to Internal & External forecasting; pattern an organization can envisage by studying the business trends.

3. Need on Demand:

Need which upsurges to fulfill unforeseen incidences, i.e. Sudden Death, Accidents, Illness, Resignation etc.

Planned recruitment mostly occurs considering the organizational plan to meet the long term goals & objectives. HR department has to go through a set of collective scheduled recruitment procedure depends on organizational practice – could be Quarterly basis or Yearly.

As for the Unexpected recruitment i.e. resign, emergency leave, unavoidable circumstances etc.; HR mostly tries to fill the vacancy with internal pool of candidates who are capable and worthy enough to handle the vacant posts.

6.4 Mode of Recruitment:

SQUARE Pharmaceuticals Ltd. contains various modes during their recruitment period; depending on needs, stratagem of business, new annex formation, SBU development plan, Urgency or unavoidable need of man power. SQUARE Pharmaceuticals Ltd. along with the Corporate Headquarter has two units to manage alongside: Kaliakoir, Gazipur Unit & Pabna Unit. According to the need, HRD section moves towards various formations of recruitment, which are:

- Full Time
- Temporary
- Contractual Basis
- Out Labor
- Internship

6.5 Sources of Employee Attraction & Search:

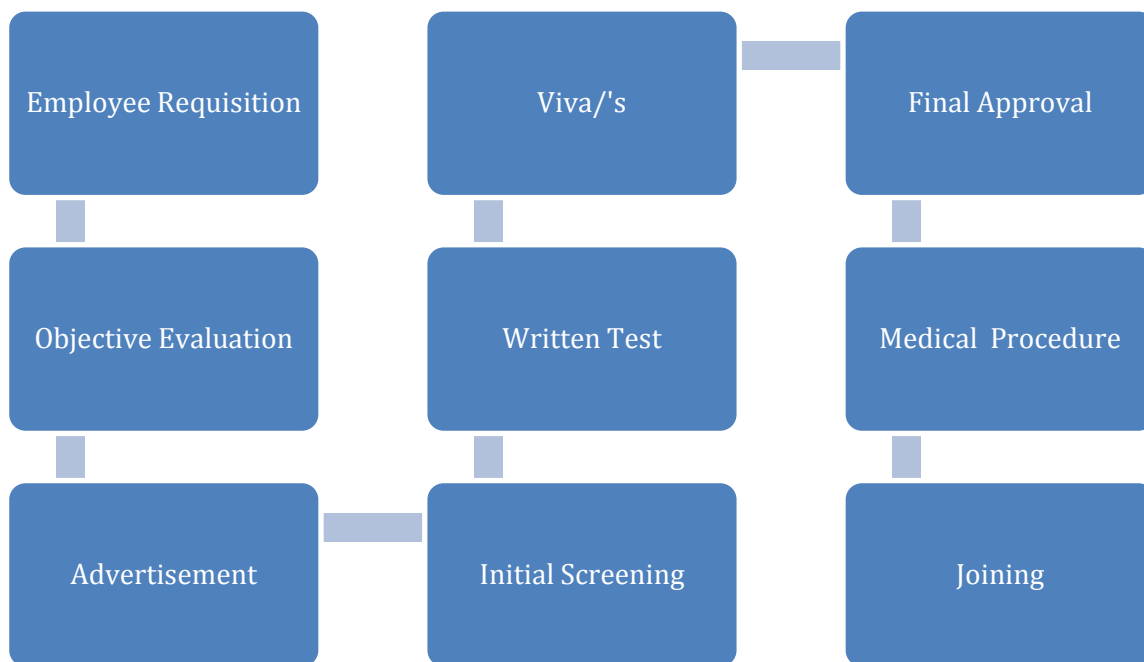
It is much important for the HR team to find right candidate as well as attract potential candidates from the outside pool. HR department of SQUARE Pharmaceuticals Ltd. is not exception in this case. Depending on the need and nature of the job, mostly analyzing the Job description & specification; advertisement is created. The most important and trusted source for pulling potential candidates is SQUARE Pharmaceuticals Ltd. internal online portal. Except the internal portal they also collect CV's and posts advertisements over:

- **Bdjobs.com:**
Pre-criterion's are provided over the Bdjobs.com platform along with the advertisement. Analyzing all the matched criteria's, candidates start applying.
- **Chakri.com:**
As same as Bdjobs.com platform.
- **Newspaper Advertisement:**
For SQUARE Pharmaceuticals Ltd. job advertisements, their official partner is Prothom Alo. This popular Bangladeshi newspaper has the highest reach among all other existing newspaper. Thus, this popularity helps SQUARE Pharmaceuticals Ltd. to entice potential candidates from all over the nation.
- **Job Fair:**
Job fair is a great source to showcase what SQUARE Pharmaceuticals Ltd. actually stands for to provide necessary knowledge and create adequate amount of interest among the future candidates. Also, employers can receive a glimpse of potential candidate's first impression and might receive a chance to collect their CV's beforehand.
- **Employee Recommendation Program:**
Internal Referral puts a huge importance regarding candidate assemblage. Most of the cases various departments' supervisors know the capability and the actual adaptability of

the employees they are handling for months or years. They understand their strengths and weaknesses far better than anyone else. Those referral CV's authentication contains much stronger value. In such cases, HR collects those CV's and finds the suitable candidate to call for the next stage.

6.6 Recruitment Process:

An organizations Recruitment process start the moment HR department obtains the requisition from other department's supervisor regarding new employment and process ends the moment deadline of CV acceptance is filled up. Selection process jumps from CV screening to the date when HR ensures potential employees with joining date by completing all the official requirements. Below overall time is demonstrated:



Employee Requisition:

Various departments' supervisors need to collect a specific form or format from HR and fill it up if there is a need of manpower in their department. In the form; the number of manpower prerequisite, the post where they need to be assigned, position name & salary range for that post and from when they are needed to be hired - needs to be clearly defined. Depending on the given time, HR needs to calculate the plan of hiring and move towards to the next step.

Objective Evaluation:

Before moving forward with the given number of manpower requisition, it is very much important for the HR to evaluate the objective regarding hiring the required number of manpower which has been asked by various department. After thorough calculation, understanding the need, demand, urgency & limitations of any sort – HR will accept, reduce or increase the number of manpower demand. As HR has to answer to the top administration whether it is going to be an indiscretion of recruitment or logical reasoning is there which will eventually lead the organization towards its targeted goal. Careful evaluation is very crucial at this stage before moving towards to the next step.

Advertisement:

HR needs to go through the Job Description & Job Specification for the requisite posts. Unless or until it is for a newly developed project; there is no need of creating completely new Job Description & Specification. Updating is required though. Analyzing all the requirements; advertisement is made and published throughout the mediums which is frequently used by SQUARE Pharmaceuticals Ltd. A prior deadline is given upon which all the CV's are collected according to the time frame. With the collection of CV's; process of recruitment ends.

Initial Screening:

Screening process starts in this stage. It is a necessity to screen properly before calling candidates for next stage. There are few important things that need to check during the screening process to select the best candidate out from the huge pool. Criteria are:

- Work Experience
- Level of Education
- Training on Specific tasks
- Extra-Curricular Activities
- Age
- Location

Written Test:

Once the CV's are screened, candidates have to go through written exam where their Aptitude, Analytical, Verbal and Subjective Knowledge are checked. The higher the post level, the difficulty of exam arises. Many of the cases candidates have to face situational based questions or case studies. This is provided to figure their job level acquaintance intensity – how they might solve a problem, critical thinking capacity, negotiation level etc. Most of the written exam occurs for 60 minutes to 90 minutes; depending on the exam level and the position they are applying for.

Viva/s:

After successfully completing the written test, candidates who pass the bar straight go for Viva process. Viva itself contains few processes within. In general, firstly candidates who has been selected in the written process – goes through the interview process with supervisors. Here candidate's skill level knowledge is evaluated with many other criterions keeping in mind inside which includes candidate's smartness, quick response, situation understanding ability, question grasping adaptability and many more.

From this process, many of the candidates fall out and few remains for the final interview with the HR head. In this case, specific attributes are re-checked to see if the candidate actually fit for the organization and contains the adaptability to blend with the culture. Negotiation of salary also occurs here at this stage. Candidates, who satisfy and matches all the requirements and salary expectancy goes for the joining stage.

Final Approval:

Final approval is created by the HR when list of selected candidates name list arrives in their desk. They made a formal list which contains their Name, Present & Permanent address, Education details, Personal information in details, Position for which they have been selected for along with department details and salary. Final approval list is then send to the HR heads, designated supervisors who applied for the manpower requisition and a copy is kept with the HR to clarify joining process on a further notion.

Medical Procedure:

Checking the final approval list, candidates are further called to receive an Offer Letter. During that call, they are notified to bring original copy of all their Academic Certificates and clearance letter from the previous job (Not applicable for Fresh Candidates). They are also notified about the medical test which they have to go through before moving forward towards permanent joining. Medical test cost is bear by SQUARE Pharmaceuticals Ltd. itself.

When the candidates arrive to receive the letter, all their certificates authenticity is checked. Alongside, their previous job clearance is verified with reference check. Basically it happens to clarify any sort of confusion beforehand to prevent severe legal issues later on.

Joining:

After successful medical, certificate and previous job clearance (if any) occurs, joining procedure begins. If any fault is found in any of these papers, joining might get delayed or if case is severe – it can be cancelled on prior notice or discussion. Candidates are given some time to read rules & procedures and joining letter to clarify all the queries before receiving the Acceptance letter and submitting the joining letter. The final documents which are collected from the candidates after clearing all the procedures:

- Copy of Academic Certificates
- Copy of NID/Birth Certificate
- Copy of Job Clearance (Not applicable for Fresh candidates)
- Joining Letter from the Candidate

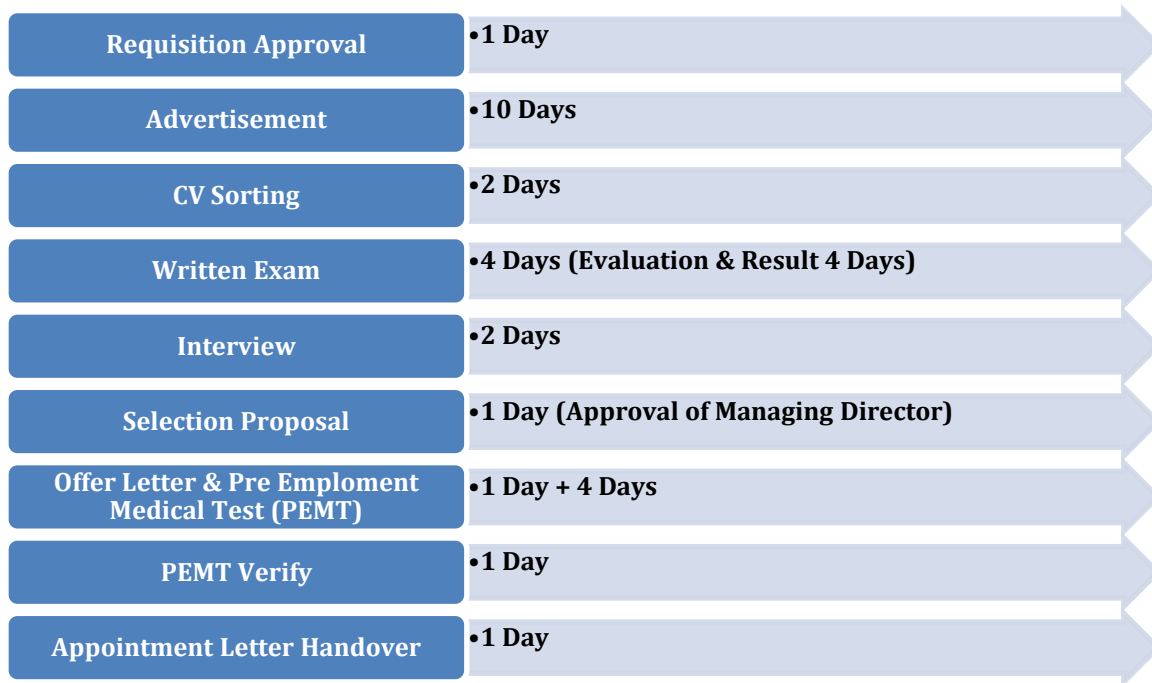
SQUARE Pharmaceuticals Ltd. HRD is very strict regarding authenticity of their employee documents. HRD always keeps it fair regarding each step to uphold the reputation throughout the procedure.

The process which is described upwards is basically the common process which is followed throughout the SQUARE Pharmaceuticals Ltd. Specifically for Management category employees. As for Non-Management, mostly the process is same; except their practical knowledge is checked and put emphasis on as their works are clerical basis. Both Management & Non-management has to go through 6 months probationary period before becoming Permanent

employee. Only if any Executive (Management) contains prior experience or performs extraordinarily during the period – their probationary time frame can be putted into halt within 3 months. As for skilled based workers – according to labor law, the probationary period lasts for 3 months i.e. Technical workers; basically factory based. As for the Sales force the process is slightly different. Mostly sales force team checks whether the potential Medical Promotion Officers are – willing to move anywhere in Bangladesh, contains basic science background – Biological science till H.S.C/B.Sc. in Science, understands job criterion, can deliver about product and negotiate properly etc. Post to post criteria varies. For Example: Senior Promotion Officer Post’s requires – Graduation from any discipline; Science up to H.S.C. For Agrovvet & Pesticide department there might be certain age limit and so on. Also most cases, sales force’s selected candidates have to go through with Job Nature Introductory Test; to understand their adaptability and flexibility before confirming their actual training process, induction program and so on. By this, team along with the future supervisor checks how well an employee can handle the pressure and fetch information from on-the-job training procedure.

Whole Recruitment & Selection Process is same mostly; screening and joining criteria might vary from department to department.

6.7 Manpower Hiring Plan Timeline:



Generally, traditional hiring timeline occurs within 60 days. It is best if some of the organization could make it within 30 days. That shows tremendous efficiency. During 3 months of my internship duration – most cases according to the observation; it exceeded more than the actual as well. Even previous quarters hiring process was on running alongside simultaneously with new recruitments. In many cases, potential candidates become exasperated. Most of them occasionally call at office hour to check whether previous years result is out or not. SQUARE Pharmaceuticals Ltd. takes extensive duration regarding script checking, viva processing and medical clearance. Potential candidates fall apart in between of this length. To cover the asset pool gap, the team needs to either call from less potential existing pool of candidates or start the whole process once again to find the best for the company. This not only postponements the requisition needs but also slowly establishing negative outlook among the existing and potential candidates out there. Another example of losing potential candidates would be: This organization conducts 3 steps of lengthy viva. After 6-7 months later, when an employee falls out on the last stage – nothing feels more devastated and demotivating than this. Such employees- when they are re called; majority of them states negative response, in fear of going through same time consuming process and might end up with nothing at the culmination.

7. Findings & Recommendations

7.1 Findings:

After seeing and comparing the entire scenario of Recruitment and Selection process, the findings are:

1. Even though theoretically they follow each step of Recruitment and Selection process; practically the case differs in the section of timeline.
2. SQUARE Pharmaceuticals Ltd. does not follow the Manpower Hiring timeline as per the theoretical guideline.
3. SQUARE Pharmaceuticals Ltd. is losing majority of the potential and forthcoming candidates due to lengthy process.
4. Low caliber candidates receiving priority due to lack of prospective contenders availability.

7.2 Recommendations:

SQUARE Pharmaceuticals Ltd. is a very renowned and well known company of Bangladesh. It is duly understandable that as there are thousands of recommendations coming to and fro along with outrageous number of requisition; time can exceed than the targeted number. Success rate of SQUARE Pharmaceuticals Ltd. is undoubtedly till so far the best. Even then, the Recruitment and Selection team of SQUARE Pharma has to undergo a lot of pressure when such delay occurs. Such delay occurs not because of their efficiency lacking rather than manpower insufficiency in this particular department. Interns can gear up the process a bit but after three months later, they eventually have to fall back. SQUARE Pharmaceuticals Ltd. should

- Hire potential interns as Sub Executive or introduce a new post to receive sufficient amount of helping hands
- Should divide works among the team members rather handling the whole process individually
- Build constant pool of potential candidates before the requisition occurs
- Must shorten the hiring process, preferably within 2 months
- Support from higher authority is a must during interview conduction and evaluation

8. Conclusion:

Recruitment and Selection process is the first phase of keeping that enthusiasm in the department and indeed the one of the utmost important function of the HR Team. SQUARE Pharmaceuticals Ltd. is trying to go with the flow of globalization and attaining strategies to expand the business to achieve the long term objective. With the vision in mind, HR Department is formulating the activities in the most efficient manner and keeping up the pace with the fast growing industry. Keeping the time importance in mind, if process is shorten enough – SQUARE Pharmaceuticals Ltd. will never lose a single talent. SQUARE Pharmaceuticals Ltd. provides huge support in employee development; if they receive right candidate at the right time – development services will go into right hand and thus will eventually turn into an asset in the long run. Manpower support will be sufficient and able enough to put organizations' name and fame into top most position very soon.

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10. Acronyms

HRM - Human Resource Management

HRD - Human Resource Department

DMS - Database Management System

SM - Sales Manager

T&D - Training & Development