



Report On
Recruitment & Selection process- A case study on DBL GROUP
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BRAC UNIVERSITY

Letter of Transmittal

04March, 2015

SyedaShaherbanuShahbazi Ahmed
InternshipCoordinator
BRAC Business School

Subject: Submission of Internship report on “Recruitment and Selection Practices A Case Study on DBL Group of Bangladesh”

Dear Madam,

With reference to the above subject, I am pleased to present the report which is a part of completion of the MBA. I believed that within my limited knowledge this report provides detailed information about Recruitment & Selection practices.

During the exercise I have tried my best, especially in giving a more organized shape and to follow the guidance that you have provided which gave me a viewpoint the whole experience of this program and to get an insight into the real life situation.

Therefore I sincerely hope that you will find pleasure in reading to analyze the report about Recruitment & Selection practices and if you have any queries regarding the report, I shall be glad to answer your queries.

Thanking you

Very truly yours

Iffat Amin Mumu

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Acknowledgement



I would like to express my immense gratitude that have incurred over last two months while preparing this report to the number of people who have provided me guidelines, assistance, support and cooperation for making it happen.

First and foremost, I would like to pay my gratitude to the almighty Allah for giving me the ability to work hard.

I wish to extend my sincere gratitude to Mrs.RaihanaMannanfor giving me opportunity to take up this study and her invaluable comments and suggestions and supervision through the course of my study. I also wish to give thanks to my academic supervisor Ms. SyedaShaherbanuShahbazi Ahmedfor her kind co-operation.

This acknowledgement will remain incomplete if I don't thank to our AGM,HRMr.BiplobBarua. Without his support it would have been very difficult for me to complete this report. I also like to thanks my Colleges, friends and my family members, who are my pillars of strength and all concerns for helping me in completing this report and MBA. I am grateful for their help and advice.

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Executive Summary

The Internship Report “**Recruitment and Selection Process of DBL Group**” is originated as a partial requirement of MBA Program, Department of Business Administration, BRAC University, Dhaka. This report focuses working experiences at the corporate office of DBL Group. This report will give a clear idea about the activities and operational strategies of DBL Group. This report contains five parts.

The first part is focused on the Introduction, background, scope, limitations, methodology, data collection & processing method for the study.

The second part is focused on the overview of the DBL Group. It contains short profile of the Organization, The Organization’s History and activities.

The Third part is focused on the theoretical part of Human Resource Management and its Policies. It contains the basic idea about Human Resource, the basic function of human resource management, Recruitment & Selection process, training and Development process etc.

The fourth part is focused on the recruitment and selection process of DBL Group. It contains the recruitment & selection policy, steps, ways of sourcing, process of interview, process of inspection about the interviewee etc.

The fifth part contains recommendation and conclusion of this report.

In DBL Group, the “Recruitment and Selection Process” are being followed properly. DBL Group has its Human Resource Department who prepares a budget about the required manpower with the discussion with other departmental head. Based on the Manpower planning and approved budget Recruitment and Selection are being done as and when needed. Whenever required, concerned Department Head & HR Department jointly carried out the Selection process.

The Recruitment and Selection process of DBL Group is very much transparent in terms of selecting right people in right time and for the right job. For selecting a person, basic education qualification is a must while they also consider applicant’s experience, knowledge, capability and his/her background.

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Chapter One: Introduction

1.1 Statement of the problem

Human Resource Management is part of the organization that is concerned with the “people” dimension. HRM can be viewed in one of two ways. First, HRM is a staff, or support in the organization. Its role is to provide assistance in HRM matters to line employees, or those directly involved in producing organization’s goods and services. HRM is a function of every manager’s job. Whether or not one work in a “formal” HRM department, the facts remain that to effectively manage employees requires all managers to handle the activities.

Human Resource Planning helps determine the number and type of people an organization needs. Recruitment follows Human Resources Planning and goes hand in hand with the selection process by which organizations evaluate the suitability of the prospective Candidates for the job. Job analysis and job design specify the tasks and duties of jobs and the qualifications expected from prospective job holders (Chart-1.1). The next logical step is to select the right number of people the right type to fill the jobs. Selection involves two broad groups of activities: **(i)** Recruitment and **(ii)** Selection.



Chart – 1.1: Recruitment and Selection Needs

Recruitment is the process of finding and attracting capable applicants for employment. Whereas Selection is the process of picking individuals (out of the pool of job applicants) with requisite qualifications and competence to fill jobs in the organization.

An organization large or small, profit or service oriented, whether it is, the ultimate aim is to achieve organizational goal. This achievement can only be possible through skillful and effective management of manpower. Selection is a key component in the acquisition of human resources. Without a reliable and effective selection mechanism, a business can never flourish, especially in the present world of market economy, which is fiercely competitive. Usually after successful completion of recruitment, selection and introduction process the new employee must be developed to better fit the job and the organization.

DBL Group is a large group of Companies. Every year a lot of recruiting goes on in its different concerns. DBL Group has an enriched and skilled Human Resource Division. HRD through definite and systematic recruitment and selection procedure selects & trains up its manpower for achieving its

ultimate goal. This study is important because we may find out what are the methods DBL Group can adopt for recruitment and selection and some recommendations for their better effect in future.

1.2 Objective of the Study

The main objective of this study is to understand the process of recruitment and selection of DBL Group and its impact. To achieve the main objective this study highlights some specific objectives that can be the following manner:

- To focus on theoretical knowledge in the field of Human Resource Management.
- To analyze Human Resource Practices and examine the recruitment and selection procedure of DBL Group.
- To assess and evaluate the existing recruitment and selection procedure of DBL Group with the standard.
- To find out the shortcoming of existing recruitment and selection procedure of DBL Group.
- To summarize the recommendations of existing recruitment and selection procedure of HRD at DBL Group.

1.3 Methodology

Methodology refers to the systematic method consisting of enunciating the problem, formulating a hypothesis, and collecting the facts or data, analyzing the facts and reaching certain conclusions either in the form of solutions towards the concerned problem or in certain generalizations for some theoretical formulation. It includes the process of gathering, recording and analyzing critical and relevant facts about any problem in any branch of human activity. It refers to critical searches into study and investigation of problem/ proposed course of action/hypothesis or a theory. The study requires a systematic procedure from selection of the topic to preparation of the final report. To perform the study, the data sources were to be identified and collected, to be classified, analyzed, interpreted and presented in a systematic manner and key points were to be found out. The overall process of methodology has been given as below.

1.3.1 Sources of Data

The data and information of this report are collected from –

- Primary sources
- Secondary sources

Primary sources:

The data were collected through personal interview and discussion. The interview sessions were conducted with some Junior Officer, Senior Officer an HR Manager of the company

Secondary sources:

Annual Report, Brochure, Job Description, Policy, Official Records, Booklet, Published Materials, Training Materials and web site of DBL Group, File study in the Human Resource Division

1.3.2 Report Writing

The data were analyzed and prepared a descriptive report. 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 reviewing of the supervisor.

1.4 Limitations of the Study

Although, I have worked at a member unit of DBL Group, I obtained whole-hearted co-operation from employees of DBL, HRD in Head Office. All the day, they were so busy, but they gave me much time to make this report properly. But they were not able to give many documents that I would require, on the way of my study; I have faced the following problems that may be terms as the limitation of the study

Limitation of time

The first obstruct is time itself. Due to the time limit, the scope and dimension of the report has been curtailed. I could not spend sufficient time for my report because the time limit given for submitting the report was very short.

Data insufficiency

Since all the officers were very much busy, they were not always able to provide me much time, I received co-operation from the officials. Since DBL Group is a one of the oldest established organization; there is not enough data to analyze the proper growth according to market economy. Moreover, all strategic information is not possible to collect.

Lack of records

Insufficient books, publications, Facts and figures narrowed the scope of accurate analyses

Fear of disclosure

Another limitation of this report is organization's policy of not disclosing some data and information for obvious reasons, which could be very much useful.

As an employee it was not possible for me to collect all the necessary secret information I had to complete this report within a very short span of time (Eight Weeks) that was not sufficient for investigation.

Because of the limitation of information, some assumptions were made. My perception about some observation may not be correct.

Chapter Two: Organizational Profile

2.1 Organizational Overview

DBL Group is a diversified and integrated knit garments manufacturing & composite industry with strong backward linkage. It is one of the largest and 100% export oriented composite knit garments and textiles manufacturing industry in Bangladesh. We are supplying quality apparels across the world to the best of the retailers and the biggest brands of the fashion industry. Total export of the group reached USD 252 million in 2011. DBL Group currently employs about 15,700 people.

DBL Group is using energy efficient machinery with less environmental impacts in all of its projects. DBL Group has a biological ETP (Effluent Treatment Plant) which has a capacity of 4000 cubic meters and is the largest ETP in the country. Moreover, the group is in process of installing another ETP with the capacity of 7500 cubic meters soon. DBL Group has a captive power plant of 35MW and is in the process of expanding its infrastructure. Our projected turnover would be USD 550 Million and we will employ over 37,000 people by year 2016. DBL Group is committed to conduct their business in such a way that demonstrates highest ethical standards. They believe integrity is our imperative utility to succeed in what they do.

2.2 History of DBL Group

DBL Group started its business in 1991 with a small garments factory named Dulal Brother Limited. It is now grown into a respected and trusted name in Bangladesh for our manufacturing operations with an ever contributing workforce of about 15,700. Currently it has facilities for spinning, fabric knitting, dyeing and finishing, garments, washing, packaging and printing. The Company supplying quality apparels across the world to the best of the retailers.

The company embarked on a growth plan that is expected to truly transform the organization. In the next two years our home textiles, pharmaceuticals, and leather industry will be in operation. Vision 2020 aims to sustain the confidence which has been endowed on us by the society and grow further as a distinctive DBL Group for its customers, employees, associates and stakeholders.

2.3 Vision Statement

The vision statement of DBL Group is - **"Extend our leadership through World Class Performance"**.

2.4 Mission statement

The mission of DBL Group is to develop a progressive, empowered and consumer focused corporate culture to enhance market leadership along with the passion of corporate social responsibility

2.5 Nature of business

Garments, Spinning, Knitting, Dyeing, All Over Printing, Washing, Screen Printing, Packaging, Ceramics, Telecom.

2.6 Member Units of DBL Group

1. Matin Spinning Mills Ltd
2. Mawna Fashion Ltd
3. MatinKnitwears Ltd
4. Color City Ltd
5. JinnatKnitwears Ltd
6. Thanbee Print World Ltd
7. Textile Testing Services Ltd
8. Jinnat Fashions Ltd
9. Parkway Packaging & Printing Ltd
10. Hamza Textiles Ltd
11. Flamingo Fashion Ltd
12. Jinnat Apparels Ltd
13. Mymun Textiles Ltd
14. Fashion Concern Ltd
15. DB Tex Ltd
16. Atelier Sourcing Ltd
17. Dulal Brothers Ltd
18. DBL Telecom Ltd
19. DBL Ceramics Ltd
20. DBL Distribution Ltd.
21. DBL Properties Ltd.

2.7 Company Profile: At a Glance

Name of the Company : DBL Group

Date of Establishment : 1991

Group Management : Mr. A. Wahed, Chairman
Mr. M. A. Jabbar, Managing Director
Mr. M. A. Rahim (Feroz), Director Finance
Mr. M. A. QuaderAnu, Director Operation

Number of Group Business: 21

Target Turnover : US \$250 million (2013-2014)

Estimated Growth Rate : 15% per annum

Number of Employees : Over 15,000.

Corporate Office:

BGMEMMA Complex (12th Floor)

23/1, Panthapath Link Road,

Kawran Bazar, Dhaka-1215

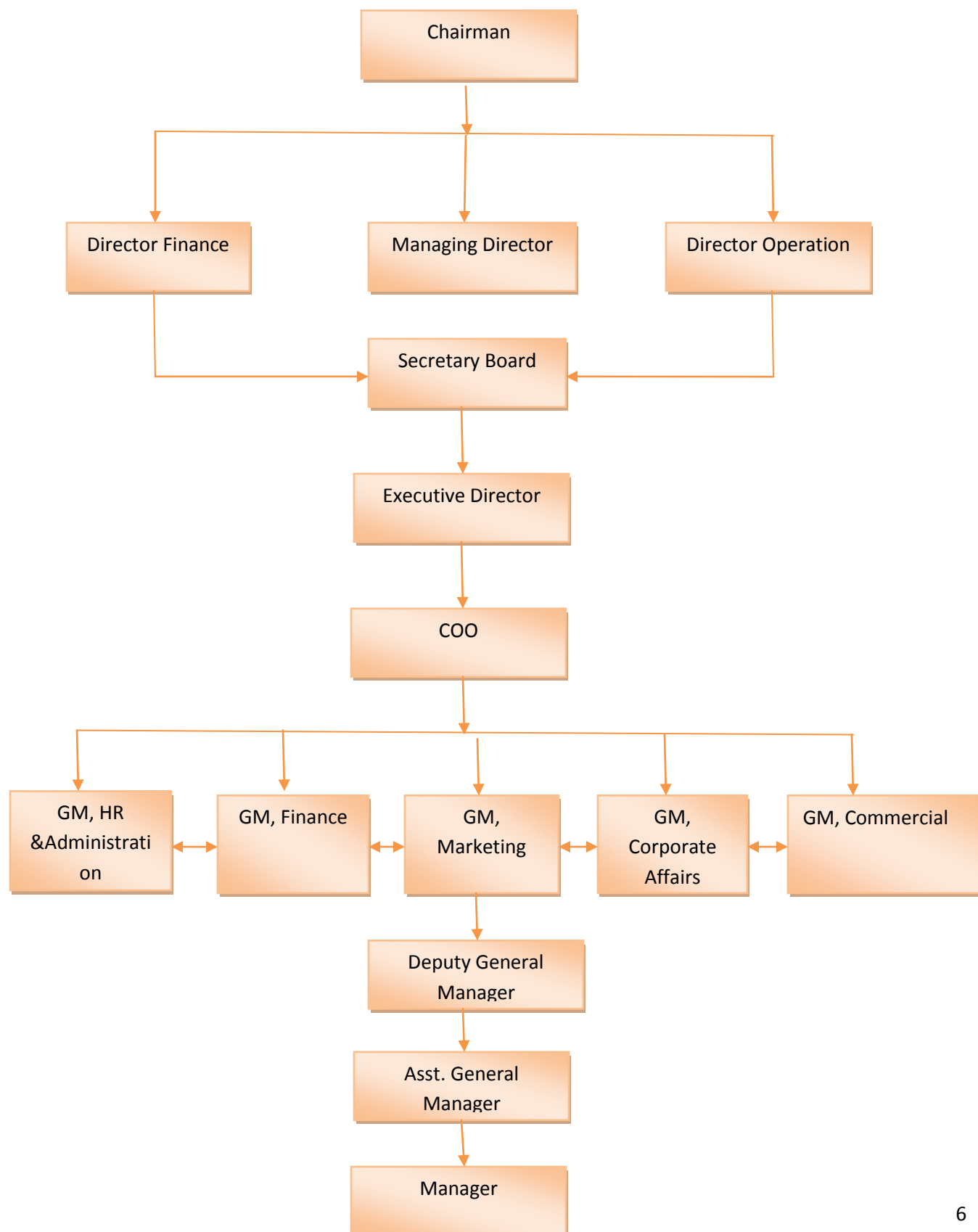
Phone: +88-02-8140207-12

Fax No: +88-02-8140214

E-mail: info@dbl-group.com

Website: www.dbl-group.com

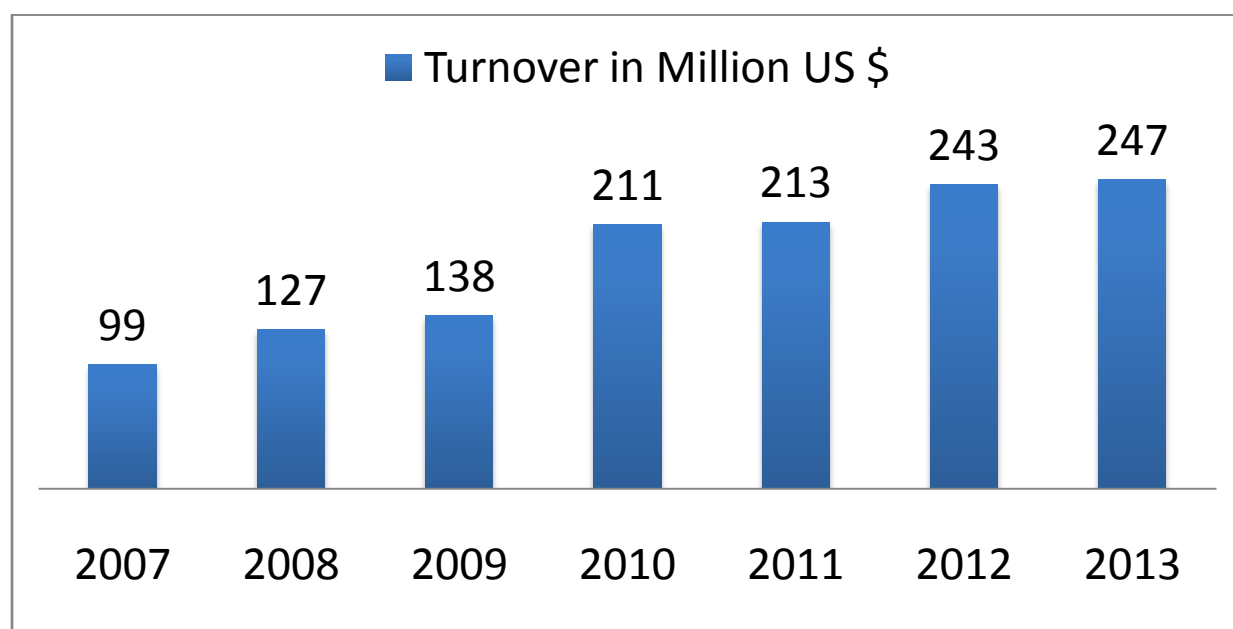
2.8 Organogram of DBL Group



2.9 Quality policy Followed by DBL Group

1. To produce goods as per customers satisfaction.
2. To select employees on the basis of qualification.
3. To keep hygienic conditions in the factory.
4. To ensure the health of the workers.
5. Continuous improvement in the quality management system

2.10 Annual Turnover Chart of DBL Group



2.11 Present & Future Projects of DBL Group

Projects under implementation:

- Color City 1 – European Standard 50 tons per day capacity of fabric dyeing and finishing project.

Upcoming Projects:

DBL Group has the following projects, which are under construction and will be in commercial operation by the end of 2015:

- Mawna Fashions Ltd. – 100% export oriented garments sewing factory.
- Print World (Expansion) – 8 storied garments & panel printing facility.
- Color City 2 – 20 tons per day yarn & sewing thread-dyeing facility.

- Matin Spinning Mills (Expansion) – 12 tons per day capacity 100% cotton mélange yarn manufacturing facility.
- Jinnat Knitting (Expansion) – 50 tons per day capacity knitting factory, comprising of 150 knitting machines and 80 embroidery machines.
- DBL Accessories Complex – 100% export oriented garments accessories manufacturing facility.

2.12 Awards won by DBL Group

- ⊙ Flamingo Fashions Ltd, was awarded the National Export Trophy (Silver) FY 2010 - 11 on November 20, 2013 for outstanding performance in 100% Export-Oriented RMG industry.
- ⊙ JinnatKnitwears Limited received BGMEA crest for ‘Social and Environmental Compliance’ - during BATEXPO 2013
- ⊙ Social & Environmental Excellence Awards 2012
 - Hamza Textiles Ltd. won ‘Factory of the year for Environmental Sustainability Award’ under the Environmental Performance category.
 - Hamza Textiles Ltd. won ‘Waste Management Award’ under the Environmental Performance category.
 - JinnatKnitwears Ltd. received an Honorable Mention in ‘Health & Safety’ under the Social Compliance category.
 - JinnatKnitwears Ltd. received an Honorable Mention in ‘Improvement of working and living conditions for the workers’ under the Innovative Ideas category.
- ⊙ Bangladesh Business Awards 2012 under ‘Best Enterprise of the Year 2012’ category.
- ⊙ Platinum Supplier of H&M
- ⊙ Standard Chartered-Financial Express CSR Award 2010-11
- ⊙ HSBC Export Excellence Award – 2009
- ⊙ CSR Award of BGMEA - 2008
- ⊙ Highest Exporter Award of BGMEA – 2005

2.13 CSR Programs of DBL Group:

DBL Foundation

- Trust formed to look after the welfare of poor people
- Service to poor is provided by way of donations, charity, school, clinic, orphanage, etc.
- Foundation firmly believes that setting-up new industries and creating employment opportunities is the best form of serving the society
- ⊙ Children’s park at factory complex
- ⊙ Community education support
- ⊙ Cultural club “Plabon”
- ⊙ Fair price shop “Bandhan”
- ⊙ Flourishing local economy
- ⊙ Health care assistance
- ⊙ Matin-Jinnat Foundation
- ⊙ Pharmacy medicine at fair price
- ⊙ Rafiqul Islam International School

Chapter Three: Theoretical Overview of HRM

3.1 Human Resource Management

Human Resource Management is the part of the organization that is concerned with the ‘people’ dimension. Human Resource Management deals with the people working in the organization. It is a process of acquisition, development, motivation, and maintenance of human resources of an organization.

3.1.1 Definition of Human Resource Management

Human Resource Management is a management function that assists managers to recruit, select, train and develop members of an organization for achieving the goal effectively.

Many authors and specialists define HRM in many ways:

Dale Yoder has defined; Human Resource Management is the provision of leadership and direction of people in their working or employment relationship.

Ricky W. Griffin has defined; Human Resource Management is the set of organizational activities directed at attracting, developing and maintaining an effective work force.

According to Gray Dessler, The policies and practices one needs to carry out the ‘People’ or human resource aspects of a management position, including recruiting, screening, training, rewarding and appraising.

Prof. AtaurRahman has defined Human Resource Management as a set of activities which include acquisition, development, motivation maintenance and utilization of manpower for the purpose of effective and timely achievement of organizational goals.

Finally, Human Resource Management is the set of activities reaching to procuring, developing, maintaining and utilizing a group of people for the proper functioning of organization activities and achievement of goals.

3.2 Characteristics of Human Resource Management

There are several features of Human Resources Management. These characteristics pinpoint the nature of human resource management starting from acquisition to utilization of human sources which are briefly discussed below:

- Development of well – conceived policy: The first feature of Human Resources Management is to develop a well-accepted policy for the organization. The purpose is to practice Human Resource Management activities in a better way.
- Development of harmonious or cordial relations: Development of harmonious relation is aimed to achieve goal, for the fulfillment of the functions. All barriers to cordial relations should be removed.

- Establishing a chain of command: Human Resource Management must establish a chain of command without which discipline cannot be maintained. These include unity of command, unity of direction and scalar chain.
- Awareness of own nature of services: This is the fourth characteristics of Human Resources Management. By creating awareness promotion policy can be established; training policy can be implemented and other policy can be made well understood.
- Must be good communicating and effective leader: Human Resource Management must communicate and give proper guidance to the employees. Thus company policies and decisions can be properly interpreted and practiced.

Finally, with these features and characteristics discussed above can pinpoint about the nature of Human Resource Management.

3.3 Importance of Human Resource Management

There are some points of importance of Human Resource Management in the industrial organization. Importance of Human Resource Management can be explained with these points. If all these things are properly managed, we can say that there is an importance of Human Resource Management. However, these points are briefly discussed below:

- Policy formulation: Importance of Human Resource Management can be understood if it can formulate human resource policies properly. It is the wisdom of Human Resource Managers.
- Policy Execution: Efficient Human Resource Management executes all human resource policies in accordance with goals and objectives for the achievement of which these were formulated.
- Review of employee needs: Human Resources Management reviews employees needs hopes and aspirations time to time an regularly.
- Utilization of human resources: It's a very tough function. Efficient human resource management can successfully utilize efforts and sincerities of employees. And thus, organization objectives can be achieved and all functions can be properly performed.
- Social welfare development: Employees are social beings. There have various needs and demands and deserve to be mitigated. Social welfare can enhance the involvement of employees which had to the satisfaction of top management.
- Effective trade unionism: Trade unionism industrial disputes, conflict and all other hazards can be handled appropriately and peacefully by efficient Human Resource Management.
- Overall development of organization: Ultimate, the overall development of an organization can be contributed by effective Human Resource Management because employees are properly utilized and managed by Human Resource Management.

3.4 Objectives of Human Resource Management

Following of objectives are important which can be discussed in short. With the fulfillment of these objectives Human Resource Management can become successful:

- To help the organization reach its goals
- To develop efficiency and skills of employees
- To ensure effective utilization and maximum development of human resources

- To achieve and maintain high morale among employees
- To ensure respect for human beings
- To identify and satisfy the needs of individuals
- To ensure reconciliation of individual goals with those of the organization
- To provide the organization with well-trained and well-motivated employees
- To increase to the fullest the employee's job satisfaction and self-actualization
- To attract good people
- To enhance employee's capabilities to perform the present job
- To develop overall personality of each employee in its multidimensional aspect
- For proper use of Human Resources
- Co-ordination among different sections of the organization
- To develop working conditions in the organization
- To be ethically and socially responsive to the needs of society
- To inculcate the sense of team spirit, team work and inter-team collaboration

3.5 Nature of Human Resource Management

Human Resource Management is a process of bringing people and organizations together so that the goals of each are met. The various features of HRM include:

- It is pervasive in nature as it is present in all enterprises
- Its focus is on results rather than on rules
- It tries to help employees develop their potential fully
- It encourages employees to give their best to the organization
- It is all about people at work, both as individuals and groups
- It tries to put people on assigned jobs in order to produce good results
- It helps an organization meet its goals in the future by providing for competent and well-motivated employees
- It tries to build and maintain cordial relations between people working at various levels in the organization
- It is a multidisciplinary activity, utilizing knowledge and inputs drawn from psychology, economics, etc.

3.6 Principles of Human Resource Management

A principle is a basic statement of truth explaining cause and effect relationship between two or more variables every subject is guided by its principles.

Complete individual: Deal with people as complete individuals consider employee as a whole person.

Worthwhile: Make people feel worthwhile and related. People are the most valuable asset of the organization.

Social Capital: People ought to be considered as social capital capable of development.

Growth opportunity: Provides opportunities for growth within the organization.

Group interest: Group interest predominance over individual interests.

3.7 Scope of Human Resource Management

The scope of HRM is, indeed, very vast and wide. It includes all activities starting from manpower planning till employee leaves the organization. According, the scope of HRM consists of acquisition, development, maintenance/retention, and control of human resources in the organization.

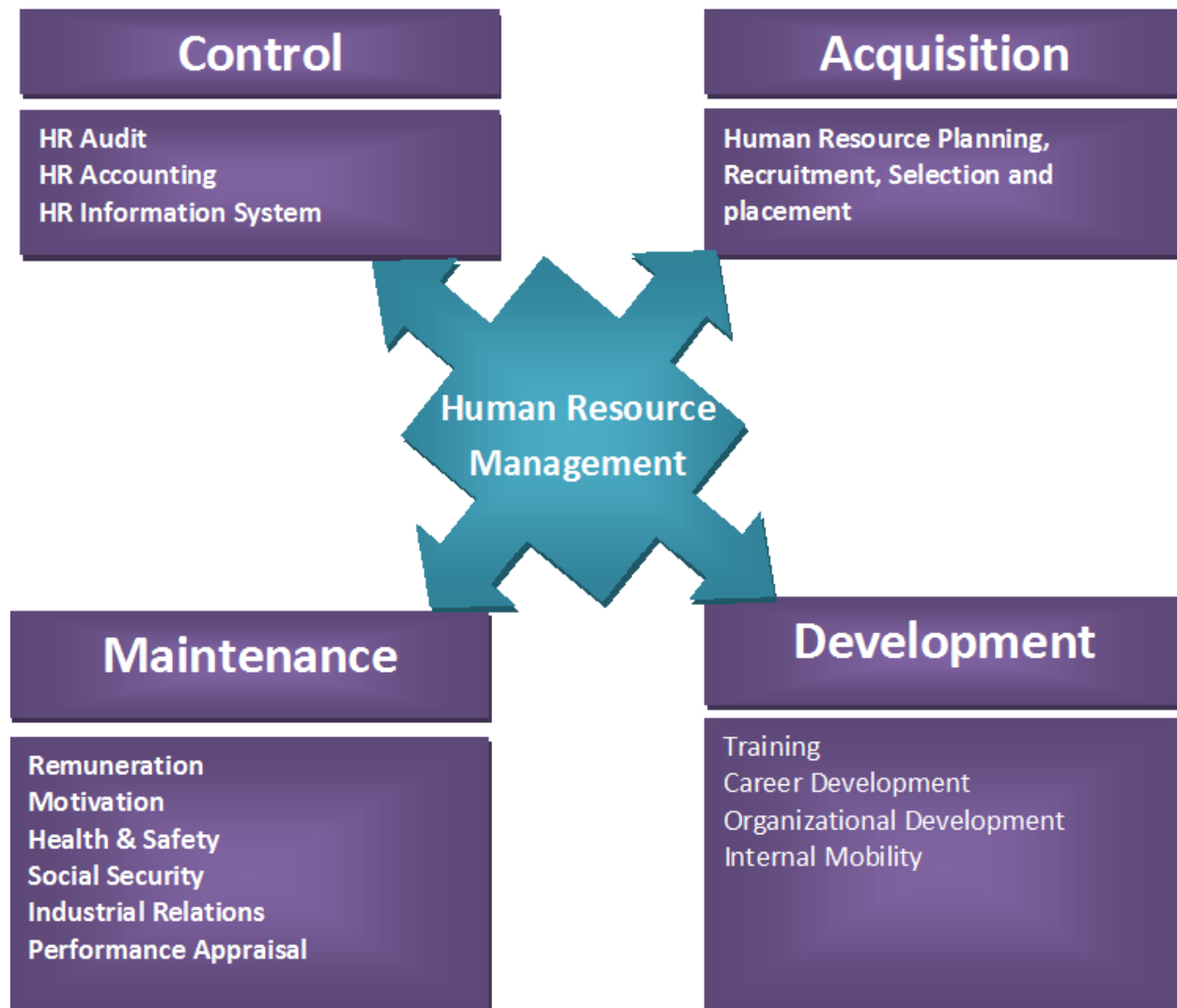


Chart: 3.1: Scope of Human Resource Management

3.8 Function of Human Resource Management

The definition of HRM is based on what managers do. The function performed by managers is common to all organizations. The functions performed by the human resource management can broadly be classified into two categories:

- Managerial function
- Operative functions.

3.8.1 Managerial Functions

Planning: Planning is a predetermined course of actions.

Organizing: Organizing is a process by which the structure and allocation of jobs are determined.

Staffing: This is a process by which managers select, train, promote and retire their subordinates.

Directing/Leading: Directing is the process of activating group efforts to achieve desired goals.

Controlling: It is process of setting standards for performance, checking to see how actual performance compares with these set standards, and taking corrective actions as needed.

3.8.2 Operative Functions

The operative, also called, service functions are those which are relevant to specific department. These functions vary from department to department to department depending on the nature of the department viewed from this standpoint, to ensuring right people to right jobs at right times. These functions include procurement, development, compensation, and maintenance functions of HRM

Procurement: It involves procuring the right kind of people in appropriate number to be placed in the organization. It consists of activities such as manpower planning, recruitment, selecting, and placement and induction orientation of new employees.

Development: Activities meant to improve the knowledge, skills, aptitudes and values of employees so as to enable them to perform their jobs in a better manner in future. Functions may comprise training to employees, executive training to develop managers, organization development to strike a better fit between organizational climate/culture and employee.

Compensation: Compensation function involves determination of wages and salaries matching with contribution made by employees to organizational goals. It consists of activities such as job evaluation, wage and salary administration bonus, incentives.

Maintenance: It is concerned with protecting and promoting employees while at work. For this purpose, various benefits such as housing, medical, educational, transport facilities, etc to the employees. Several social security measures such as provided fund, pension, gratuity, insurance, etc. are also arranged.

It is important to note that the managerial and operative functions of HRM are performed in conjunction with each other in an organization, be large or small organization.

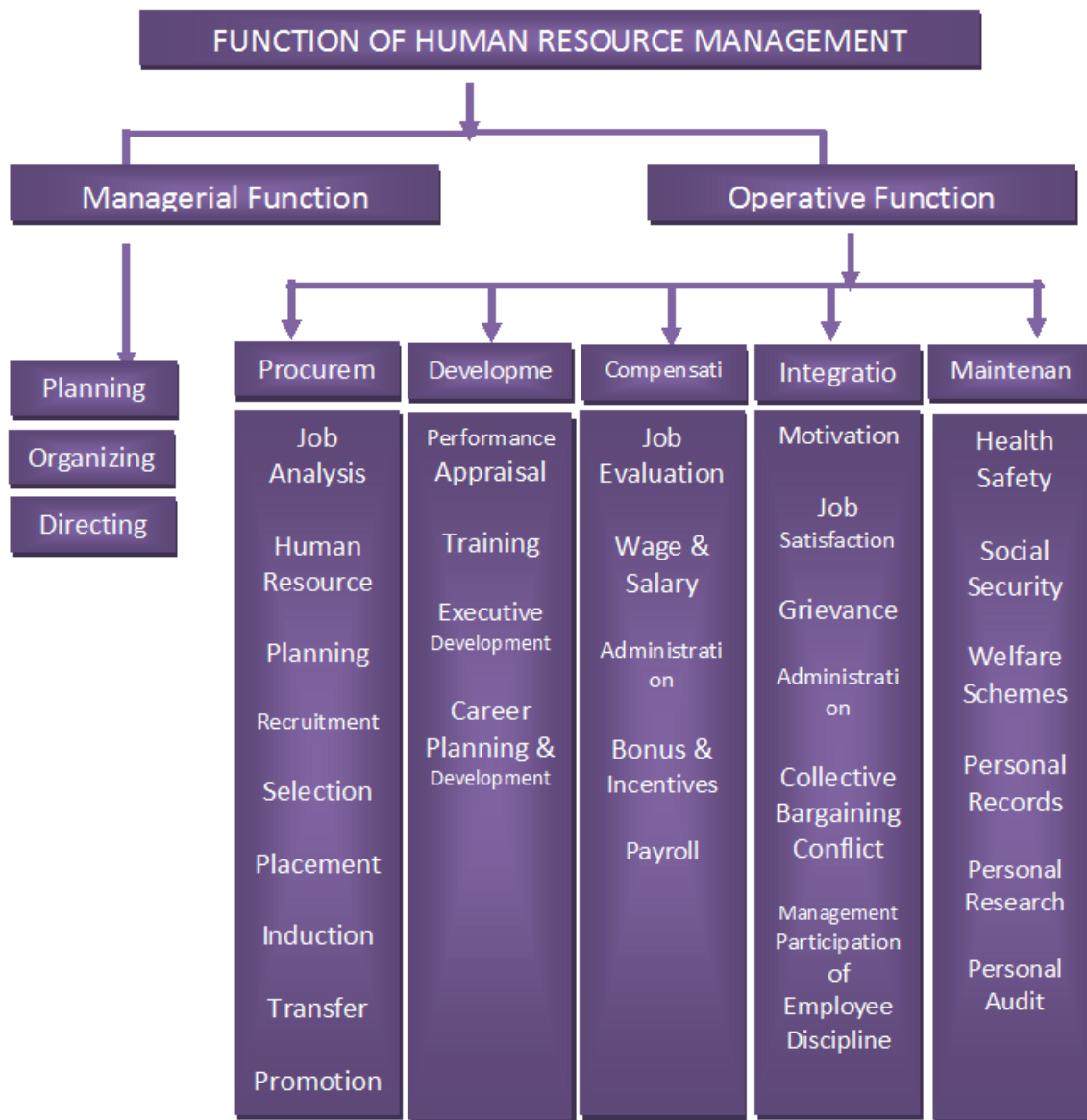


Chart: 3.2: Function of Human Resource Management

3.9 Recruitment of Human Resources

Human resources are the most valuable asset of a company. Previously the company owners treat its people as worker or employee. Now it has been changes. Modern management treats its people as resources. The company must acquire qualified and effective persons to ensure the continued operation of the organization. So, the success of any company almost depends on its human resources.

3.9.1 Definition of Recruitment

Recruitment is the process of accumulation of human resources for the vacant positions of the organization. According to David A. DeCenzo and Stephen P. Robbins, “Recruitment is the process of discovering potential candidates for actual and anticipated organizational vacancies.” Edwin B. Flippo has defined, “Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization.”

From the above definition we can say that, Recruitment is the process of finding and attraction capable applicants for employment. The process begins when new recruit are sought and ends when their application are submitted. The result is a pool of applicants which new employees are selected. The quality of an organization’s human resources depends on the quality of its recruits.

3.9.2 Sources of Recruitment in Bangladesh

Generally there are five sources of recruitment in Bangladesh. These are as follows:

- **Internal Sources:** An excellent source of information is the current employee who may know someone who would be qualified and interested in the open position. This source of information is very low cost, yet can yield a number of good prospects.
- **External Sources:**
 - Advertising
 - Employment agencies
 - Professional organizations
 - Educational institutes
 - Unsolicited or Casual applicants
- **Employee referrals:**
 - Recommendation from the current employees
 - Appropriate for hard to fill positions
- **Alternative to recruitment**
 - Employee leasing
 - Temporary help services
 - Independent contractors

- **Cyberspace recruiting:**

www.bdjobs.com

www.chakri.com

www.jobsbangla.com

www.prothom-alo.job.com

www.jobstreet.com

3.9.3 Recruitment Model

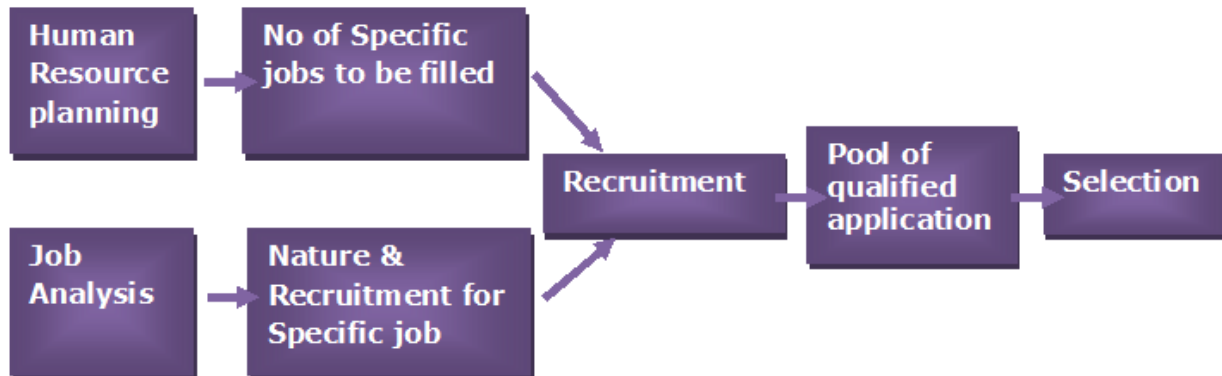


Chart: 3.3: Recruitment Model

3.10 Selection & Interview of Human Resources

The second step of Recruitment and Selection Process is Selection. It is the process of choosing the suitable person among the total number of applicants.

3.10.1 Definition of Selection

M.J. Jucious has defined, “The selection procedure is the system of functions and devices adopted in a given company for purpose of ascertaining whether or not candidate process the qualifications called for by a specific job.

Dale Yoder has defined, “Selection is the process by which candidates for employment are divided into two classes those who will be offered employment and those who will not.

3.10.2 Inputs and challenges to HR Selection

The selection process relies on three helpful inputs. These are:

- Job Analysis
- Human Resources Plan
- Recruits

The input job analysis yields the description of the jobs, the human specifications and the performance standards each job requires. Another input, HR plans identify likely job openings and allow selection to proceed in a logical & proactive manner. The last input, recruits form a pool of applicants from which employees are selected. Other challengesto the selection process limit the actions of HR specialists and line managers. Thus selection process is influenced by these inputs challenges and HR activities (orientation, training, development, compensation, career planning etc.) are highly dependent on selection process.

3.10.3 Process of Selection

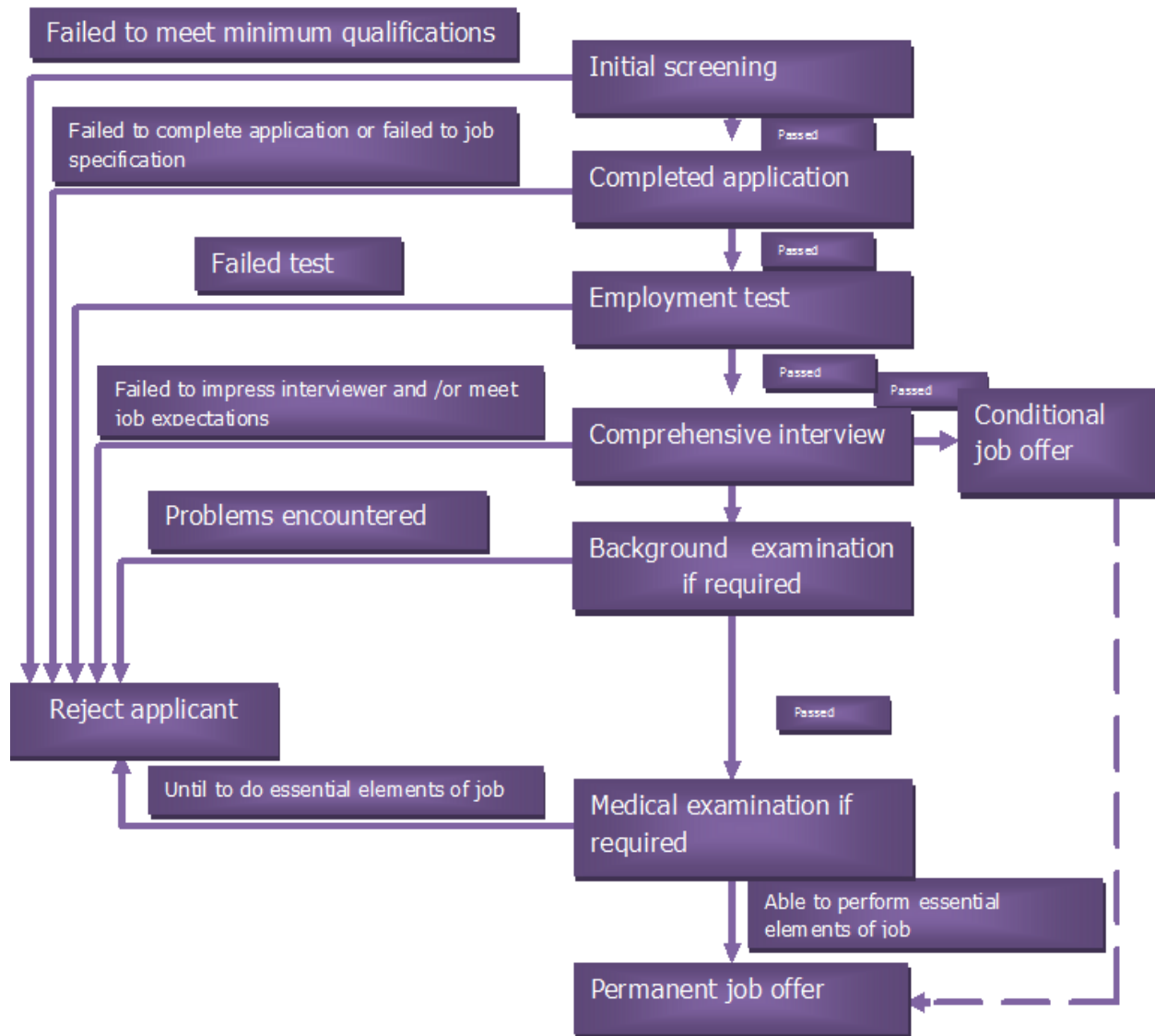


Chart: 3.5: HR Selection Process

3.10.4 Different types of Interview

- ✚ **Individual interview:** Individual interview is one-to-one interviews between the applicants and the interviewer.
- ✚ **Group interview:** There are two variation of group interview. One variation is to have applicants meet with two or more interviewers, allowing all the interviewers to evaluate the individual on the same questions and answers. Another major variation is to have two or more applicants be interviewed together by one or more interviewers.

- ✚ **Unstructured interviews:** An unstructured interview allows employment specialists to develop questions as the interview proceeds. The interviewer goes into topic areas as they arise, trying to simulate friendly conversation. This approach may overlook key areas of the applicant's skills or background.
- ✚ **Structured interviews:** Structured, or directive, interviews rely on a predetermined set of questions. The questions are developed before the interview begins and are asked of every applicant.
- ✚ **Mixed interviews:** Interviewers typically use a blend of structured and unstructured questions. The structured questions provide a base of information that allows comparisons between candidates; the unstructured questions make the interview more conversational and permit greater insights into the unique differences between applicants.
- ✚ **Behavioral interviewing:** Behavioral interviewing focuses on a problem or a hypothetical situation that the applicant is asked to solve. Often these are hypothetical situations, and the applicant is asked what should be done. Both the answer and the approach are evaluated.
- ✚ **Stress interviews:** Stress interviews attempt to learn how the applicant will respond to job pressures. The interview consists of a series of harsh questions asked in rapid-fire succession and in an unfriendly manner. Since stressful situations are usually only part of the job, this technique should be used in connection with other interview formats. Even then negative reactions are likely among those who are not hired.

3.10.5 Tests Types for selecting candidate in Bangladesh context

In order to select people, following tests are conducted in different organizations both public and private in Bangladesh.

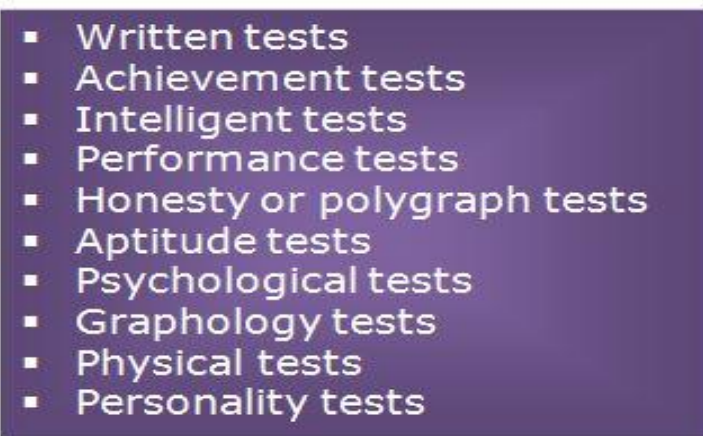
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- Written tests
 - Achievement tests
 - Intelligent tests
 - Performance tests
 - Honesty or polygraph tests
 - Aptitude tests
 - Psychological tests
 - Graphology tests
 - Physical tests
 - Personality tests

Chart: 3.6: Different Types of Tests

3.10.6 Orientation, Placement and Follow-up

The final step in the selection process is the induction or placement of the accepted applicant on the job. It is the act of introducing a new employee to a job. In short, induction means introduction of new employee in the company. A good induction program has three parts:

1. Introductory information given informally or in-group sessions in the Human Recourse Department
2. Further information given by the new employee's Supervisor in the Department about Departmental facilities and requires and
3. A follow-up interview several weeks after employee has been on the job.

3.10.7 Ten steps in the introduction procedure

- Greet the new employee cordially.
- Display personal interest in him.
- Review his/her terms of employment.
- Explain any additional privileges.
- Show him around.
- Explain the part he will play.
- Introduce him to his/her co-workers.
- Explain carefully his/her duties.
- Introduce him to persons who can assist or instruct.
- Follow up carefully.

Chapter Four: Recruitment and Selection Process of DBL Group

4.1 Recruitment process of DBL Group

Recruitment is the process of finding and attraction capable applicants for employment. DBL Group always wants to recruit the right people with combination of skills and resources in the right place. Because DBL GROUP believes that in order to achieve the organizational goal effectively there must be a need of skilled human resources. DBL GROUP always believes in Equal Employment color, region, race, age, national origin or any other factor. The Company always wants to recruit the best and suitable human resources in the vacant position. The person who can face the global challenges and always concentrate to achieve the Company's vision, mission, and goals always gets preference.

4.1.1 Recruitment policy of DBL Group

To achieve the organizational goal effectively DBL Group's Top Management has develop a "Recruitment Policy". In accordance with the Recruitment Policy there have some guidelines. The guidelines of the policy are as follows:

- Ensure the right people in the right place.
- Combination of skills and resources is a must.
- Policy is based on EEO.
- No discrimination against the applicant on the basis of sex, color, region, race, age, national origin or any other factor.
- Company's policy is always loyal to the Local law.
- No one who is below 18 years of age can be hired as an employee for DBL Group on regular, contract or temporary status.
- The person who is serving in any other companies whether temporary or permanent under any circumstances in any capacity is never recruited.
- That functional heads determines suitable qualification for any post.
- Absolute confidentiality in HR Recruitment Policy must maintain.

4.1.2 Recruitment sources of DBL Group

DBL Group usually uses three types of recruitment sources, internal source and external source.

Internal source:

Firstly employees can be recruited from the internal source. Management is usually preferred to recruit known and experienced employees from within the organization. In the following ways DBL Group recruitment from the internal source may take place with the approval of the Top Level Management. This can be happed by following ways –

- Promotion
- Up Gradation
- Transfer
- Temporary Assignment
- Additional Assignment

External source:

There are also some external sources of human resources recruitment uses by DBL GROUP. These are as follows:

- Advertisement in the Daily Newspaper – (The newspaper that are widely circulated)
- Employee agencies (Public agencies, Private employment agencies)
- Professional organizations (Account associations, Labor unions, Management associations)
- Employee Referrals / Recommendation:
- Recommendation from the current employees about any person

4.1.3. Steps in Recruitment at DBL Group

There are various steps followed by DBL Group to recruit skilled and qualified employees for the achievement of objectives. The steps are as follows:

 Assessment of the job:

The following things are to be assessed for a job:

- Whether the work is difficult or not.
- Whether experience is required or not.
- What are the qualities needed for the work to be done?
- When the work will be started?

 Requisition of Recruitment:

The concerned Department Head raise the requisition of recruitment through the prescribed Recruitment Requisition Form with required information and after that forward it to the Human Resources Department. The Human Resources Department than complete its formality and return it to the concern department. Last of all the concern department submit the Recruitment Requisition Form to the Managing Director for approval. The new appointments must be according to the approved HR budget and must be approved by the Managing Director.

 Attracting application:

DBL Group always circulates the job vacancies by publishing advertisement in bdjobs and in national newspapers. The newspapers that are widely circulated get preference for accomplishing this task. For circulating the publishing widely and effectively DBL Group chooses both Bangla and English dailies. The advertisement includes name of the position, nature of work, age limits, educational qualification, qualities and experience required for the job, job responsibilities and duties, expected salary, place of the job etc.

Receiving applications:

In the advertisement, potential and confident applicants are asked to submit their applications along with their resume, certificates and other necessary documents within a period of time. Then the HR department receives all the resumes submit by the applicants.

4.2 Selection and interview process of DBL Group

Selection is the second steps of Recruitment and selection process. Selection is the process of choosing the best one among the number of applicants. OMIC Management typically followed a standard pattern, beginning with an initial screening, interview, presentation and concluding with the final employment decision.

The selection process of DBL Group is as follows:

➤ Initial screening interview

The first step in the selection process is the screening process. During the initial screening process the Human resource manager describes the job in detail so the candidates can consider seriously about applying. After that DBL Group HR Manager compiles the resume and curriculum vitae from the applicants. The applicants may come to the corporate office or he or she can post his or her documents by post.

➤ Employment tests

Employment tests are varies from job to job. Such as – for Marketing Executive recruitment the physical appearance or smartness get preference where for HR executive recruitment managing power gets priority.

4.2.1. Testing tools used by DBL Group

Many employment tests exist in DBL Group, but each type of test has only limited usefulness. Each type of test has a different purpose.

- Knowledge tests determine the information or knowledge of the applicants. DBL Group Management is able to demonstrate that the knowledge is needed to perform the job.
- Performance tests measure the activity of applicants to do the some part of the work for which they are to be hired.
- Psychological tests measure personality or temperament of the applicants. By conducting this test DBL Groupmanagement wants to know about the applicant's personality.
- Attitude and honesty tests are being used in the same circumstances to learn about the attitudes of applicants and employees toward a variety of job related subjects. Attitude tests are being used to assess attitudes about honesty and presumably on the job behavior. For finance department this test is sometimes applied by DBL Group management.

- Medical tests determine the physical fitness of the applicants. It measures whether the person is fit enough to do the job or not.
- Power point presentation measures the applicant's communication skill and fluency in English.

4.2.2. Selection interview

DBL Group selection interview is a formal, in-depth conversation conducted to evaluate an applicant's acceptability. The Management of DBL Group seeks to answers three broad questions: Can the applicant do the job? Will the applicant do the job? How does the applicant compare with others who are being considered for the job? Selection interviews are the most widely used selection technique. The popularity stems from their flexibility. They can be adapted to unskilled, skilled, managerial, and staff employees. They also allow a two-way exchange of information. Interviewers learn about the applicant and the applicant learns about the employer.

4.2.3. Types of interview conduct by DBL Group

Individual interview

The supervisor of the vacant position takes the interview. This time the interviewee only face one person. This is often called individual interview.

Group interview

The applicants may meet with two or more interviewers, allowing all the interviewers to evaluate the individual on the same questions and answers. And sometimes two or more applicants are interviewed together by one or more interviewers. This is called group interview.

Unstructured interviews

DBL Group management also applies the unstructured interview. This interview allows DBL Group interviewers to develop questions as the interview proceeds. The interviewer goes into topic areas as they arise, trying to simulate friendly conversation. This approach may overlook key areas of the applicant's skills or background.

Structured interviews

Sometimes management applies Structured, or directive, interviews rely on a predetermined set of questions. The questions are developed before the interview begins and are asked of every applicant.

4.2.4 Verification of Reference and Educational background

All sorts of certificates are to be checked by the HR service manger in this stage. At least two references are needed in order to verify applicants. After verification the reference and certificates the next is begin.

4.2.5 Supervisory interview

The ultimate responsibility for a newly hired worker's success falls to the worker's immediate supervisor. The supervisor is often able to evaluate the applicant's technical abilities. When supervisors make the final decision, the employment function provides a supervisor with the best prescreened applicants available. From those two or three applicants, the supervisor decides whom to hire.

4.2.6 Medical check up

The section process also includes a medical evaluation of the applicant before the hiring decision is made. Normally, the evaluation consists of a health checklist that asks the applicant to indicate health and accident information. All sorts of expenses in this regard are borne by DBL Group Management.

4.2.7 Final Selection and Appointment Offer

Based on positive report on health status from the medical center, and positive reference check, the candidate is selected for appointment. At this stage, the selected candidate is offered employment with DBL Group. The appointment authority of DBL Group issues an appointment letter to the selected candidates. The appointment letter includes:

1. Job title, Grade/Step and Salary
2. Nature of appointment
3. Place of posting
4. Name of section or department
5. Effective date of appointment
6. Probationary period, conditions of confirmation and notice period
7. Ending date of employment (applicable for contract employee)
8. DBL Group standard terms and conditions

A current job description is also attached with the appointment letter. The appointment letter and job description will become valid only after signing by the Director HR and the employee, in the space provided for the purpose

4.3 Major Findings

4.3.1 Recruitment Procedure

- ✚ DBL Group uses an in-house function which ensures consistent recruitment from opening to opening. As they use in-house functions they have greater control on the recruitment process and they can easily execute different aspects of recruitment properly.
- ✚ DBL Group pursued centralized recruitment policies. That is recruitment activities are coordinated by the Human Resource Division. The advantages of this centralization recruitment are quick decision making, elimination of duplication, limitation of time, low cost and efforts.

- ✦ It has a strong online application system. Generally they post the advertising on www.bdjobs.com. The applicants send their resumes through bdjobs. Later on the Associate Manager sorts out the resumes according to the criteria.
- ✦ The Head of Human Resource along with the other staffs do all the HR activities in DBL Group. They maintain Human Resource Information System (HRIS) for their employees.
- ✦ There is fair and equal treatment in different categories of the jobs in DBL Group. Male and female employees are treated equally in DBL Group. There is no gender discrimination.
- ✦ There is no proper guideline in DBL Group regarding the recruitment budget.
- ✦ There is little effort of HR division for continuous development in recruitment process. The world is changing and recruitment process as well. They are using the same methods and strategies year after year because they are familiar with the practice and it is working.

4.3.2 Selection Procedure

Usually, the selection is a time consuming procedure. All the processes go through the decentralized decision making process that takes more time to complete the whole selection process.

- ✦ The applicants send their resumes through bdjobs. These resumes are then sorted for particular competencies. These sorted and varied resumes are then entered in the database to weed out any probable entry mistakes. The whole process takes considerable length of time as the number of applicants often reaches staggering number.
- ✦ The persons who are selected in the process are only contacted.
- ✦ When selection took place, DBL Group loses more qualified candidate because within this time most of the candidates joined in another organizations.

Chapter Five: Recommendation and Conclusion

5.1 Recommendations

Strive to make the important things measurable, not the measurable things important. Many HR professional believe their function has become more involved in business decisions, more strategically oriented and more effective as a business partner. The HR function is adding more and more value to modern organizations. The changing role of HR professional carries with it new responsibilities and challenges.

Throughout my employment in HR at DBL Group, I found some deficiency in the present recruitment and selection procedures. Based on objectives, findings and analysis some recommendations have been developed. It would be valuable for the HR to follow these:

- ✚ The Human Resource need identification should be done by HR department rather than divisional Head. It will facilitate the proper control of HR on different concerns and it will be possible to procure the actual number of employees.
- ✚ The CVs of applicants should be sorted on the basis of degree or skill as early as possible which will save valuable time to internal CV sourcing.
- ✚ An online database of all employees should be developed so that every employee has individual online profile account and it can be accessed at a time by more than one employee.
- ✚ Computerized database of salary is prepared on corporate office. It will take more time if the data of salary is being input to database manually. Branches should make the soft copy and send it to the HR.
- ✚ The front liner organizations are providing higher salary and picking the efficient employees. The HR should make regular assessment here.
- ✚ Maternal leave should be fixed to 4 months according to Government rule.
- ✚ There should be sufficient budget for recruitment and selection purpose.
- ✚ For some valuable positions, selection decisions can be made centrally to avoid time.
- ✚ Reference should not be used as selection criteria because there is a chance to select a wrong person
- ✚ In DBL Group the job applicants' age is limited from 25 yrs to 32 yrs who have the tendency to change their job frequently.

- ✚ DBL Group should arrange orientation program for all new employees. As a result new employees happen to know the organizational culture, values, mission, vision etc.
- ✚ Though DBL Group provides induction training before placing in job but I think they should provide some more training related with job.
- ✚ Some time it seems nepotism but they should avoid it for 100% fair and transparent recruitment.

5.2 Conclusion

DBL Group has its own style of HR practices. As a personnel function recruitment and selection is a major Human Resource function designed to attract, obtain and retain the qualified workforce to meet the future organizational needs. Through efficient handling of this practice the company can successfully continue its operation. This requires a sharp business focus from HR professionals and the delivery of high quality HR systems that are integrated into the organization strategy and operations. The study “Recruitment and Selection Procedure of DBL Group” under HR revealed that employees are the most valuable resources for the progress of the organization. For the development of these valuable resources there are many factors involved. The analysis of the report shows some positive practices and negative practices which are need to improve for conducting the employees successfully. To increase the productivity of an organization effective & dynamic recruitment and selection procedure is essential. DBL Group practices a progressive recruitment and selection procedures. HR officers of DBL Group are now expected to work beyond the boundaries of contracts and policies to contribute directly to the operation and success of the business.

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