

Internship Report on

The Recruitment & Selection Process
and General HR Policies & Practices
of
Kemiko Pharmaceuticals Ltd.



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of
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Submitted to

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Date: April 24, 2014

Letter of Transmittal

April 24, 2014

Mr. Tareq Mahbub

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Subject : Submission of the Internship Report.

Dear Sir,

It is a great pleasure to submit my Internship Report on Kemiko Pharmaceuticals Ltd. (KPL), one of the leading pharmaceuticals company in Bangladesh. For preparing the report, I tried my best to relate and judge with all information from all available sources in the most realistic and efficient way.

In this report, I have analyzed many aspects related to the HR Policies and Practices of the organization and emphasized on the Recruitment and Selection process. The knowledge and experience, which I have gathered, will surely help me in future.

But there may be some mistakes due to various limitations. Therefore, I request your kind consideration in this regard. Any kind of suggestions and clarification will be accepted cordially.

Sincerely Yours,

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Student ID # 11364017
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Acknowledgement

The preparation of this report was almost impossible without the inspiration, sincere and utmost cooperation of the internship supervisor. So, I would like to express my indebtedness and deep sense of gratitude to my internship supervisor Mr. Tareq Mahbub (Asst. Professor, BRAC Business School), whose scholastic supervision, kind and sympathetic guidance, warm advice and encouragement have enabled me to prepare this report.

I would also like to acknowledge the encouragement, guidance and assistance that I got from a number of responsible persons. I would like to express my gratefulness to Mr. M. A. Kalam (Chairman, Kemiko Pharmaceuticals Ltd.) for giving me the opportunity to carry out my internship program at KPL. Many thanks to Mr. B. M. Zakir (HR Manager, KPL) for helping me with the relevant information about HR Functions of KPL that I needed to prepare this report. In addition, I would like to thank all the staff and the responsible persons of KPL (Head Office) for providing me necessary support when required. Without their contribution, it would not have been possible for me to accomplish this assignment.

Executive Summary

Pharmaceutical industry is a flourishing sector of Bangladesh in present time. Kemiko Pharmaceuticals is one of the leading pharmaceutical companies which is still growing fast. The Human Resource Department of KPL plays a vital role for the organization to grow in such a competitive sector. With human nature being what it is, employees will test limits and act resourcefully in workplace situations, so an organization needs a strategy for developing, communicating and enforcing a set of policies and practices that reflect its standards of acceptable behavior. Holding appropriate and efficient HR policies and practicing them effectively will make any organization to operate smoothly and KPL has been doing so for not only the organizational progression but also the development of its workforce. The workforce is the most important part of an organization and HR policies are made to develop them effectively and efficiently. So the overall HR policy is incredibly important for an organization these days; as well as the workforce or the employees. And building up a resourceful workforce in an organization starts with the Recruitment and Selection process which is an essential part of HR. At KPL a good quality of recruitment and selection process is being practiced and there are scopes for further improvement. So KPL should keep performing its HR policies and practices and consider the possibility of advancing it to its best level.

Abbreviations

KPL	Kemiko Pharmaceuticals Ltd
RSM	Regional L Sales Manager
ZM	Zonal Manager
AZM	Assistant Zonal Manager
FM	Field Manager
AFM	Assistant Field Manager
MPO	Medical Promotion Officer
PSR	Professional Sales representative
FSP	Field Sales Representative

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Introduction

1.1 Objectives of the study

Major Objectives:

- Study the Human Resources Policies and Practices of Kemiko Pharmaceuticals Ltd.
- Emphasize on the Recruitment and Selection process of KPL and compare with the standard practices of recruitment and selection practices in Bangladesh
- Analysis of problems of practicing sound recruitment and selection process in Bangladesh and finding tentative solutions of those problems.

1.2 Scope of the study:

Human Resources Policy is the guideline of an organization, where the HR issues are suggested to administer. The study will be based on the main functions and policies of Human Resources Department of the above organization and special consideration will be given to the recruitment and selection process. Employees will be interviewed to find out the real picture of the practice.

1.3 Methodology:

A review on the overall Human Resources Policies and recruitment and selection system of Kemiko Pharmaceuticals Ltd. will be carried on. A questionnaire will be prepared for carrying out this study. The questionnaire will contain questions to find out the required information on the considered topics.

Kemiko Pharmaceuticals Ltd. is a 28 years project in Bangladesh and more than 1900 employees are working for it in different areas of the country. Questionnaire will be served to some randomly chosen employees of different departments and positions.

1.4 Data Source:

Primary data:

1. Observation as an employee of the organization
2. Questionnaire

Secondary data:

1. HR policy of Kemiko Pharmaceuticals Limited
2. Manuals and records from company library

Data processing method:

- Cross checking of all the gathered information
- Putting the information in various statistical charts to show the gap between the standard practice and practice that KPL is carrying out

1.5 Limitations of the study:

1. As Kemiko Pharmaceuticals Ltd. is one of the leading pharmaceuticals companies of the country and growing in a hard competitive market, organization may not disclose all policies.
2. As the whole workforce of the organization is going through an extremely busy time the employees of various departments may not co-operate in filling the questionnaire in time.

1.6 Activity Schedule for the Internship Program:

Date	Week 1-2	Week 3-9	Week 10-12
Oct 01 to Oct 14 2013	Knowing the working methods of different departments by directly interviewing the heads of different departments		
Oct 15 to Dec 07 2013		Assisting the HR department in daily HR activities.	
Dec 08 to Dec 24 2013			Questionnaire setting and distribution. Data analysis from the collected questionnaire.

1.7 Job Responsibilities

My internship period was from October 01, 2013 to December 24, 2013. I joined there on the appointed date. I had to do different duties and tasks during that period.

As an intern at Kemiko Pharmaceuticals Limited my job responsibilities were –

- Assisting the HR department in daily HR activities
- Create and manage employees' Personal Profiles
- Issue all type of application or recommendation letter as per HR manager's requirement
- Evaluate employee's payment system and commission according to their target
- Knowing the working methods of different departments by directly interviewing the heads of different departments
- Questionnaire setting and distribution. Data analysis from the collected questionnaire.
- Any other job assigned by the management from time to time.

Introduction of Kemiko Pharmaceuticals Ltd.

2.1 Introduction of Kemiko Pharmaceuticals Ltd.:

Kemiko Pharmaceuticals Limited is one of the leading and fastest growing pharmaceuticals company in Bangladesh. The Company was established in 1986 and subsequently incorporated in Registrar of Joint Stock Company in the same year.

The Company is manufacturing wide range of high quality human drugs, herbal, nutrition and animal health care products and operating his marketing activities almost in every corner of the country.

As Kemiko is running with almost 1900 qualified, trained and skilled professionals and personnel ensuring its GMP standard of quality control, it has already occupied a peerless and distinguished market share along with its quality's reputation in the healthcare market in Bangladesh. It has a competitive manufacturing facility which is really state-of-art. Its turnover approximately of BDT: 1300 Million equivalents of US\$ 17.40 Million annually.

As the company has always been committed to serve the nation and its population with the best products and services, it has its main focus on quality and efficacy of the products. The Company has got highly qualified & experienced technical personnel in Production, Quality Control, Quality Assurance, Research & Development (R&D) and Marketing and Sales Departments.

The company's plant is equipped with modern facilities, including clean zones for production and Gas Chromatography, HPLC, Atomic Absorption, Spectrophotometer etc. for Q.C. The company, with all these facilities, strictly follows Good Manufacturing Practices (GMP).

Vision & Mission

Kemiko Pharmaceuticals Limited envisions a leading role for itself as a catalyst for improvement of the healthcare environment.

The company's mission is to maintain people's health and combat disease to enhance the quality of human life so that people may live longer, healthier and more meaningful lives.

Business Expansion

Kemiko Pharmaceuticals Limited started its operation with pharmaceutical finished products for the home market. Over time the company has diversified its operations into

- Ophthalmic products
- Herbal products
- Animal health
- Nutrition products

Products Portfolio

Backed by its strong technical and marketing teams, KPL offers 200 products in diversified therapeutic segments like Anti-Rheumatoid, Anxiolytics / Anti-Depressants, Dermatological, Antibiotics, Anti-Protozoals, Anti-Fungals, Anthelmintics, Corticosteroids, Coxibs, Conventional NSAIDs, Gastroprokinetic, Laxatives, Oral Anti-Diabetics, Anti-Hypertensive, Lipid Lowering Agent, Anti-Platelet, Vitamin & Minerals, Anti-Anaemics, Drugs for Respiratory System, Systemic Antihistamines, Anti-Spasmodics and Central Muscle Relaxant.

Animal Health and Nutrition Products

KPL manufactures 28 animal health and few nutrition products in different dosage forms and market them throughout Bangladesh.

Projected Expansion

The company is going to enrich its product portfolio with latest commercially prescribed molecules in different form on the basis of market demand. Following are its projected plans for expansion:

1. Soft Gel Encapsulation Project
2. Pellet Processing & Filling Project
3. Insulin Production Project
4. Large Volume Parenteral (LVP) project
5. Dry Vial Filling Project

Global Expansion

Kemiko Pharmaceuticals Limited is going to enter in many countries like

- Vietnam,
- Sri Lanka
- Myanmar
- Jordan
- Kenya
- Cambodia
- Libya

Manpower

The workforce of Kemiko Pharmaceuticals Limited consists of 1900 qualified, trained and skilled personnel who are drawn from different disciplines that have a bearing on the pharmaceutical industry. KPL team of dedicated professionals includes pharmacists, medical graduates, microbiologists, chemists, engineers and business management experts. Their competencies, experience and strict adherence to the work ethic go into the manufacturing and marketing of each of the company's products.

Quality Approach

Total Quality System of KPL is its key strength. The organization endeavors to achieve and use the most advanced technology for quality control at each and every stage of the manufacturing process.

Research & Development

The research and development of KPL is focused on the following areas:

- Launching new products every year.
- Portfolio expansion is based on the production of high quality generics at user friendly-prices and development of innovative formulations.
- Requirements for applicable international and national regulations.
- Supplying practicing doctors with reliable scientific information and teaching resources required for the improvement of the healthcare quality.

Marketing and Sales

- **Marketing and Sales Department**

The theme of Kemiko Pharmaceuticals Limited's marketing strategy is to care for its customers and this responsibility does not lie only on the shoulder of 1100 personnel of Marketing Department rather all the company's departments work together to serve the customers' interests. And by the customers we don't mean only the external customers, but also the internal customers i.e. KPL employees.

Thus the company always thrives to build and maintain an integrated marketing environment within the organization. However, the core marketing job is accomplished by six departments- Product Management, Sales, Distribution, Sales Training and Market Research.

- **Product Management Department (PMD)**

Product Management Department lies in the center of all marketing activities. A dedicated team with solid professional background comprising Pharmacists, MBAs and Medical Graduates works in this department. They formulate the strategies to uphold the market share of company's products, select and introduce new products to keep the company growing and develop promotional materials for sales people to win in the market.

Training Department

They organize training for marketing and other people. Training is organized both in the entry level as well as for existing people to keep them updated with product knowledge, selling skills etc.

Factory

Production

The respective manufacturing areas have been arranged with proper machinery and equipment with easily cleanable facilities. These areas are built with suitable construction materials and part of the plant is completed with necessary in-line stainless steel pipe works with Heating, Ventilation and Air-conditioning (HVAC) systems, adequate lighting and instant supply of compressed air, appropriate power lines, drinkable, purified and distilled water with highest purity.

Compensation Plan

The Company offers very attractive remuneration package and other financial benefits including Provident Fund, Benevolent Fund, Gratuity, Festival Bonus and compensation package in case of death while serving. The Company also provides full time transport facilities for managers.

2.2 Pharmaceutical Industry of Bangladesh

To ensure peoples body fitness there is no other alternative of medicine. So we have to depend on the pharmaceuticals companies. There are many types' pharmaceuticals in our country. However, private and public pharmaceutical is the most common in this field. Pharmaceutical industry of Bangladesh is one of the most raising high tech industry's which contributes in the country's economy.

After the promulgation of drug control ordinance – 1982, the development of the sector was accelerated. The professional knowledge, thoughts and innovative ideas of the pharmacists working in this industry is the key factors for these developments. Due to recent development of the industry we are exporting medicine to global market including European market. The sector is also providing 95% of the total medicine requirements of the local market. Leading pharmaceutical companies are expanding their business with the aim to expand export markets. Recently fewer new industries have been established with high tech equipment and professionals which will enhance the strength of this sector.

Bangladesh, currently having more than a couple of hundred manufacturing facilities with huge potential in pharmaceutical formulations, is heading on a new path of industry economics for self reliance. Aiming at minimizing the import dependency on basic drugs, the country's prime concern is about building up of own capability in the manufacturing of active pharmaceutical ingredients, base materials and other Allied industry inputs.

The pharmaceutical sector is capturing near about 12% of market capitalization which is the second largest. This position also indicates the positive sign for investment in pharmaceutical sector. The combined capacity of the industry for the pharmaceutical formulation is huge and a number of companies have recently got approval from UNICEF as its global as well as local supplier of pharmaceutical products. Besides, out of the total domestic requirement of medicines almost 95% is met by the local manufacturing and Bangladesh also

exports formulations to 27 countries around the world. The current turnover of the industry in Bangladesh is TK. 3000 crore.

According to industry sources, the formulation industry in Bangladesh country grow and the rate of 22%. Today, Bangladesh is dealing with USA, India, Taiwan, Hong Kong, European Union, Singapore, Malaysia, Pakistan, Thailand, and Burma, Nepal, Yemen, Vietnam, Mexico, Colombia, Russia, Kenya, Maldives etc. as well as with the least developing countries where there is hardly any industry for the production of pharmaceutical formulations. Total turnover is about 14% from pharmaceutical industry. This position also indicates the positive sign for investment in pharmaceutical sector. However, the trend is now favorable to the country as the domestic pharmaceutical industry as well as the companies from neighboring countries like India, China and even MNCs have queued up to put in investment on this front as every stakeholder will be benefitted of vast potential that Bangladesh can offer.

The local entrepreneurs are capable and willing to invest and collaborate with suitable foreign partners in order to develop the existing API manufacturing facilities. According to S M Shafiuzzaman, president of Bangladesh Association of Pharmaceutical Industries (BAPI), since 1972 the association has been the only recognized association for pharmaceutical manufacturers of Bangladesh playing pivotal role in the development of pharmaceutical sector. The apex and premier pharmaceutical trade and promotion body of Bangladesh has been very actively working on the industry development programs to enhance the existing capabilities and also to promote the countries industrial opportunities among the developed world by attract perspective collaborators in terms of technology, product sourcing infrastructure etc.

Presently top pharmaceutical industries in Bangladesh are also in the progress of getting into bulk drug production with collaborative technology, technology transfer and joint venture basis. The large scale players in Bangladesh pharmaceutical industry currently include Square, Beximco, Incepta, Opsonin pharma ltd, Apson chemicals, General pharma among others. The MNCs that have a major presence in the country's Pharma sector are Aventis, Renata Limited, Novartis and Astra Zeneca.

Policy & Practices in Kemiko Pharmaceuticals Ltd.

3.1 Employment Policy:

3.1.1 Employment Policy Statement:

A fine quality of human resources will be the standard in hiring of KPL employees. New or available positions will be open to in-house and outside individuals on competitive basis.

By accepting a post with Kemiko Pharmaceuticals Ltd. all employees automatically agree to abide by the policies/rules prescribed in this Manual.

To fill up any vacant/new position concerned division/department will initiate the prescribed Manpower Requisition Form as given in and send it to Human Resources department. All recruitment must be done through competitive process. Canvassing or use of influence by any employee is strictly forbidden for securing employment. Employment of all contract or regular employees at any level will require the approval of Chairman or Director.

3.1.2 Recruitment Sourcing:

Unless otherwise decided by the management, all posts will be normally advertised. But in case of emergency, candidates from pending applications may be interviewed or candidates who were interviewed earlier and put in the panel for future consideration may be considered for employment. Existing employees with appropriate qualifications, subject to specific conditions that may be laid down in this regard, may apply for an advertised post through proper channel. Criteria for appointment of all categories of employees shall be prescribed by the competent authority from time to time.

3.1.3 Short listing:

Short listing of the applicants for a post will be done by the Selection Committee constituted by at least two members i.e. Head of HR or person assigned by him and Head of concerned division/department or nominated person by him.

Screening will be done based on the specific job requirements which are mentioned in the advertisement or job specification of the particular portion.

Educational Qualifications

The minimum qualifications for appointment to various posts are maintained except than by promotion from a lower category of post along with respective grades of pay given in the chart that KPL follows. Provided that the qualifications may be waived or additional qualifications may be prescribed in special cases by the Competent Authority.

Age Limit

A candidate shall not be less than 18 years or more than 45 years of age at the time of appointment to the services of the Company. The age limits may be relaxed by the competent authority in suitable cases.

3.1.4 Selection:

Selection of candidates must be done through written test, viva and/or any other test suitable for the position. The purpose of the selection tests is to assess candidates' suitability for the position. No expenses will be reimbursed to the candidate for attending interview/ written test.

The selection must be made on the basis of consensus among the members of Interview board. The interview panel will finalize its recommendation by using prescribed **Candidates Eligibility Check List** as soon as the interviews are completed.

3.1.5 Appointment:

All appointments to the post of all Grades will require the approval of the Chairman or Director which **must be processed through Human Resources Department.**

After final selection, appointment letter(s) will be issued to the candidate(s) by Manager-Human Resources with a copy of the letter sent to the Pay Roll section.

The appointment letter should state clearly;

- The Position and Grade
- The Scale, Salary and Allowances (if any);
- Income Tax Deduction Information;
- The Probationary Period (if any);
- The Reporting Date, Time, Place and Reporting Person;
- Notice Period Required by Either Party For Termination Of Appointment;
- Validity (Duration) of Employment Offer.
- Candidates may be required to provide Letter of Release from previous employer where applicable.

3.1.6 Duties & Responsibilities:

The employee's job identification, line of responsibility, performance standard, reporting relationship and required knowledge, skill and attitude will be specified in the Job Description.

Assignments may change as and when required subject to management decision. A hallmark of a good match between a person and this assignment is the best vision for the work.

3.1.7 Probationary Period:

A candidate selected for appointment shall be on probation for a period of six months. In the event of an employee failing to show satisfactory progress during the probationary period, the competent authority may, at its discretion, extend his period of probation or dispense with his service.

During probation, employees shall not be eligible to avail "Earned Leave". S/he may only avail "Casual" and "Sick Leave".

3.1.8 Confirmation of Appointment:

Prior to the end of the Probationary Period, an assessment will be made about the employee's suitability. On successful completion of the probationary period, the Manager of HR & Admin shall confirm the

employee in his appointment in writing. If not, the employee's probationary period may be extended further in writing or her/his appointment may be terminated.

The appointment shall be subject to the terms and conditions of service of the company and its rules and practices, either expressed or implied, for the time being in force.

3.1.9 Personnel Records:

Personal history of all employees will be recorded in the computerized HR Information Management System of the company. Personnel files will also be maintained for all employees at the company's Human Resources Development Department. Each file will contain:

- Job Application, CV, Educational Credentials & References (if required);
- Appointment Letter and Letter of Acceptance (applicable for grade M5 and above) confirming willingness to abide by the personnel policies and rules of the company;
- Job Description; completed Personal Information Form.
- Leave, Confirmation, Increment, Promotion and Transfer records;
- Other relevant papers (e.g. Warning letters, Show Cause Notices, etc.);
- Annual/ periodic performance appraisal record etc.

Such records will be regularly updated with additions and alterations as may be necessary from time to time. Confidentiality of the files will be strictly maintained.

3.2 Training & Staff Development Policy:

3.2.1 Policy Statement:

KPL places considerable emphasis on the training and development of employees, and seeks to provide employees with the opportunity to develop their ability and potential both to achieve maximum job satisfaction and effectiveness in the execution of their duties. Especially for employees who work in the field as marketing representatives, training plays a vital role in KPL. Training is input used to enhance

organizational as well as professional capacity by developing skill, efficiency of the employees serving the organization.

3.2.2 Training Plan

KPL provides both in-house and external training to the employees on the basis of need of the particular employee and nature of their job. Every department will work out the yearly training needs of its employees. They will submit these to the HRD. On the basis of which HRD will make a yearly training calendar.

3.2.3 Training of Trainer (TOT):

In order to develop in-house trainers, arrangements for the Training of the Trainers (TOT) will be made in consultation with the respective departments and HRD.

3.2.4 Training Evaluation:

Evaluation of training programs will start right from the beginning and a report will be prepared after each training program.

3.2.5 Training Programs

Like any other organization, the first training of an employee at KPL occurs at the orientation program where the following information are shared –

- To introduce the organization, activities and departments
- To inform the vision, mission and values of the organization
- To inform about their responsibilities
- To inform about the policy and practices of the organization.

Other than this KPL carries out various types of training programs for its employees especially for the marketing department, as creating demand is essential for a company like this. Some of the common training programs which are performed on a regular basis are as follows:

- MPOs/PSRs & FMs/AFMs half day training in the monthly zonal meeting
- One day training for Promotion based MPOs/PSRs of Dhaka city.

- Short (5-7 days) pre-recruitment training for experience candidates (MPOs)
- Trainee MPOs Training
- Product discussion (02 hours') every 3 months in sales Meeting AZMs/ZMs to ASMs
- Leadership development & management training AZMs/ZMs to ASMs.

3.3 Compensation & Benefits:

3.3.1 General Policy:

The Company operates a job evaluated salary structure to ensure that employees are placed in salary range that relates accurately to:

- a) The job they are filling in terms of its technical demands and responsibilities in relationship to other jobs in the company;
- b) A fixed pay for the holder of the post.

The salary structure is determined by the Management and can be changed any time at its discretion. Salary structure and pay scale as applicable for the time being for each Category of Employee is mentioned in the pay-structure maintained by KPL.

3.3.2 Fixation of Salary:

In case of first appointment, salary will be fixed at the minimum level of the salary range. However, higher level may be allowed on the recommendation of Selection Committee or by Competent Authority.

When an employee is promoted, his substantive salary will be fixed at the minimum level of the salary range for the new position. In case the employee's existing substantive salary exceeds the minimum level for the new position, it should be fixed at a higher level in the salary range which is immediately above the existing substantive salary of the employee. Detailed pay scale has been attached herewith as Appendix-05 that may be updated from time to time.

3.3.3 Payment of Salary and Increments:

Substantive salary and allowances shall accrue from the commencement of service of an employee and shall generally become payable on completion of one calendar month of service.

An employee shall draw the pay of the grade to which he is appointed from the date of his joining to such grade.

If joining of service of an employee falls between 1st July and 31st December in a year the first annual increment shall accrue on 1st July of next year and if joining falls between 1st January and 30th June in a year the first annual increment shall accrue on 1st January of next year provided his service is confirmed. Subsequent annual increment shall accrue on the anniversary of first increment.

Higher Increments upto maximum of two increment in the substantive pay of employee may be granted by the competent authority. Higher increment above two may be allowed at the Management discretion.

If considered necessary, competent authority may, withhold or postpone for such period as may be specified, the annual increment of an employee if an unfavorable report received about an employee.

3.3.4 Special Pay/Allowance/ Honorarium:

Competent authority at its discretion may allow Special Pay or Special Allowance to an employee for any extra-ordinary or meritorious work performed. Such Special Pay or Special allowance once given may or may not be continued unless it is adjusted with the Basic Pay

Competent authority at its discretion may also award Lump sum honorarium for one time for any extra-ordinary or special innovative work performed by an employee.

3.3.5 Children Education Allowance:

Children Education Allowance up to a maximum of two children at the rate of Tk. 200/- per month per child will be paid, provided the children are studying in an educational institution and between the age of 5 years to 18 years. On completion of five years continuous service and thereafter an employee will be given a Lump sum education grant of Tk. 1,000/- (One thousand) per year and after completion of ten years continuous service Tk. 2,000/- per year so long the children are studying as above.

3.3.6 Special Allowance:

On completion 15 (Fifteen) years continuous service by an employee a Lump sum grant of Tk. 25,000/- (Twenty five thousand) will be given at the marriage Ceremony of their Son/Daughter.

3.3.7 Travelling Allowance & Daily Allowance:

Daily allowance for the first thirty days will be according to the above rate. After the thirtieth day whether daily allowance is to be allowed or not shall be decided by the Competent Authority.

Journey on transfer:

a) The travelling allowance will be admissible to every employee on transfer from one station to another unless he is transferred at his own request. A transfer at his own request shall not be treated as transfer in the company's interest unless the authority sanctioning the transfer, for special reasons, so directs.

b) An employee transferred permanently from one station to another shall, in addition to the daily allowance, if admissible, draw travelling expenses on the following basis for journeys by rail or steamer otherwise:

- i. One fare of the class of accommodation to which he is entitled.
- ii. One full fare for each adult member of his family who accompanies him for whom full fare is actually paid and one-half fare for each child for whom such fare is actually paid subject to a maximum of 4 adult fares in all. An employee in Category-I will further be entitled to charge one fare for the lowest class in respect of one servant, where actually paid.
- iii. Ferry charges, tolls, taxes, portorage charges, etc. for himself and for members of his family, where actually paid, and also portorage incurred by him and by members of his family from one station to another to a reasonable extent.
- iv. Actual cost of carriage by goods train or cargo or ship otherwise of personal effects furniture, etc. of himself and of his family members.

Note: On transfer from one station to another, an employee/members of his family may be allowed truck fares at actual for transportation of personal effects, furniture, etc.

v. Employees in Category-I (Executives) on journey may, if required or permitted to do so by the competent authority undertake journey by air in which case they shall, in addition to the daily allowance, if admissible be paid the actual cost, incurred for such journey for themselves plus other allowances and facilities admissible under Rule except that fare for one servant will be permissible, at steamer or railway rates, where actually paid. Employees may also draw fares for their families either by air or alternative means of transportation, whichever is cheaper:

Provided That:

(1) Employees in Category-II and III may, on transfer, be permitted by the competent authority to undertake journey by air in special circumstances.

(2) Employees who are on temporary transfer/journey on development work, inspection, etc., may, if permitted to do so, by the competent authority, undertake journey by air in which case they shall, in addition to daily allowance, if admissible, and taxes, portage charges, etc., be paid in actual sums incurred.

3.3.8 Festival Bonus:

The Board of Directors may declare bonus to be paid to the employees as per bonus policy of Kemiko Pharmaceuticals Ltd.

3.3.9 Provident Fund:

Every confirmed employee is eligible to be a member of "The Kemiko Pharmaceuticals Ltd. Employee's Contributory Provident Fund" to be administered in accordance with the relevant law.

Employees contribute 5% of the basic salary and KPL will contribute the same amount. Total deducted amount invested immediately as per law.

An employee shall qualify to become a recipient of the employer's contribution only on completion of 5 (Five) years continuous confirmed service with the Company at the following rates:

- i) 5 (Five) years but less than 6 (Six) years

- ii) 6 (Six) years but less than 7 (Seven) years
- iii) 7 (Seven) years but less than 8 (Eight) years
- iv) 8 (Eight) years but less than 9 (Nine) years
- v) 9 (Nine) years but less than 10 (Ten) years
- vi) 10 (Ten) years and above -

Company doesn't contribute in case of dismissal for breach of discipline or misconduct.

3.3.10 Gratuity:

a) These rules will be called The Kemiko Pharmaceuticals Ltd. (payment of Gratuity to Employees) Rules.

b) These rules shall be deemed to have come into force with effect from the date of implementation of the Service Rules.

c) Employees who have retired or resigned or who have been otherwise discharged/ dismissed/terminated from the service of the Company before the enforcement of these rules will not be entitled to the benefits given hereunder.

d) These rules will apply to all confirmed whole-time employees of the company.

e) The amount of gratuity admissible to an employee shall be a sum equal to one month's basic pay for each completed year of service at the rate of last basic pay drawn.

f) Completed year of service for purposes of these rules means 12 months active service. For the purpose of gratuity an employee must have been in continuous employment for a minimum period of 5 (five) years.

g) The employees who have already completed continuous employment of 5 (five) years or more on the effective date of this rule will be required to serve minimum one year from the date of effect of this rule to become entitled to this benefit.

h) A gratuity will not be granted to an employee or, in the event of his death, to his heirs unless:

i. His service has been continuous and in the opinion of the competent authority good and faithful.

ii. He has been in the service of the company for a minimum period of 5 years without break.

i) Gratuity may be granted to or on account of an employee who has not completed 5 years service in the event of:

i. Death while in the service of the Company;

ii. Termination of service or compulsory retirement resulting from permanent incapacity due to physical or mental infirmity provided this has not been caused by irregular or intemperate habits;

j) The following categories of employees will not be eligible for the gratuity:

i. Those who are dismissed from the service of the Company; or

ii. Those who leave or discontinue their service without the permission of the competent authority.

k) An employee shall nominate person(s) as per the rules of KPL.

l) The Management may amend, alter or modify any of the provisions relating to gratuity as it may deem fit and proper in the interest of the Company.

No gratuity shall be paid unless an employee has been continuously in the employment of the Company for more than five years from the date of confirmation. The Gratuity shall be paid at the rate as mentioned hereunder.

Years of Continuous Confirmed Service	Rate of Gratuity
i) For more than 5 (five) years but less than 6 (six) years	- 50% of Basic salary for each completed year.
ii) For more than 6 (six) years but less than 7 (seven) years	- 60% of Basic salary for each completed year.
iii) For more than 7 (seven) years but less than 8 (eight) years	- 70% of Basic salary for each completed year.
iv) For more than 8 (eight) years but less than 9 (nine) years	- 80% of Basic salary for each completed year.

- v) For more than 9 (nine) years but less than 10 (ten) years - 90% of Basic salary for each completed year.
- vi) For more than 10 (ten) years and above - 100% of Basic salary for each completed year.

3.4 Performance Appraisal System

Performance appraisal is conducted once a year at KPL. The performances of all the employees are evaluated by the immediate supervisor according to a prescribed form given by the HR department. Data is given as an input to the performance evaluation software and a numerical evaluation result is found as the output. Other than the numerical part there is also a percentage of the overall performance of an employee there is also part to contribute the personal assessment of the immediate supervisor and/or any above personnel if required.

After completing the whole process of performance appraisal increment, promotion and salary fixation is decided and the employees are rewarded accordingly.

3.5 Disciplinary Procedure

3.5.1 Situation of Disciplinary Measures

All employees are subject to disciplinary measures and liable to different penalties based on the degree of infringements of company's policies, dereliction of duty, breach of contract, indiscipline and misconduct.

The following will be considered as misconduct resulting in disciplinary measures and or penalties:

- i. Persistent insubordination;
- ii. Absenteeism or habitual lateness to work;
- iii. Unaccountable time away from the office while on duty;
- iv. Behavior complaints prejudicial to company interests;
- v. Breach of rules contained in this manual;
- vi. Absence from work without due notice;

- vii. Continuous or serious lapses of responsibility and negligence of duty;
- viii. Conduct unbecoming of a company official;
 - ix. Unauthorized divulging of information about company operations and confidential documents.
 - x. Conviction in a criminal case involving moral turpitude;
 - xi. Misbehavior including physical violence and/or bullying with employees or clients;
 - xii. Fraud, misuse and defalcation of funds, materials and company assets;
- xiii. Accepting bribes, and material or financial advantages from any company employee, client and one having commercial transactions with the company.

In certain circumstances the above may also be considered grounds for dismissal.

Part Four

A Closer Look into The Recruitment and Selection Process of KPL

4.1 Importance of Effective and Efficient Recruitment and Selection Process

An effective recruitment process looks at internal and external candidates. But the easier choice of hiring a less appropriate person simply because they are an internal candidate should not be made. Current employees can be encouraged to recommend people for the job. According to a study by Development Dimensions International the "Internet and employee referrals are the most popular and effective methods for recruiting." An organization should spend time researching which advertising method will target the audience it is hoping to attract.

For the selection process it is important to decide exactly what skills the recruiter looking for in an employee and tailor the interviewing and selection process to work on people with those skills. The recruiter should also look at what strengths the current team is missing. If a team has five people who are great at written communications but struggle presenting to a large audience, a person who can help fill that gap should be selected in the selection process. If a match is not found out during the first round of interviews, the process should be started again from the beginning if the situation allows.

4.1.1 Advantage in Training

Even the most qualified candidates may need training; however an effective recruitment and selection process reduces the amount of time an organization has to invest in training new employee. On the other hand, if the recruiter chooses a candidate who is a great fit except they are missing some of the technical skills to do the job, his/her training must be invested in. It will pay off in the long run. It is easy train someone to do a specific task; it is much harder to train soft skills, including dependability and flexibility.

4.1.2 Job Satisfaction

One benefit of choosing the right candidate for the job is his ability to work autonomously. An employee who is not self-motivated or self-managed is a drain

on management, the team and the company as whole. Also, if the chosen candidate is not right for the job he/she may quit, forcing to start the entire process over. Appropriately chosen candidates experience greater overall job satisfaction and higher levels of motivation.

4.1.3 Problem Avoidance

Ineffective employees cost money. Lots of time, energy and resources go into trying to make a mediocre or poor employee a shining star. In many cases no amount training or coaching, encouragement or reinforcement or even discipline can improve a difficult employee. Therefore, it is even more crucial to rely on the well-developed hiring process to avoid future problems.

Recruiting and selecting staff is a very costly exercise. It is also an essential part of any business and it pays to do it properly. When organizations choose the right people for the job, train them well and treat them appropriately, these people not only produce good results but also tend to stay with the organization longer. In such circumstances, the organization's initial and ongoing investment in them is well rewarded.

An organization may have all of the latest technology and the best physical resources, but if it does not have the right people it will struggle to achieve the results it requires. This is true across the whole spectrum of business activity e.g. schools, hospitals, legal practices, restaurants, airlines, and diesel engine manufacturers.

In addition to technical competence and appropriate experience, an organization needs to be sure that it can rely on candidates' goodwill, loyalty and commitment towards the organization and its aims. According to the Chief Executive Officer of a famous Group, 'One of the most crucial decisions that a leader will make is the choice of those who will support them.'

4.2 Appropriate Criteria for an Effective Recruitment and Selection Program

Recruitment and selection programs thrown together haphazardly are likely to fail. Defining appropriate criteria for any organization's recruitment and selection processes supports its employee selection, staffing models and employee development goals. Criteria include adequate and qualified staff, commitment to fair employment practices, workplace guidelines and pre-employment standards, such as background investigations and reference checks.

4.2.1 Qualified Staff

An effective recruitment and selection program first needs qualified staff. An employment manager with expertise in developing recruitment processes and proven management skills in leading recruiters and employment specialists is one such program model. Alternatively, a generalist human resources manager capable of overseeing both the strategic and functional aspects of recruitment and selection is another viable program. Recruiters and employment specialists should have experience in full life-cycle recruiting, from sourcing candidates to post-hire functions such as orientation, training and employee retention.

4.2.2 Legal Compliance

In addition to functional expertise, qualified recruiters, employment specialists and managers must be well-versed in equal employment opportunity law and, if applicable, affirmative action provisions. An organization's success may depend on its ability to recruit from a diverse pool of qualified applicants. Therefore, recruiters and employment specialists must be familiar with labor laws, fair employment practices related to recruiting and hiring, and employment eligibility for work in the United States. The first opportunity at which employers can express their commitment to equal opportunity is the recruitment and selection stage. This is a critical component for any effective recruitment and selection program.

4.2.3 Workplace Guidelines

Workplace guidelines and policies support recruitment and selection concerning employee referral, policies for transfers and promotion, rehire eligibility standards and employment eligibility. A sample workplace policy required for an effective recruitment and selection program establishes processes for internal transfers and promotions. Guidelines pertaining to employee tenure, performance and application for transfer or promotions are necessary because they prevent confusion and add structure to the process for upward mobility among the current workforce.

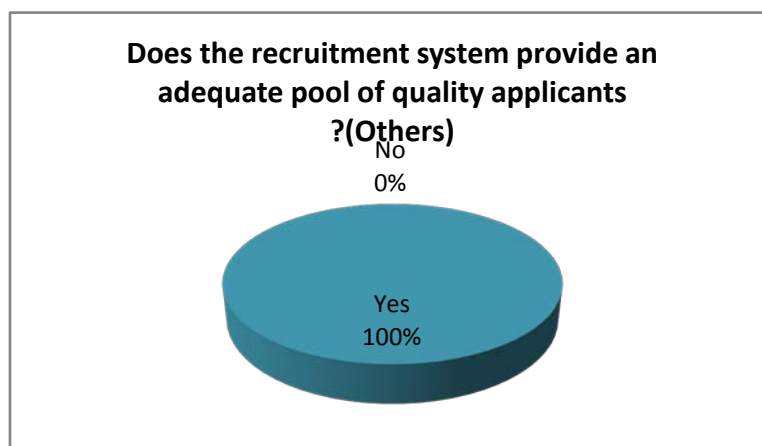
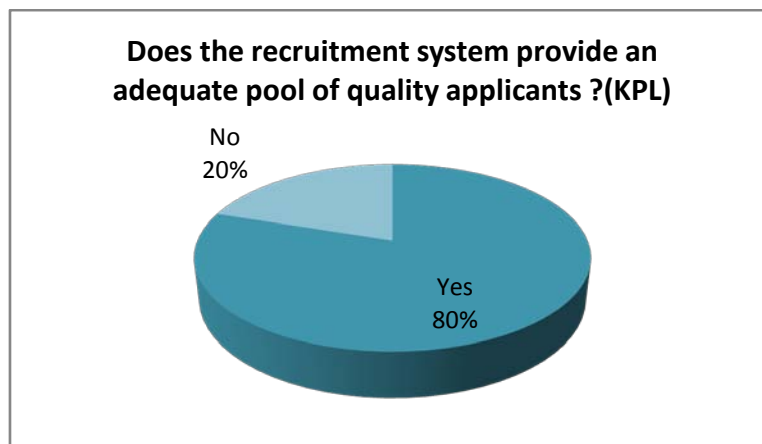
4.2.4 Pre-Employment Standards

Background investigations, reference checks, work history verification and drug screening are common pre-employment standards. Certain industries and employment trends slightly affect criteria; however, basic pre-employment

standards function as checks and balances to ensure an organization makes wise hiring decisions. Candidate testing is included among other criteria for consideration by human resources and employment managers. Depending on factors such as positions, the type of industry and cost to administer, pre-employment testing may be a viable consideration for some recruitment and selection programs.

4.3 Performance of KPL in Recruitment and Selection

The detailed process of recruitment and selection of KPL has been described earlier in article 3.1. Now some charts will be presented which are created using the data collected through the questionnaire as per Appendix-A. For the same question two charts are given; one representing the KPL performance and the other representing the average performance of other organizations in the country. This will help to compare the performance status of KPL with the average performance status of other organizations.

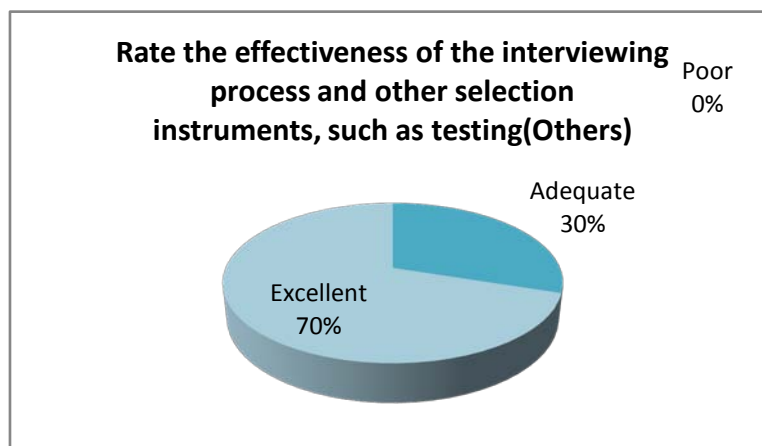
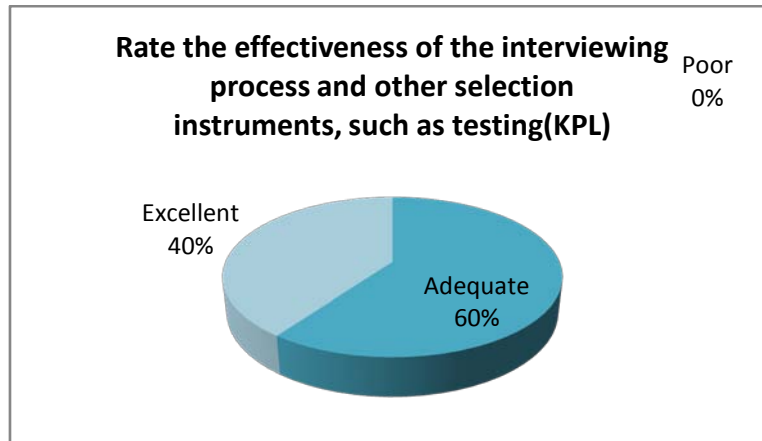


When the question does the recruitment system provide an adequate pool of quality applicants was asked to the employees; 80% of KPL employees said 'Yes'

and 20% said 'No.' Whereas 100% of Others employees said 'Yes' and 0% said 'No.' So it is an area where KPL can improve its system performance. To do so the overall recruitment and selection process should be observed to identify the problem if there is any.

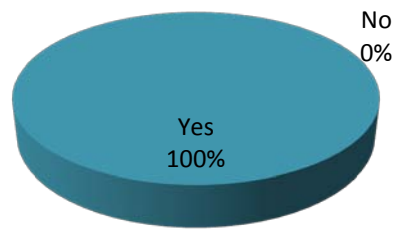


When it was asked if the organization clearly defines the position objectives, requirements and candidate specifications in the recruitment process; 100% of KPL employees said 'Yes' and 0% said 'No.' Whereas 90% of Others employees said 'Yes' and 10% said 'No.' It concludes that this step is easier for KPL than the other larger organizations.

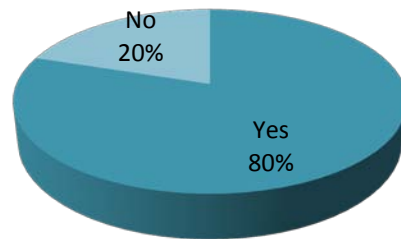


When employees were asked to rate the effectiveness of the interviewing process and other selection instruments, such as testing; 60% of KPL employees rated the effectiveness as 'Adequate' and 40% of them rated it as 'Excellent.' Whereas 30% of other organization's employees rated the effectiveness as 'Adequate' and 70% of them rated it as 'Excellent.' This is another part where improvement can be done. HR can discuss with different departments to establish the best interview method for different positions in different departments.

Does the HR team act as a consultant to enhance the quality of the applicant pre-screening process?(KPL)



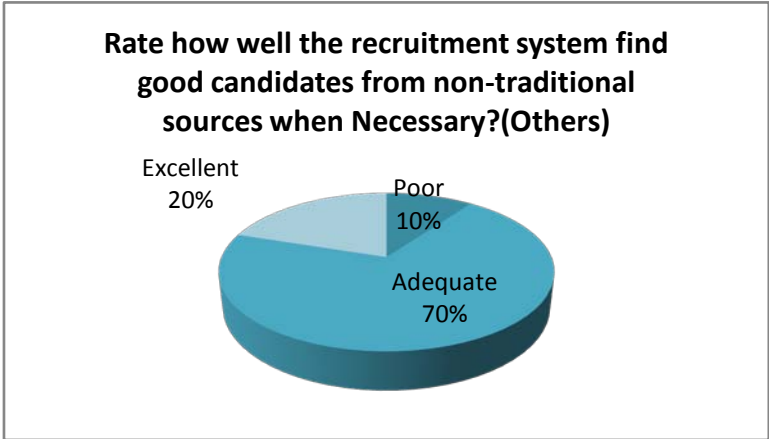
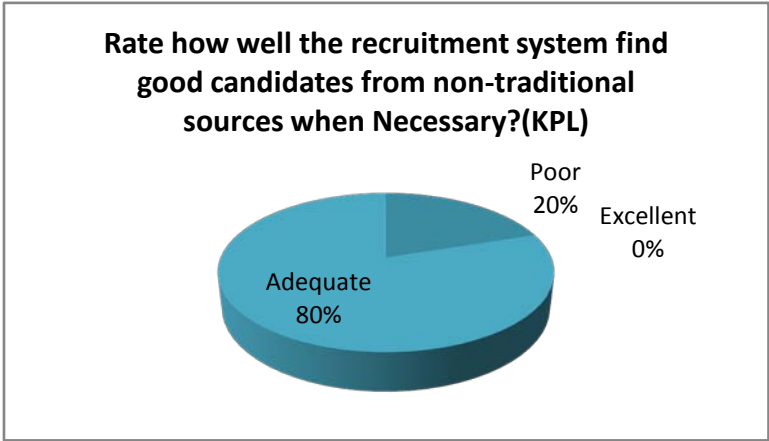
Does the HR team act as a consultant to enhance the quality of the applicant pre-screening process?(Others)



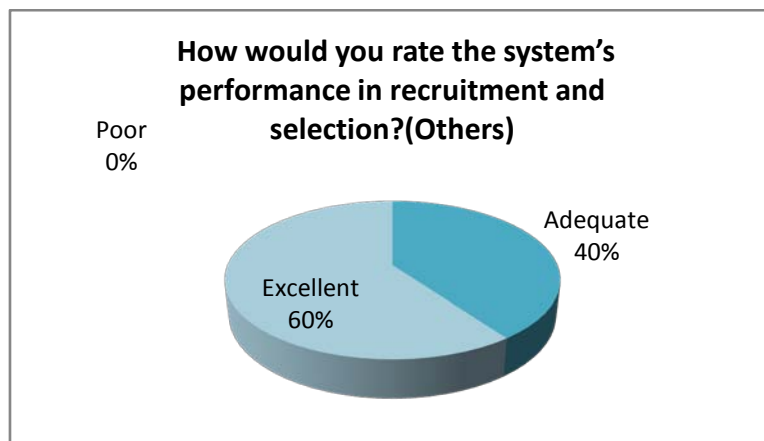
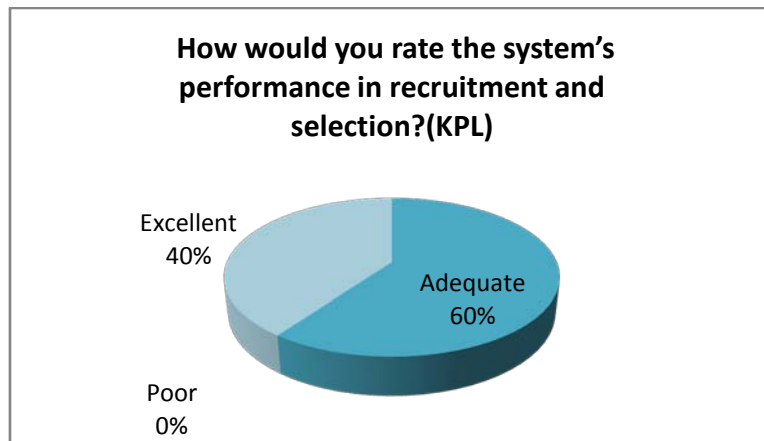
When the question does the HR team act as a consultant to enhance the quality of the applicant pre-screening process; 100% of KPL employees said 'Yes' and 0% said 'No.' Whereas 80% of Others employees said 'Yes' and 20% said 'No.' It means that this is a positive part of the recruitment and selection system of KPL which is performing very well.



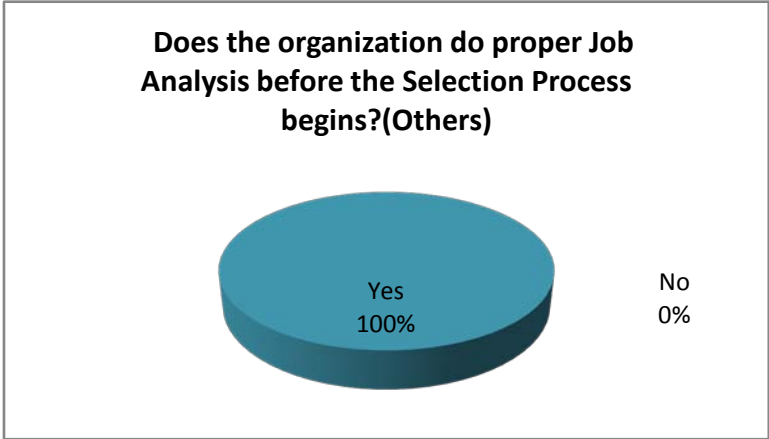
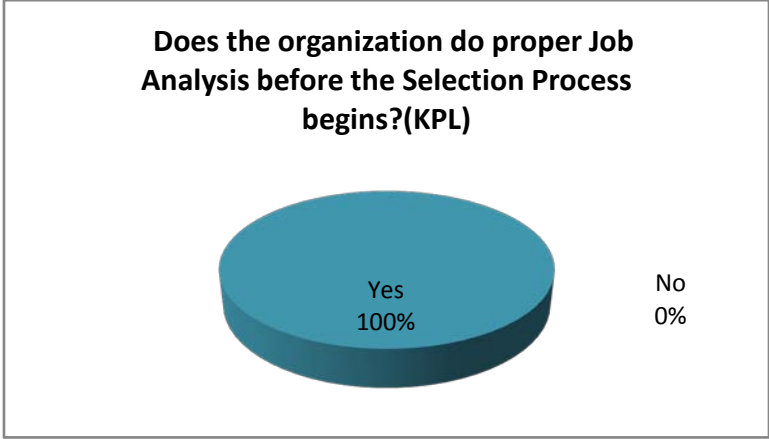
When the question does HR train hiring employees to make the best hiring decisions; 50% of KPL employees said 'Yes' and 50% said 'No.' Whereas 70% of Others employees said 'Yes' and 30% said 'No.' KPL needs to train the HR employees who are involved with the hiring process. It will make the whole system a lot more effective and efficient.



When the employees were asked to rate how well the recruitment system finds good candidates from non-traditional sources when Necessary; 0% of KPL employees rated it as 'Excellent,' 80% of them rated it as 'Adequate' and 20% rated it as 'Poor.' Whereas 20% of Others employees rated it as 'Excellent,' 70% of them rated it as 'Adequate' and 10% rated it as 'Poor.' Finding good candidates from non-traditional source when necessary seems to be challenge for KPL. Training hiring employees can also help in this area.

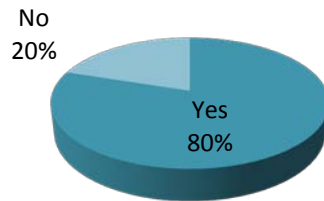


When the employees were asked to rate the system's performance in recruitment and selection; 40% of KPL employees rated it as 'Excellent,' 60% of them rated it as 'Adequate' and 0% rated it as 'Poor.' Whereas 60% of Others employees rated it as 'Excellent,' 40% of them rated it as 'Adequate' and 0% rated it as 'Poor.' It concludes that the recruitment and selection systems' performance needs to be developed for better performance and employee satisfaction.

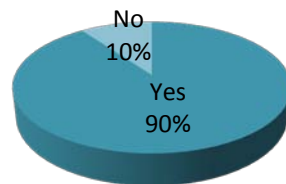


When the question does the organization do proper Job Analysis before the Selection Process begins; 100% of KPL employees said 'Yes' and 0% said 'No.' The same response was obtained from the Others employees. So job analysis is done properly and timely.

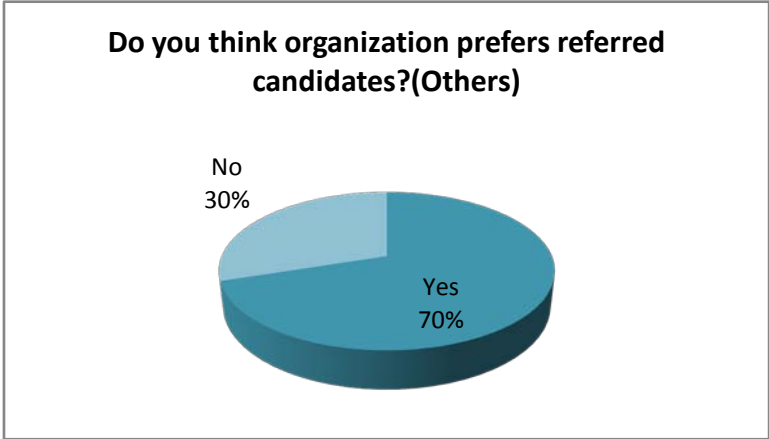
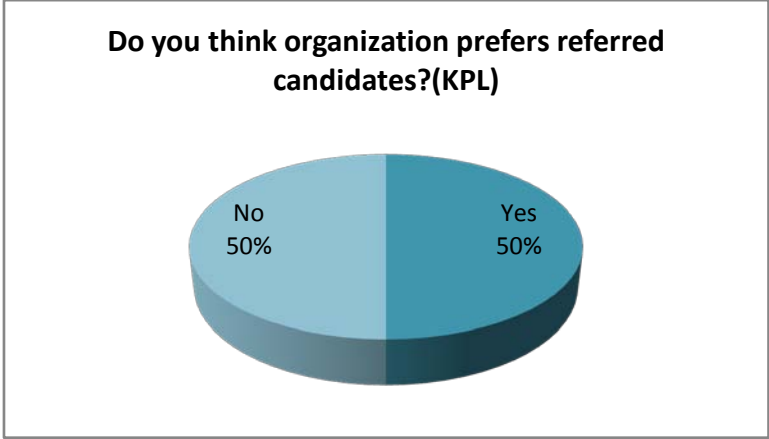
Are the Job Responsibilities and Job Description are clearly defined to the candidates appearing for selection process ?(KPL)



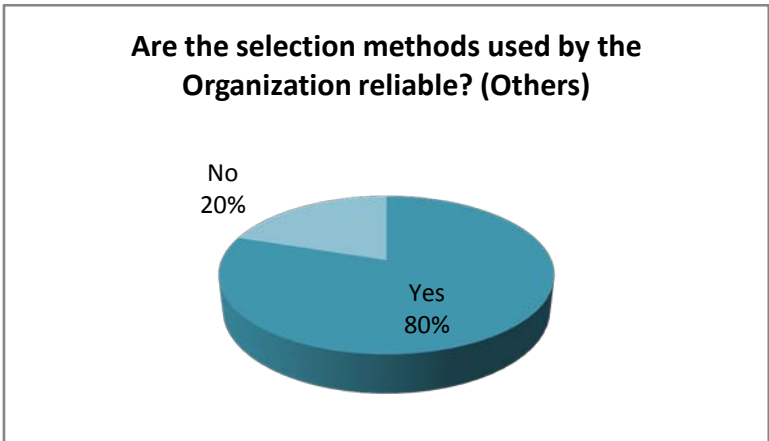
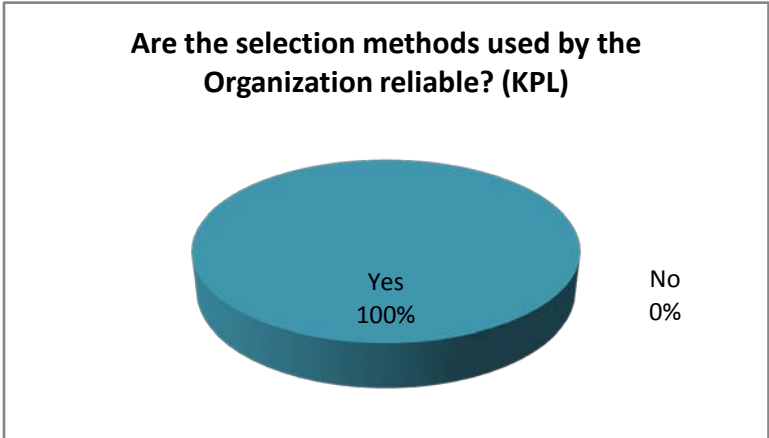
Are the Job Responsibilities and Job Description are clearly defined to the candidates appearing for selection process ?(Others)



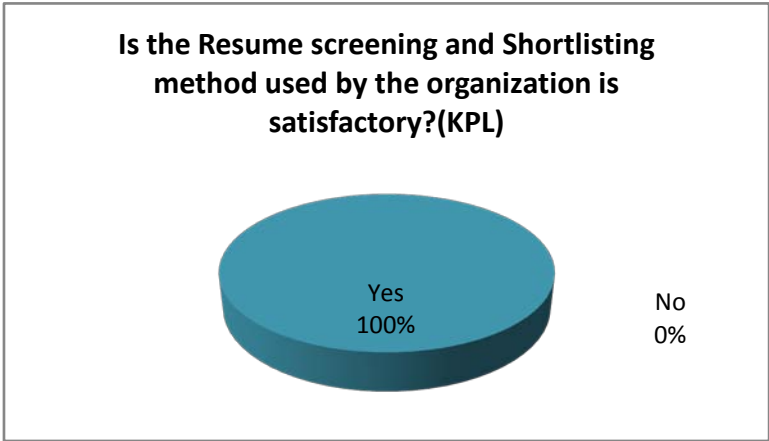
When the question are the Job Responsibilities and Job Description are clearly defined to the candidates appearing for selection process; 80% of KPL employees said 'Yes' and 20% said 'No.' Whereas 90% of Others employees said 'Yes' and 10% said 'No.' This is a must while selecting employees and can be easily done by maintaining regular task schedule while the process is going on.



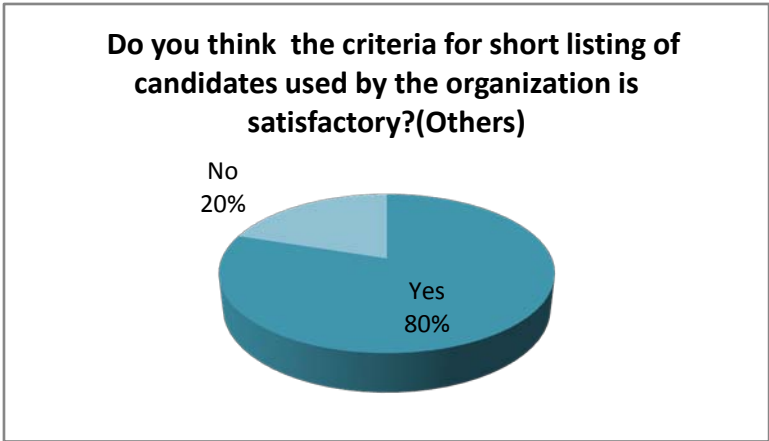
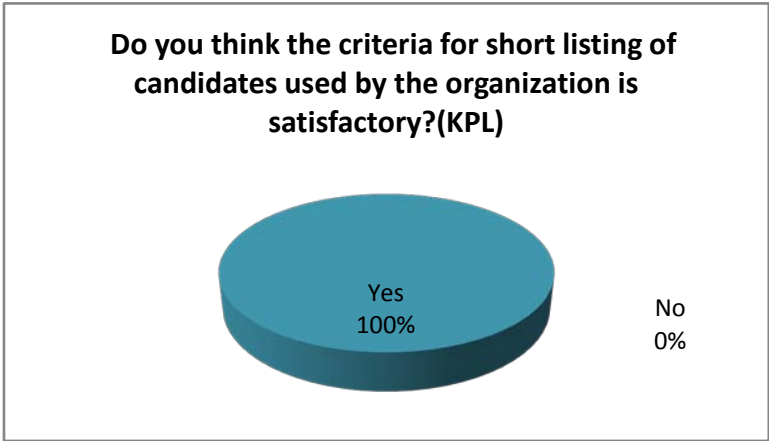
When the employees were asked did they think that organization prefers referred candidates; 50% of KPL employees said 'Yes' and 50% said 'No.' Whereas 70% of Others employees said 'Yes' and 30% said 'No.' So referred candidates are given opportunities in the selection process which might have some negative impact if they are not qualified enough.



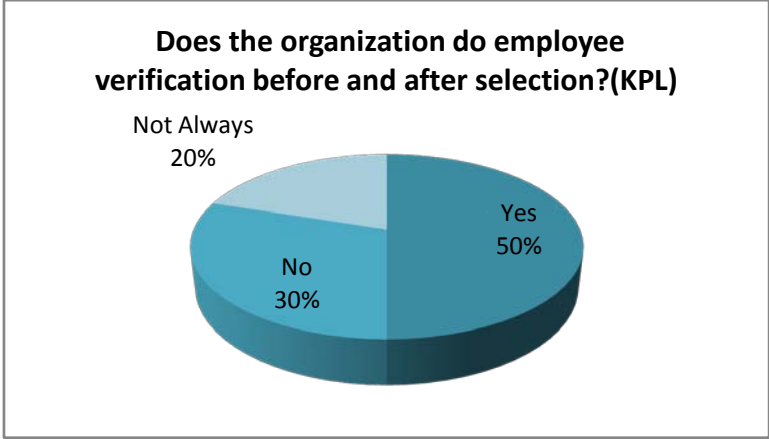
When the question are the selection methods used by the Organization are reliable; 100% of KPL employees said 'Yes' and 0% said 'No.' Whereas 80% of Others employees said 'Yes' and 20% said 'No.' The reliability of the selection process at KPL is not debatable to its employees which is a very assenting matter.



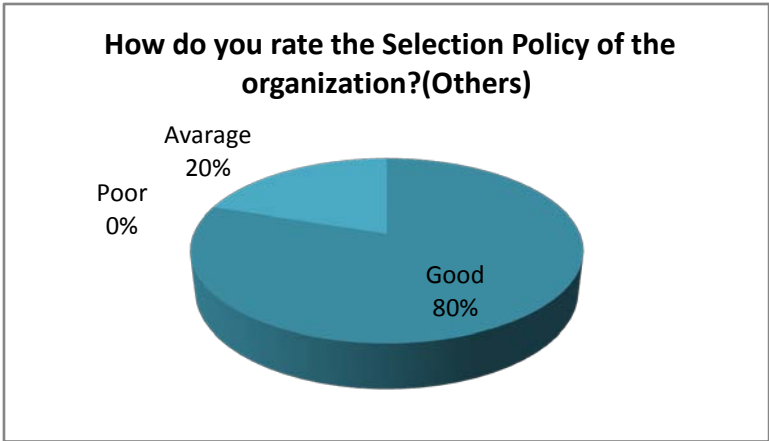
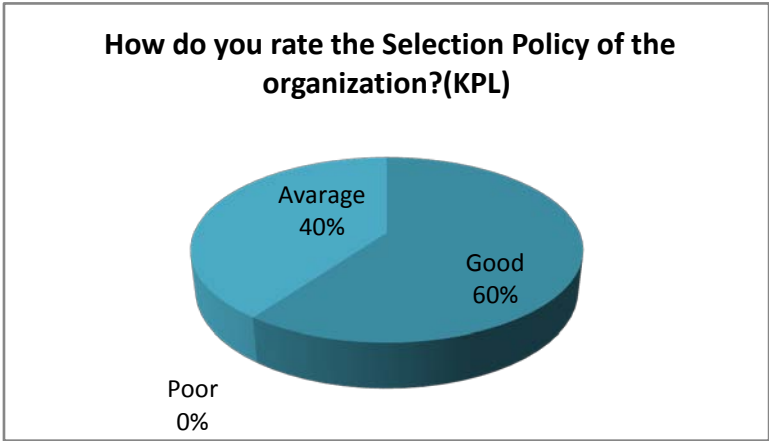
When the question is the Resume screening and Short listing method used by the organization is satisfactory; 100% of KPL employees said 'Yes' and 0% said 'No.' The same response was received from the Others employees. The resume screening and short listing method is another part which is appreciated by the employees of KPL.



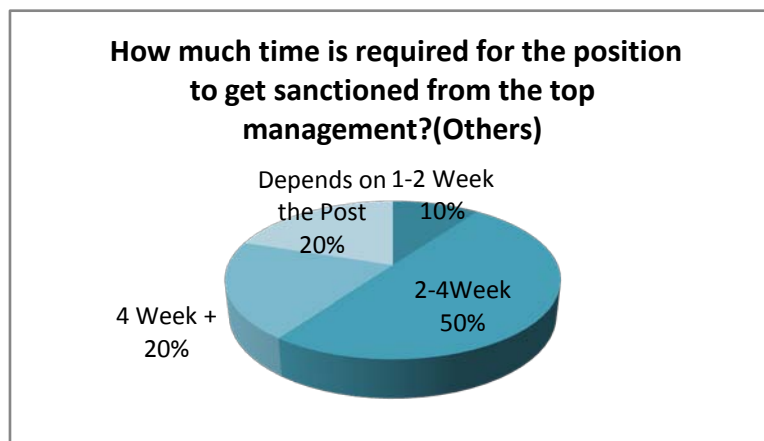
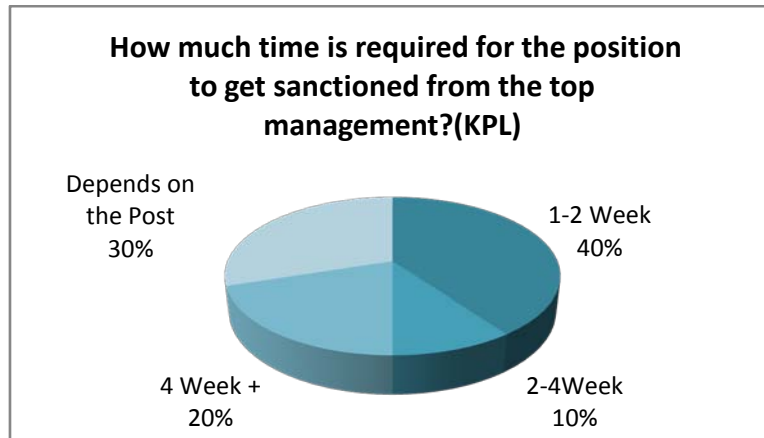
When the question do you think criteria for short listing of candidates used by the organization is satisfactory; 100% of KPL employees said 'Yes' and 0% said 'No.' Whereas 80% of Others employees said 'Yes' and 20% said 'No.' Just like the short listing method, short listing criteria is also not debatable.



When the question does the organization do employee verification before and after selection; 50% of KPL employees said 'Yes,' 30% of them said 'No' and 20% said 'Not Always.' Whereas 70% of other organizations' employees said 'Yes,' 10% of them said 'No' and 20% said 'Not Always.' Verification of the candidate is a very important part of the selection process and KPL needs to take care of this part.



When the employees were asked to rate the Selection Policy of the organization; 60% of KPL employees rated it as 'Good,' 40% of them rated it as 'Average' and 0% rated it as 'Poor.' Whereas 80% of Others employees rated it as 'Good,' 20% of them rated it as 'Average' and 0% rated it as 'Poor.'



When the question how much time is required for the position to get sanctioned from the top management; 40% of KPL employees said '1-2 Week', 10% of them said '2-4 Week,' 20% said '4 Week +' and 30% said 'Depends on Post.' Whereas 10% of Others employees said '1-2 Week', 50% of them said '2-4 Week,' 20% said '4 Week +' and 20% said 'Depends on Post.'

Time consumed in sanctioning the approval for the joining of a new employee is depended on the facts that where is the posting of the employee and how long it needs for HR to get the required papers. As the employees of the organization are spread all over the country at different branches and depots, it actually differs from how long an approval may need.

Findings and Suggestions

Through observation while doing my internship at KPL and from survey, interview and answer sheet of the questionnaire; I have recognized some findings and composed some suggestions regarding the recruitment and selection process of KPL which are as follows-

5.1 Findings

- The recruitment and selection process is performed at proper times.
- The position objectives, requirements and candidate specifications are clearly defined in the recruitment process.
- The recruitment system provides an adequate pool of quality applicants.
- Before the recruitment and selection process begins, job analysis is done properly.
- Job Responsibilities and Job Description are clearly defined to the candidates appearing for selection process
- The pre-screening process is highly appreciated.
- The performance of the recruitment and selection process is quite good. But there are scopes to make it more effective and efficient.

5.2 Suggestions

- The system can be improved to supply more quality applicants. KPL can improve its system performance in finding adequate pool of quality applicants. To do so the overall recruitment process should be observed to identify the problem if there is any.
- The HR should establish arrangements to train hiring employees to make the best hiring decisions.
- Referred candidates can be considered only if they are qualified enough.
- Verification of the candidate is a very important part of the selection process and KPL needs to take care of this part.
- There is scope to improve in the area of finding good candidates from non-traditional sources when necessary. Training hiring employees can contribute in this part.
- The effectiveness of the interviewing process and other selection instruments is another part where improvement can be done. HR can

discuss with different departments to establish the best interview method for different positions in various departments.

Other than the suggestions about the recruitment and selection process there are some other areas where the organization can work on for development. Some of them are mentioned below:

- KPL do not conduct formal salary survey in regular basis. The management should go through internal survey to find out the issue of employees dissatisfaction and take measures to make the working environment more suitable. This will help to get highest quality and quantity of work from the employees.
- In case of performance appraisal system, periodically review progress of the employees can be considered to motivate the workforce.
- More management training should be introduced to construct a more professional workforce.

Kemiko Pharmaceuticals Ltd. has developed a professional Human Resources department and Employee Service Rule Manual, which are rarely seen in organizations in this country. Human Resources department is responsible to ensure proper execution of this policy manual.

The management should go through internal survey to find out the opinions and views of employees in various HR matters and take measures to make the policies more suitable. This will help to get highest working environment and an excellent workforce in the organization. .

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Appendix-A
(Questionnaire)

Survey on the Recruitment and Selection Process

1. Since how many years have you been working with this organization?
 - a. 0-5 Years
 - b. 5-10 Years
 - c. 10 to 15 Years
 - d. More than 15 Years

2. Is the organization doing recruitment and Selection process at the proper times?
 - a. Yes
 - b. No
 - c. Please mention if you have any comment regarding this:.....

3. Does the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process?
 - a. Yes
 - b. No
 - c. Please mention if you have any comment regarding this:.....

4. Does the recruitment system provide an adequate pool of quality applicants ?
 - a. Yes
 - b. No
 - c. Please mention if you have any comment regarding this:.....

5. Rate the effectiveness of the interviewing process and other selection instruments, such as testing?
 - a. Poor
 - b. Adequate
 - c. Excellent
 - d. Please mention if you have any comment regarding this:.....

6. Does the HR team act as a consultant to enhance the quality of the applicant pre-screening process?
 - a. Yes
 - b. No
 - c. Please mention if you have any comment regarding this:.....

7. Does HR train hiring employees to make the best hiring decisions?
 - a. Yes
 - b. No
 - c. Please mention if you have any comment regarding this:.....

8. Rate how well the recruitment system finds good candidates from non-traditional sources when Necessary?
 - a. Poor
 - b. Adequate
 - c. Excellent
 - d. Please mention if you have any comment regarding this:.....

9. How would you rate the system's performance in recruitment and selection?
 - a. Poor
 - b. Adequate
 - c. Excellent
 - d. Please mention if you have any comment regarding this:.....

10. Does the organization do proper Job Analysis before the Selection Process begins?
 - a. Yes
 - b. No
 - c. Please mention if you have any comment regarding this:.....

11. Are the Job Responsibilities and Job Description are clearly defined to the candidates appearing for selection process ?

- a. Yes
- b. No
- c. Please mention if you have any comment regarding this:.....

12. Do you think organization prefers referred candidates?

- a. Yes
- b. No
- c. Please mention if you have any comment regarding this:.....

13. Is the selection methods used by the Organization are reliable?

- a. Yes
- b. No
- c. Please mention if you have any comment regarding this:.....

14. Do you think organization looks for experienced employees in selection Process?

- a. Yes
- b. No
- c. Please mention if you have any comment regarding this:.....

15. Which is the most important quality the organization looks for in a candidate?

- a. Knowledge
- b. Past Experience
- c. Optimistic Nature
- d. Discipline
- e. Team Work Ability
- f. Other (Please Specify):
.....

16. Is the Resume screening and Shortlisting method used by the organization is satisfactory?

- a. Yes
- b. No
- c. Please mention if you have any comment regarding this:.....

17. Do you think criteria for short listing of candidates used by the organization is satisfactory?

- a. Yes
- b. No
- c. Please mention if you have any comment regarding this:.....

18. Does the organization do employee verification before and after selection?

- a. Yes
- b. No
- c. Please mention if you have any comment regarding this:.....

19. How do you rate the Selection Policy of the organization?

- a. Good
- b. Average
- c. Poor
- d. Please mention if you have any comment regarding this:.....

20. Is your organization efficient in Selection Policy of the employees ?

- a. Yes
- b. No
- c. Please mention if you have any comment regarding this:.....

21. How much time is required for the position to get sanctioned from the top management?

- a. 1 to 2 Weeks
- b. 3 to 4 Weeks
- c. More than 4 Weeks
- d. Please mention if you have any comment regarding this:.....