How Outsourcing HR create a profitable scenario for

Nestle and PeopleScape Ltd

INTERNSHIP REPORT ON

How Outsourcing HR created a profitable scenario for Nestle and PeopleScape Ltd?"

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Date: 20-09-2012

Letter of Transmittal

20 September 2012

Syeda Shaharbanu Shahbazi Ahmed

BRAC Business School

BRAC University

Subject: Submission of Internship Report

Dear Sir,

This is my pleasure to present my internship report title "**How Outsourcing HR create a profitable scenario for Nestle and PeopleScape Ltd?"**

The main purpose of this report was to learn about the process of PeopleScape Ltd. I have tried my level of best to cover the topic effectively, and I hope that this report meets your expected standard. This experience helped me immensely to develop my skills in Human Resource Management. I am thankful to you for your guidance, suggestions and constructive criticism during the preparation of this report that only encouraged me further into excelling.

Please accept this report and oblige. I am eager to respond to any questions that you may have concerning this report.

Yours Sincerely,

Arpita Bhattacharjee

Acknowledgement

In every step of this study, many individuals and department of the organization support who are connected for the project. It gives me an immense pleasure to acknowledge them with my appreciation.

At the very beginning, I would like to express gratitude to almighty for special blessings in completing it. I would like to thanks to my supervisor Ms. Syeda Shaharbanu Shahbazi Ahmed for guiding me and come out with some important part which might I could not find out, I would also like to acknowledge my respected previous supervisor, Shawkat kamal, BRAC Business School, BRAC University. His sincere guidance, untiring support, precious advice and endless encouragement enabled me to overcome all the quandaries that cropped up during the preparation of my report. I also acknowledge my respected to all my respected teachers to teach me the relevant topics which I could use in my internship period.

My heartfelt thanks go to Sabina Yesmin (Executive –Talent and Resource), Jayanto Paul (Management Trainee-Talent and Resource) for their unending support and encouragement. I would also like to express my sincere appreciation to Shahed Ahmed Shakil (Key Account Executive) who helps me to get all the relevant information of Nestle with PeopleScape and to all the employees of PeopleScape Ltd, without them this research couldn't have been this perfect and professional.

Topic of the report:

How Outsourcing HR create a profitable scenario for

Nestle and PeopleScape Ltd

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Executive Summary

PeopleScape Limited is a strategic business unit of Market Access Provider Limited. Over the last 4 years PeopleScape is doing business as a human resource consultancy farm. They are doing their business on behalf of their clients such as Unilever, Nestle, Coca Cola, and Robi etc.

My internship report is based on the activities and Human Resourcing processes of PeopleScape entitle 'How Outsourcing HR created a profitable scenario for **Nestle and PeopleScape Ltd.**' I have tried my best to cover every part of activities and the related process. As I have in the recruitment division, so my job and responsibilities were limited. So, I tried here to input some of point which I was not that much involved.

Chapter 1 is discussed about the limitation which I faced most and also a brief summary of my report and my analysis. In chapter 2, I have discussed the organization overview at the point of organizational and also my own view and also my duties and responsibilities and the projects the functional services of PeopleScape and some theories regarding recruitment. I tried to provide every detail of the services that I was involved that I was involved in my internship period. In chapter 3, on project part I have discussed the core activities and benefits of nestle and PeopleScape. The activities which also build a scenario of profitable for **Nestle and PeopleScape**. I also have discussed the functional services of PeopleScape and some theories regarding recruitment which also an analyzing part of my report about my learning, and the output of my learning. Some of SWOT analysis also discussed there for the organizational part.

I tried to provide every detail of the services that I was involved. For the analysis part, I talked with some employees of PeopleScape and asked them questions related the activities of PeopleScape with Nestle. Based on their answers I interpreted the data tried to figure the effectiveness. Before drawing any conclusion based on this report it may be noted that there might be in lack in data, but still the report may be useful for designing any further study.

Chapter -1

Introduction

1.1 Scope

The scope of the study is to learn How Outsourcing HR created a profitable scenario for Nestle and PeopleScape Ltd. From preparing this report we will learn recruitment process in an organization. The report is prepared on the basis of interviews with personnel of the employees who are mainly responsible for Nestle Bangladesh from PeopleScape.

1.2 Objective of the Study

Specific Objectives of Internship:

✓ To focus on how people gets recruited in organizations and what are the qualities in them carries value.

✓ Usually how many resumes PeopleScape present to organization for required posts

✓ Analyze the procedure of sorting resumes

✓ What is the selection process of employees in PeopleScape

✓ To measure the efficiency and effectiveness of recruited employees of PeopleScape

Specific objectives of project:

✓ To focus the activities of PeopleScape for Nestle Bangladesh

✓ To calculate the total number of year employees are serving for Nestle

✓ To assess how the employees came to know about vacancy

✓ To measure the employee test they have taken for the job

✓ To determine whether there was an agreement before the appointment letter

✓ To measure the type of agreement

✓ To measure whether the employees is working their desired post

1.3 Methodology

Some simple and common methods have been carried out in making the report.

Sources of information:

Primary:

I talked to my supervisors, who conduct the selection and recruitment of the organization and are directly responsible to make their subordinates well motivated. I tried to get the information by means of a set of questionnaires along with employees who are directly involve with the project and also the employees of nestle (Appendix)

Secondary:

I also went through PeopleScape websites and the reports regarding this topic, which I believe will give me a wide breadth of information that will make the report more informative.

I also took some support from the company profile and the contractual report of PeopleScape

1.4 Limitation

In spite of my untiring effort, I am sure that there are still some shortcomings prevailing in the report due to:

• Lack of practical experience and capabilities.

• Lack of concentration in answering the questionnaire: As the interviewees were quite busy, so we had difficulty in interviewing them as a result, more required information regarding the report purpose was not collected.

• lack of knowledge and also lack of time

• Up-to- date information were not available.

In spite of these margins I tried my best to collect essential data and information that have been analyzed in the following sector.

Chapter -2

Organization's Overview

2.1 Origin of PeopleScape

PeopleScape is a wing of **Market Access Providers Limited (MAPL)**, an undeniable leader in Bangladesh for providing absolute marketing declaration from corner to corner a very spacious range of customer support. More than the last 4 years the company has skilled a stable growth in business.

MAPL having the most absolute assortment of Marketing Solutions for marketers aiming to win in Bangladesh Market, ranging from First Moving Consumer Goods to Information & Communication Technology; Specialty Goods to Industrial Products; Consumer Activation to Direct Sales; Direct Marketing to Urban and Rural Distribution (outreach); Trade Marketing to Event Management; Creative Communication to Brand Experience Management.

PeopleScape has grown and formed from MAPL's proficiency in aligning Clients HR program and Deliver Model with their Business Objectives, and thereby optimizing their investment in HR Processes and Programs.

- PeopleScape started its operation in 2007 under MAPL. Mr. Haji Maminul Kabir was the founder of PeopleScape. Shoily Israt Fatima was last head of business. PeopleScape has branches in Nepal and Dubai.

2.2 Code of PeopleScape

PeopleScape delivers on a 100% unwavering commitment to professionalism. All **PeopleScape** employees operate under a Code of Ethics designed to ensure total customer satisfaction. That strongly adheres at all times to the following principles:

> ➢ <u>Discovery</u>: We will not propose or commence any program without completely understanding our clients' needs and goals.

> ➢ **<u>Disclosure:</u>** Open and continuous communication is the foundation of a successful relationship. All material information gathered on behalf of a client, either positive or negative, will be promptly reported to the appropriate client representative.

> ➢ **<u>Discretion:</u>** We will at all times act to protect the proprietary and confidential information of our clients.

> ➢ **<u>Diversity:</u>** We conscientiously comply with national and local laws governing equal opportunity in hiring.

> ➢ **<u>Discipline:</u>** We only accept programs for which a client will permit us to dedicate an appropriate amount of resources. All programs we accept adhere to carefully planned service level agreements and implementation guidelines and timetables.

2.2.1 Process Principle

Not limiting the scope of services to discrete functions, **PeopleScape** takes a holistic approach to processes. By offering strategic, integrated solutions, PeopleScape provides businesses the opportunity to outsource the complete scope of most administrative and strategic Human Resource functions. Functions range from recruiting, hiring, management training, organizational development and strategic HR planning.

PeopleScape business model is one that marries the expertise, intimacy and customer service of a small specialty HR Outsourcing firm, with the vast resources and geographic coverage of a large HR Outsourcing firm. We accomplish this with the relationships that we've built from the frame of Market Access Providers Limited (MAPL) through solid partnering and the development of creative and formalized strategic partnerships.

Based on credibility, longevity and a deep portfolio of knowledge and accomplishments within the HR space, PeopleScape, through the face of MAPL, has long been considered an integrated part of the human resource community. PeopleScape offers a new vision of HR Partnering - one that unites all the elements of HR transformation and outsourcing less than one global roof: the service offerings, HR expertise, proven processes, and service delivery.

PeopleScape offers a new vision of HR Partnering – one that units all the elements of HR transformation and outsourcing under one global roof; the service offerings; HR expertise, proven processes and service delivery.

Services

The services of PeopleScape	
Recruitment Process Management	Training & Development
Payroll Management	Change Management
Performance Appraisal System	Benefits Management & Exit Process Management

2.2.2 Why Multinational & Local Companies Come to PeopleScape

✓ **PRACTICAL TOOLS & TECHNOLOGIES FOR ON GOING OPERATIONS**

Several large HR consulting projects are basically a wide-ranging analysis resulting in a report and recommendations. All companies don't need reports; they need rally round in receiving the job done. As such, companies should look for HR consultants who can help with current operations, provide strategic solutions that generate bang today, and offer access to easy-to-use HR technologies.

✓ **END-TO-END SERVICE**

Firms classically don't need just a part of the mystery; they desire an end-to-end solution. As well, it's unreasonable to manage many different consulting partners—they need one vendor who can handle the dimension of the HR needs. Preferably a company should get all its HR consulting from one or two vendors who know their business intimately, and can be relied on to provide consistently excellent service. In selecting HR vendors, companies should look for a consultant who can deal with a wide range of needs, not just one who can only deal with the strategy portion or a single, immediate issue.

✓ **COST EFFECTIVENESS**

High-end HR consultants can cost thousands of dollars a day even when the consultants delivering the work are quite junior. Firms simply can't justify these kinds of costs. It's not unreasonable for Firms to ask consultants to demonstrate—in a straightforward way—that there is a very definite ROI for their work.

✓ **SPECIALIZED EXPERTISE**

Average sized firms typically are often staffed with HR generalists who have a good broad knowledge of HR. However, at times they will need specialized expertise in areas

like performance management or employee surveys. Companies need to choose vendors who have the specialized expertise that can supplement the knowledge of in-house HR.

Vision

Just as the mastery of landscape artist comes out in the amazing landscapes that they design, the same way the art of finding, shaping, ornamenting, and preserving the Right talent pool, in the right place, at the right time is reflective of PeopleScape.

Mission

To create the partnership with different organizations, to deliver the best possible talent in the market place. Being the market leader in this sector. We are here to help you make a difference.

2.2.3 Objective

The objective of PeopleScape is to try bringing Human Resource consultancy which is now the mainstream of the business. To help achieve the main goal of the vision of MAPL – "To be the most proffered complete marketing solution provider in Bangladesh".

Tasks carried out at PeopleScape

Human Resource Management is a very wide area of management, HR is not only to hire and fire people, today HR means putting right person in the right position at the right time and satisfy them to keep in the organization. PeopleScape is a complete HR firm and it offers all most all the HR Services. Some of those are:

a. Recruitment & Headhunting (Local & international)

b. Payroll processing & Management

c. Performance Appraisal System & management

d. Training & Development

e. Change Management

f. Benefit Management

g. Exit Process Management

h. Salary Survey

i. Staffing Operation Management

j. Policy Designing and Formulation

k. Talent Mapping

l. Job Evaluation &Reference Check

2.2.4 Organogramme

```
Shoily Israt Fatima
Head Of Business
    │
    ├── Abu Sayed Ahmed
    │   Staffing Operations Head
    │       │
    │       ├── Syed Mizanur Rahman
    │       │   Staffing Operations Manager
    │       │       │
    │       │       ├── Md. Mustafizur Rahman
    │       │       │   Field Co-ordinator
    │       │       │
    │       │       ├── Khurshida Banu
    │       │       │   Help Line Officer
    │       │       │
    │       │       └── Rajib Hossain
    │       │           Field Co-ordinator
    │       │
    │       ├── Jayonto Kumar Paul
    │       │   Key Account Executive
    │       │
    │       └── Sk. Abdullah Al Mamun
    │           Executive Operation
    │
    └── Sabina Yesmin
        Executive- Talent and Resourcing
            │
            └── Tania Sultana
                Management Trainee
```

2.2.5 Clients

PeopleScape's Clients

Unilever Bangladesh	Nokia	American & Efird (Bangladesh) Ltd
British American Tobacco Bangladesh	Standard Chartered Bank	Perfetti Van Melle
Nestle	Santos	Bangladesh Edible Oil Ltd
Banglalink	Reckitt Benkiser	Augere
GrameenPhone	GE Health Care	Double A Pulp & Paper
Citycell	Marico Bangladesh Ltd	Coca-Cola
Robi	International Finance Corporation (IFC)	Banglalion
Bata Shoe	Sarnoff	

Cairn

grameenphone

sanofi aventis

PERFETTI van Melle

banglalink
An ORASCOM TELECOM Company

RECKITT BENCKISER

Nestlé

BRITISH AMERICAN TOBACCO

Unilever

Coca-Cola

GE Healthcare

IFC
International Finance Corporation
World Bank Group

Citycell

Standard Chartered

BRAIFORM
INCORPORATING BRAITRIM AND PLASTI-FORM

Al Rostamani
INTERNATIONAL EXCHANGE

গ্রামীণ ডানোন

রবি

marico
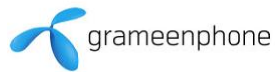
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2.3 Recruitment

Recruitment forms the primary stage in the procedure, which continues with selection and come to an end with the placement of the candidate. It is the subsequent step in the procurement role, the first being the manpower planning. Recruitment makes it possible to get the number and types of people necessary to ensure the sustained operation of the organization. Recruiting is the realizing of potential applicants for actual or plausible organization vacancies. In other words, it is a 'linking activity' bringing together those with jobs and those seeking jobs.

2.3.1 Source of Recruitment

Internal Sources

Internal Sources include personnel already on the pay-roll of the organization. Whenever any vacancy arises, somebody from within the organization may be looked into*:*

- o Internal promotions
- o Referrals
- o Former employees

Merits

- It improves the morale of employees, for they are assured of the fact that they would be preferred over outsiders when vacancies occur
- The employers are in a better position to evaluate those presently employed than outside candidates. This is because the company maintains a record of the progress, experience and service of its employees

- It promotes loyalty among the employees, for it gives them a sense of job security and opportunities for advancement
- As the person in the employment of the company are fully aware of, and well acquainted with, its policies and know its operating procedures, they require little training, and the chances are that they would stay longer in the employment of the organization than a new outsider would
- It is less costly than going outside to recruit.

Demerits

- There are possibilities that internal sources may "dry up", and it may be difficult to find the requisite personnel from within an organization
- Since the learner does not know more than the lecture, no innovation worth the name can made. Therefore, on jobs which require marginal thinking, this practice is not followed
- As promotion is based on seniority, the danger is that really capable hands may not be chosen.

External Sources

External Sources of recruitment refer to Prospective candidates outside   the enterprise. They usually include new entrants to the labor force.

 The external sources are

- Advertisement in newspapers
- Campus and Online recruiting
- Casual job seekers
- Consultants and Job fair

Merits

- External sources provide the requisite type of personnel for an organization, having skill, training and education up to the required standard
- Since persons are recruited from a large market, the best selection can be made without any distinctions of caste, sex or color
- In the long run, this source proves economical because potential employees do not need extra training for their job
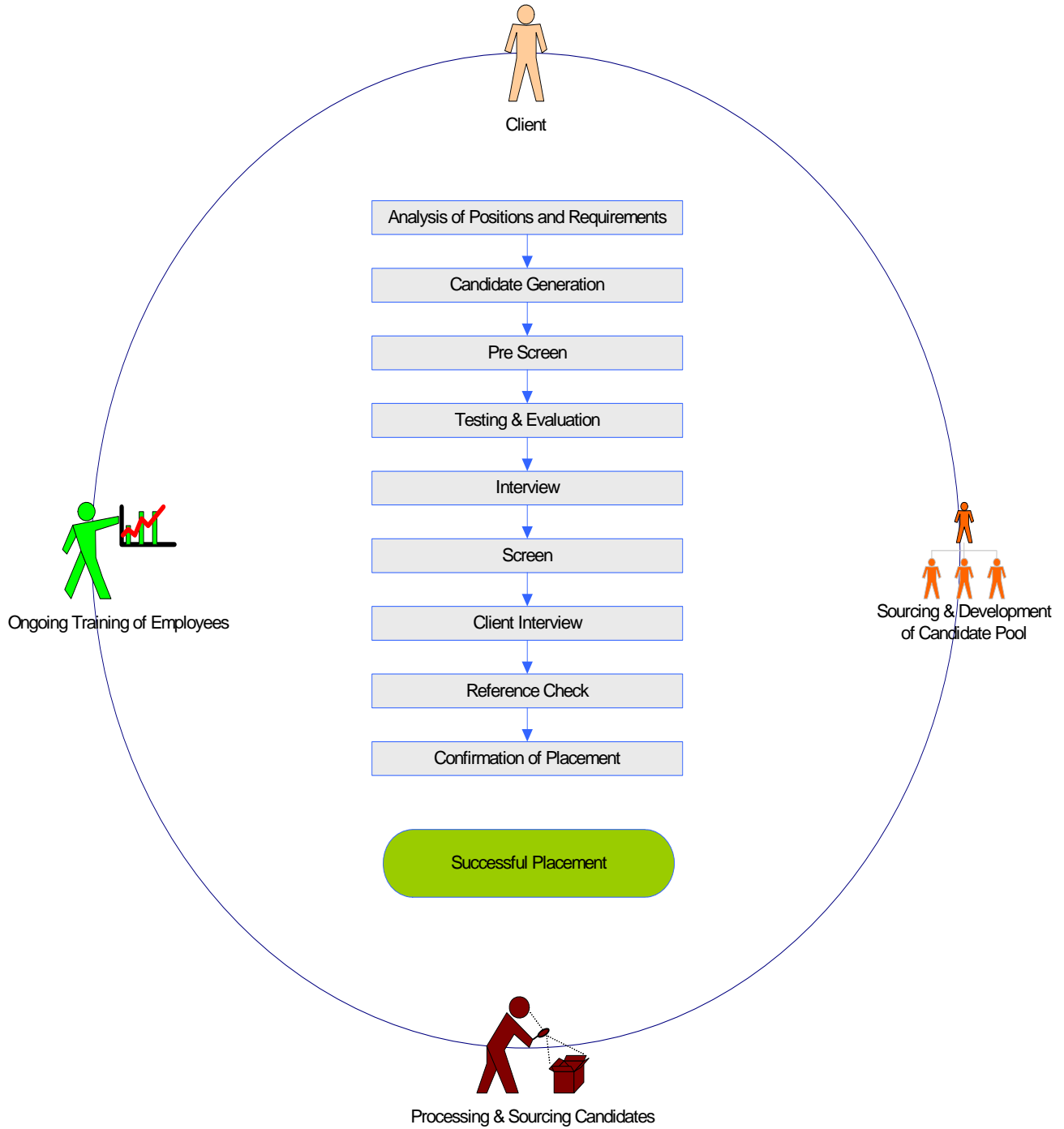
Demerits

However, this system suffers from what is called "brain drain," especially when experienced persons are raided or hunted by sister concerns.

2.3.2 Process of Recruitment

Steps in recruitment process

➢ The process starts with job planning, which among other things involves analysis of the present and future needs for personnel with different kinds of competence and for different tasks. This first component of the process may result in a decision to prepare for new jobs and announce job opportunities.

➢ In the second step of the search process after a vacancy has been defined on the basis of job planning, the employer has to make his choice between alternate ways to spread and formulate information about the vacant position. He can, for example choose between different ways to formulate the information about what experience and personal abilities of the potential employee, etc.,

➢ The third and final search decision confronting the employer is to determine which one of the applicants to hire for the job opening.

Process of Recruitment

Client

Analysis of Positions and Requirements
Candidate Generation
Pre Screen
Testing & Evaluation
Interview
Screen
Client Interview
Reference Check
Confirmation of Placement

Successful Placement

Ongoing Training of Employees

Sourcing & Development of Candidate Pool

Processing & Sourcing Candidates

2.3.3 Technique of Recruitment

Recruitment techniques are

- ➢ **Promotion:** Most of the internal candidates would be stimulated to take up higher responsibilities and express their willingness to be engaged in the higher level jobs if the management gives them the assurance that they will be promoted to the next higher level.

- ➢ **Transfers:** Employees will be stimulated to work in the new sections or places if the management wishes to transfer them to the place of their choice.

- ➢ **Advertising:** Advertising is a widely accepted technique of recruitment, though it mostly provides one way communication. It provides the candidates in different sources, the information about the job and company and stimulates them to apply for job. It includes advertising through different media like newspaper, magazines of all kinds radio, television etc.

2.3.4 Service
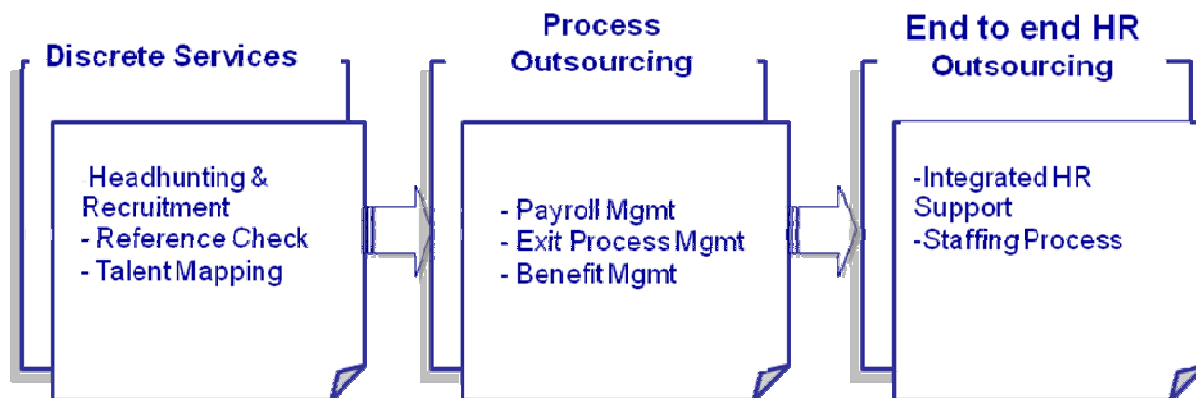
The process starts with the discrete services. **Discrete services include**

Recruitment and Headhunting
- ✓ Local Recruitment
- ✓ International Recruitment
- ✓ Internal Recruitment

Reference Check: The professional team of PeopleScape with a corporate network makes sure that the required candidate of clients is coordinated with qualifications and qualities.

Talent Mapping: In terms of talent mapping, PeopleScape has the proficiency to suit the needs of clients.
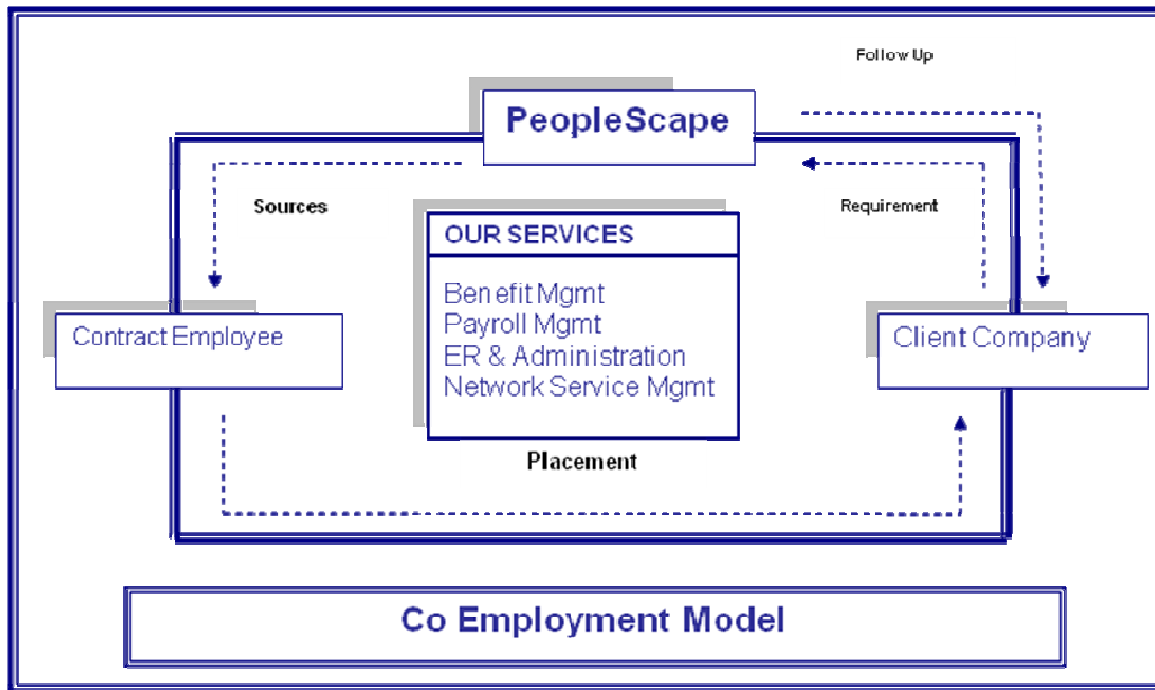
Process Outsourcing

Payroll Management: It allows PeopleScape to look over every human resource related issues of employees to become an employer.

Benefit Management:
- ✓ We deliver quality, choice & value in employee benefit.
- ✓ We offer wide spectrum of benefits for you to choose from.

Exit Process Management: Exit Interview by the specialized team of PeopleScape, digs out the most crucial and unbiased information thereby enhances the retention process and contributes to your organizational development.

End to End HR Outsourcing

Follow Up

PeopleScape

Sources

OUR SERVICES

Benefit Mgmt
Payroll Mgmt
ER & Administration
Network Service Mgmt

Requirement

Contract Employee

Client Company

Placement

Co Employment Model

Analysis and Interpretation of the Data

This analysis is based on the feedback of the employees who were surveyed for the purpose of the study. It's a yearly survey of PeopleScape which create a summary of knowledge that how PeopleScape is working in an effective recruitment process.
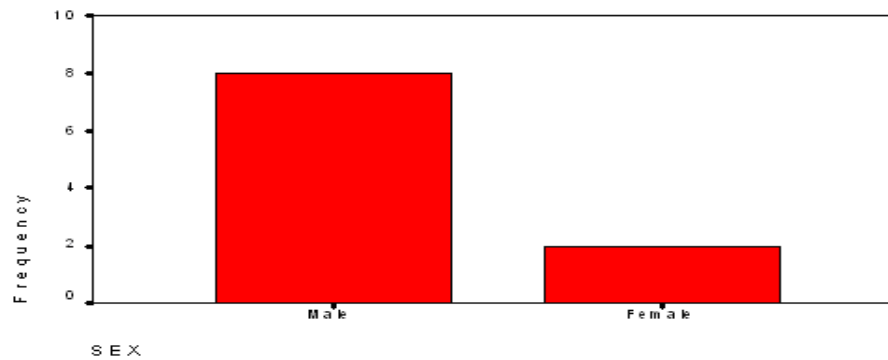
Frequency Table

Statistics of Sex, Position, Source of vacancy information & Type of employment test.

		Gender	Position	Source of vacancy information	Type of employment test
N	Valid	10	10	10	10
	Missing	0	0	0	0

Statistics of Number of interviews before getting interview letter, Given test for the job, Agreement before getting appointment letter, Type of agreement and Is the current post desired,

		Number of interviews before getting interview letter	Given test for the job	Agreement before getting appointment letter	Type of agreement	Is the current post desired
N	Valid	10	10	10	9	9
	Missing	0	0	0	1	1

Gender

Interpretation:

Table: 2.1

		Frequency	Percent	Valid Percent
Valid	**Male**	**8**	**80.0**	**80.0**
	Female	**2**	**20.0**	**20.0**
	Total	**10**	**100.0**	**100.0**

The survey was on company and here the number of male employees is larger than female employees. Frequency designates the number of employees in each interpretation.

Source of vacancy information
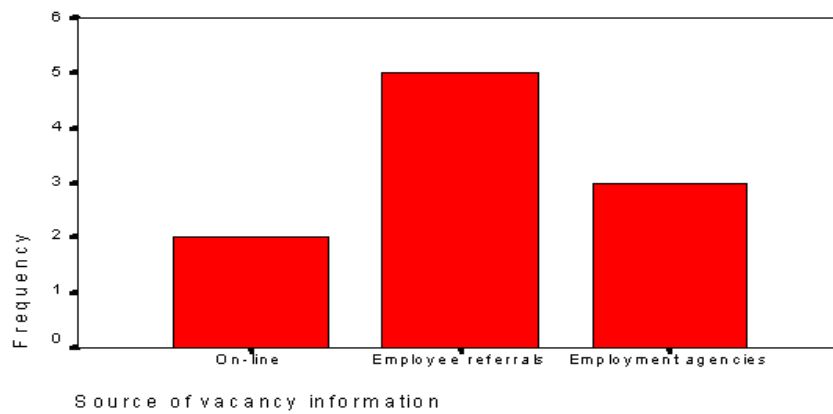
Interpretation:

Table: 2.2

		Frequency	Percent	Valid Percent
Valid	On-line	2	20.0	20.0
	Employee referrals	5	50.0	50.0
	Employment agencies	3	30.0	30.0
	Total	10	100.0	100.0

Employees mostly got information about the vacancy in this company through referrals. Two employees became informed through on-line.

Type of employment test

Type of employment test
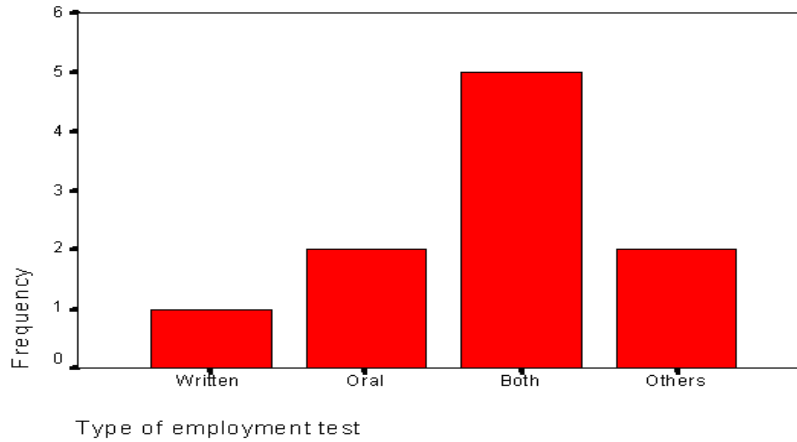
Interpretation:

Table: 2.3

		Frequency	Percent	Valid Percent
Valid	Written	1	10.0	10.0
	Oral	2	20.0	20.0
	Both (written & oral)	5	50.0	50.0
	Others	2	20.0	20.0
	Total	10	100.0	100.0

Most of them had to attend both written and oral test.

<u>**Number of interviews before getting interview letter**</u>
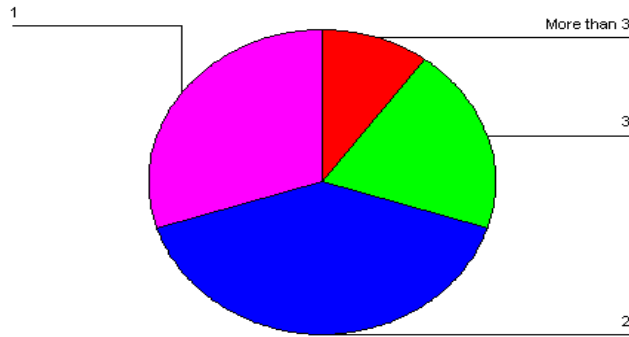
Interpretation:

<u>Table: 2.4</u>

		Frequency	**Percent**	**Valid Percent**
Valid	**More than 3**	1	10.0	10.0
	3	2	20.0	20.0
	2	4	40.0	40.0
	1	3	30.0	30.0
	Total	10	100.0	100.0

From the data we can see that only one had to face more than 3 interviews and most of the employees have given two interviews. Three employees only faced one interview.

Given test for the job
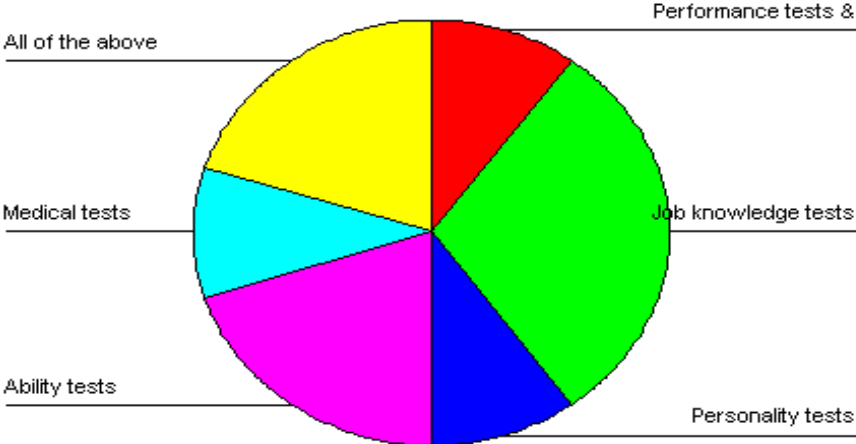
Interpretation:

Table: 2.5

		Frequency	Percent	Valid Percent
Valid	Performance tests & work samples	1	10.0	10.0
	Job knowledge tests	3	30.0	30.0
	Personality tests	1	10.0	10.0
	Ability tests	2	20.0	20.0
	Medical tests	1	10.0	10.0
	All of the above	2	20.0	20.0
	Total	10	100.0	100.0

Various types of tests are being taken for the job. In the table we can see what types of tests are being taken with how many employees.

Agreement before getting appointment letter
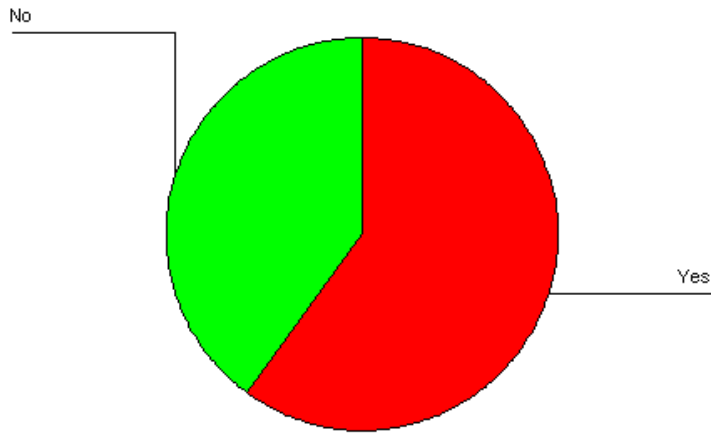
Interpretation:

Table: 2.6

		Frequency	Percent	Valid Percent
Valid	Yes	6	60.0	60.0
	No	4	40.0	40.0
	Total	10	100.0	100.0

60% employees of the branch said that they got agreement before starting and 40% employees said that there was no agreement at the time of joining.

Type of agreement
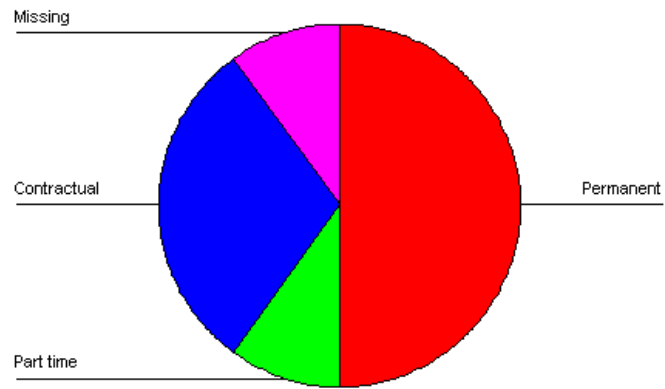
Interpretation:

Table: 2.7

		Frequency	Percent	Valid Percent
Valid	Permanent	5	50.0	55.6
	Part time	1	10.0	11.1
	Contractual	3	30.0	33.3
	Total	9	90.0	100.0
Missing	System	1	10.0	
	Total	10	100.0	

I used the survey from the company annual report. Here they surveyed the questionnaire among the ten employees. One didn't give the answer of this question. Five employees started as permanent, three employees started as contractual and the other as part-time employee.

Employees are working in the desired post
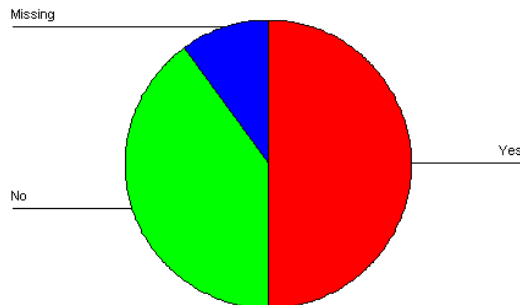
Interpretation:

Table: 2.8

		Frequency	Percent	Valid Percent
Valid	**Yes**	5	50.0	55.6
	No	4	40.0	44.4
	Total	9	90.0	100.0
Missing	**System**	1	10.0	
Total		10	100.0	

Most of the employees said that they are working in their desired post and four employees said no for their answer. One employee didn't answer of this question.

2.4 Specific tasks carried out at PeopleScape

2.4.1 Duties & Responsibilities

The Report has been made as a part of the Internship of the BBA program of BRAC University (BRACU). However, there have been some other hidden reasons like getting accustomed to the pragmatic working environment, making the use of everything that has been learnt as yet in the academic courses of BBA program and most importantly demonstrating a clear picture of HRD of PeopleScape Ltd.

Representing the overall Human Resource Department and their activities including planning, recruitment, selection etc and tracing out places where it is confronting difficulties and coming up with the best possible solutions.

In PeopleScape, I worked in Recruitment department. As a HR consultancy farm, one of our major responsibilities was to place a suitable candidate according to the requirement of our clients. In my internship period, I have helped my organization to recruit candidates for Unilever, Nestle, Bursiform, Mutual Foods Ltd, Coca Cola, Reckitt Benckiser and GE Healthcare. For each recruitment our clients provided a job description and according to that we provided the appropriate candidate for interview. For this purpose, my duties and responsibilities were-

- Reading the job description

- Collect resumes

- Shortlisted resumes

- Contact with candidates over phone

- Provide necessary job details

- Update candidates information and make a data based report

- Forwarding the resumes to my supervisor

To collect resumes our sources were

- ✓ Bdjobs.com

- ✓ Internal source

After receiving the prerequisite, my supervisors posted a job detail in bdjobs.com. According to the point, I searched bdjobs.com and collected resumes. After collecting the resumes, I saved in a file and start calling via phone. In conversation, I asked candidates about their job experience, current job responsibilities, there expectation and share the job details. If they are interested for the job than I saved their resumes in a different file.

After shortlisted the resumes, I attached the logo of PeopleScape and convert the resumes into PDF format. Afterward I forwarded the resumes to my supervisor and again shortlisted the resumes and forwarded to our respective clients.

Later than, I generate a data base report in MS Excel. In that report, I put a summary of the shortlisted candidates. In summary I place candidates-

- ➢ Name

- ➢ Age

- ➢ Educational Background

- ➢ Educational Institute and CGPA

- ➢ Job Experience (if any)

- ➢ Current and Expected Salary

Following this, our clients gave us a feedback and share an interview date. I formulate an interview schedule in MS Excel and share it with the short listed candidates over phone. I sent

them a message containing interview schedule, venue, and name of the position. Before the day of interview, I again called them and remind them about the interview.

2.4.2 Zen Mobile

My first project in PeopleScape was the recruitment of Zen Mobile project for the Head of department, my duties and responsibilities were much broader. This position is only intended for the senior level. We have collected the resumes from Bdjobs and Different companies Head of departments and also some references profile. 15 candidates were shortlisted from 150. The recruitment steps are-

- ✓ Written Test

- ✓ Preliminary Interview

- ✓ Assessment Centre

- ✓ First Interview with Directors

- ✓ Second Interview with HR Head of Head office of India

- ✓ Medical Test

Written Test: PeopleScape is responsible for the first three steps. After shortlisted the resumes both me and my supervisor fixed the written test schedule. Total 63 candidates were present for the written test. The written test went for 4 days. There 80 MCQ questions and the duration was one hour. I was the sentinel and also checked the scripts. Following this, I put the marks in database

Preliminary Interview: The preliminary interview took place right after the written test. This interview contained 10 marks. After getting the marks, I put in database. Considering the combined marks of written test and interview, we have selected 18 candidates for the assessment centre.

Assessment Centre: It is a whole day program. Though 18 candidates were selected, but 17 were present. We divided the candidates into two shifts. Three assessors were present to judge the candidates. I have provided the necessary effects such as job description, schedule, blank page, pen, pencil, marker, case with questions and without questions, name tag etc. Candidates have to prepare the answer and do a presentation. Assessors tried to judge candidates' communication skill, presentation skill, problem solving skill, listening skill etc. During the assessment assessors gave them the marks for different criteria.

After getting the marks of assessment centre, I have added them with the interview and written test marks. I have created a new data base and save all the updates for this project. Then my supervisors forwarded the database to Zen Mobile and also recommended some candidates.

The following three parts are done by Zen Mobile in Westin. After receiving the interview schedule I have communicated with the candidates and share the schedule.

At the mid period of my internee, I involved with the full recruiting process of PeopleScape that also help me a lot to learn about the total process of recruiting. Here I like to discuss the process that I learn.

2.4.3 Projects

Serial	Client	Position
1	Unilever	Trainee Territory Manager Territory Manager Production Shift Officer Project Co Coordinator Assistant Maintenance Engineer
2	Reckitt Benckiser	Territory Sales Officer Data Entry Operator Account Officer Vat Manager

3	Route To Market	Sales Executive Sales Officer Direct Sales Representative Account Officer
4	Banglalink	Admin Assistant Executive of Customer Sales/Service Frond desk Officer
5	Coca Cola	Area Executive Route To Market Executive
6	Nestle	Human Resource Co Coordinator Supply Chain Officer
7	Route to Market	Layout Planner Order To Remittance Executive
8	British American Tobacco	Admin Officer
9	Eshna Enterprise	Sales Executive Sales Manager
10	Leisure Bangladesh Ltd	Assistant management sales Senior executive sales Executive sales Manager Accounted and finance Executive -Recovery and inventory HR & admin/Front desk Senior executive finance & act Head of sales n marketing
11	Double A Pulp & Paper	Account Manager Account Executive Plant Manager
12	Zen Mobile	Head Of Supply Chain Head Of Sales Head Of Sales Head of Care line Manager

2.5 My learning at PeopleScape

In order to come up with a result and to carry on with the research various statistical tools were employed. Series of data were acquired through fieldwork and then computed in frequency distribution.

Some important part that I learned from PeopleScape

- ✓ The strategic process of recruitment

- ✓ How to differ the process for different level as mid or top level

- ✓ How to communicate with different level of people

- ✓ How to work in a pressure

- ✓ How to adjust in a different work environment

- ✓ Get a SWOT knowledge of business world

Since it is known that every research accomplish something, it can be said with proof that, employees of PeopleScape are happy with the recruitment system. PeopleScape prefers more on keeping full talented people who has grown as a superb candidate for our clients to be placed before our clients.

Some employees faced a series of interviews before getting the job. Maximum employees of this particular department have been recruited on personal contact basis. Interview type also varies based on the position.

Therefore the objective held in the initial stage of the period of my internship, my learning period of the recruitment process of PeopleScape is fulfilled.

Observation

After completing my internship I have come up with some recommendations for PeopleScape

- ✓ PeopleScape are very much depended on bdjobs.com. They should try some other job sites like www.**prothom-alojobs**.com.

- ✓ They can post job advertisement in newspapers and social networking sites.

- ✓ PeopleScape should arrange programs in different University campus. By this they will be known to students and it could be a superior source for resumes.

- ✓ They should either renovate the office space or let it have a larger space to their need.

Chapter -3

Project Part

3.1 Introduction of the Project

The main objectives of the report were to know about the very important working process and activities done by PeopleScape on behalf of Nestle.

Here I used Nestle to show that how PeopleScape is working for the multinational companies as their client. Some of important side which I considered to show the fact that how Nestle and PeopleScape is working together and staying in a profitable outcomes.

3.2 PeopleScape & Nestle

Nestlé is the world's famous company. It is a largest nutrition company in the world. Its largest product segment, sales range and geographical presences make it prominent. It wrap all field of nutrition: infant formula, milk products, chocolate and confectionery, instant coffee, ice-cream, culinary products, frozen ready-made meals, mineral water etc. The company has also pet food. It has market leadership in most of the world market which make it to gain huge turnover where more than 94 percent of the sales coming from the food and beverage sector. Nestlé is all over the world with around 230,000 people working in more than 84 countries with 466 factories and with sales representatives in at least another 70 countries. Sales for 2007 were CHF 107.6 billion, with a net profit of CHF 10.6 billion.Nestlé's well-known brands are Nescafé, Nido, Maggi, Polo, Smarties, Milo, Perrier, Friskies, KitKat, Crunc etc.Some of the products have highest sales records. For example 3,000 cups of Nescafé are consumed every second throughout the world and KitKat merited an entry in the Guinness Book of World Records as the world's best-selling chocolate bar with 418 Kit Kat fingers eaten every second around the world.

Henri Nestlé, 1814-1890
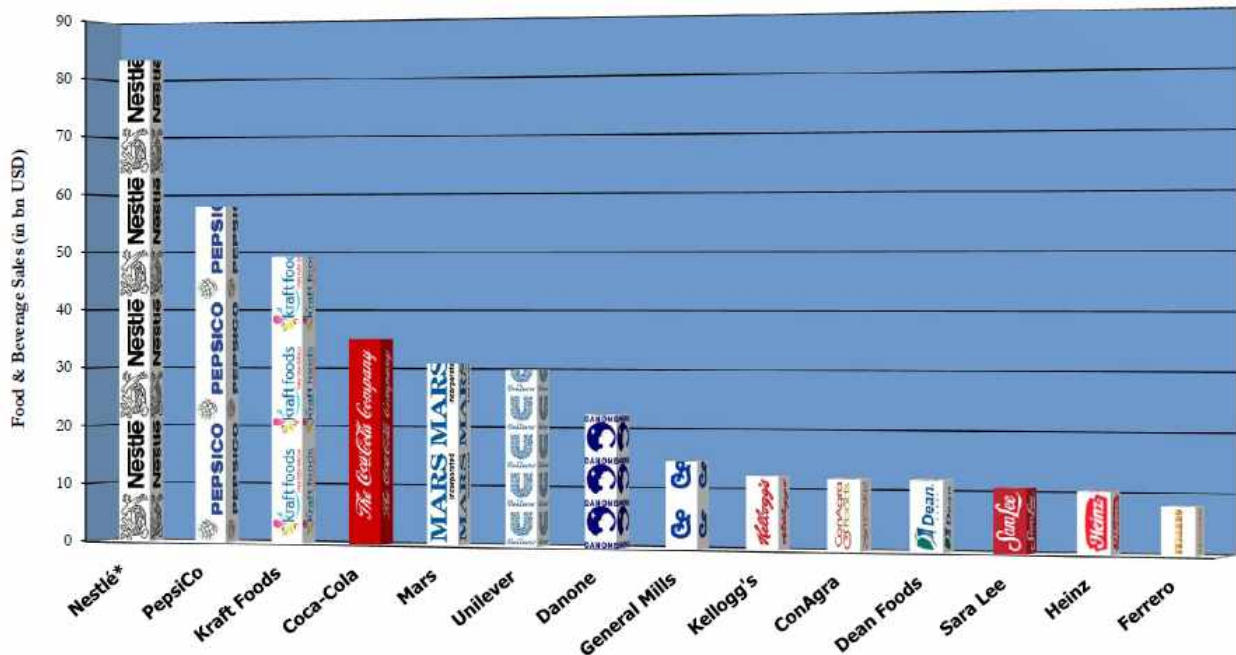
Fig 2.1 Nestlé vs. its Competitors

At Vevey, Switzerland, the headquarters of the company is currently located. It is founded in 1866 by Henri Nestlé as a named FarineLactée Henri Nestlé Company. It is initiated in 1905 by merging with Anglo-Swiss Milk Company, which was started in 1866 by Brothers George Page and Charles Page, and the FarineLactée Henri Nestlé Company. The company grew During the First World War and following the Second World War the company raised considerably by offering condensed milk and infant formula products.

The Company's strategy is directed by several primary principles. Nestlé's existing products rise in the course of innovation and renovation which maintain a balance in geographic activities and product lines. Long-term potential is never give up for short-term performance. The Company has an intention to bring best product to people which they demand.

Even today the company is increasing with an organic growth of 6.2% in the year 2010. The company also had sales of CHF 109.7 billion in the year 2010. Fig 2.1 illustrates a comparison of sales of all the top food and beverage companies in the year 2010. The figure clearly shows that Nestle is way ahead of its competitors in the Food and Beverage sector.

3.2.1 History Of Nestle

The important factors which make its history more prominent and made it a company searching for a healthy and economical alternative to breastfeeding for mothers who could not feed their infants at the breast are given below:

1866	Foundation of Anglo-Swiss Condensed Milk Co.
1867	Henry Nestlé's Infant cereal developed
1905	Nestlé and Anglo Swiss Condensed Milk Co. (new name after merger)
1929	Merger with Peter, Caller, Kohler Chocolats Suisses S.A
1934	Launch of Milo
1938	Launch of Nescafe
1947	Nestlé Alimenting S.A. (New name after merger with Maggi)
1948	Launch of Nestea and Nesquik
1969	Vittel (initially equity interest only)
1971	Merger with Ursina-Franck
1973	Stouffer (with Lean Cuisine)
1974	L'Oreal (associate)
1977	Nestlé S.A. (new company name), Alcon (2002: partial IPO)
1981	Galderma (joint venture with L'Oréal)

1985	Carnation (with Coffee Mate and Friskies)
1986	Creation of Nestlé Nespresso S.A.
1988	Buitoni-Perugina, Rowntree (with Kit Kat)
1990	Cereal Partners Worldwide (joint venture with General Mills)
1991	Beverage Partners Worldwide (joint venture with Coca-Cola)
1992	Perrier (with Poland Spring)
1993	Creation of Nestlé Sources Internationals (2002: Nestlé Waters)
1997	Creation of Nutrition Strategic Business Division (2006: Nestle Nutrition)
1998	San Pellegrino and Spillers Pet foods, Launch of Nestlé Pure Life
2000	Power Bar
2001	Ralston Purina
2002	Schaller and Chef America, Dairy Partners Americas (joint venture with Fonterra)Laboratoriesinnéov (joint venture with L'Oreal)
2003	Mövenpick and Dreyer's
2005	Wagner, Protéika and Musashi
2006	Acquisition of Uncle Tobys and Jenny Craig. Creation of Foodservices Strategic Business Division, Lactalis Nestlé Products Frays (associate), Jenny Craig, Uncle Toby's and Delta Ice Cream
2007	Acquisition of Novartis Medical Nutrition, Gerber and Henniez. Re-launch of Foodservices as Nestlé Professional. Partnership with luxury chocolate maker Pierre Marcolini.

3.2.2 Main Brands of Nestle

Nestlé have around 10000 different products at present. Statistics shows that around 1 billion products of the company is sold every day throughout the world which represents the sale of a product for every moment of every day, from morning to night and from birth to old age. Nestle is also concerned in tailoring its products to suit local tastes and needs. For example over 200 blends of Nescafe are available to meet consumer's expectation.

Today Nestlé is present in different markets with the following main brands:

Coffee	Nescafe, Nespresso,Taster's Choice, Ricoré, Ricoffy, Bonka, Zoégas, Loumidis
Water	Poland Spring, Nestlé Pure Life, Arrowhead, Vittel, Deer Park, Levissima, Perrier, S.Pellegrino, Ozarka, Contrex, Ice Mountain, Zephyrhills, Nestlé Aquarel, Hépar, AcquaPanna,
Other beverages	Nestea, Nesquik, Nescau, Milo, Carnation, Libby's, Caro, Nestomalt, Nestlé
Dairy - Shelf stable	Nestlé, Nido, Nespray, Ninho, Carnation, Milkmaid, La Lechera, Moça, Klim, Gloria, Svelty, Molico, Nestlé Omega Plus, Bear Brand, Coffee-Mate
Dairy – Chilled	Nestlé, Sveltesse, La Laitière, La Lechera, Ski, Yoco, Svelty, Molico, LC1, Chiquitin
Ice cream	Nestlé, AnticaGelateria del Corso, Dreyer's/Edy's, Drumstick/Extrême, Maxibon/Tandem, Mega, Mövenpick, Sin Parar/SemParar/Non Stop, Delta
Infant nutrition	Nestlé, Nan, Lactogen, Beba, Nestogen, Cerelac, Nestum, Neslac, Guigoz, Good Start
Performance nutrition	Power Bar, Pria, Musashi
HealthCare nutrition	Nutren, Clinutren, Peptamen, Modulen

Bouillons, soups, seasonings, pasta, sauces	Maggi, Buitoni, Thomy, Winiary,Torchin, Osem, Totole, Haoji
Frozen foods (prepared dishes, pizzas, small meals)	Stouffer's, Lean Cuisine, Hot Pockets, Buitoni, Maggi, Wagner, La Cocinera
Refrigerated products (cold meat products, dough, pasta, pizzas, sauces, snacks)	Nestlé, Buitoni, Herta, Toll House, Sabra
Chocolate, confectionery and biscuits	Nestlé, Crunch, Cailler, Galak/Milkybar, Kit Kat, Smarties, Butterfinger, Aero, Polo
Nestlé Professional	Chef, Davigel, Minor's
Petcare	Purina, Friskies, Fancy Feast, Alpo, Gourmet, Mon Petit, Felix, Dog Chow, Cat Chow, Pro Plan, Purina ONE, Beneful, Tidy Cats

3.2.3 Nestle Bangladesh

At present in Bangladesh Nestlé products have many products. In 1980s Nestle products were available through different importers. These products were imported from Nestle International.

Later in the 1980s a distributor company of Bangladesh called Transcom Ltd got into a contract to be the local partner of Nestle. Transcom began to do business as the sole distributor of Nestle brand milk products in Bangladesh with a deal of 60-40.Nestlé Bangladesh Limited started its first commercial production in Bangladesh in 1994. In 1998 when Nestlé Bangladesh became a fully owned subsidiary of Nestlé S.A (Nestle South Asia), it took over the remaining 40% share from their local partner.

Nestlé Bangladesh's vision is to be recognized as the most successful food and drink Company in Bangladesh, generating sustainable, profitable growth and continuously improving results to the benefit of shareholders and employees.

The corporate office of Nestle Bangladesh Limited is situated at Gulshan, Dhaka. The local factory is located at Sripur, which is around 55 km north of Dhaka. The factory produces different product such as instant noodles, cereals and repacks milks, soups, beverages and infant nutrition products.

Today Nestlé Bangladesh Ltd. is a renowned organization. The Company holds a strong position with their policy of constant innovation and renovation. With the aim of providing the best quality food to the people of Bangladesh, it is concentrating on their core competencies and their commitment to high quality.

3.2.4 Organogramm Nestle Bangladesh

Nestlé Bangladesh Limited (NBL) top team is shown in Fig 2.2. There are seven departments in NBL of which six of them have individual directors as shown in the figure. The marketing department is operated under the direction of the Managing Director himself.
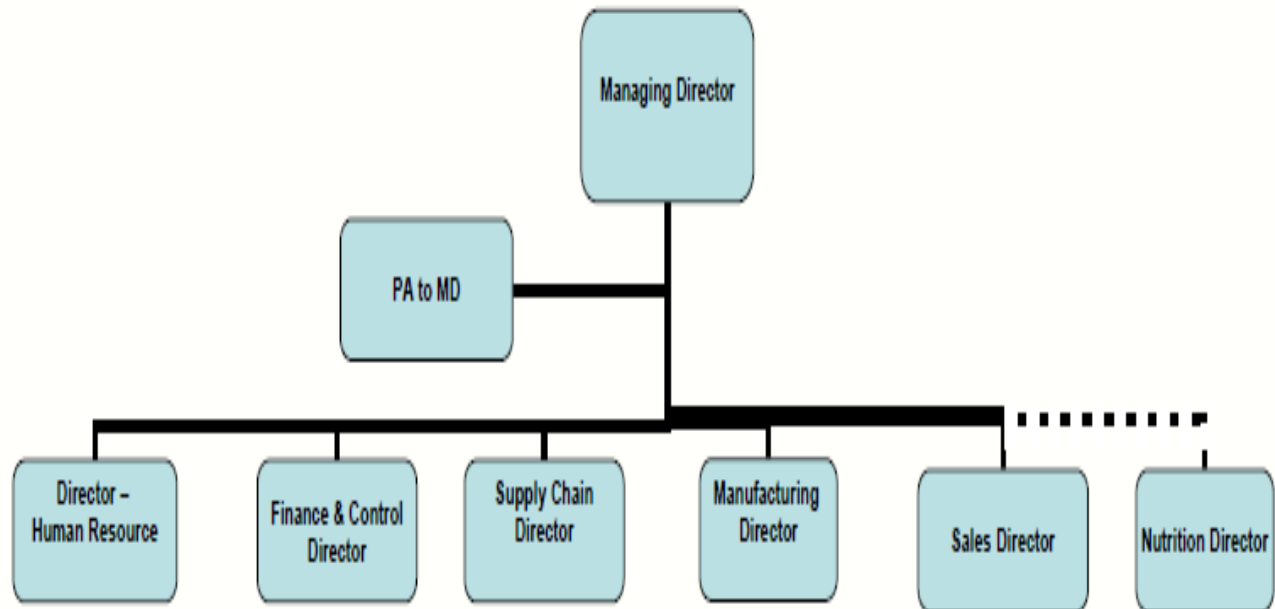
3.3 Core Activities of PeopleScape for Nestle

1. **Contractual recruitment:** Contractual recruitment is an important part of PeopleScape for Nestle. contractual job defines as an agreement between an employer and an employee at the time the employee is hired that outlines the exact nature of their business relationship, specially what compensation the employee will receive in exchange for specific work perform. PeopleScape recruit employees on the basis of contract for Nestle. In the contract job period, salary and other benefits are defines from PeopleScape. The time limit starts from 6 months to 2 years. The time period mainly

depends on the job category. PeopleScape also be bound for all the liabilities of the contractual employees.

2. **Controlling and managing the market:** Having with a vast part of liabilities of Nestle on their employees, product, distribution and customers, in that point of view PeopleScape is controlling the market. At the point of employee, PeopleScape recruit employees, trained them for the specific job, and all the salary related all responsibly managed by PeopleScape.

3. **Preparing Compensation Report:** The compensation report and all salary based documents are controlled and managed by PeopleScape for Nestle. All the employees of regular and contractual from head office and also of the all distribution field get the salary from PeopleScape. So, all the benefits and all the compensation related deals operate by PeopleScape and also keeping the all reports of compensation is included the part of core activities.

4. **Leave and other benefits maintain:** PeopleScape also maintain the duty of Nestle employees leave and other benefits as the responsibility belongs with employees. So, the responsibility of the employee leave and others benefits also maintained by PeopleScape. They have the power authority to control employees all activity also.

5. **Extant contract for contractual candidates:** PeopleScape maintain an extant contact for contractual candidates. They have to maintain a contractual relationship with the present contractual candidates for the betterment of the contractual candidates.

6. **Responsible for all the risk and responsibility regarding of salary and recruiting:** Though contractual candidates are working in Nestle but the responsibilities of the employees are maintained by PeopleScape. Any kind of query regarding the job period is solved by PeopleScape. Employees are bound to report to their boss along with PeopleScape. Salary, benefits and other facilities are provided by PeopleScape itself.

3.4 Core Benefit of Nestle from PeopleScape

1. Proper recruiting process: Nestle Bangladesh is getting a proper systemic recruitment process from PeopleScape as the main job of PeopleScape is the recruitment part. At the result, Nestle getting and systematic process of recruitment and also a reliable source for their recruitment, PeopleScape is bound to present them a proper recruitment Process.

2. Get eligible and energetic candidates: To have a systematic process of recruitment, Nestle Bangladesh is getting a bucks of talented and energetic candidates. PeopleScape is also responsible for the training of the employees. On that point, Nestle Bangladesh is getting eligible and energetic candidates.

3. Riskless and less liability for the candidates: When all the liabilities and responsibility goes to PeopleScape, than nestle comes in riskless and less liabilities for employee and also for the candidates. The activities from short listed to training and also the compensation, all activities done by PeopleScape.

4. Market Demand increasing: PeopleScape is also creating a demand scenario for the new generation as offering some contractual job which also preventing the unemployment.

PeopleScape is offering for the quality oriented candidates so that the company's quality can be increase.

5. Economical Growth high: The economical growth is also becoming high for the quality of candidates and the market demand. It also is increasing the profitable margin.

Table: 3.1

Year	economic growth(PeopleScape)	economic growth(nestle)
2005	55%	60%
2006	56%	78%
2007	62%	79%
2008	66%	83%
2009	65%	85%
2010	70%	87%
2011	76%	88%
2012	80%	89%

3.5 Core Benefit of PeopleScape
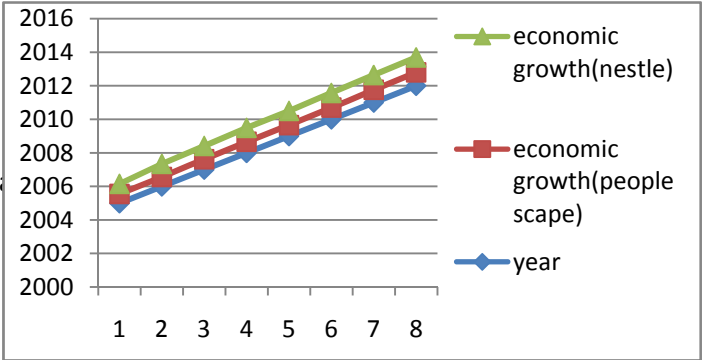
**1. Increase Profitable margin:** PeopleScape is working for Nestle as a contractual company. PeopleScape renew the contract for every year. A yearly payment and all the deal of by PeopleScape with Nestle make a profitable earning part for PeopleScape.

2. Increased the reputation for the multinational market: As Nestle is a well known reputed multinational company in business market, so working with Nestle as a working partner, PeopleScape earning a market value in the multinational market.

3. Experienced to work with multinational company: In real business world, multinational companies are well structured business and a systematic strategically environment based company. So working with that environment, PeopleScape is learning to work in a strategically that also help to create a systematic environment in the business.
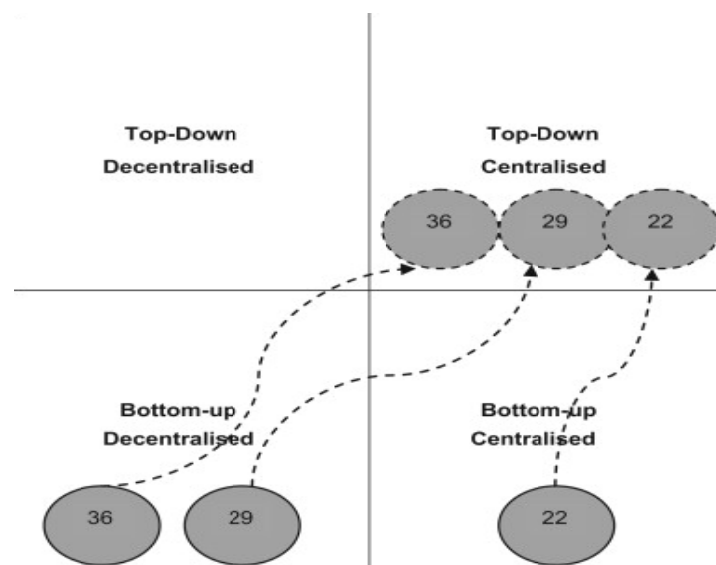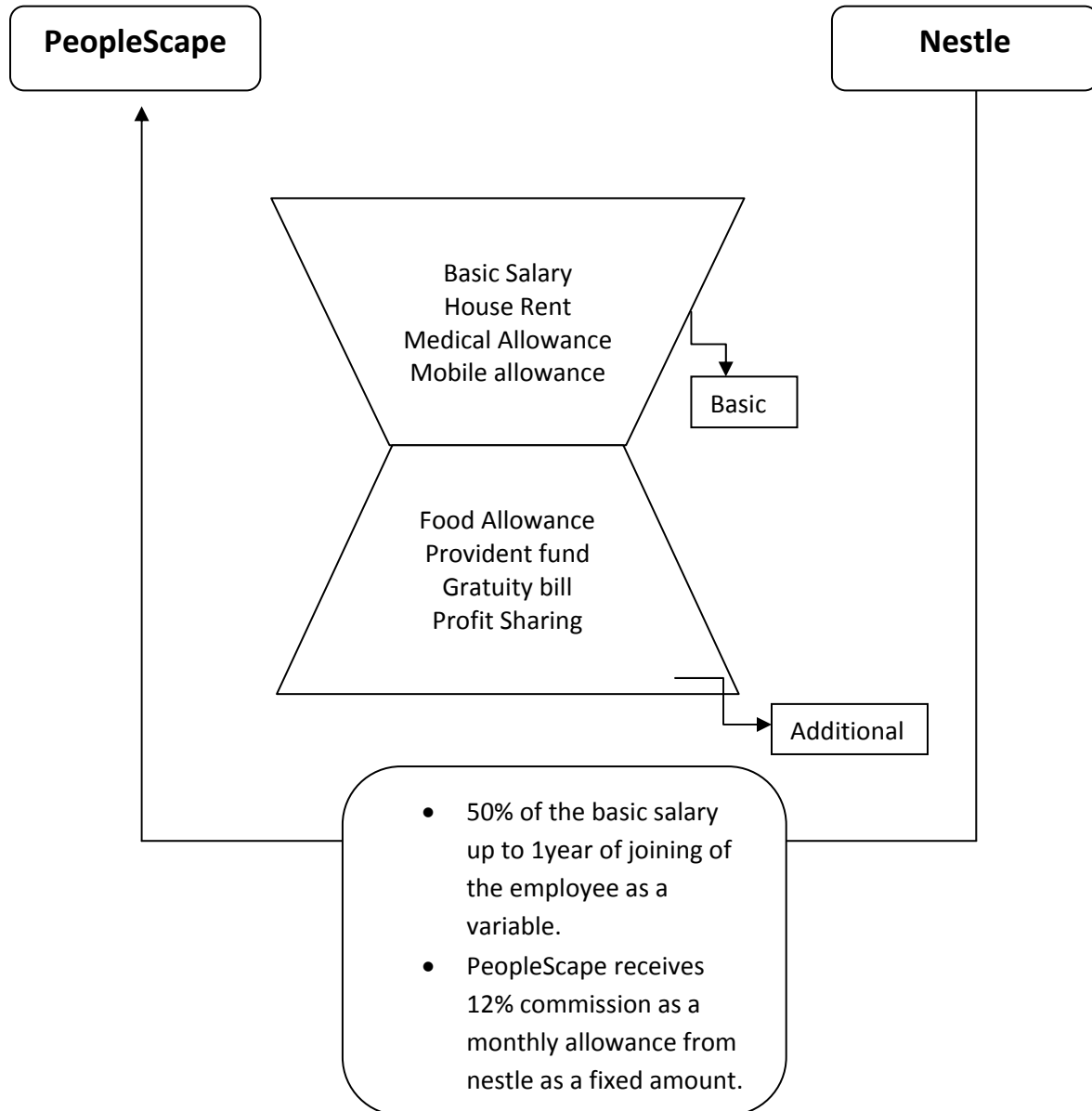

4. Show the working capability to handle such multinational corporations: Working with well reputed multinational company is also a challenge for PeopleScape to show the working capability and knowledge. This capability also shows the market that how PeopleScape is work oriented company.

3.6 How PeopleScape & Nestle is benefited economically

Salary as Contractual

Table: 3.2

```
  ┌─────────────────┐                          ┌─────────────────┐
  │  PeopleScape    │                          │     Nestle      │
  └─────────────────┘                          └─────────────────┘

                Basic Salary
                House Rent
                Medical Allowance
                Mobile allowance          ┌──────────┐
                                          │  Basic   │
                                          └──────────┘

                Food Allowance
                Provident fund
                Gratuity bill
                Profit Sharing
                                          ┌──────────────┐
                                          │  Additional  │
                                          └──────────────┘
```

- 50% of the basic salary up to 1year of joining of the employee as a variable.
- PeopleScape receives 12% commission as a monthly allowance from nestle as a fixed amount.

The recruitment process of NESTLE is conducted by PEOPLESCAPE. Therefore the cost of recruitment starting from short listing CVs to training of the selected candidates of NESTLE is zero. They are getting their employees trained up by PEOPLESCAPE. So in this regard their (NESTLE) profit is 100%. Nevertheless, NESTLE don't have to pay any indirect cost also like time and effort in short listing CVs, interviewing candidates, training them etc. the whole process is done by PEOPLESCAPE. As a result PEOPLESCAPE gets 50% of the basic salary of the selected candidate of nestle up to 1 year of joining of the employee as a variable remuneration. Furthermore, it also receives 12% fixed remuneration for human resource outsourcing from NESTLE.

3.7 overall observations

After overall observation we can see that the main relationship between PeopleScape and Nestle is PeopleScape recruit employees on the basis of contract for Nestle. Not only recruit employees, PeopleScape train their employees as requirement of Nestle. PeopleScape also do all the benefits and all the compensation related deals of Nestle for both contractual and regular employees. Moreover PeopleScape ensure all of the contractual employee's salary and compensation matters. So we say that PeopleScape is the main HR consultant of Nestle. Working with PeopleScape, I found some of lacks that are needed to solve for their betterment.

Findings:

From the point of view of PeopleScape, I have found some points which are needed to solve for a better output. Such as:

- Lack of proper HR/administration system

- Lower commission rate

- Lack of management system

- Low Employee satisfaction

- Low pay scale

There are some positive sides which I also have included –

- Flexibility

- Well build network system

- Work environment friendly

- Efficient workforce

- Strong ground for leaning

Chapter -4

Conclusion

Human Capital is becoming more vital for economic development of Bangladesh in mobilizing capital and other resources. PeopleScape is also extending such contributions to the advancement of the socioeconomic condition of the country. It is committed to provide quality services, maintain corporate governance & support Outsourcing business as a continuation of excellence in performance since its incorporation from MAPL. They are fully committed to conduct its business activities in economically, environmentally & socially sustainable manner. It has also ensured hygienic & convenient work environment for its employees and respect the worth & dignity of each employee.

HR programs and policies are integrated within a larger framework facilitating, in general, the organization's mission and specifically its objectives. PeopleScape has a good HR policy. They believe that ensuring a right people in a right place at the right time can give the optimum output. So always they put a great importance to ensure that they have the right people having required skills and knowledge. They also revise the recruitment policy thoroughly best on the demand. They have some uniqueness in their selection process but they are very much careful and concern for selling employees to outside the country. The specific strategies used and decisions made in the staffing process will directly impact an organization's success or lack thereof.

Nestle and other Multinational companies in Bangladesh doing their business in a profitable margin and the high economic growth by the help of some 3rd party companies like PeopleScape who are working for them to build a qualitative figure. PeopleScape is Human resource support for Nestle and other Multinational companies.

Today PeopleScape is growing faster than ever with a rapid pace in this human capital sector and the employees are the leaders who are assigned to choose the very best from the existing market to fulfill the client's needs through a good recruitment system.

Reference:

To prepare this report I collect data mainly from Company Profile of PeopleScape, different, the websites different HR related, Nestle and PeopleScape related. The references are given below:

Websites:

http://www.articlesbase.com/human-resources-articles/effectiveness-of-recruitment-process-1002454.html

http://www.scribd.com/doc/53411743/Recruitment-Process

http://www.scribd.com/doc/84608804/Effectiveness-of-Recruitment-Process

http://www.egyankosh.ac.in/bitstream/123456789/35590/1/Unit-10.pdf

http://www.articlesbase.com/human-resources-articles/effectiveness-of-recruitment-process-1002454.html

http://www.scribd.com/doc/53411743/Recruitment-Process

http://peoplescape.net/Process_Principle.html

http://www.oppapers.com/essays/Peoplescape-A-Reputed-Headhunting-Organization/530775

http://www.scribd.com/doc/84608804/Effectiveness-of-Recruitment-Process

Appendix

Conditions for the employee of contractual to follow

Financial Terms & Conditions

Service Charge for Recruitment & Headhunting:

Job Category	Fees (On Monthly Gross Salary, Excluding VAT)	Remarks
Full Time	1 month's Gross	Free Replacement will be provided by PeopleScape if any candidate leaves within first 6 months

Terms & conditions

- All process and amount on this order are expressed in BDT and excludes applicable VAT.
- PeopleScape will have right to charge VAT as per Govt. rules & regulations.
- If the Engagement lasts for a period of 6 months or more, no refund/ replacement will be payable by PeopleScape.
- Client must uphold all the rules & regulations of employment as per current instructions & specification of Labor Law in Bangladesh.

Sales Performance:

- Monthly Achievement in terms of Percentage.

    # achieves 100% of given target: Outstanding (5)

    # achieves 90% of given target: Average (3)

    # achieves 80% or below 80% of given target: Unsatisfactory (1)

The evaluation will be done based on SKUs wise monthly sales report and it will be done by Field Coordinator.

Attitude & Behavior:

- Abides by employment contract, policies and code of conduct.

    # Always follows employment contract, policies and code of conduct (in a month): Outstanding (5)

    # Violets employment contract, policies and code of conduct for once in a month: Average (3)

    # Violets employment contract, policies and code of conduct for 2 times in a month: Unsatisfactory (1)

- Avoids conflict of interest.

    # Always avoids conflict of interest (in a month): Outstanding (5)

    # Engaged in conflict of interest for once in a month: Average (3)

    # Engaged in conflict of interest for 2 times in a month: Unsatisfactory (1)

- Treats all customers equally.

    # Always treats all customers equally (in a month): Outstanding (5)

    # Supervisor finds her not treating customers equally for once in a month: Average (3)

    # Supervisor finds her not treating customers equally for 2 times in a month: Unsatisfactory (1)

3 categories will be considered in evaluating SC's performance in terms of Attitude and Behavior. These are: Following Employment contract, Policies & Code of conduct, Avoiding Conflict of Interest and Equal Behavior. Each category will carry 5 marks. So, Attitude and Behavior will carry 15 marks in total. Then the achieved marks will be divided by 3 to get an average result. The average value will represent SC's average performance (out of 5) in terms of Attitude and Behavior. Field Coordinator will evaluate SC's performance in terms of 1st two categories (Following employment contract, policies and code of conduct and avoiding conflict of interest). Field coordinator's observation will be considered as source of information. Concerned Supervisor will evaluate Equal Behavior segment and supervisor's observation will be considered as source of information.

Most needed to consider the factors that required…

What Services Do Companies Need from HR Firms?

- UNBUNDLED RECRUITING SERVICES

- HIGH VOLUME RECRUITING

- EMPLOYEE SURVEYS

- EXIT INTERVIEWING

- PERFORMANCE MANAGEMENT

- AVOIDING LAWSUITS

How to conduct an interview

BEFORE THE INTERVIEW

- Book an appropriate location
- Review the job description
- Draft and agree upon the interview questions to be asked
- Review the applicant's resume, references, and other materials
- Agree on a format for the interview
- Ensure that you know and can identify the indicators of the applicant's ability to perform the job.

DURING THE INTERVIEW

- Introduce committee members
- Describe the format of the interview
- Ask open-ended information, situational, and behavioral questions
- Let the applicant do most of the talking
- Keep the interview on track
- Observe nonverbal behavior
- Take notes
- Leave time for the applicant to ask questions
- Ask if you can check references and pursue references not listed on the resume
- Describe the remainder of the search process and the time it will take
- Thank applicant for his or her time

AFTER THE INTERVIEW

- Refer the candidate to Human Resources for a brief overview or written synopsis of *GSU Employee Benefits*

- Refer any questions related to salary to the hiring manager or unit head
- Evaluate the candidate
- Document the Interview

INTERVIEW PREPARATION CHECKLIST

- Send interview schedule and informational materials, if needed, to interviewee (See Sample in Section 6.)
- Send list of interviewees requiring travel arrangements to the Travel Buyer in Procurement
- Arrange tour of local community (if appropriate)
- Arrange campus tour
- Arrange meeting with hiring manager
- Arrange meeting with other staff (if appropriate)
- Arrange interview by search committee
- Schedule candidate's presentation (if necessary)
- Schedule meals and breaks as necessary (See Food Service information in Section 10.)

Nestlé's product Promotion Module

Name of Employee	
Designation	
Level	
Joining Date	

SL	Criterion	Unsatisfactory	Below Average	Average	Good	Outstanding	Total Score
1	Overall Sales Achievement						
2	Sales Performance						
3	Timeliness						
4	Appearance, Outlook & Communication						
5	Training Performance						
6	Attitude/ Behavior						

Recommendation:

- **Ready for Promotion**
- **Is Potential for Promotion, but not ready now**
- **Not ready for Promotion**
- **Need further training or need to think otherwise**
- **Others_____**

_____
_____

Signature   **Signature**
Concern of Market Access Ltd   **Concern of Nestle**
BD Ltd.

Competency Descriptors:

Overall Sales Achievement:

- Monthly Achievement in terms of Percentage.

    # Achieves 100% of given target: Outstanding (5)

    # Achieves 90% of given target: Average (3)

    # Achieves 80% or Below 80% of given target: Unsatisfactory (1)

The evaluation will be done based on SKUs wise monthly sales report and it will be done by Field Coordinator.

Sales Performance:

- Monthly Sales Performance regardless of sales achievement (%).

    # Efficient in consumer handling, motivating consumer etc: Outstanding (7)

    # Efficient but needs more improvement in consumer handling, motivating consumer etc: Average (4)

    # Inefficient in consumer handling, motivating consumer etc: Unsatisfactory (1)

Sales Performance will not consider overall sales achievement. Rather it will focus on SC's capability of handling a customer, motivating customer etc. It will carry 7 marks. This evaluation will be done by Supervisors & their observation will be considered as source of information.

Timeliness:

- Maintains accurate log in time & log out time.

    # 0 log in or Log Out in a month: Outstanding (5)

2 log in or Log Out in a month: Average (3)

4 log in or Log Out in a month: Unsatisfactory (1)

- Maintains satisfactory adherence.

    # Always present (in a month) while Supervisor visits: Outstanding (5)

    # Absent for 2 times in a month while Supervisor visits: Average (3)

    # Absent for 4 times in a month while Supervisor visits: Unsatisfactory (1)

- Avails leave as per policy.

    # Always follow proper leave policy (in a month): Outstanding (5)

    # Doesn't follow proper leave policy for once in a month: Average (3)

    # Doesn't follow proper leave policy for twice in a month: Unsatisfactory (1)

In this case, SCs' Daily Attendance Report will be used as source of data and it will be done by concerned Supervisor. 3 categories will be considered in evaluating SC's performance in terms of timeliness. These are: Log In & Log Out time, Adherence and Leave. Each category will carry 5 marks. So, timeliness will carry 15 marks in total. Then the achieved marks will be divided by 3 to get an average result. The average value will represent SC's average performance (out of 5) in terms of timeliness.

Appearance/Outlook & Communication:

- Maintains proper dress code

    # Always maintain proper dress code (in a month): Outstanding (5)

    # Doesn't maintain proper dress code for once in a month: Average (3)

    # Doesn't maintain proper dress code for 2 times in a month: Unsatisfactory (1)

- Maintains neat and appropriate appearance on duty including proper grooming.

    # Always maintain neat and appropriate appearance (in a month): Outstanding (5)

    # Doesn't maintain neat and appropriate appearance for 2 times in a month: Average (3)

    # Doesn't maintain neat and appropriate appearance for 4 times in a month: Unsatisfactory (1)

- Able to provide correct information as and when required.

    # Always provide correct information (in a month): Outstanding (5)

    # Doesn't provide correct information for once in a month: Average (3)

Doesn't provide correct information for 2 times in a month: Unsatisfactory (1)

3 categories will be considered in evaluating SC's performance in terms of Appearance/Outlook & Communication. These are: Dress Code, Appearance and communication. Each category will carry 5 marks. So, Appearance/Outlook & Communication will carry 15 marks in total. Then the achieved marks will be divided by 3 to get an average result. The average value will represent SC's average performance (out of 5) in terms of Appearance/Outlook & Communication. Concerned Supervisor will evaluate Dress Code & Appearance segment and supervisor's observation will be considered as source of information. Field Coordinator will evaluate SC's communication skill and SC's efficiency in providing SKUs Wise Weekly Product Availability report will be considered as source of information.

Training Performance:

- Performance of examination at **HEART Refresher & Sales Orientation Training for Pond's Skin Consultants**.

  # Grade A+: Outstanding (6)

  # Grade A: Outstanding (5)

  # Grade A-: Good (4)

  # Grade B+: Average (3)

  # Grade B: Below Average (2)

  # Grade B- & F: Unsatisfactory (1)

This evaluation will be done based on the result of exam. If SCs appear in more than one exam then result of the most recent exam will be considered or the average result of exams will be considered. This evaluation will be done by Field Coordinator.

Attitude & Behavior:

- Abides by employment contract, policies and code of conduct.

Always follows employment contract, policies and code of conduct (in a month): Outstanding (5)

Violets employment contract, policies and code of conduct for once in a month: Average (3)

Violets employment contract, policies and code of conduct for 2 times in a month: Unsatisfactory (1)

- Avoids conflict of interest.

    # Always avoids conflict of interest (in a month): Outstanding (5)

    # Engaged in conflict of interest for once in a month: Average (3)

    # Engaged in conflict of interest for 2 times in a month: Unsatisfactory (1)

- Treats all customers equally.

    # Always treats all customers equally (in a month): Outstanding (5)

    # Supervisor finds her not treating customers equally for once in a month: Average (3)

    # Supervisor finds her not treating customers equally for 2 times in a month: Unsatisfactory (1)

3 categories will be considered in evaluating SC's performance in terms of Attitude and Behavior. These are: Following Employment contract, Policies & Code of conduct, Avoiding Conflict of Interest and Equal Behavior. Each category will carry 5 marks. So, Attitude and Behavior will carry 15 marks in total. Then the achieved marks will be divided by 3 to get an average result. The average value will represent SC's average performance (out of 5) in terms of Attitude and Behavior. Field Coordinator will evaluate SC's performance in terms of 1st two categories (Following employment contract, policies and code of conduct and avoiding conflict of interest). Field coordinator's observation will be considered as source of information. Concerned Supervisor will evaluate Equal Behavior segment and supervisor's observation will be considered as source of information.

Process of Evaluation:

Primarily, evaluation will be done jointly by Supervisors and Field Coordinator. Various Reports and personal observation will be considered as source of data. At secondary stage, it will be checked by Project Head of Market Access. And finally, it will be checked by UBL.

Recommendation

- **Ready for Promotion: 16 or more than 16**

  If SC achieves on an average a grade then she will be considered as eligible for promotion.

- **Potential for Promotion, but not ready now: 12-15 marks**

  If SC achieves 48%- 60% marks then she will be considered as potential for Promotion, but not ready now.

- **Not ready for Promotion: 10-11 marks**

  If SC achieves 40%- 47% marks then she will be considered as not ready for Promotion.

- **Need further training or need to think otherwise: below 10**

  If SC achieves less than 40% marks then it will be considered as she needs further training or nurture. Or we will have to think about some alternate option.

- **Other:**

  Except for these 4 options if there is any other comment, note or suggestion then it will be included here.

QUESTIONNAIRE

1. Gender:

   - Male
   - Female

2. Year of joining in this organization:

3. Position:

4. How did know about the vacancy?

   a) Newspaper advertisement
   b) On-line
   c) Employee referrals
   d) Employment agencies
   e) Internships
   f) All of the above
   g) Others …………………

5. What type of employment test you have taken for the job?

   a) Written
   b) Oral
   c) Both
   d) Others……………

6. How many interviews you have faced before getting appointment letter?

   a) More than 3

   b) 3

   c) 2

   d) 1

7. Have you gone through any test like-?

   a) Performance tests & work samples
   b) Job knowledge tests
   c) Personality tests
   d) Ability tests
   e) Medical tests
   f) Others ………………….

8. Did they offer any agreement before giving you the appointment letter?

   □ Yes   □ No

9. If yes, what was the agreement?

   a) permanent
   b) part time
   c) contractual

10. Are you working in a post for what you applied?

   □ Yes   □ No