

Internship Report

Effectiveness of Recruitment & Selection process

In Grameen Danone Foods Limited





Inspiring Excellence

Internship Report On
Effectiveness of Recruitment & Selection process
In Grameen Danone Foods Limited

Prepared for:

Asheka Mahboob

Lecturer

BRAC Business School

BRAC University

Prepared by:

Sadia Amreen Mumu

Student ID: 12104121

BRAC Business School

BRAC University

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Letter of Transmittal

28th May, 2017

Asheka Mahboob

Lecturer

BRAC Business School

BRAC University

Subject: Submission of Internship project report.

Dear Mam,

I have the pleasure in submitting you my Internship Report titled “*Effectiveness of Recruitment & Selection process in Grameen Danone Foods Limited*”. It is based on the practical observations and experiences that I gathered during my three months internship, in order to fulfill the requirements for completing the BBA program at BRAC University.

As a HR major I got the opportunity to work in the Human Resources Department under the supervision of my organizational supervisor, Abdul Kadir Jilani, Organization Development Manager, Grameen Danone Foods Limited. He has guided me and given me the opportunity to learn the essential Human Resources practices followed by the organization.

I have tried my level best to prepare this report meaningfully and correctly, as much as possible. I solemnly hope that, the report will fulfill your expectations.

Sincerely yours,

Sadia Amreen Mumu

ID: 12104121

BRAC Business School

BRAC University

Acknowledgement

First of all, I would like to thank the Almighty Allah for giving me this opportunity and enabling me to complete my internship in a dignified organization like Grameen Danone Foods Limited. I would like to express my gratitude to all those individuals who have helped me directly or indirectly in completion of my internship and in preparation of this report.

I am grateful to my organizational supervisor Mr. Abdul Kader Jilani, Organization Development Manager for guiding me throughout my internship period and believing in me as an actual member of the team. I would also thank Mr. Rashedul Hasan, Human Resources Director of Grameen Danone for sharing his thoughtful insights and experience which has helped me to get a clear understanding of the human resources functions of the organization.

Besides, I would like to acknowledge the immense support of all the members of Grameen Danone family who have helped me in every possible manner from guiding to adjust with the work environment to cooperating in data collection for the survey of my report.

Most importantly, I would like to express my utmost gratitude to my academic supervisor Ms. Asheka Mahboob, Lecturer of BRAC Business School, who has directed me back and forth with her valuable suggestions while preparing this report.

Last, but not the least, I would like to thank my family and friends for their continuous support in the journey of completing my Bachelors of Business Administration program in BRAC University.

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Executive Summary

This report has been prepared to analyze the effectiveness of recruitment and selection process of Grameen Danone Foods Limited (GDFL), which is a joint venture of Groupe Danone, France and Grameen Group of Bangladesh. I have compiled this report into three major chapters.

In chapter 1, I have given an overview of the organization, its current shareholders list, its history, mission, vision, objectives and contributions to the society. Besides, short descriptions of the products and their unique qualities have also been provided. I also discussed about the principles of social business and the organizational structure of GDFL.

In chapter 2, I have discussed about the specific responsibilities that I had to perform and the learning that I gathered while doing my internship in the human resources department of GDFL. Moreover, I have also added some recommendations based on critical observations during my internship period at GDFL. I have also tried to reflect my practical observations about the Human Resource functions practiced in GDFL in a precised manner. Working closely in this department has broadened my knowledge and skills as I got the opportunity to experience real life business situations.

In Chapter 3, I have discussed about the background, objectives, methodology for collecting the information, limitations of the project and data collection procedure for the survey. Since I worked in the recruitment team I have prepared this report focusing on the effectiveness of recruitment and selection process of GDFL. To do so I conducted a survey in questionnaire format to meet the objectives of this report. The survey was conducted among 5 different departments of GDFL with a sample size of 30 respondents. The findings of the survey have been presented in forms of pie-charts for better understanding. Then the analysis and recommendations are done. This part of the report is very essential because it portrays how well I analyzed the findings of the survey, recognized problems and provided recommendations to solve those problems.

Chapter 1: *Organization*

1.1 Introduction:

The Grameen Group, Bangladesh and Groupe DANONE, France joined forces since March 2006 to create Grameen Danone Foods Limited, a social business company based in Bangladesh. Grameen Danone Foods Limited's mission is to reduce poverty by a unique proximity business model that will provide daily nutrition to the children of Bangladesh. Grameen Danone Foods Limited is the first investment supported by 'Danone Communities', an investment fund, created to support business that make social and societal goals their objective with the aim to be sustainable.

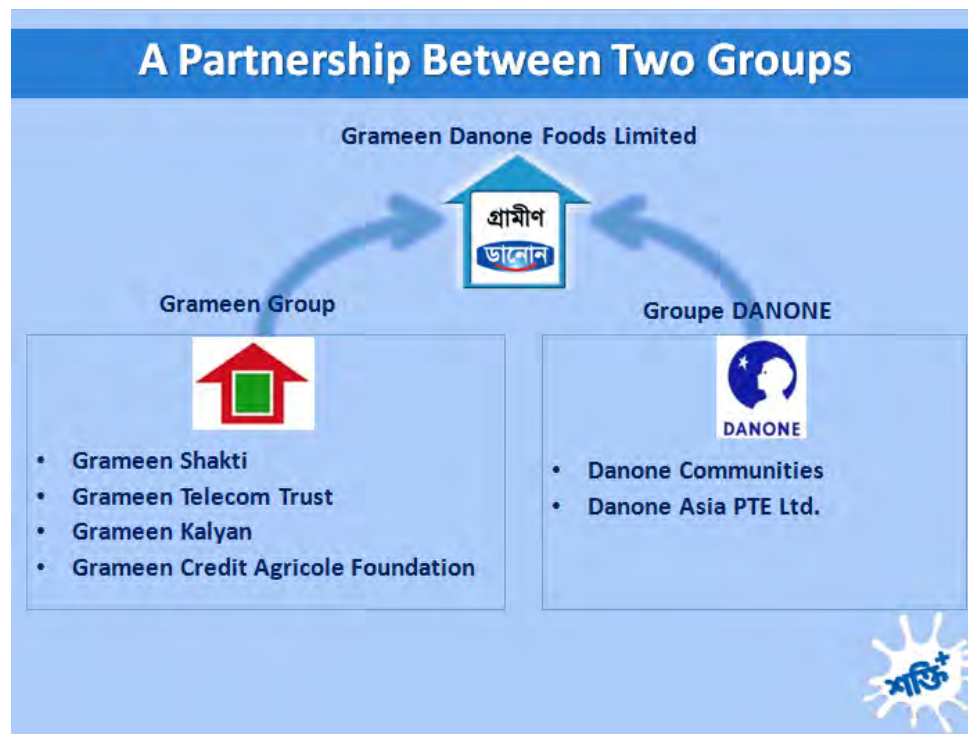


Fig 1: Shareholders of Grameen Danone Foods Limited

There are in total six shareholders of Grameen Danone Foods Limited. Out of them two are under the Groupe DANONE entities and four are under the Grameen Group entities.

The names of shareholders under Groupe DANONE are:

1. Danone Communities
2. Danone Asia PTE Ltd.

The names of shareholders under Grameen Group are:

1. Grameen Shakti
2. Grameen Telecom Trust
3. Grameen Kalyan
4. Grameen Credit Agricole Foundation

1.2 History:

In the present capitalist system there are two types of business entities, one is entirely focused in profit maximization of its shareholders and other is non-profit organization which exists to fulfill social objectives. A social business borrows from both of these entities that is at the same time as trying to achieve their social objective it still has to recover its full costs from its operations, and payback its shareholders their invested money. However the difference from traditional business is that the profit or dividend is not shared among the investors rather reinvested into the company for expansion of the business so they can be self-sustainable.

Seven Principles of Social Business:

Prof. Dr. Md. Yunus, Noble Peace Laureate 2006, Chairman of Grameen Danone Board defined Social business with 7 principles:

- Business objective will be to overcome poverty, or one or more problems (such as education, health, technology access and environment) which threaten people and society; not profit maximization.
- Financial and economic sustainability.
- Investors get back their investment amount only. No dividend is given beyond investment money.
- When investment amount is paid back, company profit stays with the company for expansion and improvement.
- Environmentally conscious.
- Workforce gets market wage with better working conditions.
-do it with joy.

Grameen Danone Foods Limited is the pioneer of social business model. This social business model was born when the Nobel Prize winning economist and founder of Grameen Bank, Prof. Dr. Muhammad Yunus, and Groupe DANONE CEO Franck Riboud, met by chance back in 2005. The two major organizations joined forces to combat malnutrition and provide employment opportunities for the local people of Bangladesh with their unique product Shokti+ Doi, a fortified yogurt rich in essential micronutrients that are absent in lots of Bangladeshi diets.

In this 50-50 partnership GDFL utilized Danone's expertise in design, production, quality and nutrition and Grameen's highly developed network throughout the country, for distribution process. Though the main concern of GDFL is to sell yogurt in rural areas to reach the poorest families, sales are also made in cities to ensure profitability. Distribution networks are different in rural and urban areas. In rural areas sales are made by network of Shokti Ladies who sell from door-to-door in villages and in urban areas sales are made in retail stores and modern trades by sales officers.

Grameen Danone's factory is situated in the northern region of Bangladesh in Bogra. In order to increase the need for local labor, reduce initial investment costs and future maintenance costs and to keep the carbon footprint and environmental impact of the plant low the factory is designed with minimum number of automatic machineries. The Grameen Danone business model is an inspiration for emerging countries as it opens a door of new possibilities.

1.3 Company profile:

Social problems addressed:

- Severe detriment effect of malnutrition on children causing economic underdevelopment.
- Prevalence of widespread poverty in Bangladesh.

Objectives of Grameen Danone Foods Limited:

Grameen Danone Foods Limited is a Social Business with two Social objectives.

- Bringing health through nutrition to the children of Bangladesh.
- Reducing poverty by creating employment for local people, in particular through rural distribution network of Ladies & Farmers development.

Vision:

Grameen Danone Foods Limited has five big visions for the future and it has planned to achieve this vision by 2030. The five big blocks are:

- Build a focused and consistent range of nutrition product to address affordability mission and generate margin.
- Achieve the level of profitability that company can reinvest for reaching the mission.
- Install Shokti+ in 3 million kids' daily habits.
- Make each Grameen Danoner as a role model in excellence in execution.
- Build Grameen Danone as best place to grow to attract relevant talent.

Social Impacts of Grameen Danone Foods Limited:

The main concern of social business is its social impact.

- Grameen Danone Foods Limited has successfully reached 180,000 + customers and had delivered them fortified yoghurt for children.
- The yogurt provided by Grameen Danone Foods Limited showed positive impact on physical and cognitive development. This has been supported by Johns Hopkins University's first-draft result.

- It has further created 330 jobs directly and opportunities for lots of woman (approx 300) who are involve for distribution of the product door to door in rural network & farmers (approx 400) who are the part of value chain for milk collection and which have direct impact on their income.

1.4 Products Offered:

The brand name for Grameen Danone Foods Limited is **Shokti+** which literally means, “*Strength plus*” and their tag line is “*Agiye jawar pushti*” which means “*Nutrition to go ahead*”.

There are currently two main products that are being offered by Grameen Danone Foods Limited. They are:

- Shokti+ a fortified yoghurt
- Shokti+ pocket choco custard

Shokti+ Yoghurt: Shokti+ has been specially developed by Danone’s experts in R&D, with technical help of the NGO ‘Global Alliance for Improved Nutrition’, to fulfill the nutritional needs of children in Bangladesh and to contribute to their healthy growth by bringing them the benefits of milk, live cultures and other micronutrients they lack.

Shokti+ is a yoghurt made with cow’s fresh milk. It is a natural source of protein and calcium, which are essential for healthy growth. It also contains live fermenting cultures that help to maintain a healthy digestive system.

Shokti+ is also enriched with micronutrients. A single 60g cup provides 30% of a child’s (aged 3 to 12 years) daily requirements of Iron, Zinc, Vitamin A and Iodine, which help the kids to grow healthy both physically and mentally.

Shokti+ Yoghurt has currently four SKU’s. There is Plain, Mango, Strawberry & Vanilla flavor.

Shokti+ Pocket choco custard: In order to further address the social objective of the company Grameen Danone launched new long shelf life product ‘Shokti+ pocket’. It is chocolate flavored custard in the form of pouch. The product is made from fresh cow milk enriched with same micronutrients Iron, Zinc, Vitamin A, and Iodine as in Shokti+ yoghurt. Each pouch of 40gm will provide 30% RDA (Iron, Zinc, Vitamin A, Iodine) for a kid of 3-12 years old.

The product is an ambient product (out of fridge) and can be available everywhere in Bangladesh which will help to provide nutrition to as many kids as possible. Shokti+ pocket is a brilliant combination of taste and nutrition. It has rich chocolate taste with all the goodness of milk and micronutrients. Hence it is called “Smart Choco Moja”.

1.5 Organizational Structure:

Grameen Danone Foods Limited has divided its major functions among various departments for smooth functioning and operation. The organogram below shows the management positions from a top down perspective. There are in total seven departments and all departmental heads reports directly to the Managing Director. The departments are namely:

1. Sales
2. Human Resources
3. Marketing
4. Sourcing & Supplier development and Quality
5. Finance & Corporate Affairs
6. Industrial (Plant)
7. Supply chain & Milk sourcing

In GDFL executive is entry level position and through gradual development potential people can progress to the next level in the hierarchy. GDFL practices Individual Development Plan for all employees so that they can learn and grow for the next level from their N+1 or line managers. It also helps the organization to create a pipeline of in-house groomed talents for future needs.

The benefits of the organizational structure are that the employees have a clear opportunity of career growth by moving up the professional ladder. They also feel motivated and as a result their efficiency in work and productivity increases automatically.

Major functional divisions and departments:

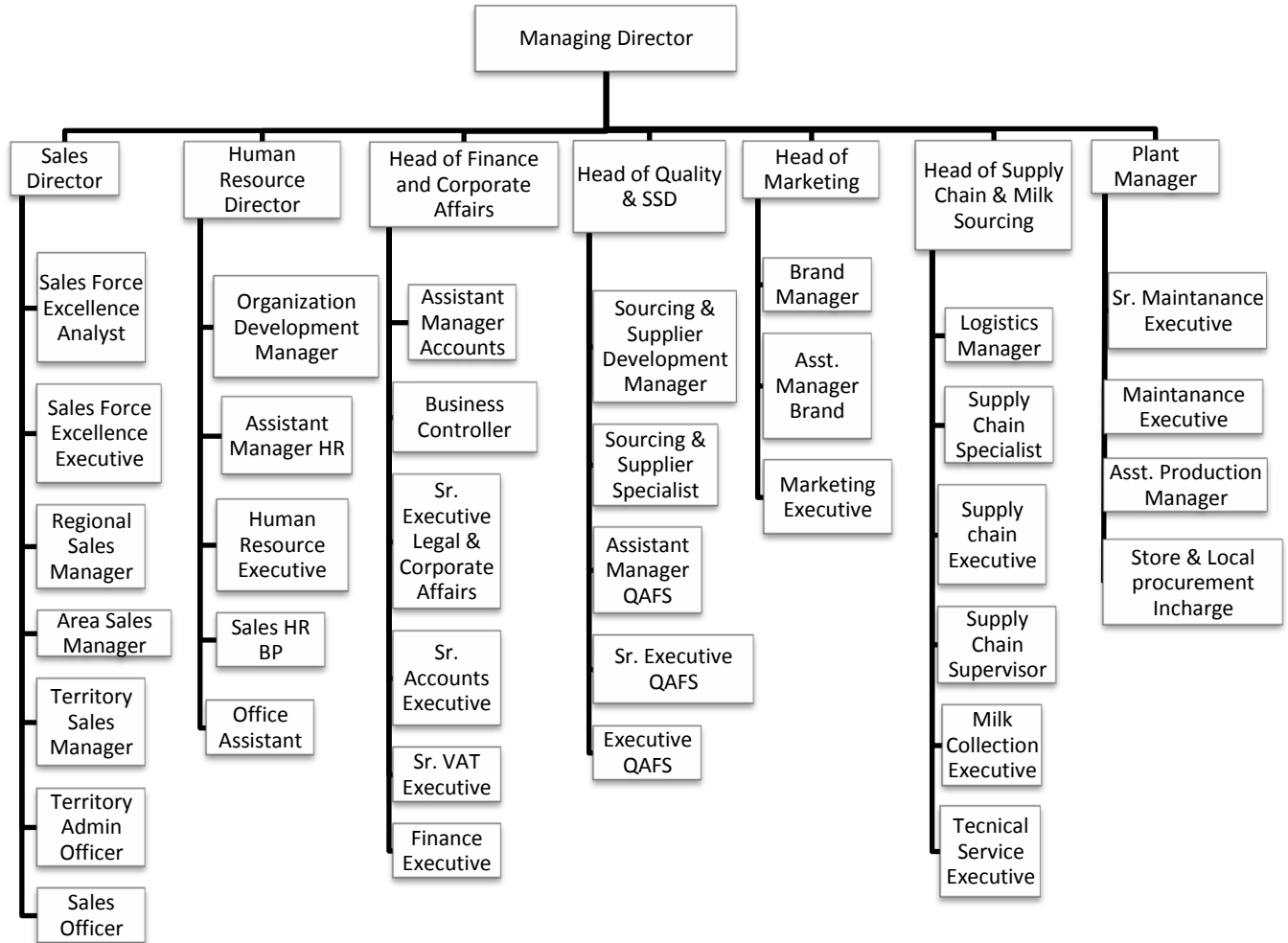


Fig 2: Organogram of Grameen Danone Foods Limited

Chapter 2: *Internship*

2.1 Description of the job:

I started my journey as an intern with Grameen Danone Foods Limited on 19th December 2015. During my three months internship program I was under the supervision of the Organizational Development Manager, Abdul Kader Jilani. As an intern of the Human Resources Department I basically performed some operational tasks like assisting in the recruitment and selection process, publishing newsletter, attendance etc and some other project based works.

2.2 Key responsibilities of the job:

The three months internship in Grameen Danone helped me to obtain practical experience and enriched my knowledge about the real business world. Though it was very short experience for capturing the big picture but still my organizational supervisor gave me the maximum exposure to help me gather as much knowledge as possible. I had a proper induction where I got a brief company overview and warm welcome on my first day from all members of HQ. Then all throughout the first week I had functional orientation with different cross functional members of GDFL. I also went for a market visit in the field with a sales officer to have an idea about the sales operation process. In this organization I have learned a lot of things that will undoubtedly help me in my future professional life. The key responsibilities that I performed as an intern in GDFL are discussed in brief below:

- 1. Personal file management:** In GDFL, every employee has an individual file in which all his/her necessary documents are stored for records. In case of new employees also there are some documents which must be submitted to the company. My responsibility was to collect all documents of the personal files, put ID numbers on the files, and preserve them by departments in the designated shelf.
- 2. Preparing Job Circular:** During my internship I had to prepare job circular for different managerial and non managerial post like Territory Sales Manager, Sales Force Excellence Executive, Sales Promotional Officer, General Helper etc. The non managerial job circulars were prepared in Bangla by me and posted in the notice boards and different places near the factory or warehouse with help of factory HR. On the other hand the managerial positions' circulars were posted online in Bdjobs, and also circulated internally among the existing employees through email by me. For preparing job circular the educational requirement, skills, work experiences etc information were collected from the recruitment request form filled up by concern departments.
- 3. CV sorting:** After posting job in Bdjobs applicants are usually given one week's time to send their resumes then the most time consuming task starts. I had to sort out the CV's from a huge bunch of applicants matching with the required criteria. The criteria for different position vary as per requirements. Since I was based in HQ I had to sort CV for the

managerial positions only from Bdjobs website. All the CV's were assessed in a similar process and shortlisted. Internal referred CV's were also sorted in the same manner.

- 4. Calling for Interviews:** The shortlisted CV's from Bdjobs & internal reference were collected in a folder together and then I prepared a summary excel file where the details of candidates like, name, contact number, educational background, experience etc were given. From that excel file I used to both call and text the shortlisted candidates to inform them about their preliminary interview date, time and place. This task was very challenging since I had to call and confirm a huge number of candidates at a time.
- 5. Assisting in exam & interview:** In this phase the candidates are given a case study about GDFL to test their business knowledge, decision making ability, analytical and problem solving skills. I had to prepare the exam scripts before hand and distribute them during the session. I also had to verify the candidates, invigilate in exam and provide necessary guidelines to the candidates. After completion the candidates went for interviews directly and I had to maintain the serial of the candidates to assist my supervisor in the interview.
- 6. Preparing HR letters:** I was assigned to prepare the appointment letters for Sales officer and cart puller only since other position might have some confidential info. For preparing the appointment letters the line managers provided me the interview rating sheet along with all necessary documents of the selected candidates which included their joining date, name of line manager, workstation, salary & all personal information. I also prepared job confirmation letters and transfer letters for SO and CP. The formats of letters were provided by my supervisor I just needed to change the names and some information for preparing these letters and then finally take signature from the HR Director on those letters. After signing all the letters I had to prepare a personal file for selected candidate with a new ID and also input the same in the employee database excel file.
- 7. Preparing Joining Circular & Induction Plan:** Every new joiner in GDFL gets at least one week induction consisting company overview, market visit, and orientation with all cross functional members etc. I had to prepare the induction plan of the new joiners consulting with the concerned line manager and HR Director. I had to take time for induction from all cross functional members who would do the departmental orientation for new joiner and make a schedule consisting the detailed date and time. Joining circulars are made to do internal communication by email in the organization whenever a new member joins GDFL. It includes the personal and professional introduction of the new joiner with his/her picture.
- 8. Publishing Monthly Newsletter:** GDFL has an internal communication tool called the Shokti+ Newsletter. It is published on 15th of each month with the latest achievements and success story of recent activation or campaign. In my internship period I had to make the

Newsletter and for it I had to collect information and pictures from different internal sources. Before publishing I had to take approval of the HR Director & then Managing Director.

- 9. Circulating Key Dates:** GDFL has a yearly calendar where all the meetings, events, guest visit, management's overseas travel etc are updated and circulated weekly to the Managing Director and Head of all departments. I had to collect info from all the department heads and MD and then update and circulate the file through email to them every Sunday.
- 10. Attendance management:** I had to prepare and send the attendance excel file to concerned departments and divisions on 20th of every month during my internship. Then by 25th after receiving the file I had to compile the files together and cross check if everything was correct and send the final file to my supervisor. He then used that file for processing monthly salary.
- 11. Arranging employee engagement programs:** GDFL values its employees and for that it arranges different internal programs like birthday program, farewell, nobinboron etc for its employee's special occasion. During my internship I had to conduct such programs and arrange foods, cake, flowers, and gifts etc for the program in advance.
- 12. Coordinating in Training Project:** I coordinated with my supervisor in the launching program of Sales Academy (a training academy developed solely for sales team of GDFL). I worked in branding of the venue from making x-banners, posters, file branding, cap & T-shirt branding etc. I also helped in translating the training module from English to Bangla and arranging the logistics and food for the launching event. This training was launched for the development of Sales Officers of GDFL who are the key drivers of the sales force. The Sales Officers were trained about the company mission, product orientation, cold chain management, merchandising etc. which are the core principles in selling process. I had never worked in such a big project before this and I learned a lot from this project. Working in this project was one of the best experiences that I had in my internship period.
- 13. Employee Database update:** GDFL has in total 330 direct employees including factory. During my internship the organization was updating its insurance policy for which it required latest employee information. At that time I was assigned to collect the updated information like the age, blood group, spouse name and age, child's name and age etc. of each and every employee of GDFL. For this I divided the employee list into different departments and send it to the concerned departmental head. They filled up the file with updated info and sent it back to me. Then I had to compile all the data into a single excel sheet using vlook up formula. My excel skills developed a lot while performing this task. This updated database was very crucial for GDFL to ensure the employees under their insurance plan coverage.

2.3 Learning from the job:

Working in Grameen Danone as an intern broadened my understanding and experience about the professional world and helped me to develop various things such as:

- Understanding the functions of business
- Hands on experience in HR functions
- Exposure to multicultural work environment
- Prioritizing and multitasking skills
- Enhancing business communication skills
- Advanced MS Excel skills
- Managing workload
- Teamwork

2.4 Critical observation and recommendation:

While performing my key responsibilities in Grameen Danone as an intern I observed few loopholes which were making my task more challenging and time consuming. So based on those observations I have given some recommendations. These are discussed below:

- First of all GDFL should increase the number of member in its HR Team because the amount of workload is huge. They only have four members in their HR team in compare to the 330 employees working in GDFL including Head office and factory. As a result most of the time it becomes very challenging for the department to perform all functions efficiently.
- GDFL should introduce HRMS or HRIS software to maintain the employee database because currently they are doing this manually in excel which requires a lot of time. Moreover if anyone needs to find any personal documents of the employees then they have to search through a lot of files which can be easily avoided if they have software to manage it.
- Another thing that I noticed is that the recruitment process in GDFL is very time consuming. Before final selection a candidate needs to give a written exam and at least three interviews firstly with the recruiter, then line manager or departmental head and lastly HR head. So candidates sometimes feel uninterested as they find it difficult to manage leave from their existing employers. I would recommend introducing Assessment Day for recruitment process where a candidate can complete all necessary steps of recruitment in one single day.
- I noticed one missing step in the recruitment and selection process. There was no medical checkup process for the finally selected candidates. GDFL should take initiative to introduce this process for all new joiners in order to avoid unwanted health hazards in the organization.
- Lastly I would recommend that GDFL should maintain an official website of its own where all authentic and latest updates of the organization are available. I faced many difficulties in collecting authentic latest information from the internet while preparing my internship report.

2.5 Human Resources Management in Grameen Danone Foods Limited:

Human Resources Department deals with the most valuable resources of an organization – its employees. GDFL also believes that their employees are the key drivers to the success of their business. The human resources department handles all necessary functions which help to achieve the strategic objectives of the business. It is involved in process of recruitment, selection, record keeping, training & development, safety & wellness, compensation & benefits, performance management, and help in succession of organizational culture. There are four major units of Human Resources Department in GDFL as followed:

- 1) Recruitment and Selection**
- 2) Training and Development**
- 3) Compensation and Benefit**
- 4) Performance Management**

Recruitment and Selection:

Recruitment and selection is the process of generating a pool of qualified candidates for a particular job and hiring the best-qualified candidate either within or outside the organization. The process includes analyzing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee into the organization. The steps followed by GDFL in this process are discussed below in brief:

➤ Recruitment request

In GDFL when any department requires filling up any vacancy or new position then they send a recruitment request to the HRD along with the approval from concerned departmental head. The recruitment request form consist the position name and number of required employees for the position. The context of the recruitment, duties and responsibilities of the job, required skills and experience for the job etc are mentioned in details in the recruitment request form. In GDFL any kind of recruitment request needs to be approved by the HR Director and for any new position Managing Director's approval is must.

➤ Job Circular

HRD prepares a job circular based on the job description and specification and then circulates it both internally and externally. The internal circular is done by official email i.e. info@gramenndanone.net to all existing employees and for external circular GDFL has access to job portal bdjobs.com; they also use their social media pages for posting job circulars. Besides, for any sort of confidential recruitment GDFL has link with different head hunters.

➤ CV sorting

The CV received through email and Bdjobs are shortlisted in this stage based on the eligibility of the applicants. Generally applicants are sorted based on their educational qualifications and work experiences. Then shortlisted candidates are called for written test and initial interview.

➤ **Written Test & Initial interview**

GDFL test the decision making skills, problem solving skills and analytical skills of the candidates by giving them a real business case study of the organization. The candidates are asked to make decisions based on the context and right after that they have to face an initial interview where their understanding of the case and different behavioral aspects are analyzed on the basis of the organization values and culture.

➤ **Evaluating performance**

At first, the case study is evaluated. If the interviewer is satisfied with the case explanation he or she then fills up the interview rating sheet or evaluation sheet based on requirement matched to perform the job and the behavioral aspect of the candidate. The interview rating sheet, case study scripts, CV of the applicants are attached together. Later, the qualified candidates are called for second interview after finalizing the schedule.

➤ **Interview**

In this stage, interview is conducted in a panel format where the line manager, HR head and concerned department head sits together. Candidate summary, evaluation sheet, case study script and resume are handed to the three interviewers prior to the interview. Interviewers judge the candidate on the basis of certain factors. The evaluation of the interviewers might vary in this stage but with everyone's consent the final decision is taken whether the candidate is recommended or not for the position. However, in case of managerial position the MD conducts an interview before the final selection is done.

➤ **Call for Offer**

When a candidate qualifies the interview board then he or she is called by HR to collect their offer letter and bring along their original certificates (SSC, HSC, Honors, Masters) and National ID card (NID). These certificates are verified and photocopies are kept for the personal file.

➤ **Appointment Letter**

After the candidate agrees to the offer and signs the offer letter then he or she receives an appointment letter signed by the HR Director. The copy of the appointment signed by the candidate is then preserved by HR for personal file. The appointment letter clearly states the employee ID, designation, workstation, line manager's name, appointment date, salary details, incentives and other benefits.

➤ **Induction:**

All employees after selection get an induction training where they get to know about the company overview and cross functional and operation orientation are done through one to one meeting with different stakeholders and through field and factory orientation.

➤ **Personal file:**

All employees in GDFL have a unique ID. The personal files are kept with that ID serial. It includes all the necessary documents of an employee. It has the evaluation sheet and resume of the employee, copy of NID, academic certificates, offer letter, appointment letter, clearance documents, NOC from previous employer and all future documents will also be updated in the personal file.

Training & Development

GDFL values its people as potential future leaders of the company. Empowerment is one of the core values of GDFL for which employees are given proper training and development opportunities. To improve and retain skilled and knowledgeable employees training & development plays a crucial role. GDFL arranges both on the job and off the job trainings for their employees. There are some general training in GDFL which are discussed in brief below:

➤ **On the job training:**

On the job training is the primary source of learning. In this training line managers provide regular coaching and feedback to employees for continuous improvement. Employees learn and develop skills required for the job and at the same time have scope for sharing their thoughts and ideas regarding the job with others.

➤ **Off the job training:**

GDFL organizes different off the job training for the development of various skills sets of their employees. It has both in house and out house facilities for it. The trainings practiced are:

Organization Culture:

- **CODE Training:** This is the in house leadership skill training of GDFL. It is conducted for all employees to develop a distinctive leadership culture to enable breakthrough business outcomes and empower, grow and engage all Grameen Danoners. CODE stands for, Commitment, Openness, Doer & Empowered.
- **WISE Training:** GDFL ensures safety training for all its employees. WISE stands for work in safe environment. Every year WISE week is organized for safety drills both in factory and head quarter and daily casualty reports are maintained.

Professional Training:

- **Lions Academy:** Lions Academy is a cross functional training to develop the managerial skills and build up employees cross functional connection and most importantly to motivate and recognize them as the key talents of the company.
- **Sales Academy:** Sales Academy is a people development tool for the sales team of GDFL which major focuses are induction training, refresher training, and leadership development.
- **Wheel Day:** Wheel day is solely designed for the key drivers (van pullers, cart pullers) of the company where they get training on company overview, product orientation, cold chain management, retail management etc and also get recognitions for their achievements.
- **Dream Store College:** Danone Dream Store College is a training cascade focused on building proximity channels in the sales force through motivation in order to achieve best results.

Apart from the above trainings organized by GDFL they also sends their employees to different out housed trainings as well depending on the requirement and subject matter related to their jobs. Besides, for managerial leadership development they send employees to other Danone entities around the world which help to build integrated business understanding and restore Danone leadership culture and values among them.

Compensation and Benefit

Since employees are considered as assets of the organization they need to be managed efficiently and effectively. Compensation and benefits stands for the direct and indirect monetary and nonmonetary rewards given to employees on the basis of the significance of their job, their individual contributions, and performance. An ideal compensation and benefits design should guarantee that hard-working employees are compensated well to carry on their performance. This is not only important for motivating and retaining employees but also for attracting new talents to the company. In order to attract, motivate and retain talents in the organization GDFL has a well designed compensation and benefits plan. Employee compensation and benefits are divided into four basic categories:

- **Guaranteed pay:** This is the fixed monetary reward most likely the basic salary & allowances that is paid to employees on the basis of their grades and position at the end of each month.
- **Variable pay:** GDFL pays non-fixed monetary reward most commonly in the form of incentives paid to an employee subject to their performance or target achieved in the given time period.
- **Benefits:** Benefits are non financial form of compensation offered in addition to monetary rewards to enhance the employees' lifestyle. GDFL provides life insurance benefits and medical insurance for all employees and company car facilities for all departmental heads.
- **Bonus:** GDFL provides yearly two festival bonuses to all its employees during the two eids.

Performance Management

All permanent employees in GDFL who have completed their 6 months probation periods are eligible for the Performance Development Review (PDR) process. At the beginning of every year all employees are required to set their objectives for the whole year and submit to HR after aligning with their line managers. The objectives can have five big locks at maximum and each should weight based on its importance and difficulty level. The KPI of individual big block are also set at that time and every year in December all employees are evaluated based on their performance as per their objective settings. The Annual Salary Review (ASR) process is conducted based on employees' performance in their PDR. During PDR the employees are also required to fill up their Individual Development Plan (IDP) where they share about their future growth potential and training needs for development.

Chapter 3:

Project

3.1 Background:

Recruitment and Selection process is one of the core functions of the Human Resources Department. Hiring the right people with the right skills in the right position makes the difference between the success and failure of any organization. Selecting the best fit person helps the organization to achieve its goals and objectives, at the same time ensures productivity and profitability. On the other hand a poor hiring decision will not only affect organizations' productivity and profitability but also the lost time and money spend in the recruitment and selection process. In order to attract, motivate and retain talented employees the organization must focus on the effectiveness of their recruitment and selection process. This report put emphasis on the "Effectiveness of Recruitment & Selection Process in Grameen Danone Foods Limited".

3.2 Objective:

1. To investigate the current recruitment and selection process in the organization.
2. To identify the effectiveness of recruitment and selection process in attracting qualified talents and motivating existing employees.
3. To interpret the findings and propose recommendations for improving the recruitment & selection process of the organization.

3.3 Methodology: The information provided in this report has been extracted based on both primary and secondary source.

Secondary Data: Information about the organization such as the history, mission, vision product information etc is obtained from the secondary source like various websites, online articles, journals etc. Besides, academic sources like text books were also used to gather information about different concepts of Human Resources practice in the organizations.

Primary Data: Practical observations and experience in GDFL as an HR intern has helped me to avail information regarding the various functions of HR Department through face to face interviews. Besides, to find out the effectiveness of recruitment and selection process of Grameen Danone Foods Limited especially in attracting talents and motivating existing employees, a survey has been conducted among different grades of employees in 5 different departments of GDFL.

- Sales Department
- Marketing Department
- Sourcing and Supplier Development Department
- Finance & Corporate Affairs Department
- Human Resource Department

3.4 Limitations:

During preparation of the report I had to face some limitations like lack of authentic and latest information about the organization from any secondary sources and restriction to share information due to confidentiality. Besides since I was based in GDFL HQ, while conducting the survey I did not have any access to the employees in factory.

3.5 Data Collection Procedure

To conduct the survey I have used the Questionnaire format which contained ten close-ended questions. There were ten statements related to the recruitment and selection process of GDFL and the respondents were asked to rate the provided statements based on their own perception. They had to circle out on a rating scale of 1-5 (1=strongly disagree, 2=agree, 3=neutral, 4=agree, 5=strongly agree) in the Questionnaire form. After collecting all forms I have graphically represented the results to interpret the findings and analysis from the statements below.

I conducted the survey among three different grades of employees in five different departments:

	Sales	Finance	Marketing	SSD	HR
Grade 9	3	3	2	1	1
Grade 10	2	2	1	2	1
Grade 11	7	1	1	1	2
Total	12	6	4	4	4

The grade represents the seniority level in GDFL. Grade 11 usually represents the entry level positions like Executives, Territory Sales Managers etc. On the other hand grade 11 denotes the Sr. Executives, Specialist or Analysts. Grades 9 are for the Assistant managers and Manager level employees. Since GDFL is a small organization I could collect a sample size of 30 from the HQ based employees only.

3.6 Findings and Analysis:

Statement 1:

Candidates are selected based on merit & behavioral traits (i.e. knowledge, skills and attitudes) rather than having work experiences.

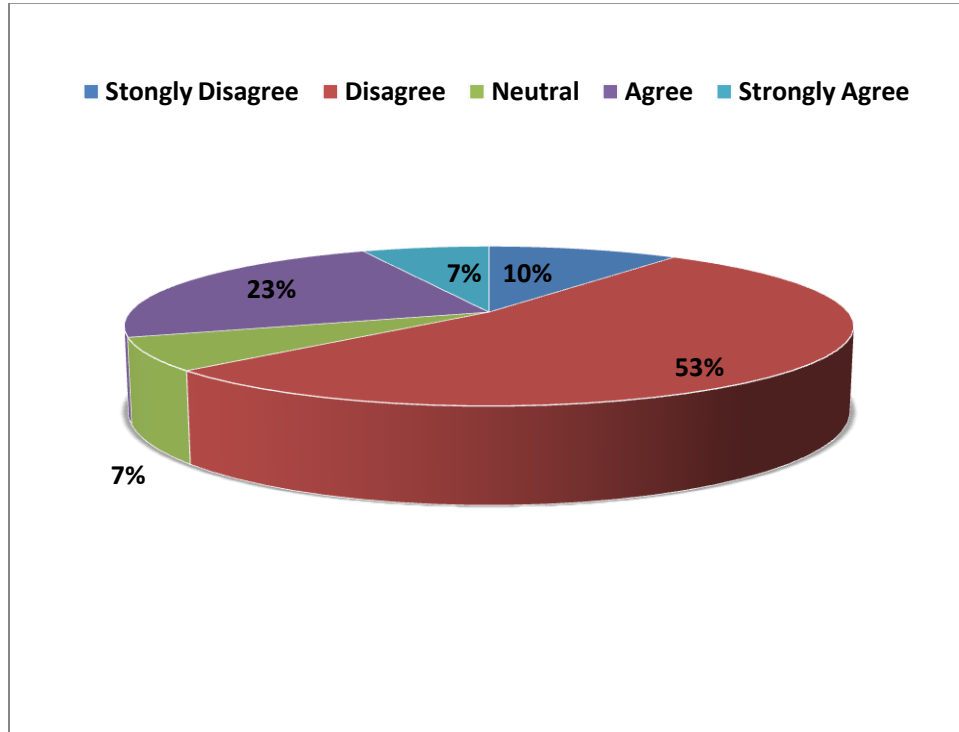


Fig 3: Candidates are selected based on merit not experience

In the above pie chart the response of the employees are presented in percentage. The percentages have been extracted from number of responses below:

Ratings	No. of respondents
Strongly Disagree	3
Disagree	16
Neutral	2
Agree	7
Strongly Agree	2

The results shown in Fig 3 reveals that majority i.e. 53% employees in GDFL disagreed with the statement that a candidate is selected based on his or her merit and behavioral traits (knowledge, skills & attributes) rather than their prior work experiences. It suggests that experience in relevant field in previous organizations helped these respondents to get selected in GDFL whereas fresh graduates were less encouraged. On the other hand 23% respondents agreed with the statement because they felt their skills, competencies and educational qualification were given more priority by GDFL in the selection process. However, in the survey very few respondents remained neutral that is they neither agreed nor disagreed with the statement.

Statement 2:

The values and beliefs of GDFL (like great place to grow, global learning platform, diversified growth opportunities, scope for innovation etc) are discussed in interviews with potential employees

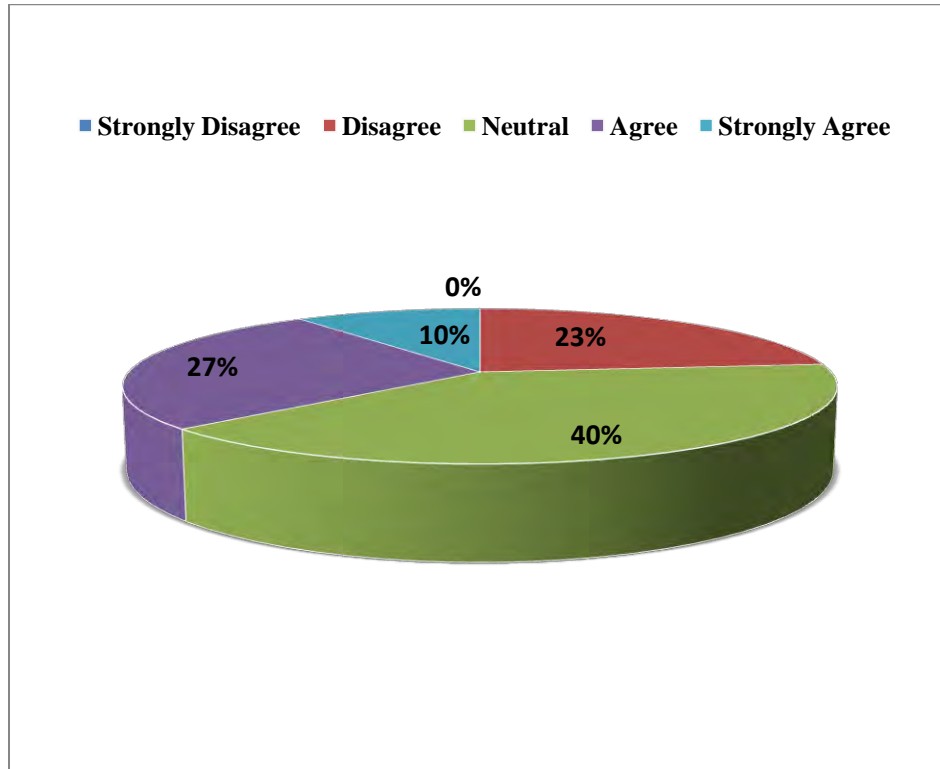


Fig 4: GDFL Values are discussed in interviews with potential employees

In the above pie chart the response of the employees are presented in percentage. The percentages have been extracted from number of responses below:

Ratings	No. of respondents
Strongly Disagree	0
Disagree	7
Neutral	12
Agree	8
Strongly Agree	3

According to the results generated from the survey, Fig 4 shows that most of employees which is 40% of respondents remained neutral that is they neither agreed nor disagreed with the statement which indicates that may be they have come across this term during their selection process but were not directly introduced with these values of GDFL in the interviews. Second majority 27% claimed to encounter with the above mentioned situation during their interviews. However, 23% respondents said that they have not listened about the values of GDFL during their recruitment and selection process. None of the respondents strongly disagreed with the statement.

Statement 3:

GDFL is impartial/ unbiased in its overall recruitment and selection process.

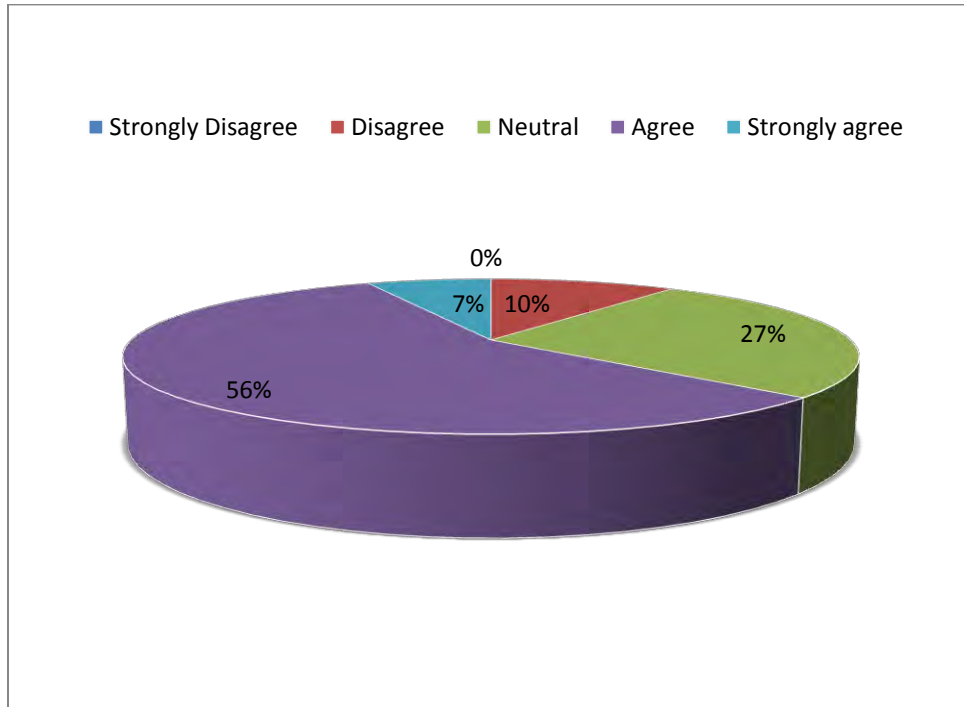


Fig 5: GDFL is impartial in overall recruitment & selection process

In the above pie chart the response of the employees are presented in percentage. The percentages have been extracted from number of responses below:

Ratings	No. of respondents
Strongly Disagree	0
Disagree	3
Neutral	8
Agree	17
Strongly Agree	2

As per Fig 5 the results generated from the survey, it shows that more than half of employees i.e. 56% agreed with the statement that GDFL is impartial and unbiased in its overall recruitment and selection process. Though 27% respondents remained neutral that is they neither agreed nor disagreed with the statement. On the other hand 10% disagreed and believed that there was some biasness in the process that means they were subject to favoritism. However without some discrepancy none strongly claimed the recruitment and selection process to be fully partial or biased.

Statement 4:

Process of recruitment & selection is very lengthy & time consuming in GDFL.

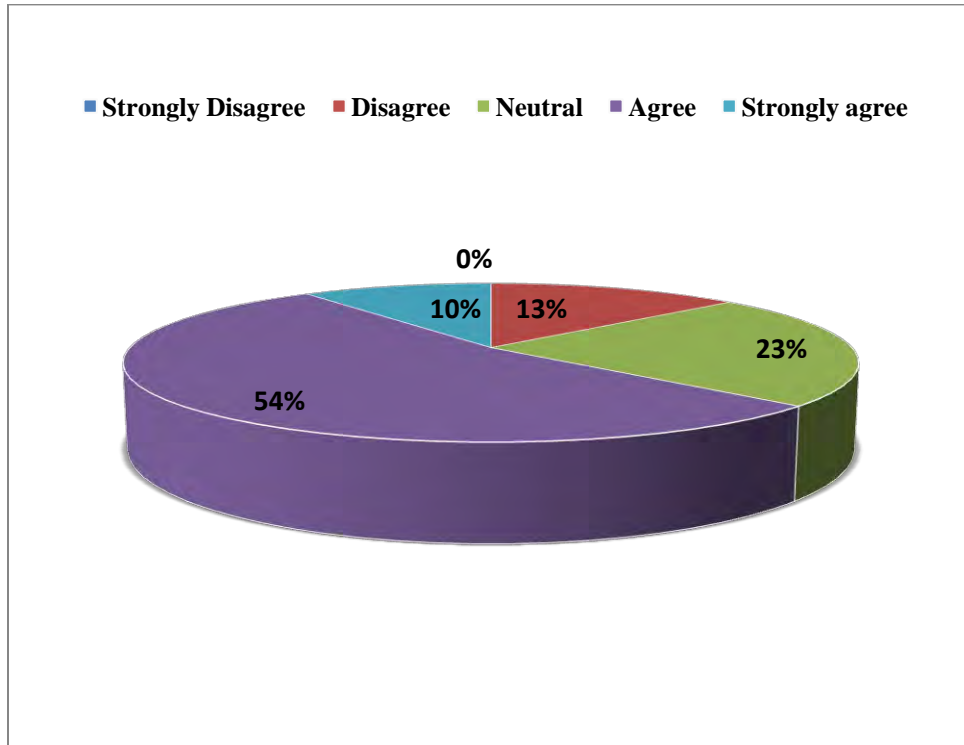


Fig 6: Recruitment and selection process is very lengthy & time consuming

In the above pie chart the response of the employees are presented in percentage. The percentages have been extracted from number of responses below:

Ratings	No. of respondents
Strongly Disagree	0
Disagree	4
Neutral	7
Agree	16
Strongly Agree	3

The results generated from Fig 6 illustrates that more than half of employees i.e. 54% agreed with the statement that process of recruitment & selection is very lengthy & time consuming in GDFL which is due to the long gap between the initial and final interview. Though 10% strongly agreed with the statement but none strongly disagreed. Then again 23% respondents remained neutral that is they neither agreed nor disagreed with the statement. However 13% respondents who disagreed with the statement believed that the process was not very time consuming it is assumed that these respondents might have been selected through assessment day which is the reason of this response.

Statement 5:

Applicants are fully informed about the qualifications required to perform the job before being hired.

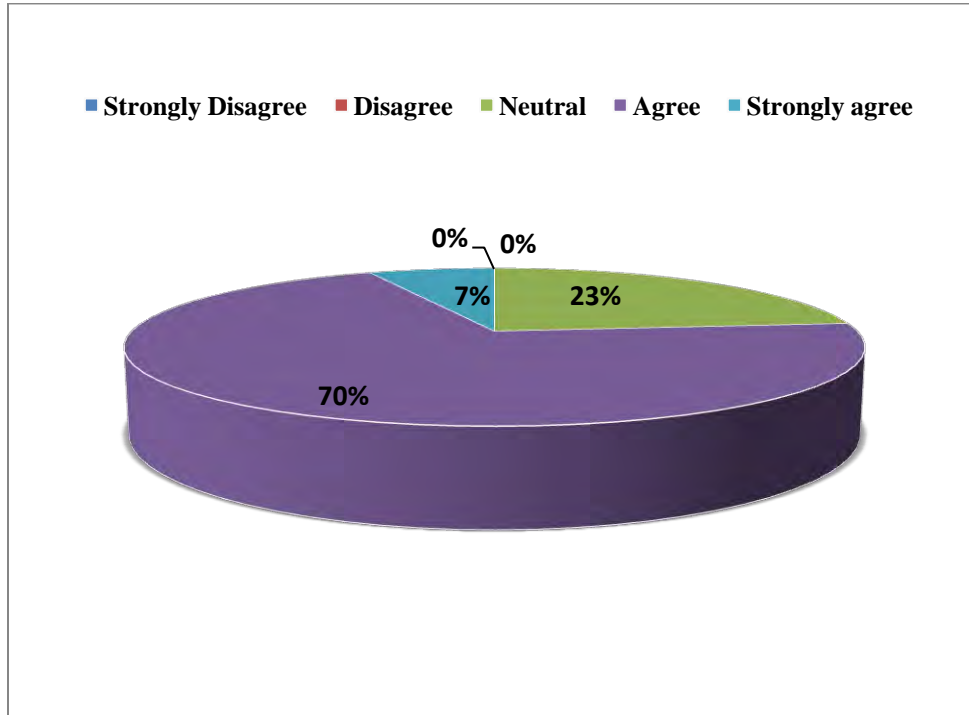


Fig 7: Qualifications required are known to applicants before hired

In the above pie chart the response of the employees are presented in percentage. The percentages have been extracted from number of responses below:

Ratings	No. of respondents
Strongly Disagree	0
Disagree	0
Neutral	7
Agree	21
Strongly Agree	2

As per the results generated from survey, Fig 7 demonstrates that majority of employees i.e. 70% agreed with the statement that applicants are fully informed about the qualifications required to perform the job before being hired. It indicates that the job circular includes the job description & job specifications accurately. Among the respondents 7% have strongly agreed with the statement. However 27% respondents remained neutral that is they neither agreed nor disagreed with the statement it might be due to lack of internal communication with the line manager or understanding of the assigned tasks properly. On the other hand none of the respondents claimed to disagree and strongly disagree with the statement.

Statement 6:

Job Description & Job responsibilities defined at times of selection matches with actual.

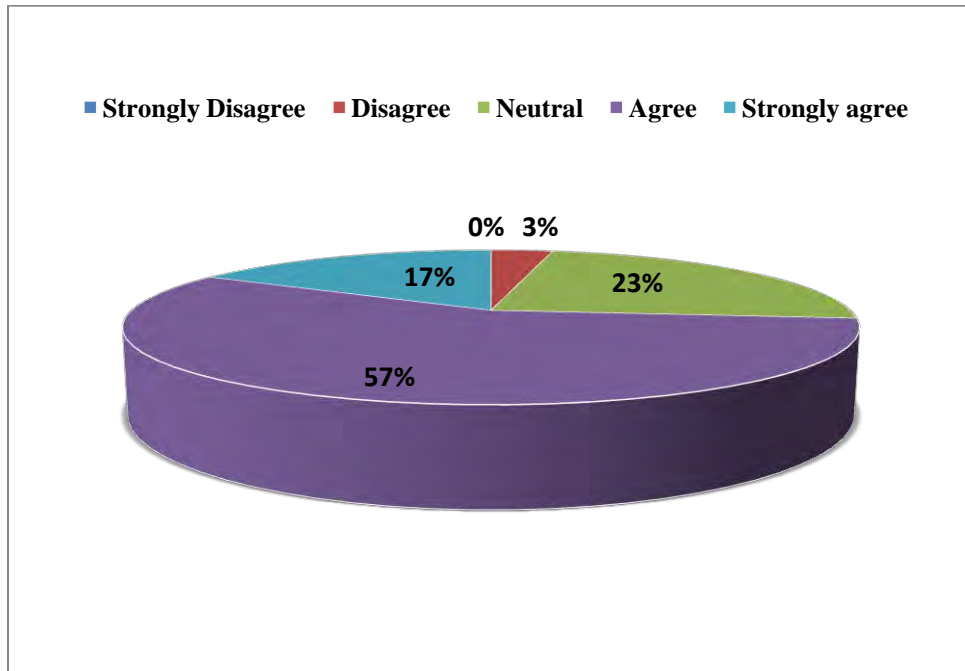


Fig 8: Job description & responsibilities matches with actual job

In the above pie chart the response of the employees are presented in percentage. The percentages have been extracted from number of responses below:

Ratings	No. of respondents
Strongly Disagree	0
Disagree	1
Neutral	7
Agree	17
Strongly Agree	5

Fig 8 shows that almost all respondents i.e. 57% agreed with the statement that the Job description & Job responsibilities defined at times of selection matches with actual. This response shows that employees are pleased that they are not assigned with any tasks outside their job responsibilities. On the other hand minority of the respondents kept neutral that is they neither agreed nor disagreed with the statement which might be due to additional responsibilities which the employees perform outside their job description while running and executing different projects or in absence of their team members.

Statement 7:

Candidates are judged based on competency analysis related to their jobs (like case study, aptitude test, on field training before final selection etc.)

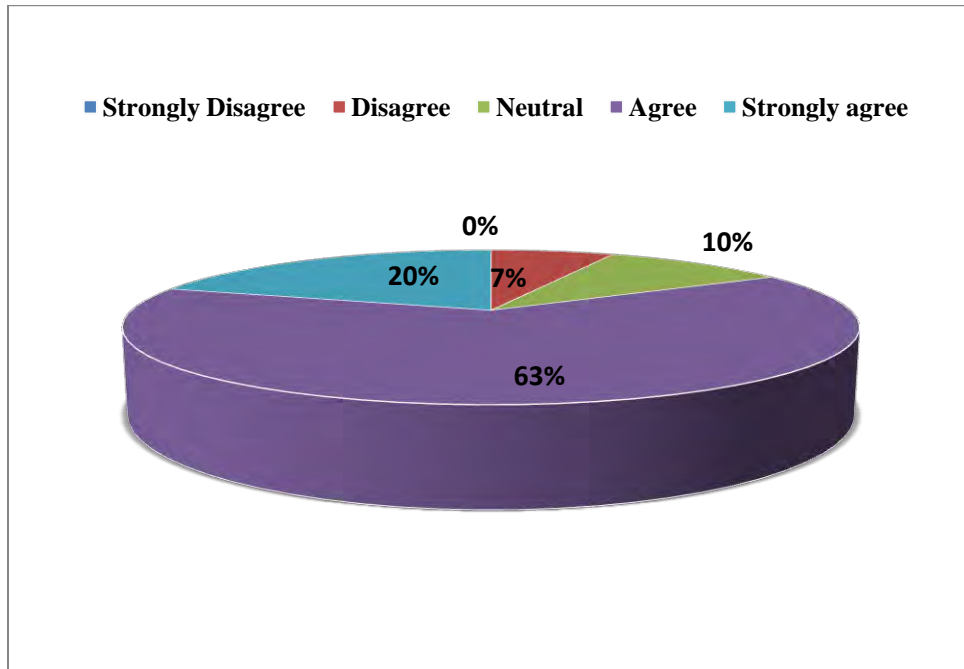


Fig 9: Candidates are judged based on competency analysis

In the above pie chart the response of the employees are presented in percentage. The percentages have been extracted from number of responses below:

Ratings	No. of respondents
Strongly Disagree	0
Disagree	2
Neutral	3
Agree	19
Strongly Agree	6

As per the results generated from the survey, Fig 9 shows that more than half of employees i.e. 63% agreed with the statement that candidates are judged based on competency analysis related to their jobs (like case study, aptitude test, on field training before final selection etc.) Among them 20% strongly agreed about their competency analysis being matched with their job. Though 10% respondents remained neutral that is they neither agreed nor disagreed with the statement this can be because they think their competency analysis was not being related to their jobs. On the other hand a minority of 7% disagreed with the statement which can be possible for upper managerial positions where references are given priority than competency check.

Statement 8:

After final selection all employees are given proper Induction to get accustomed with the organizational mission, vision, culture and core values.

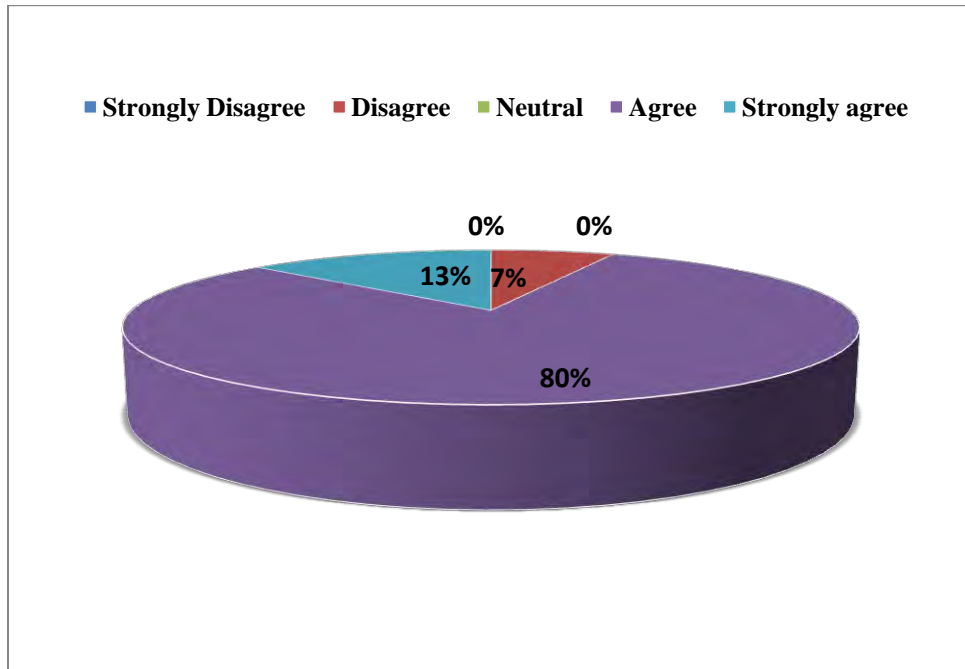


Fig 10: Candidates are given proper induction

In the above pie chart the response of the employees are presented in percentage. The percentages have been extracted from number of responses below:

Ratings	No. of respondents
Strongly Disagree	0
Disagree	2
Neutral	0
Agree	24
Strongly Agree	4

According to the survey results Fig 10 demonstrates that majority of the employees i.e. 80% agreed with the statement that after final selection all employees are given proper induction to get accustomed with the organizational mission, vision, culture and core values. Besides, 13% have strongly agreed with the statement. However 7% respondents disagreed with the statement and this can be because many times employees don't finish their induction due to lack of time and in GDFL conducting the factory induction for all new joiners sometimes become difficult due to other business priorities. No one has strongly disagreed with the statement.

Statement 9:

Vacancies are often filled from qualified internal employees rather than external recruitment.

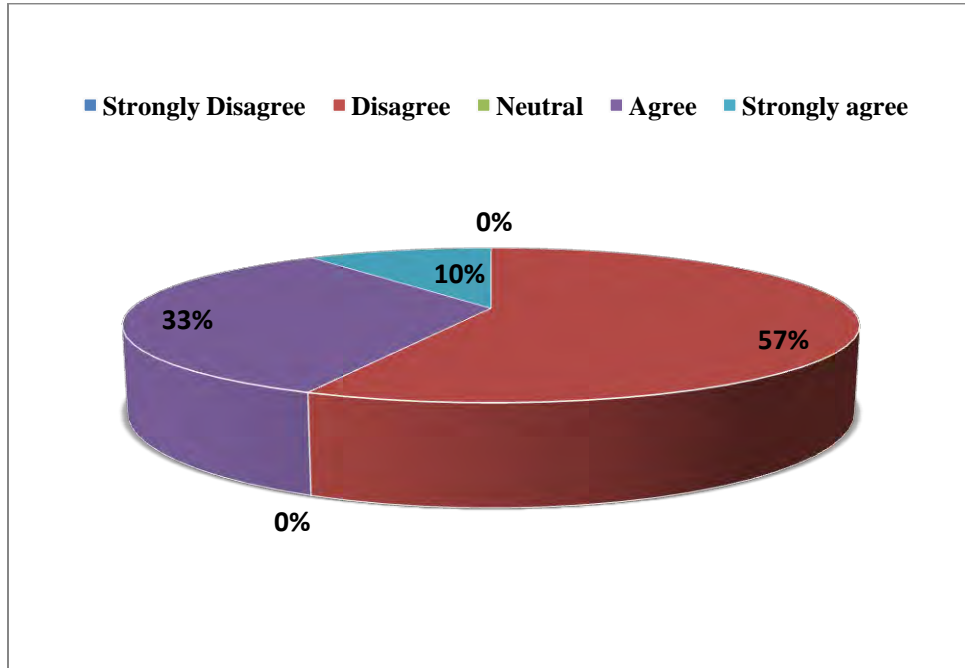


Fig 11: Vacancies are filled from internal more than external recruitment

In the above pie chart the response of the employees are presented in percentage. The percentages have been extracted from number of responses below:

Ratings	No. of respondents
Strongly Disagree	0
Disagree	17
Neutral	0
Agree	10
Strongly Agree	3

In Fig 11 we can find, maximum number of employees i.e. 57% disagreed with the statement that vacancies are often filled from qualified internal employees rather than external recruitment which means that internal recruitment is not frequently practice in GDFL. Besides, no one strongly disagreed or remained neutral regarding this statement. However, 33% agreed with the fact that GDFL hires internal employees and 10% strongly agreed about internal recruitment this response might be reflection of the recent promotions in the organization.

Statement 10:

Candidates referred by internal employees are given priority over external candidates

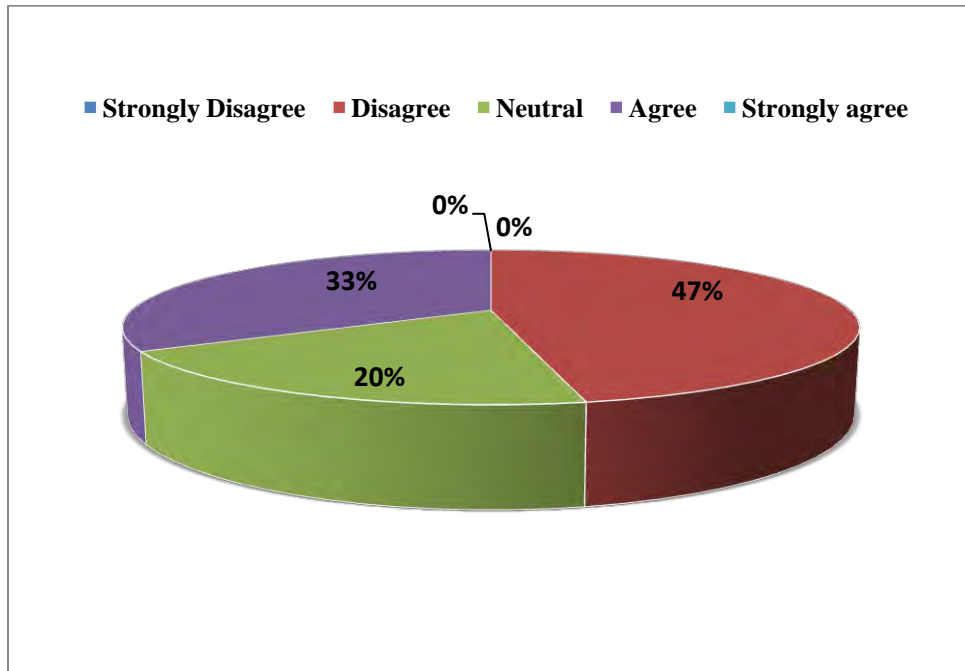


Fig 12: Candidates with internal reference get priority over external

In the above pie chart the response of the employees are presented in percentage. The percentages have been extracted from number of responses below:

Ratings	No. of respondents
Strongly Disagree	0
Disagree	14
Neutral	6
Agree	10
Strongly Agree	0

The result generated from the survey in Fig 12 illustrates that majority of employees i.e. 47% disagreed with the statement that candidates referred by internal employees are given priority over external candidates because GDFL focuses more on candidates' competencies rather than their references. And 20% respondents remained neutral that is they neither agreed nor disagreed with the statement. On the other hand 33% agreed and believed that the internal referred candidates are given priority in recruitment and selection process.

3.7 Recommendations:

Grameen Danone Foods Limited has a very rich organization culture and value which makes it unique from other traditional organizations. Apart from its social objectives it is also a great place to grow as it provides immense support and opportunities for the growth and development of its employees. The survey conducted among the employees regarding the effectiveness of recruitment and selection process has unlocked some potential areas where GDFL can work out to improve its effectiveness and efficiency both in terms of value addition and time saving. I have given some recommendations with relevance to my findings of the study as followed:

- GDFL should focus on recruiting young talents as it will bring fresh innovative ideas and entrepreneurial spirits into the organization which will boost up the organization and ensure business objectives are sustainably reached. For encouraging young talents they can introduce Management Trainee program which will match with the qualification of the freshers. By proper coaching and mentoring these talents can become potential future leaders.
- The value propositions like Great place to grow, global learning platform, diversified growth opportunities etc should be delivered properly to attract potential talented employees in the organization. GDFL can do employer branding to make it an inspiring workplace for the job seekers. For employer branding they can go to different career festivals and universities and also utilize social medias like facebook, linkedin etc for this.
- GDFL can introduce e-recruitment by developing a website of its own where candidates can directly create their accounts and drop CV's. GDFL can post job circulars and can collect a large number of CV from this website. This effective recruitment procedure will not only attract the potential employees but also saves cost and time. Besides it creates a pool of talented employees for future business needs.
- For making the recruitment and selection process faster GDFL can arrange day long assessment centre which is a systematic process of evaluating an individual's capacity of performing certain critical knowledge, skills or competencies that are deemed critical to the successful performance of job tasks. The advantage of assessment centre is that large number of candidates can be judged at a stretch and within one day, so candidates also don't need to come more than once which ultimately saves time of both parties.
- During the selection of candidates for any position they can be tested on new techniques like aptitude test, personality test and psychometric test in order to measure the behavioral aspects of candidates and evaluate them on the basis of the organization's core leadership traits.
- Inductions of the new joiners should be constantly followed up so that they get a clear idea about the organization right from the beginning otherwise it might create confusions and employees might get demoralized feeling that they are not properly valued by the organization.
- GDFL should focus on internal recruitment process as it works as a motivator for the existing employees and creates a healthy competitive environment within the teams. Besides, the company already knows their skills and competencies and the candidate is also committed towards the organization so it's basically a win win situation for both parties.

3.8 Conclusion:

Grameen Danone Foods Limited has a vision to build itself as an inspiring workplace where talented people will get ample opportunities to grow. The first step in achieving this goal depends on the effectiveness of the recruitment and selection process since it is the first touch point for talents to get an idea of GDFL's values and culture. The Human Resource Team has to create a feel that GDFL has something very special inside for its employees right from the recruitment & selection process for which they need to focus on emphasizing its core values to the existing and potential employees. In most functions of the recruitment and selection process GDFL is already efficient. However by shortening the whole process GDFL can ensure not to lose even a single potential talent. If the right candidate is selected through the process then it will prove to be an asset in the long run and help the business to achieve its ultimate objective.

4.0. Appendix:

Questionnaire:

Effectiveness of Recruitment & Selection Process in Grameen Danone Foods Limited.

Employee profile:						
Designation: _____						
Department: _____						
The following sections contain a number of statements about Recruitment & Selection Process in Grameen Danone Foods Limited. Please respond to <u>each of these statements</u> using the following scale and circle the most relevant number . It is estimated that this survey will take around 10 minutes to complete. Thanks in advance for your cooperation.						
SD = Strongly Disagree (1)	D = Disagree (2)	N = Neither Agree nor Disagree (3)	A = Agree(4)	SA = Strongly Agree (5)		
				Ratings		
SL. No	Statements:	SD	D	N	A	SA
1	Candidates are selected based on merit & behavioral traits (i.e. knowledge, skills and attitudes) rather than having work experiences.	1	2	3	4	5
2	The values and beliefs of GDFL (like great place to grow, global learning platform, diversified growth opportunities, scope for innovation etc) are discussed in interviews with potential employees.	1	2	3	4	5
3	GDFL is impartial/ unbiased in its overall recruitment and selection process.	1	2	3	4	5
4	Process of recruitment & selection is very lengthy & time consuming in GDFL.	1	2	3	4	5
5	Applicants are fully informed about the qualifications required to perform the job before being hired	1	2	3	4	5
6	Job Description & Job responsibilities defined at times of selection matches with actual	1	2	3	4	5
7	Candidates are judged based on competency analysis related to their jobs (like case study, aptitude test, on field training before final selection etc.)	1	2	3	4	5
8	After final selection all employees are given proper Induction to get accustomed with the organizational mission, vision, culture and core values.	1	2	3	4	5
9	Vacancies are often filled from qualified internal employees rather than external recruitment.	1	2	3	4	5
10	Candidates referred by internal employees are given priority over external candidates	1	2	3	4	5

List of Acronyms:

HRM - Human Resource Management

HRD - Human Resource Department

GDFL – Grameen Danone Foods Limited

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