



BRAC UNIVERSITY

MBA PROGRAM

Internship Report

Employees' Satisfaction with HR Hiring and Selection Policy of DHL Worldwide Express (BD) Pvt. Ltd.

COURSE CODE: BUS 699

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Date of submission 02 May, 2017

Table of Content

		Page No.
Chapter 1		
Prefatory Part		
	Letter of Transmittal	i
	Acknowledgment	ii
	Synopsis	iii
Chapter 2		
Company Profile		
2.1	Company Profile	1 - 3
2.2	DHL Worldwide Express Bangladesh	4 - 5
2.3	Relationship between DHL Bangladesh and Regional HQ	5 - 6
2.4	Organizational Structure of DHL Express	6
2.5	The HR Department of DHL Worldwide Express (BD) Pvt. Ltd.	6 - 7
2.6	Corporate Head Office	7
2.7	Facilities on the Premises	7 - 8
2.8	Service Lines	8
2.9	Services of DHL Express	8
Chapter 3		
Project Part		
3.1	Introduction of the Project	9
3.2	Problem Statement	9
3.3	Purpose of the Project	10
3.4	Timeline	10
3.5	Limitations	10
3.6	Methodology	10 – 11

3.7	Literature Review	11
3.8	Results and Discussions	11 – 17
3.9	Conclusions and Recommendations	17 – 18
Tables		
2.0	Information of DHL Express	1 - 2
2.1	DHL Express at a glance	3
3.0	Steps of hiring and selection process	12 - 13
Figures		
2.0	DHL Express BD Structure	5
2.1	Inside Corporate Head Office of DHL Worldwide Express (BD) Pvt. Ltd.	7
2.2	Service Lines	8
3.0	Tenure of employees	13
3.1	Departments	14
3.2	Rapport of HR Department	14
3.3	Rating of HR Department's performance in recruitment and selection process	15
3.4	Satisfaction with the position objectives, requirements and candidate specifications mentioned in the process	15
3.5	Adequate pool of quality applicant from in house	16
3.6	Recruitment agency selected by HR provides sufficient quality of applicant	16
3.7	HR team acts as a consultant to enhance the quality of the applicant pre-screening process	17
3.8	Major changes in hiring policy of 2016 with that of 2013	17
	References	19
	Appendix	20 - 21

Chapter one: Prefatory Part

Letter of Transmittal

Date: May 02, 2017

Khan M Raziuddin Taufique, Ph.D
(Internship Supervisor)
Assistant Professor
BRAC University

Subject: Submission of Internship Report

Dear Sir,

I am pleased to submit, hereby, the Internship Report of “Employees’ Satisfaction with HR Hiring and Selection Policy of DHL Worldwide Express (BD) Pvt. Ltd.” for your kind evaluation.

To prepare this report, I have given my best effort that would enhance the project report. This report attempts to describe my observations, learning during the study this course. I made sincere efforts to study related materials, documents, annual report and operational systems of DHL Express and examined relevant records for preparation of the Internship Paper as comprehensive and informative as possible within the time allowed for me. Due to various complications there may be some mistakes for which I beg your apology.

I would be glad if you accept the term paper and also requesting to consider limitations with a soft view that was caused due to my limitations and oblige thereby.

Thanking you.

Yours faithfully,

Paola Agnes Rozario
ID No.: 14264001
Program: MBA
Human Resource Management

Acknowledgement

First of all, I would like to thank my internship supervisor Mr. Khan M Raziuddin Taufique, Ph.D for his untiring guidance, help, efforts and suggestions. Writing this report would not have been possible without his patient guidance and suggestions. A very dynamic personality, Mr. Khan M Raziuddin Taufique, Ph.D constantly inspired us all the time to develop our career and shared his knowledge with us. I shall remain ever grateful to Mr. Khan M Raziuddin Taufique, Ph.D for his extraordinary gesture and relentless efforts.

I am also thankful and acknowledge the help of my supervisor Mrs. Shahela Haroon, National Human Resource Manager of DHL Worldwide Express (BD) Pvt. Ltd., for giving the opportunity to work under her. I am also thankful to my departmental supervisors Mohammad Moniruzzaman Khan, HR Officer and Mohammad Shiblee Mosharraf, Business HR Partner, without their direct help, suggestion and assistance it would have been very difficult for me to obtain information for my report.

I would like to thank my reporting boss Mr. Desmond Quiah, the Country Manager of DHL Express, for giving me the opportunity to conduct the survey for my report. I would also like to thank the managers who took out time from their busy schedule to take part in the survey and helping me with my report.

Synopsis

As part of my MBA program, I have completed my three-month internship program from a well-known logistics company named “DHL Worldwide Express (BD) Pvt. Ltd.”. During my internship in DHL Worldwide Express (BD) Pvt. Ltd., I have gained valuable knowledge and experience in the field of Human Resources. I have completed my internship report on the recruitment and selection process of DHL Worldwide Express (BD) Pvt. Ltd. In this report I have tried to focus on and analyze the core Human Resource functions of DHL Worldwide Express (BD) Pvt. Ltd. and the types of value added services they are providing to their employees. In this report I have discussed the kind of activities I have done describing in details. The activities included:

1. Update employee information in MS Outlook through phonebook which was done in coordination with IT department.
2. Update employee information for leave tool, contact numbers, emergency contact numbers, present and permanent addresses, etc.
3. 5S for HR, proper documentation and file indexing for HR and reorganize old HR files.
4. Assist in Performance Appraisal and IDP process.
5. Assist HR Officer with arrangement of office Birthday programs, employees’ performance recognition awards, and identify important trainings through analysis of IDP forms.
6. Analyze the current and past recruitment and selection processes of DHL Worldwide Express. Here certain recruitment process of DHL Worldwide Express is discussed which included detailed explanation of recruiting policy, sources, and steps of recruiting. After that separately discussed selection and interview processes which included detailed explanation of testing tools, selection interview, verification of reference and educational background check, medical check-up, supervisory interview, final hiring decision and SWOT analysis. In the analysis and findings part of this exercise I have found out the improvement of hiring process of DHL Worldwide Express. In this report the problems, scope, limitations of the improved hiring process is brought forward by surveying the hiring managers. Here I have also tried to analyze the benefits of these services as well as my learning from the organization. From my personal point of view the learning aspects was fruitful and the experience I have gained from there will help me in the future. I have learnt many aspects of HR, working with different aspects of the HR Department of the company. Mainly working with the recruitment and selection section process of the company for the second time was a great learning opportunity.

Chapter 2: Company Profile



DHL Worldwide Express (BD) Pvt. Ltd

2.1 Company Overview:

Name

DHL Worldwide Express (BD) Pvt. Ltd.

Mission

“Excellence simply delivered.”

DHL Express is very customer-centric as they believe that they are not just delivering parcels but connecting people and improving their lives. They believe through them they are making life simpler not only for their customers but for their employees, investors and society. Thus they are referring their business as excellence simply delivered.

Vision

“The logistics company for the world.”

DHL Express is present in over 220 countries and territories. But not only their global presence makes them the most international company of the world but also because of their unique ability to offer remarkable range of logistics solutions- from mission-critical express deliveries to economical freight transportation, from taking the complexity out of customs to managing the complexity of global supply chains and everything in between.

DHL’s aim is to become the logistics company people turn to. They want to be the first choice for not only shipping needs, but also the first choice for career and investment opportunities and become the global benchmark for responsible business practice for their competitors.

Strategy

“Strategy 2020: Focus. Connect. Grow.”

The vision, mission and goals for the future of DHL are laid on their “Strategy 2020: Focus.Connect.Grow.” it is a simple strategy built on three pillars of Focus, Connect and Grow. Their plan is clear for the coming years with very ambitious yet achievable goals.

DHL Express	
Parent Company	Deutsche Post DHL

Category	Express Logistics
Sector	Transport & Logistics
Tagline/ Slogan	“Excellence. Simply Delivered; We move the world; No One Knows Asia Pacific Like We Do”
USP	World market leader in sea and air mail
STP	
Segment	Global, regional & local customers who need express logistics
Target Group	Price conscious customers who require a consistent level of service; Customers driven primarily by reliable delivery
Positioning	Proactive Solutions; Personal Commitment
Competition	
Competitors	1.FedEx 2.UPS

Table 2.0: Information of DHL

DHL HISTORY

The history of great DHL begins in 1969 when it was founded in San Francisco by Adrian Dalsey, Larry Hillblom and Robert Lynn. It started with a second hand car with a credit card as the only financing instrument.

DHL's name comes from the combination of the initials of its founders, Adrian Dalsey, Larry Hillblom and Robert Lynn. Among the three had the clever idea to deliver the shipping documents in advance, by plane from San Francisco to Honolulu. In this way, customs procedures could begin before the ship reached port. The download time was substantially reduced so that the owners would save a fortune. The idea was the beginning of a new industry, the international express delivery service.

In 1970, DHL began operations in the East Coast of the United States and expanded into the Pacific in 1971. In 1974, DHL opened its first European office in London. Since 1977, DHL has been present in the Middle East and in 1978 opened its first office in Germany. Technology played a trick on DHL with the development of the fax machine; the potential of classical document delivery fell dramatically. So in 1980, DHL launched the service, express delivery of goods.

One of the major milestones of the company was the participation of Lufthansa and Japan Airlines, DHL Worldwide, between 1990 and 1992, thus ensuring long term access to freight services of two of the major world airlines and their infrastructure at major airports.

In 2003, DHL was fully purchased by Deutsche Post World Net Group, which already held a stake in the company since 1998.

In 2005 it acquired Exel, a leading logistics sector employment company, strengthening the logistics division of DHL. With this acquisition, DHL reaches a position of global leadership in the logistics sector, where growth prospects are excellent, especially air logistics, maritime and management of the supply chain.

DHL has four divisions; each is the leader in their sector:

- DHL Express: Express Transportation, packaging and national and international break bulk cargo
- DHL Freight: European land transport, full and partial loads, special services and Customs.
- DHL Global Forwarding: Services international air and sea freight and industrial project management.
- DHL Supply Chain: Logistics procurement, warehouse management and distribution.

DHL Worldwide Express at a glance	
Number of employees	Approximately 100,000
Number of offices/ Facilities	3900
Number of Service point	Approximately 36,750
Number of Hubs	3 Global Hubs and 19 Regional Hubs
Number of Gateways	238
Number of Vehicles	Approximately 31,100
Number of Air crafts	More than 250
Number of Countries & Territories	More than 220
Number of Customers	Approximately 2.7 million
Number of Shipments	Approximately 469 million
Number of Airports served Globally	500
Number of Quality Control Center	3
Number of Global IT Centers	2
TAPA certifications**	168 certifications

**Transported Asset Protection Association

Table 2.1: DHL Worldwide Express at a glance

2.2 DHL Worldwide Express Bangladesh

DHL Bangladesh, a subsidiary of DHL Worldwide Express, was a pioneer of the air express industry in Bangladesh. It operated with offices in 6 different locations throughout the country and was acknowledged as market leader in its field. The largest part of its business is in the capital city, Dhaka. Its main business consisted of carrying and delivering time sensitive parcels and documents worldwide to and from Bangladesh.

Starting operations in Bangladesh, in 1979, DHL had grown from serving just few banks to 10 million USD businesses by 2002. The growth in the number of employees had been equally impressive, with its growth in the same period from 5 to nearly 300 employees, a 60 fold or 5900% increase in just 20 years. DHL Bangladesh had the lion's share of its clients in two major industries - the garments/apparels sector, which accounted for 70% of all business, and the banking sector, which accounted for another 25%. Over the last two decades these two, especially the garments sector had been providing the engine of Bangladesh's economic growth, with garments export increasing to 10-15% annually over the 1990s decade. This growth was expected to continue in the foreseeable future. Almost all clients have accounts (corporate client); walk in customers represented less than 1% of the business volume. Brad McElroy from Singapore office came to search the market of DHL in Bangladesh. The first General Manager was Henry Jacob. Its first office was located in Gulshan, Dhaka within Home-bound office premises. Back then the first customer of DHL Bangladesh was Standard Chartered Bank.

DHL retail outlets are present at key locations in Dhaka, Chittagong as well as Narayangonj, Comilla, Sylhet and Khulna. It also has operations setup in six cities of Bangladesh. Today, with over 300 employees and more than 40 operational vehicles, DHL Express Bangladesh is the largest Air Express Company operating in the country. DHL Bangladesh not only delivers documents and heavy weight parcels, but also provides value-added and innovative services. They simply want to be the "First Choice" for the customers, employees and investors. The "first choice" provides methods and tool for improving processes and managing the 'people' aspects of change in all divisions, areas and departments keeping customer satisfaction and demand in mind. With all the experience in all local and regional markets they expect their customers to expect the highest level of quality, service and more in total logistics solutions.



Figure 2.0: DHL Express BD Structure

2.3 Relationship between DHL Bangladesh and Regional HQ

DHL Bangladesh has a direct line reporting relationship to the Singapore Regional Office. The RO sets country targets for revenue, growth, investment, etc. It also approves annual budgets, both of finances and personnel. However, the RO consults with the country management team before setting the targets.

Each department manager has a matrix reporting relationship. He/she directly report to Country Manager and is a part of country management team. He also has an indirect reporting relationship with the Regional Manager of that function. Since most major country decisions require regional approval, the regional HQ staff often exercise considerable influence. Departmental projects which are not backed by Regional Managers are rarely approved. The Regional Manager is also a part of the Regional Management Team that has direct line authority over the country management. As part of the regional team that set country goals as well as the chief functional adviser to the regional chief in their particular specialties, the regional managers are vital members of the team. Despite of not having a direct line position above the respective department managers, the Regional Managers have very real power in the DHL hierarchy and can significantly enhance or diminish the career prospects of these managers.

DHL follow a 360-degree feedback model for its senior managers. Thus performance management at DHL involves getting feedback from the immediate supervisors, peers, and subordinates, customers and

the regional team. Thus the Regional Manager's feedback also has a very important role in their career progression of the concerned manager.

2.4 Organizational structure of DHL Express

The organizational structure of DHL Bangladesh consists of Country Manager at the top, who has overall executive authority. He supervises a group of 6 managers, each of whom heads their respective department. The 6 departments are: Commercial Customer Service, Operations (ground & air operations), Finance, Human Resource and Information Technology. The first three departments are often referred to as frontline and the rest as backline. The frontline departments interact with customers on regular basis, while backline departments or supporting departments are charged to provide various supports to the frontline departments.

2.5 The HR Department of DHL Worldwide Express (BD) Pvt. Ltd.

When I did my undergraduate internship in DHL Express, I have observed that the HR department was the smallest department, which was comprised of only three staff excluding me. Now the department has 3 HR executives and one Manager working under the National HR manager. Until 1998 the benefits packages were decided on a company wide basis while increments were based on department managers' recommendations. Over the last four years, the situation had dramatically changed. All the non-salary benefits were being streamlined to regional standard, and the HR department had the complete responsibility of the process. Things, such as medical benefits, employee leave, and car allowance, etc., which had previously been introduced and administered on an ad-hoc basis were then formalized and were brought in line with the regional guidelines. As for salary increments, the latest HR technique including Hay grading and merit matrices were being implemented across all levels of the company. Training and development is another major area of HR activities. The HR department arranges training for all levels and departments' employees depending on the analysis of Individual Development Program (IDP). Keeping track of all these training needs as well as creating proper framework for succession planning exerted too much pressure on the HR department.

The HR department also had a number of other functions, such as, record keeping, developing and implementing motivation schemes, cross functional projects, etc. However the above mentioned activities of recruitment, compensation and benefits, training and development took up most of the time, and these were also the areas where most of the growth in responsibilities was coming from.

Major activities of HR Department of DHL Express are summarized below:

- Appraise employees' performance.
- Update and maintain employees' information.
- Collect CV and shortlist them.
- Arrange interview session.

- Prepare aptitude test's question paper.
- Arrange employees' birthday program.
- Arrange quarterly performance recognition program.
- Arrange training session for employees.
- Conduct employee opinion survey.
- Review salary.
- Handle disciplinary cases.
- Maintain resigned employees' data.
- Maintain and report on employees' attendance.

2.6 Corporate Head Office

DHL Express has its Corporate Head Office in the exclusive office premises named Molly Capital Centre located at the heart of capital city, Gulshan-1, Dhaka 1212. The Corporate Head Office of DHL Express is organized and equipped for coping up with the digital world. Here are some photographs of corporate head office of DHL Express:



Figure 2.1: Inside Corporate Head Office of DHL Worldwide Express (BD) Pvt. Ltd.

2.7 Facilities on the premises

The Corporate Head Office of DHL Express consists of all the modern day facilities and equipment. Their main doors have automatic locks which can be unlocked only with the help of ID cards; that way outsiders have no access into the premises without appointment. Also both floors are properly

equipped with adequate and appropriate fire extinguishing equipment. There is a pantry on 4th floor and a clean canteen is open to every employee on the 5th floor. There is also a visitor room on the 4th floor.

2.8 Service Lines



Figure 2.2 : DHL Service Lines

- Logistics Services
- Air Freight
- Ocean Freight
- Warehousing and Distribution
- Supply Chain Solutions External
- Express Services
- Mail Services

2.9 Services of DHL Express

Some of the main services of DHL are:

- Shipping
- Tracking
- Export Services
- Import Services
- Optional Services

Chapter 3: Project Part

3.1 Introduction of the project

I have chosen to work with the employees' satisfaction with hiring and selection process of DHL Worldwide Express (BD) Pvt. Ltd. again. That is during my BBA internship I have worked on this particular area of HR. I have selected this area again because since 2013 there were vast changes in the process as HR department has made the process more structured. This time I have surveyed to find out how the changes have affected the hiring managers, their satisfactions and their suggestion for further improvements.

3.2 Problem Statement

Human resources are one of the most crucial parts of an organization. It is one of the most important tasks of the HR department to make sure that the right person is selected for the right position at the right time. For this HR needs to design and implement an effective and efficient recruitment and selection process. The most common steps of recruitment and selection process are briefly discussed below.

1. A recruitment process starts with identifying vacancy within an organization.
2. Second step is sourcing candidates by designing various methods to find the best fit for the position. Sourcing can be done through advertisement on newspapers, professional sites, social media, etc. The organization can also take help from the consultancy agency. Lastly they can also search within organization for suitable candidates.
3. Tracking applicants, reviewing the applicants' resumes is the next step. Here the potential candidates are identified and most eligible resumes are sorted out.
4. After sorting resumes the HR department calls the candidates for preliminary interviews. Here the candidates' aptitude and personality is examined to know if he/she is appropriate for the position. In this stage usually written tests are conducted.
5. Candidates who pass preliminary stage are then called for face to face interview. At this stage the hiring manager reviews the applications and resumes of the short listed pool of candidates. The communication about the interview and scheduling is generally handled by HR executives. After the hiring manager interviews the applicant, she/he further narrows the field of candidates from which to select for the job opening. Compensation package is usually negotiated at this stage.
6. After selecting the appropriate candidate he/she is sent for physical check-up to ensure he/she is physically fit to carry out the tasks.
7. If the medical reports are positive and background check provides positive feedback then the HR head will extend an employment offer to the candidate. If he/she accepts the terms and conditions of the organization the hiring and selection process will end.

3.3 Purpose of the project

My main aim is to find out if in the last four years HR department has overcome the lacking that I have identified in my earlier observation. There were problems of nepotism, dependency on internal pool of candidates, no participation in campus recruitment fairs or job fairs. Also the process did not have any specific structure or time frame. In the last four years, HR department has prepared a structured hiring and selection process. So the purpose of the project is to evaluate the level of satisfaction of the employees caused by this change in process and policy.

3.4 Timeline

It took me exactly 3 months to prepare this report. The survey took longer than I anticipated as DHL does not allow any external surveys. The Country Manager provided special permission to let me do the survey and he personally supervised the whole process to make sure that I could finish it without any hindrance.

3.5 Limitations

It was a nice experience for me to work as an Intern at DHL Express for the second time. All the staff members, from top to bottom level, were very helpful.

However I have faced some limitations for preparing this report. These are:

- It was very difficult to collect the information from various personnel for their time constraints.
- The HR department of DHL Express is very small so they are always under tremendous pressure. Thus information was not properly gathered.
- To maintain company's confidentiality some information are not disclosed in this report.
- Due to shortage of time it was not possible to pull all kind of information in this report.
- I am a full time employee now in DHL Express, thus it was a bit difficult for me to work back and forth with HR department and do my regular work.
- I felt the sample size was too small and the outcome was not as accurate as I expected.

3.6 Methodology

To prepare this report I have mainly used 2 sources of data: primary and secondary sources.

Sources of Data

The data and information of this report are collected from:

- Primary sources and
- Secondary sources

Primary sources:

The data were collected through personal interview and discussion. One set of questionnaires was prepared to view satisfaction level of hiring managers with the updated structured hiring policies prepared by the HR department. The population or total numbers of hiring managers are 23 in DHL and I was allowed to survey a sample size of 10. I had prepared a questionnaire on SurveyMonkey.com and circulated to the chosen managers. I also had a short interview with the Business HR executive to find out the changes in the process in terms of achieving KPI.

Secondary sources:

Secondary sources of information were Website of DHL Express and Wikipedia.

The data were analyzed and a descriptive report was prepared. The reports emphasized on all the related aspects in the perspective of the objectives of the Internship Report so that a clear picture by important indicators is presented with possible suggestions. The report was finalized after a thorough review with the supervisor.

3.7 Literature Review

According to Korsten (2003) and Jones et al. (2006), Human Resource Management theories emphasize on techniques of recruitment and selection and outline the benefits of interviews, assessment and psychometric examinations as employee selection process. Any management process revolves around recruitment and failure in recruitment may lead to difficulties and unwanted barriers for any company, including untoward effects on its profitability and inappropriate degrees of staffing or employee skills (Jones et al. 2006). In my report I tried to comprehend the hiring managers' satisfaction with the hiring policy of DHL Express. To determine that the process has improved, I had made a table which includes the factors such as Recruitment Request Form (RRF), role profile, country level approval, CV sourcing, and so on. Then I sat with the HR executive to learn about the time it used to take before to complete each of the steps and the time it takes now. The whole hiring till on boarding used to take more than 30 days during 2014-2015. Since 2016 till now the HR team has become more efficient as the number of employees in the HR team has increased and more importantly, retained. To comprehend the satisfactions I did a small research on 10 sample size. This is a very significant number to uphold the satisfaction of all 23 managers, but since there was shortage of time and lack of management approval I had to settle with the sample size of 10.

3.8 Results and Discussions

My main aim was to find out the impact of the changes that was implemented by the HR department by structuring all the policies and maintaining a time frame to achieve the KPI. Also I tried to find out the level of satisfaction of the hiring managers with the hiring policy of HR.

The chart below will show the sectors where the HR department has improved to ensure a timely recruitment of appropriate employees. The HR department has reduced time frame of recruitment request form collection, cv sourcing, aptitude test, selecting date of final interview after preliminary interview, making selection decision, medical examination of employees, CTC approval, background check, C & B offer. Now the whole recruitment and selection is completed within 30 days which used to take more than 30 days.

Factors		Timeline Now (2016-2017)	Timeline Then (2014-2015)
Sourcing			
1	Recruitment Request Form (RRF)	Within 2 working days of resignation accepted	Not fixed
2	Role Profile	In line with RRF	In line with RRF
3	Country level approval	Within 2 working days	Within 2 working days
4	RO approval	Usually 2 working days	Within 2 working day
5	Vacancy announcement (internal applicant)	Remain open for 7 working days	Remain open for 7 working days
6	CV sourcing (external)	Within 7 working days	Not fixed
7	Initial screen	Within 2 working days of receiving	Within 2 working days of receiving
8	Short listing	2 working days	2 working days
Interview and Selection			
9	Aptitude test/ case study (optional)	2 working days	Not fixed
10	Preliminary interview session	3 to 4 working days	3 to 4 working days
11	Final interview	Within 7 working days	Within 10 working days
12	Selection	Within 1 working day	4 to 5 working days
Onboarding			
13	Pre-employment medical examination	Within 3 working days	Within 7 working days

	Reference check		
14	CTC approval	2 working days	3 working days
15	Background check	Within 7 working days	Within 15 working days
16	C & B offer	Within 1 working day	Within 3 working days
17	Appointment letter issue	Within 1 working day	Within 1 working day
18	New joiner's action plan circulation	Within 2 working days	Within 2 working days

Table 3.0: Steps of hiring and selection process

As the recruitment and selection takes only 30 days now my next target was to find the level of satisfaction of the hiring managers with the new time frame of the hiring and selection process. The total number of hiring managers is 23 in DHL Express. That is 23 managers take direct interviews of the candidates selected by the HR department. The Country Manager usually takes the final interview of L and above grade that is of the managers. My sample size of the survey was 10 pre-selected managers by the Country Manager himself.

I have conducted a survey among the department managers using a questionnaire of ten relevant questions. The following charts provide a graphic result of each question.

- **Length of Service**

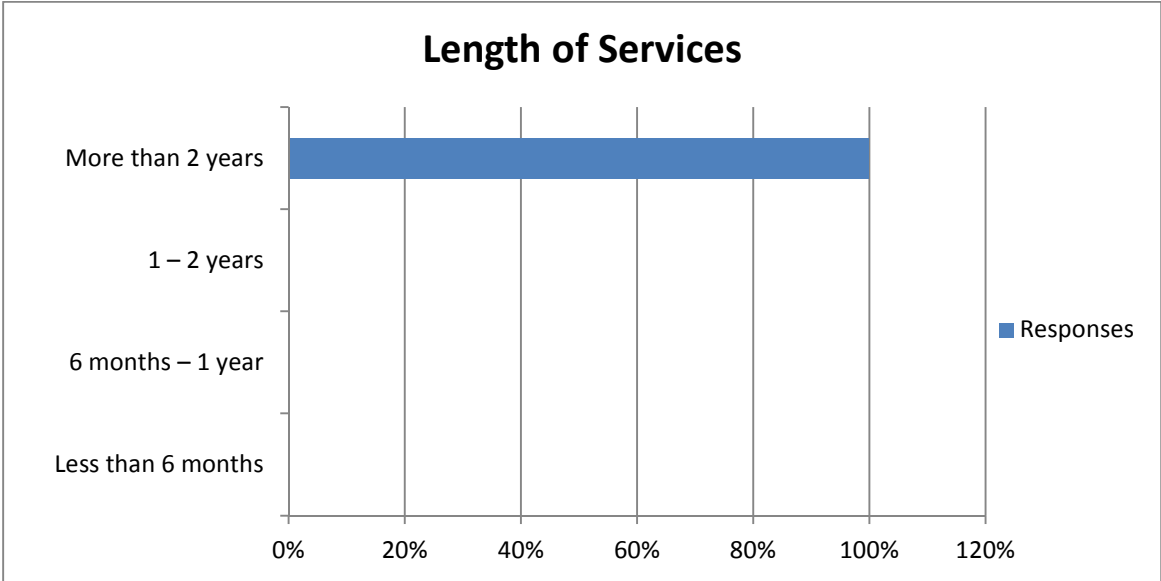


Figure 3.0: Tenure of employees

- **Departments of the managers surveyed**

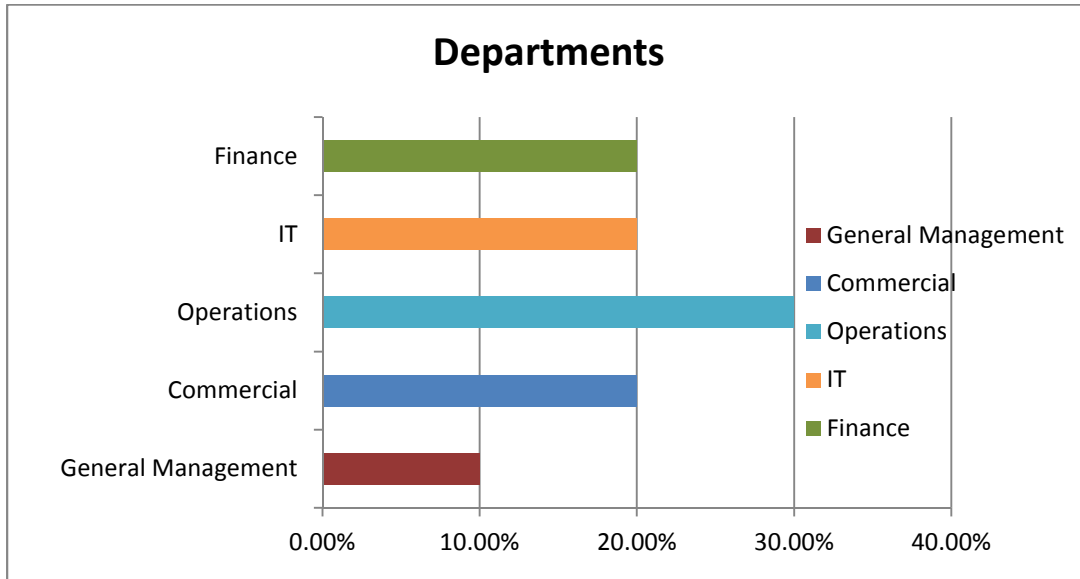


Figure 3.1: Departments

- **HR Rapport with other departments**

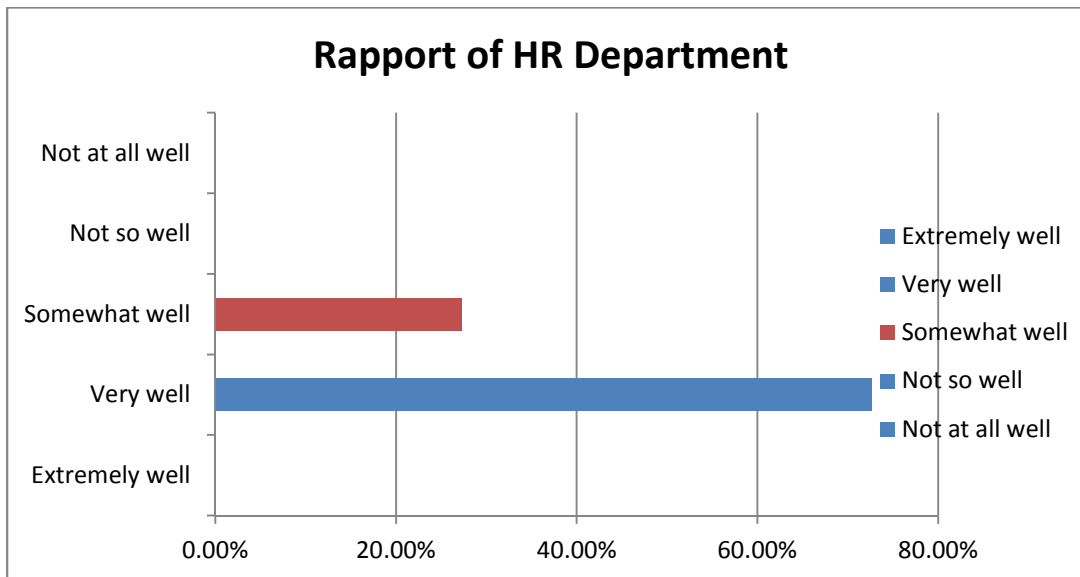


Figure 3.2: Rapport of HR Department

- **Rating for HR Selection Process**

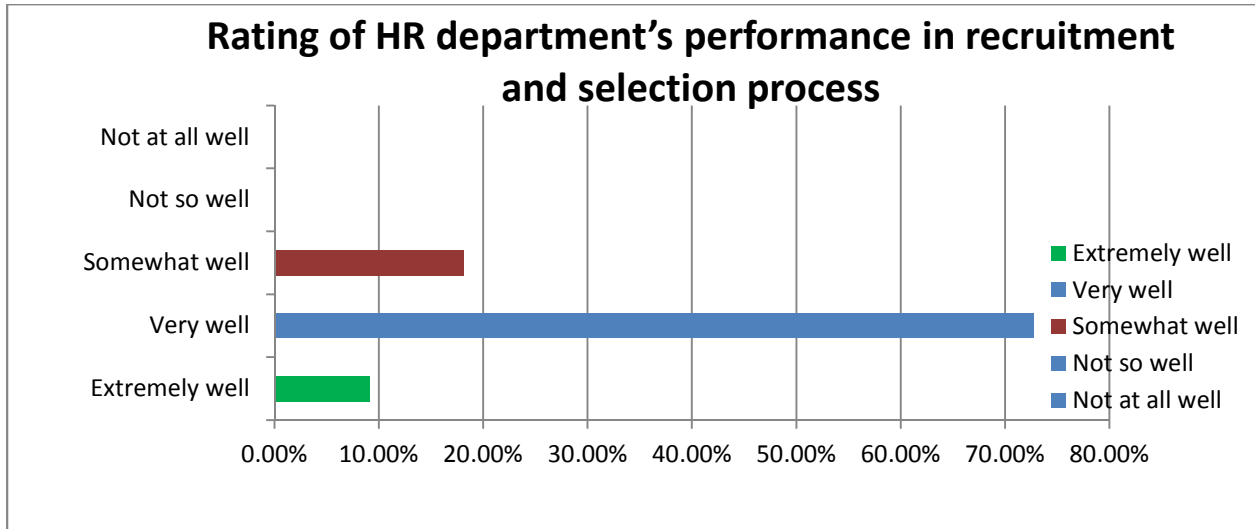


Figure 3.3: Rating of HR department's performance in recruitment and selection process

- **Level of satisfaction with the HR objectives, requirements and candidate specification process**

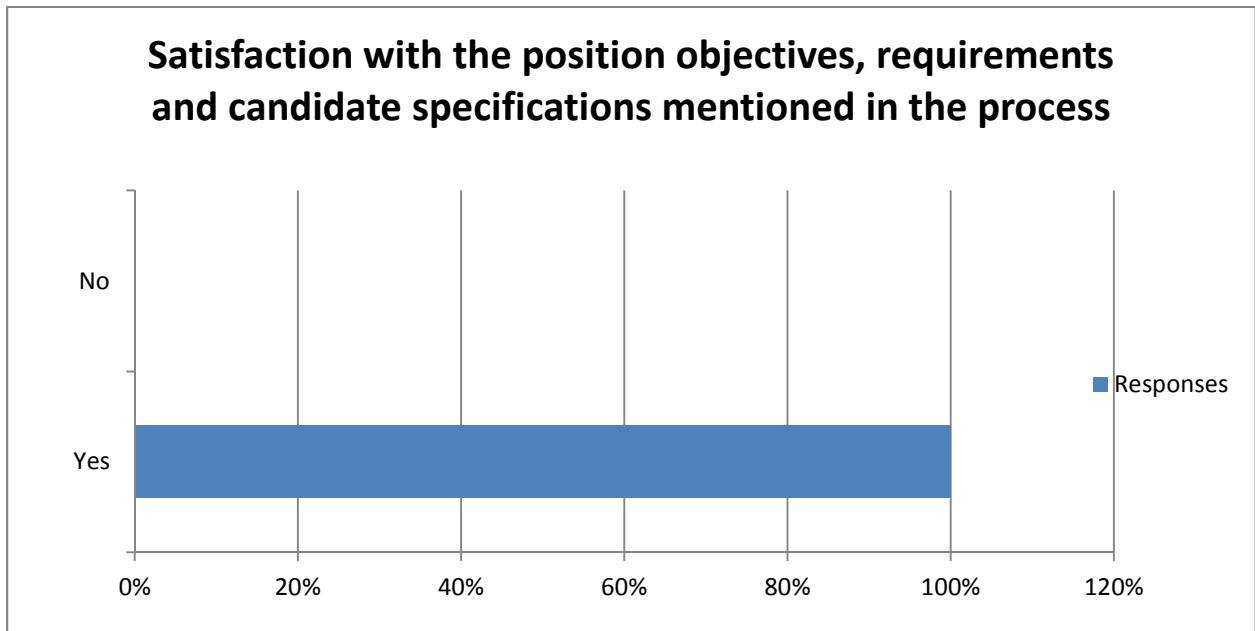


Figure 3.4: Satisfaction with the position objectives, requirements and candidate specifications mentioned in the process

- **In-house Applicant Pool**

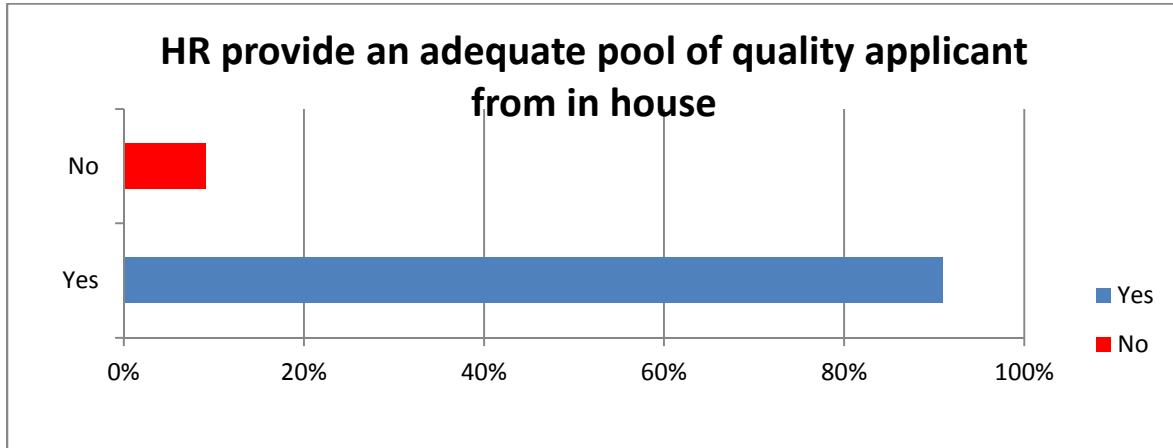


Figure 3.5: Adequate pool of quality applicant from in house

- **Performance of Recruitment Agency**

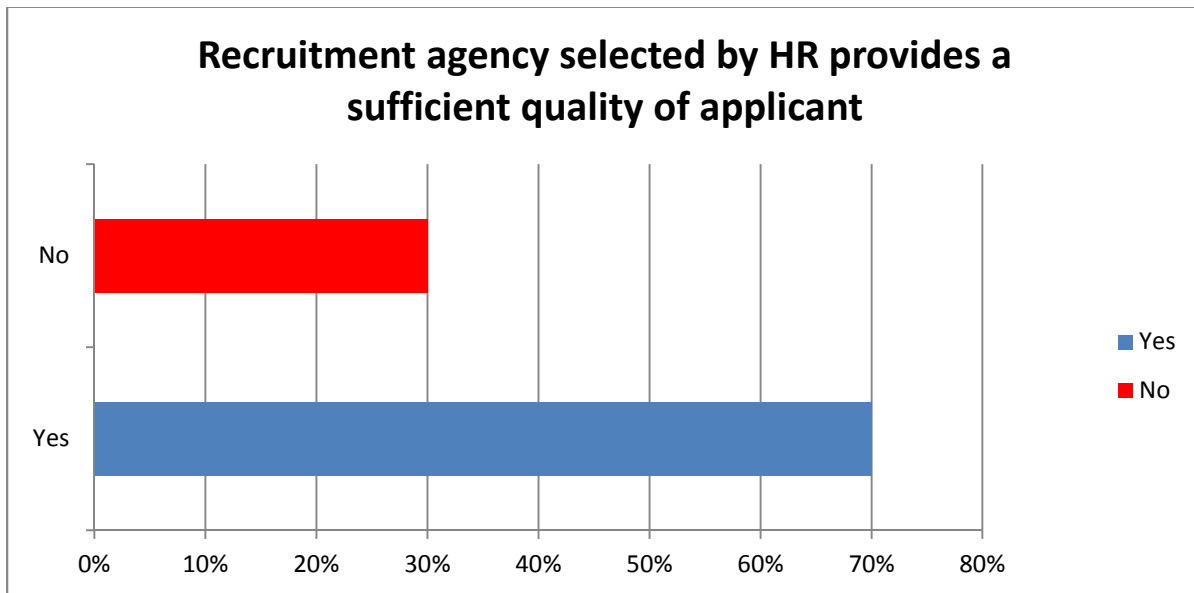


Figure 3.6: Recruitment agency selected by HR provides a sufficient quality of applicant

- HR Team’s performance as consultant for applicant pre-screening process

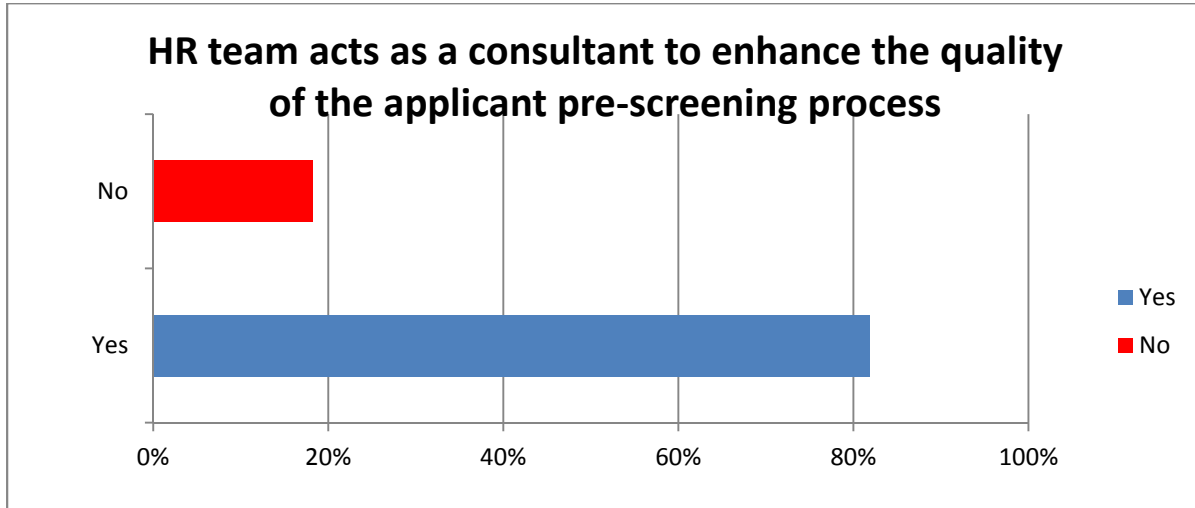


Figure 3.7: HR team acts as a consultant to enhance the quality of the applicant pre-screening process

- Changes in Hiring Policy 2013-2016

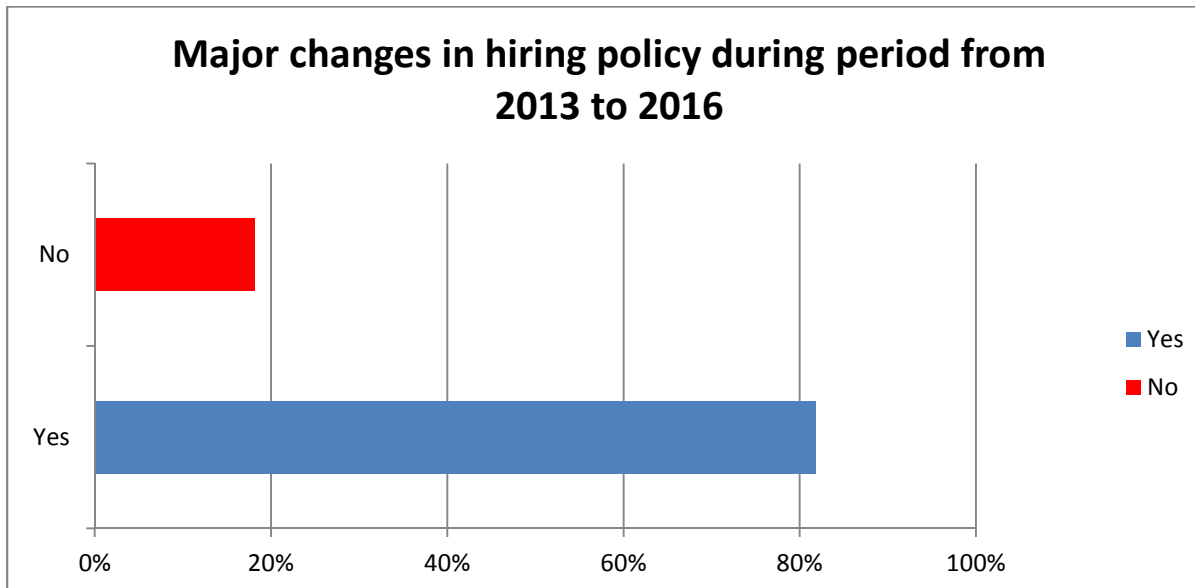


Figure 3.8: Major changes in hiring policy

3.9 Conclusions and Recommendations

From the survey I have found out that most of the hiring managers have been working in DHL for more than 2 years. The sample was selected in such a way so that all the departments were covered. 27.27%

of the sample thinks that there are scopes of improvement in terms of rapport of HR department with rest of the departments. Maximum of the participants are content with HR's performance in recruitment and selection process but 18.18% thinks there is room for improvement. There was a 100% satisfaction from the participants for the position objectives, requirement and candidate specifications mentioned in the process. Regarding sourcing in house candidates, 91% of the sample said they are satisfied but 9% is still unsatisfied. 30% of the respondent felt that the recruiting agency selected was not providing adequate quality of candidates and HR must reconsider this matter. 18% of the respondent said the HR was not providing as much support as it should to enhance the quality of applicant pre-screening process. Similarly 18% of the respondent said they could not find any improvement in the hiring policy even after the changes. Yes, if we consider the changes in the figure 3.0 are not very vast, but the impact of it is. That is the HR department was successful at reducing the whole hiring, selection and on boarding process to within 30 days for which 80% of the sample stated they see a vast change. Until this part of the survey 100% respondent took part and it can be seen that major portion of the respondents were satisfied with hiring policy.

The last segment of the questionnaire was a bit descriptive and here 80% of the respondents took part and rest 20% chose to skip it. Of them only one replied that HR was doing their job more professionally. Where rest of the respondents suggested that HR needed to act more as support and start assessment centers rather than just arranging interviews. There were also suggestions that HR must construct questions related to applicants' previous jobs and also about the new job for which the interview is being taken rather than asking questions which are appropriate for fresh graduates with no job experience. Lastly the suggestion was to create an external and internal talent pool for future recruitments purpose.

Recommendations:

1. Need to run assessment center instead of interview only
2. HR should act as a support
3. More specific job related questions need to include for candidate
4. Create an external and internal talent pool for future recruitments
5. In interview session HR should stop asking questions like "What is your strength, weakness"/ also like "Can you tell me what Opportunity Cost is". These kind of questions can be asked to a fresh graduate but when we are looking for experienced resources, they should be more focused on asking about previous job experiences and new job related questions

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Appendix “A”

Survey Questionnaire for:

Managers’ satisfaction with HR Hiring Policy of DHL Worldwide Express (BD) Pvt. Ltd.

- 1. How long have you worked at DHL Worldwide Express (BD) Pvt. Ltd.?**
 - Less than 6 months
 - 6 months – 1 year
 - 1 – 2 years
 - More than 2 years
- 2. What department do you work in?**
 - General Management
 - Commercial
 - Operations
 - IT
 - Finance
- 3. How well does HR work with others?**
 - Extremely well
 - Very well
 - Somewhat well
 - Not so well
 - Not at all well
- 4. How would you rate the HR department’s performance in recruitment and selection process?**
 - Extremely well
 - Very well
 - Somewhat well
 - Not so well

- Not at all well

5. Are you satisfied with the position objectives, requirements and candidate specifications mentioned in the process?

- Yes
- No _____

6. Does HR provide an adequate pool of quality applicant from in house?

- Yes
- No _____

7. Do you think the recruitment agency selected by HR provides a sufficient quality of applicant?

- Yes
- No _____

8. Does the HR team act as a consultant to enhance the quality of the applicant pre-screening process?

- Yes
- No _____

9. If you compare hiring policy of 2016 with of 2013, do you see vast changes?

- Yes
- No _____

10. Would you like to suggest any changes to HR team to make the hiring policy more efficient?
