

# Internship Project

## Topic

Human Resource Planning and Staffing Strategy of  
Intertek Bangladesh

Prepared for  
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**LETTER OF TRANSMITTAL**

8/6/2015

Asheka Mahboob

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**Subject:** Letter of transmittal of Internship report.

Dear Madam,

I am very happy to state that I have completed the internship project on “**Human Resource Planning and Staffing Strategy of Intertek Bangladesh**” as per the requirement of the course design. This project was really helpful for me to know about the activities of TIC industry and their Human Resource activities.

However I faced some difficulties in collecting information regarding the industry as there are very few companies in Bangladesh. We sincerely hope that the case will come up to your expectations with what it has to offer in terms of quality and content.

I am looking forward to you for your kind acceptance of this report.

Sincerely yours,

**Afsana Sultan- 11104088**

## ACKNOWLEDGEMENT

I am grateful to many individuals for the completion of the report successfully. BRAC University and Intertek Bangladesh both provided enormous support and guidance for my project.

First of all, I would like to thank BRAC University for giving me the opportunity and knowledge to prepare this report. Then I would like to thank my respected faculty, Asheka Mahboob, for allowing me to work on this report and giving me all the necessary help and suggestions that are needed.

I would also like to mention a few person's name related to the organization. Again I want to thank our faculty for all the encouragement that helped me to complete this project successfully.

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## **Abstract**

**This project is about on testing, inspection and certification (TIC) industry and to identify how this industry makes their Human Resource Planning and also how they execute their staffing strategy. For that reason, I have taken Intertek Bangladesh as a sample. Intertek which is a leading service provider in Bangladesh since . They do have a structured HR department so I tried to know how the company performs the necessary HR functions, like Human Resource Planning and staffing strategy. For that reason I have tried to identify their recruitment process, and how they train their employees. To get a good idea I have worked there as a intern. From the experience I have found that in Intertek BD there is existence of a structured HR department, having proper Job Description and Specification. Directors and other departmental heads handle the recruitment process.Finally, I have tried my best to give them the proper recommendations to make sure that they have a competitive advantage. For instance, HR positions the company should take only those people who have a sound knowledge of HR, they can differentiate their organization from the competitors by giving various types of benefits to their employees, Balanced Scorecard Process and Training and Development etc.**

## **1. Company Overview: Intertek**

For more than 130 years, companies around the world have depended on Intertek to ensure the quality and safety of their products, processes and systems. Intertek goes beyond testing, inspecting and certifying products; it helps customers to improve performance, gain efficiencies in manufacturing and logistics, overcome market constraints, and reduce risk. Intertek have earned a reputation for helping its customers increase the value of their products, gain competitive advantage, and develop trusted brands. Through our services the company helps its clients to minimize the adverse health and environmental impact of their products and processes for the benefit of society as a whole.

Intertek is the industry leader with over 38,000 people in 1,000 locations in over 100 countries. Whether a business is local or global, Intertek can ensure that products meet quality, health, environmental, safety, and social accountability standards for virtually any market around the world. Intertek hold extensive global accreditations, recognitions, and agreements, and its knowledge of and expertise in overcoming regulatory, market, and supply chain hurdles is unrivaled.

Intertek can sharpen a company's competitive edge

- With reliable testing and certification for faster regulatory approval
- Through rapid, efficient entry to virtually any market in the world
- With total quality assurance across the supply chain
- Through innovative leadership in meeting social accountability standards
- By reducing cost and minimizing health, safety, and security risks
- By becoming a TRUSTED BRAND

## **2. History of Intertek:**

The Intertek story starts at the inception of the modern testing industry. The history of Intertek goes back over 130 years, and evolves from the combined growth of a number of innovative companies.

## 1880 - 1900

- Mr. Caleb Brett founds a marine surveying business in the United Kingdom to offer independent testing and certification of ships' cargoes (1885).
- Mr. Milton Hersey establishes a chemical testing laboratory in Montreal, Quebec, pioneering the idea of independent testing laboratories (1888).
- Mr. Thomas Edison establishes the Lamp Testing Bureau of his Edison Electric Illuminating Company in America, the origin of the world's electric light industry (1896).
  - The Lamp Testing Bureau is later renamed 'Electrical Testing Laboratories,' and later shortened to 'ETL.'
  - It grows to provide testing to General Electric and other industries being created by new invention at the time, such as air-conditioning, over the next 40 years.

## 1900-1940

- SEMKO is founded in Sweden to provide Swedish electrical and electronic product safety testing (1925).
  - SEMKO registers the 'S-Mark.' It becomes a product testing organisation accredited by the Swedish government for its mandatory certification.
  - It further expands to provide certifications for products in wider Nordic markets, and the international electrical and electronic industries over the next 40 years.
- Mr. Chas Warnock forms the Chas Warnock Company in Montreal, Canada to inspect steel products (1927).

## 1940-1980

- Milton Hersey and Chas Warnock merge their companies to create 'Warnock Hersey', one of the largest testing and inspection entities in Canada (1954). The company expands into minerals, lumber testing and the US market.
- Inchcape, a diverse international group at the time enters the testing industry by establishing 'Labtest' Hong Kong to serve the internal needs of the Dodwell companies, a multinational corporation acquired by Inchcape (1973).



- Labtest originally focuses on textile testing, and later broadens across other consumer goods. It is the first commercial consumer goods testing facility in Hong Kong.
- Labtest expands internationally, extending its business in the United States (1975) and establishing labs in the Philippines (1979), Taiwan (1982), New York city (1983), Singapore (1984), Thailand (1985) and the UK (1987) and China (1989).
- Inchcape acquires multiple testing and inspection companies, ranging from petroleum, petrochemical, textiles, to electronics and minerals testing (1975- 1980)

#### 1980-2000

- Inchcape reorganises. It forms a specific testing business stream, 'Inchcape Testing Services' (1987), including Labtest and its other acquisitions in the testing, inspection and certification area.
- Inchcape acquires the Caleb Brett group of companies, and the government trade and inspection services businesses in the UK ('Foreign Trade Standards') and the US (Intertek Testing Services and Intertek Services International) (1984-87).
- Labtest acquires the product safety consulting business RAM (Risk Analysis & Management™). RAM supports clients such as McDonalds and their toy safety programme (1988).
- Inchcape acquires ETL Testing Laboratories (1988).
- Inchcape continues its acquisitive path, buying Warnock Hersey in North America (1992) and SEMKO in Sweden (1994), and other testing companies. It amasses a range of accreditations and registrations needed to provide certification, inspection and testing services across various industries including automotive, aerospace, electronic and consumer goods.
- Inchcape's Testing Services division is bought as part of a management buy-out by Charterhouse Development Capital, a global investment company (1996).
- The company is renamed 'Intertek Testing Services,' forming the present-day Intertek. Richard Nelson, the existing CEO of Inchcape Testing Services, becomes CEO of Intertek.

## 2000 - Present

- Intertek lists on the London Stock Exchange on 29 May 2002, becoming Intertek Group plc.
  - It lists with a share price of £4, market capitalisation of £614m, and joining the FTSE 250 in the Support Services sector
  - Intertek's stock symbol is ITRK.
  - Upon listing, Intertek had around 10,500 employees and around 750 laboratories and offices worldwide and generated around £450m revenue per annum.

Intertek continues to expand by acquiring complementary companies in the testing, inspection and certification arena, with the wider focus on providing quality and safety services across a wide range of industries (2000 to present).

- Intertek expands its own services and operations in growing areas such as supply-chain management and ethical sourcing services, industrial asset inspection, food, pharmaceutical renewable energies and bio-fuels, solar and wind-powered product services.
- It commences major laboratory outsourcing contracts with companies, including BP, Kodak, DSM, Unilever, ICI, Sabic, Volkswagen and Lilly.
- Richard Nelson, CEO of 20 years, retires. Dr. Wolfhart Hauser is appointed CEO in 2005.
- Intertek internal business units were aligned around customers' industries into four core divisions in 2006.
- In January 2011, we reorganised our operational structure to further improve the alignment of our business lines with those of our customers, and renamed certain divisions to better describe their core activities.
  - Oil, Chemical & Agri is renamed Commodities, and incorporates Minerals; Analytical Services is renamed Chemicals & Pharmaceuticals, and incorporates Health & Environmental; Industrial Services is renamed Industry & Assurance, and incorporates Food, Agri, and Upstream Services

- Intertek's share price on the London Stock Exchange exceeds the £10-mark for the first time in June 2007; and 2011 marked the first time that the share price exceeded the £20-mark.
- Intertek's annual revenue exceeds £GBP 1 billion in 2008, reporting total revenue of £1,003.5k for the full year.
- Intertek enters the FTSE 100 for the first time in 2009.
- In February 2011, Intertek expanded its brand identity to *Intertek: Valued Quality, Delivered*, underlining the company's global mission of partnering with its customers to provide quality services that add value to their organizations.
- In May 2011, Intertek completed its acquisition of Moody International for £450 million. As a result, the number of Intertek employees reaches 30,000.
- May 2015: Wolfhart Hauser, CEO retires from Intertek after 10 years of service is succeeded by Andre Lacroix.

### **3. Here is the list of services that Intertek provides:**

- Advisory
- Auditing
- Certification
- Consulting
- Evaluation
- Inspection
- Outsourcing
- Quality Assurance
- Risk Management
- Sustainability
- Business Assurance
- Testing
- Training
- Validation

Here is the list of industries that Intertek covers:

- Aerospace & Automotive
- Building Products
- Chemicals
- Consumer Goods & Retail
- Electrical & Electronic
- Energy
- Food & Agriculture
- Government & Trade
- Industrial & Manufacturing
- IT & Telecoms
- Medical & Pharmaceutical
- Minerals
- Textiles, Apparel & Footwear
- Toys, Games & Hardlines

### **Intertek- At a Glance**

<b>Founded</b>	1888
<b>Industry</b>	Testing
<b>Headquarters</b>	London, United Kingdom
<b>Type</b>	Public Limited Company
<b>Employees total</b>	28000
<b>Annual revenue</b>	2,093.3 million pounds (2014)

<b>Major customers</b>	
Unilever	CPECC
Apache	BPH Biliton

Chevron	Exxon Mobile
Haier	Shell
IKEA	Samsung
KRAFT Foods	LG
Cisco	Levi Strauss &Co.
Disney	Kohl's
Ericsson	
Marks & Spencer	Nestle
MCDonald's Corporation	Morgan Stanley

#### **4 • Operational network organogram:**

There are many departments in Intertek BD such as textile lab, analytical lab, other business lines such as food, cargo, agri inspection services, customer and credit services, IT, HR, Finance, etc . Every department follows the same operational network organogram.

Grade Organogram:

Director

Senior Manager

Manager

Deputy Manager

Assistant Manager

Supervisor/Assistant Supervisor

Officer/Senior Officer

Assistant

## **5• Visions for the future**

By 2019, being number 1 in Bangladesh in this industry and grow exponentially.

## **JOB:**

**6. Description of the job:** As an intern I had to do whatever I was asked to do but among them my main focus was in:

- ✓ **Candidate Shortlist and CV screening:** In the month of January Intertek went through lots of recruitment and selection process. There were about 62 vacant positions which needed to be filled. So among the many CVs which were stored in the CV bank of BD jobs.com I had to download the CVs' of the qualified candidates from among them.
- ✓ **Assist in Recruitment & Selection:** I assisted in the recruitment and selection process by calling the short listed candidates and telling them know about the written exams in which they had to appear and pass in order to get selected for the interview session. During the written exam I had to invigilate the candidates. Once the written exams were over I had to check their scripts. Moreover I had to call the candidates who passed the written exams to let them know about the interview they had to face. Finally I had to call the few candidates who passed the interview round and let them know that they were selected.
- ✓ **Data Entry in different HR Forms:** In January, employees' leave forms were revised and I had to make entries of the number of leave each employees took over the last year.

## **7. Specific responsibilities of the job:**

- ✓ **Call and schedule confirmation for assessment session:** As mentioned earlier I had to call the shortlisted candidates and let them about about the place, date and time of their assessment session.

- ✓ **Ensure Candidate Attendance in the exams and assessment session:** One of my responsibility was to check whether all the candidates who were shortlisted appeared for the exam or not. If they didn't appear I had to call them back and know what their problem was and if possible then reschedule their exam date.
- ✓ **Data Entry in different HR databases:** Performance appraisal of the employees' were also done during my stay in Intertek. So I had to make entries of the result of employees in computer database.

#### **8. Different aspects of job performance:**

- ✓ **Regular Follow up:** Before leaving office I had to make a summary of the activities I had done during the whole day.
- ✓ **Ensure Timely submission of assessment related documents :** I always had to do every assignments within the given time. HR manager was very strict regarding the timely submission of work.

#### **9. Critical observations and recommendations**

- ✓ **More Employee Branding Required:** Many people does not have much idea about Intertek even though it is the Industry leader. Hence employee branding is required.
- ✓ **Recruitment Process can be more technological web based which would ensure less physical appearance of candidates for assessment:** If the phase of written exams can be conducted through web then HR personnel would not have to invigilate them and then they will be free to do other activities.

# Project

## 10 .Description of the project:

This project is mainly focused on the HR practices of Intertek BD. In Addition to this, many problems were found along with some critical observations and hence recommendations to those problems were given.

## 11. Objective of the study

- To understand the staffing process of the company.
- To analyze how the company incorporate efficiency of employees.
- Identify how the company projects job descriptions and job analysis for the large pool of applicants.
- Recommend solutions for the company's potential threats and weaknesses along with suggestions that can help to improve the company's performance.

## 12 .Scope/Importance of the Study

- ✓ To know that, to what extent their company is behind from a Proper Human Resource Management System.
- ✓ To know their staffing system.
- ✓ To know the requirements of Intertek BD, through a Human Resource Planning Model.

## 13. Methodology

### Sources of Data

All the required information were gathered at the source through informal interviews, careful observation, consultation of books, Intertek BD's internal circulars, Intertek BD's HR manual and office records. For this purpose the General Manager and some Executives (Admin) has been interviewed. The major sources of information for study are as follows:



1. Primary Data:

- a) Interview with the Intertek's Employees and Personnel.
- B) Observation.

2. Secondary Data:

- a) Reports and Documents of the Annual Reports, Brochures etc.
- b) Internet.
- c) Business and Trade Journals.
- d) Newspapers and Magazines.

**Methodology used for the Data Collection:**

- 1. Literature review– A wide range of literature is reviewed to gather necessary information about the subject matters of this study. These literatures include the company profile, annual reports, documentation, different Manuals etc.
- 2. Observation– A thorough and insightful observation is conducted on the various approaches and practices to collect benchmark information.
- 3. Interview– Study and information gathering through interviewing employees and personnel involved in administration and other activities.
- 4. Lab visits– Visit to the lab level activities to generate vital information and enhance the study.
- 5. Discussion– Discussion with the staffs and other related persons to generated benchmark information for the study as a comprising tool and also important instructions from the project supervisor.

**14. Limitations:**

- ✓ Some of the people who were interviewed was unknown to me hence they were not comfortable talking at first.

- ✓ Employees were very busy with their on work so collecting information from them was difficult and time consuming.

## **15. HR Planning and Strategic Staffing of Intertek BD**

Intertek is the 2nd largest testing service provider in Bangladesh where quality and on time delivery is their key to success. Even though, they are conquering their pillar of success by end of every well managed order delivery still they have to go a long way to achieve the No.1 title. The one & only issue for not having the No. 1 position in testing industry of Bangladesh is because Intertek has come to Bangladesh way after SGS arrived. By that time SGS has already developed a strong HR team and grabbed market share. Employee's efforts, talents, knowledge and skills matter to organization. They are the key to their performance and survival. Whenever a company earns competitive advantage its company's employees who create, enhance or implement the company's competitive advantage. So everything begins with employees who come through accurate HR Planning and effective strategic staffing.

## **16. Human Resource Planning Process**

Intertek BD is racing in race course with planning in a proper manner. They think about what Human resource planning what can give them niche opportunities. Human resource planning involves getting the right number of qualified people into the right jobs at the right time. Through human resource planning we can identify the numbers and types of employees the organization will require to meet its objectives, for carrying out to meet business objectives and gain a competitive advantage, for comparing the present state of the organization with its goals for the future and for identifying changes in human resources needed to meet those goals. Human resource planning is very important for any kind of organization because often there may long lag times to fill positions, often influences both turnover and productivity and the "demographic imperative" demands more such planning. There are methods used for appropriate human resource planning. They are:

- **Expert opinions**
- **Delphi technique**
- **“Bottom-up” approach**
- **Quantitative (mathematical modeling):**
- **Regression analysis / Trend analysis**

Human resource planning process comprises of forecasts of labor demand and forecast of labor supply. Both the forecasts of labor demand and labor supply entitled with forecast of labour surplus or shortage, goal setting and strategic planning last but not the least program implementation and evaluation.

Intertek BD must focus on HR planning process to gain competitive advantage and to become market leader. They need to work on strategically but not traditionally. Now they are only focusing on expert opinion, bottom-up approach and trend analysis. But it is time when they might think about quantitative methods and regression analysis as well.

## **17. Strategic Staffing Process**

Effective staffing is the cornerstone of successful human resource management. It lays the foundation for an organizations future performance and survival. By definition, strategic staffing is the process of staffing an organization in future oriented, goal directed ways that support the business strategy of the organization and enhance its effectiveness. This involves the movement of people into, through and out of the organization. Staffing outcomes determine who will work for and represent the firm, and what its employees will be willing and able to do. Staffing therefore influences the success of future training, performance management, and compensation programs as well as the organization’s ability to execute its business strategy.

Intertek BD is running their staffing process strategically. As I know traditional staffing is different from strategic staffing as: Traditional staffing is less tied to strategy, more reactive and more likely to be done in response to an opening and lacks continuous improvement effort. Whereas Strategic staffing systems incorporate: Longer-term planning, Alignment with the firm’s business strategy, Alignment with the other areas of HR, Alignment with the labor market, Targeted recruiting, Sound candidate assessment on factors related to job success and longer-term potential, The evaluation of staffing outcomes against pre-identified goals.

## **18. The Components of Strategic Staffing**

There are seven components of strategic staffing activities that, Intertek BD does well strategically, and hence it can create a staffing system that supports business strategy and organizational performance. The seven activities are:

- Workforce planning
- Sourcing Talent
- Recruiting Talent
- Selecting Talent
- Acquiring Talent
- Deploying Talent
- Retaining Talent

### **Workforce Planning**

Intertek BD goes for workforce planning which is basically a process of predicting an organization's future employment needs and the availability of current employees and external hires to meet those employment needs and execute the organization's business strategy. Usually it involves both the hiring manager and a staffing specialist , can be short-term and focus on an immediate hiring need, Can be long-term and focus on the organization's needs in the future.

Workforce planning is better strategically the more it addresses both the firm's short- and long-term needs

.

### **Sourcing Talent**

Sourcing talent is another component Intertek BD focuses on which is of locating qualified individuals and labor markets from which to recruit. It is an important component of staffing strategy. Sourcing identifies people who would be good recruits.

## **Recruiting Talent**

Intertek BD is mostly dealing with lower level employees where their primary focus is to get proper manpower for primary activities. But now they think about recruiting professionals to have best managerial practice and proper marketing. To do that if they think about recruiting which refers to all organizational practices and decisions that affect either the number or types of individuals willing to apply for jobs and accept job offers. Recruiting activities entice them to apply to the organization and accept job offers, if extended. Employer branding is a component of recruiting, of creating a favorable image in desired applicant's minds about the organization being a good place for them to work with.

## **Selecting Talent**

Selecting talent is assessing job candidates and deciding whom to hire. The method is implied by Intertek BD to assess and select job candidates which will determine how well the firm's new hires and thus the company as a whole will perform.

## **Acquiring Talent**

Intertek BD think about acquiring talent, which involves putting together job offers that appeal to chosen candidates, and persuading job offer recipients to accept those job offers and to join the organization. Negotiations usually result in employment contracts.

## **Deploying and retaining talent**

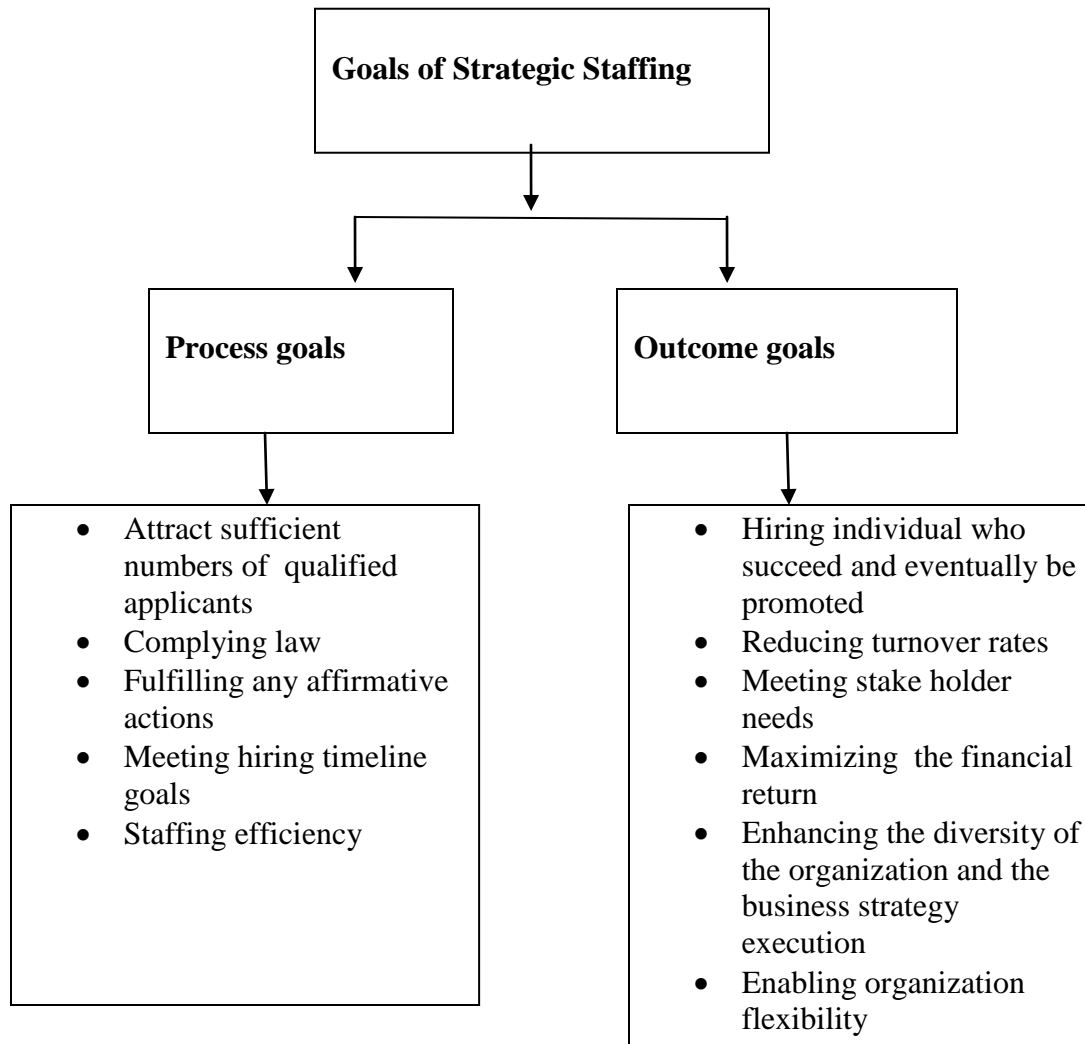
Deployment involves assigning talent to appropriate jobs and roles in the organization. Succession planning and career development enhances deployment option. Socializing is the process of familiarizing newly hired and promoted employees with their job, workgroup, and organization. Succession management and career development are effective tools. Turnover of high performers can be expensive. Turnover of low performers can be beneficial. Retention saves money in recruiting and hiring replacements for those leaving. Both the policies are taken by Intertek BD.

## **Matchmaking Process**

Recruiting and selection are interdependent, two-way processes in which both employers and recruits try to look appealing to the other while learning as much as they can about their potential fit. Applicants and organizations choose each other. Recruitment continues throughout the selection and acquisition process until the person is no longer a viable job candidate, or until a job offer is accepted and the person reports for work. Some firms continuously “recruit” current employees to maintain their attractiveness as an employer and enhance retention.

### **19. The Goals of Strategic Staffing**

There are some goals to have strategic staffing. Before implying that, Intertek BD scrutinize the importance of pulling it. Creating hiring goals that are clearly linked to organizational strategies and objectives guides the strategic process. Process goals relate to the hiring process itself, including how many of what quality applicants apply, attracting appropriate numbers of diverse applicants and meeting hiring timeline goals such as completing interviews within two weeks and making job offers within one week of the final interview. On the other hand, outcome goals apply to the product of the hiring effort and including the number and quality of people hired the financial return on the staffing investment and whether the staffing effort improved organizational effectiveness. The general goals of **Strategic Staffing are given below:**



**Figure: Goals of Strategic Staffing**

(Source: Breaugh, J.A., recruitment: Science and practice, Boston: PWS-Kent Publishing Company, 1992)

Staffing goals should be aligned with improving the strategic performance of the staffing system. The primary staffing goal is to match the competencies, styles, values, and traits of job candidates with the requirements of the organization and its jobs. In that case, Intertek BD considers some of them strictly like attract sufficient numbers of qualified applicants, complying, staffing efficiency, reducing turnover rates, meeting stakeholder needs, maximizing the financial return, and etc. Strategic staffing goes even further and enables the organization to better execute its business strategy and attain its business goals. Staffing goals should be consistent with the goals and needs of all stakeholders in the staffing process,

including applicants and hiring managers. To my suggestion when Intertek BD sets their goal they should consider these following questions:

- ✓ Is it more important to fill the position quickly or fill it with someone who closely matches a particular talent profile?
- ✓ What level of which competencies, style, values and traits are really needed for success and execute the business strategy?
- ✓ What is the business's strategy and what type of people will it need ?
- ✓ What talent must new hires possess rather than be trained to develop?
- ✓ What are the organization's long –term talent needs? Is it important for the person hired to have the potential to assume leadership roles in the future?

## **20. Integrating the Functional Areas of Human Resource Management**

To laying the foundation for a firm's strategic execution, staffing impacts the effectiveness of the other human resource management practices within the firm. Intertek BD goes for integration because the various functional areas of human resource management like staffing, training, performance management and compensation interacts with each other, getting enough people with the right qualifications and competencies to apply for jobs with the organization in the first place will impact these functions. Other human resource functions that are affected by the firm are staffing system:

- Training,
- Compensation
- Performance Management
- Career Development and Succession Planning



## 21. HR Planning Analysis

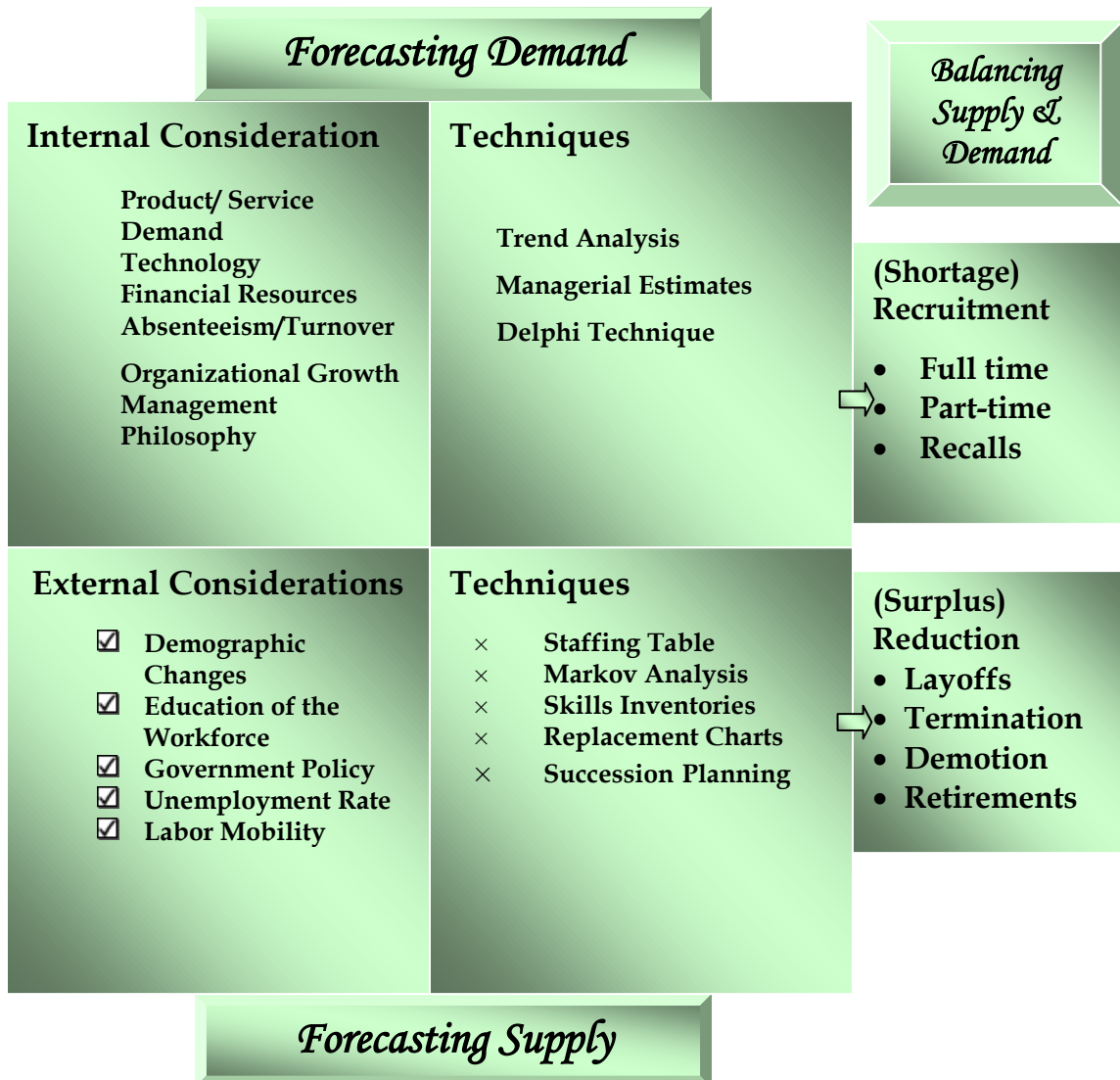


Figure: Human Resource Planning Evaluation

## 22. Forecasting Demand: Considerations

### Product / Service Demand

Product or service demand is the organization's internal consideration based on which it simply design its human resource planning strategy. It refers to the want of particular products that are shaped by one's society and are described in terms of objects that satisfy needs, when backed by

buying power, wants become demand. Therefore it helps measure the potential market for a particular product/service.

### **Technology**

Technology refers to the explosive advances and exciting ways to learn about customers and to create tailored products; it also refers to the development of original products, product improvements, product modifications, and new brands through the firm's own research and development efforts.

### **Financial Resources**

Before forecasting demand the organization should also determine the financial resources the organization has its own. Financial resources are in the form of capital and equity's. It includes the building, land, and current condition of stock's price, debt securities, solvency and the ability to cope with the marketability of the organization as well as liquidity ability of the organization. Financial resources can significantly affect an organization's competitive advantage.

### **Absenteeism/Turnover**

Absenteeism refers to the failure of employees to report to work when their schedules require it, whether or not such failure to report is excused. Whereas, scheduled vacations, holidays, and prearranged leaves of absence are not counted as job absence.

### **Organizational Growth**

Organizational growth is something for which all organizations desire in order to strive and to prosper. The ultimate goal of most companies is profit, net profit, revenue, and other financial data, sales figures, number of employees, physical expansion, or other criteria to judge organizational growth are often utilized as "bottom-line" indications of growth.

## **Management Philosophy**

Management philosophy refers to a system of principles that describe attitudes of managers toward their responsibilities to the enterprise and its stakeholders.

## **23. Forecasting Supply: Considerations**

### **Demographic Changes**

Demographic changes refer to the statistical characteristics of human populations, such as age and income that are used by businesses to identify markets for their products by determining just who their potential customers are and to serve as a means of locating geographic areas where the largest number of potential customers live. It is important to identify the changing needs in the marketplace and adjust to them.

### **Education of the Workforce**

Education is a social science that encompasses teaching and learning specific skills and when it comes to workforce it is very much necessary to hire an employee with the right educational background.

### **Labor Mobility**

Labor mobility refers to the availability and transportation of labor from the available source to required source

### **Government Policy**

Government policies refer to the rules and regulations of a nation that restricts or permits the activities of organization. Government regulations make great impacts on an organization.

Government policies can also limit or prevent new competitors from entering industries through licensing requirements; limits on access to raw materials etc.

## **Unemployment Rate**

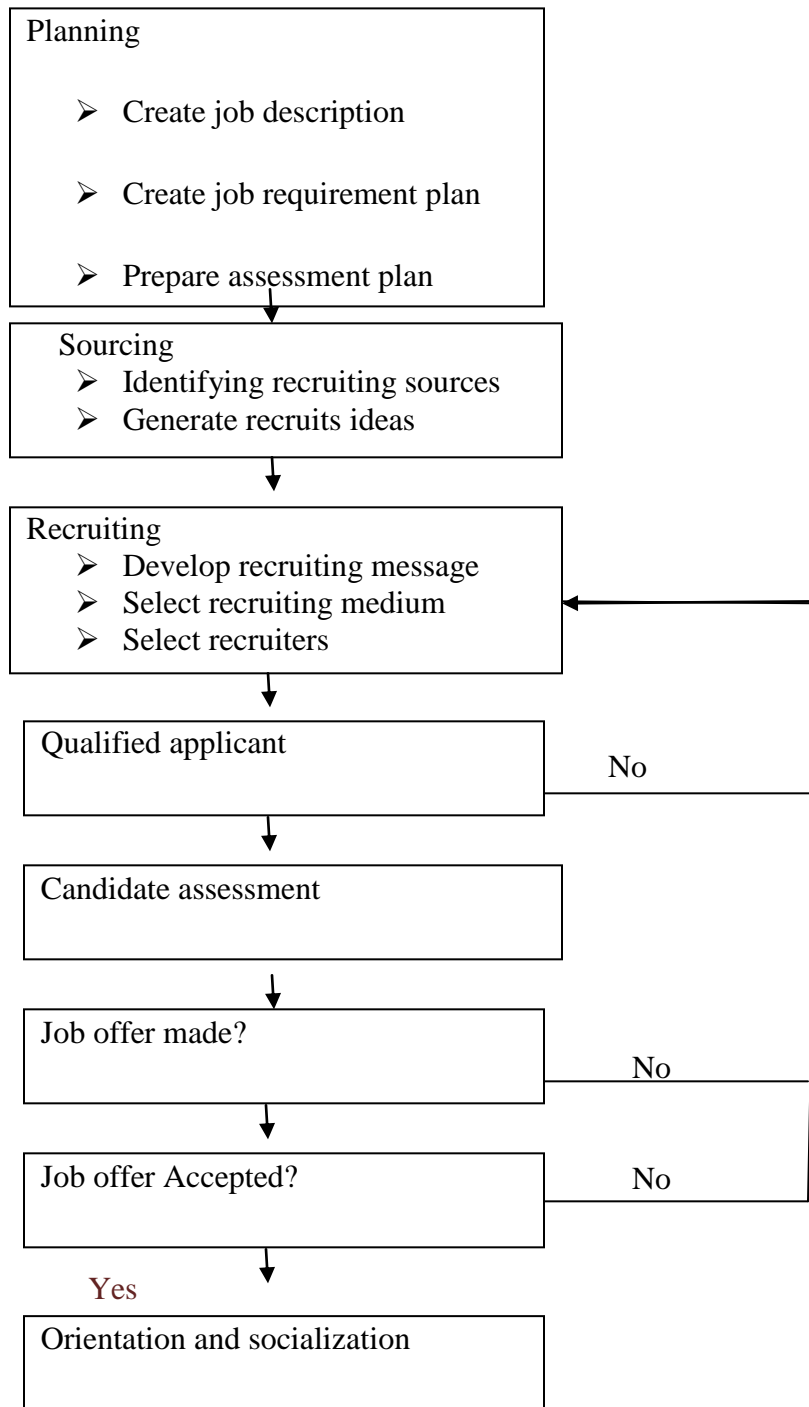
The unemployment rate is the number of unemployed workers divided by the total civilian labor force, which includes both the unemployed and those with jobs (all those willing and able to work for pay).

### **24. Balancing demand and supply:**

As soon as Intertek starts with the manpower for next 5 years where each department will have to fix their yearly manpower requirement, it will be feasible for HR department to project each department's yearly manpower requirement along with the required skill. For this HR will proactively work upon sourcing the candidates through taking prior interviews written exams and frequently coordinate with department's requirement.

### **25. Staffing Process Map**

Intertek BD more or less follow a similar form of external recruitment system .However there are internal recruitment system as well. Under the standard recruitment process of talent acquisition, companies hire employees from external means. These external sources can be agencies, advertisements, academic institutions and so on. A typical method for external recruitment is as follows:



(Source: Westen ,”six Sigma in recruiting”)

TIC industry in Bangladesh is not enough attractive and profitable for investment or join for building up career; though it has plenty of potential and chances to grow with its resources. But unfortunately the absence of suitable environment and many other business factors are the obstacles on the way for TIC industry to success. Intertek BD is a growing organization providing testing services and it has does not have lack of interaction with Human Resource practices. In service industry the human resource or human power is playing the vital role and the tools or HR should be fully applied here. In Intertek BD, they have a lot of knowledge of HR and below are some of the current practices of the company.

## **26. Assessing Internal Candidates**

Internal Assessment is the evaluation of a firm's current employees for training, reassignment, promotion or dismissal purposes. For ensuring Intertek's success, they evaluate which employees skills are needed to execute their business strategies and evaluating their employees if they have these skills and create development opportunities' for them. The Internal assessment goals are like:

- Maximize fit
- Accurate assessment
- Maximize return on investment
- Positive shareholder reactions
- Establish and reinforce employer image
- Identify employees' development needs
- Assessing ethically
- Legal compliance

I can say Intertek BD strictly follow the legal issues. Laboratories are located in multi-storied building around Bangladesh including Dhaka and Chittagong. Working conditions in Bangladesh are good and meets the western standards. On a par with other local testing service providers, laboratories are often dimly lit, with poor ventilation, and open for very long hours. However,

Intertek BD laboratories operate with good lighting and are not overly hot or crowded. The workers, both male and female, work with a break during their shift. Seldom the laboratories doors are locked. Guards with key cards stand by the locked gate. Overtime hours occur during peak periods in the production cycle when manufacturers are rushing to fulfill their export quotas. Then I can easily make a conclusion that Intertek BD follows some of them if market share and shareholder relationship and market growth of last five year are considered then it can be said that they are doing a great job.

## **27.Existing Internal Assessment Methods**

- **Skills inventories**

Strategic HR planning is important to the success of any organization. It involves analyzing the need for and availability of human resources in meeting the organization's goals and objectives. Creating and maintaining a skills inventory can assist HR in these efforts. A skills inventory is a compilation of the skills, education and experiences of current employees. Organizations use these inventories to assess their ability to meet certain company goals in that case for promoting mid level employees Intertek BD uses these.

- ✓ Specializations in specific skill areas
- ✓ Academic credentials
- ✓ Employment experience by industry and position
- ✓ Prior training and education classes
- ✓ Acquired licenses and certifications

**Multi-source assessment**, popularly referred to as 360-degree assessment, is being embraced by organizations at an accelerating rate. As its name implies multi-source assessment analyzes employee performance and development from multiple points of view, including supervisors, peers, subordinates, and customers. Knowledge of how a person is perceived by others can have a significant impact on a person, especially when such information is derived from credible work associates. Common applications of multi-source assessment include, but are not limited to, motivating employee behavior change, supporting cultural changes, reinforcing team behaviors,

and career development. Behavioral Insights offers customized multi-source feedback processes that allow individuals to gather feedback about their performance in areas determined to be critical for success. All of our multi-source instruments solicit feedback on competency models that have been specifically tailored to targeted individuals in your organization. For doing this Intertek BD creates flexible systems that can be administered in paper-and-pencil format. They coordinate the entire process, including the distribution of surveys, computation of results, providing customized feedback, and creation of developmental action plans. With the administrative burden removed, these resources can be devoted to transforming the results into real behavioral change.

### **Staffing System Evaluation**

- Staffing evaluation: the analysis of a staffing system to determine its performance and effectiveness.
- Evaluating a staffing system allows them to objectively identify which staffing activities are related to business strategy execution and company performance, assess how well different staffing initiatives are working, and improve the staffing system based on what is learned.
- Competitive advantage can be created through staffing by identifying the staffing activities that drive business success and strategy execution, evaluating them, and improving them.
- Measurement occurs at a single point in time, and isn't as useful as tracking and making comparisons over time.

## **28. Scenario of Recruitment**

✓ For Employees

- Observe the pressure or workload
- If the workload is very high that cannot maintain by the current employees



- At this point of situation, departmental heads take the decision to recruit new employees for any existing job position or newly formed position with different job tasks and activities.
- Supervisors of different floor and level observe the workload
- After that discuss with the managers
- Finally take the decision to recruit

### **Recruitment Channels (upper and mid Level)**

For a service provider to run its operating functions efficiently it is more important to depend on the lower level employees. But there is a role that the mid level has to play to giving the proper command to the workers. So, the recruitment of managerial level positions is very important for this testing service provider to improve their quality of performance and boost up the production. Intertek BD does follows a formal recruitment policy which would be beneficial for them. In Intertek, some major channels for recruiting the managerial employees are:

- ◆ It is concentrated on references
- ◆ Advertisement for specified skills to few extent; it means for a particular position which is need some specified and extra-ordinary skill and that is not fulfilled by the referred person at that time director or departmental head would go for an advertisement for that job position (advertisement media usually for them is newspaper )
- ◆ Internal recruitment

### **Recruitment Channels (junior level)**

Recruitment Process- Starts from Job Requisition. Then the nerxt step is Job Ad preparation followed by Job Posting/Advertisement. Then comes CV Sourcing and CV Screening. After that Written exam of shortlisted candidates are taken. Those whose qualifies in the written exam, they have to give a preliminary Interview. From there the shortlisted ones goes for final Interview.

## **29. Selection Process**

Selection is the most important part in the whole talent acquisition process because by recruitment a number of applicants are targeted to be finally selected and selection the next step to fully allow a person to working in the organization as a specific job position. So first in Intertek BD goes for reference checking and salary verification. Then salary is negotiated between HR personnel and the candidate. Once salary is finalized job is offered by handing a offer letter. Lastly placement of joiners on joining is conducted.

### **After Selection**

- **For employees**

In the operational field of Intertek BD, after selection process has been initiated then the selected workers have to go through the process of permanently selected. So, in lower level the technical workers have a certain time for a probationary period. They have to work for a probationary period of 1 to 2 weeks

- **For machine operator, helper and trainee:**

For the machine operator, machine helper and trainee which are also from production level have to go through with this probationary time also. It is a guaranty that after working for that particular period of time he or she would get fully prepared to do the specific job tasks permanently. They have to work for a probationary period of 3 months.

## **30. Work Environment**

In the lunchtime, scores of young men and women walk towards an area where the food is served while others stroll out for a quick meeting with their families living close by. Inside the building, everything is squeaky clean, the executive offices, glass walls, even the laboratories floors where machineries add to the sophisticated process of making each product tested. Hundreds of workers wears colorful masks and feverishly operates the machines, sorting, cutting fabrics and foot wears. The masks are to protect the workers against cloth dust and harmful chemicals and supervisors strictly enforce this practice. Health and safety of the workers are a major priority,

the floors are clean and airy with proper emergency exits, fire extinguishers and warnings about wearing safety gear such as gum boots in the washing unit and metal gloves for the cutters. A Full-time doctor is on duty at the medical unit, which is again, clean and has two beds for workers who may fall ill while on the job.

The main issue for foreign clients has been work conditions and age limits of the workers.

At Intertek BD, the Human Resources Department makes sure that every worker is treated fairly in terms of salary, overtime and other benefits, that workers are not abused in any way and that all complaints from workers are addressed. The compliance manager visits each floor regularly to hear out any complaints or problems any worker may have and tries to come up with a satisfactory solution.

### **31. Compliance Measures by Intertek BD**

#### **-Fire Fighting Techniques and Instruments**

Intertek BD ensures compliance with foreign buyers conditions strictly, so modern fire fighting techniques and instruments is used and fire fighting training is maintained strictly.

#### **-Ensuring of Protective Equipments**

In order to comply with quality standards and employee health and safety, all workers are given protective equipments from the company.

#### **-CPR Trained Personnel**

CPR trained personnel is there at Intertek BD for emergency needs.

#### **-Free Treatment**

Employees and workers are given free treatment by the company.

#### **-Minimum salary as per rule**

Minimum salary is ensured for its workers according to the directive of the labor law.

#### **-Ensuring no Extra Overtime**

No extra overtime is imposed to the workers by the company.

### 32. Work Hour:

At Intertek BD, the Human Resources Department makes sure that every worker is treated fairly in terms of salary, overtime and other benefits, that workers are not abused in any way and that all complaints from workers are addressed. A woman 'welfare officer' visits each floor regularly to hear out any complaints or problems any worker may have and tries to come up with a satisfactory solution.

### 33. Findings & Problem Identification:

• More involvement of sales managers required in the recruitment process
• Co- relation between recruitment and turnover
• Gives ad in net only
• Theft by workers
• Less focus on the promotional activities
• Fail to get skilled labours
• Extreme low rate of attendance of workers after holidays

**Table: Summary of Problems identified in Intertek**

- **More involvement of sales managers required in the recruitment process of sales team:**

The HR department seems to be more involved in the recruitment process with the sales department being the less active one. The HR department is of course professional about the matter. However, the sales department has the better idea about the kind of attributes and qualities that are required for the job. They are more capable of identifying the better potential of the candidates. Therefore the sales managers should be more involved in the recruitment procedure. While the HR department acts more as a facilitator in the process.

- **Co- relation between recruitment and turnover:**

Quite recently there has been a substantial increase in the turnover rate compared to the previous years. There is always a correlation between recruitment and the turnover rate in all organizations. To counter this, the recruitment process needs to be corrected. The solution to this problem is to go through a more rigorous test of candidates before selecting and appointing them in Intertek. There must be interviews to find out the eagerness of the candidates and his or her probability of staying at Intertek.

- **Gives ad in net only:**

One goal of recruitment is to create a pool of candidates. However, the candidates need to be qualified. The more qualified candidates there are available, the more probability there is that the recruitment will be a success. Intertek mainly advertises job vacancies over the net. But the more prominent media used by the applicants is the newspaper. It is true that more technology oriented people use net. But they do not necessarily use it to find jobs. So Intertek should use campus recruitment and job fair more often.

- **Theft by workers:**

In Intertek, the workers in the laboratories as well as those who work in the office have to work with clothes, shoes etc. Even though the rules and conditions of Intertek is very strict, however there has been incident of product theft by workers. It is a very shameful act and hence the compliance manager over there should set very strict rules regarding these kinds of actions.

- **Less focus on the promotional activities**

The industry where Intertek stands are competitive enough and getting more and more competitive day by day due to different factors of cost benefits, standard compliances and upgrading and so on. To compete against the strong competitors promoting the company and the offered services are very much required for Intertek. But they do not focus on their promotional and marketing activities that much.

- **Fail to get skilled labours**

Skilled labour force is required for any type of company. Skilled workforce can easily understand the ins and outs of the operations, businesses, and service systems. Intertek also needs skilled labour force. But the workforces of the Intertek BD are not skilled enough,

basically who join initially. They have to spend a lot on the training and educating the workforces.

- **Extreme low rate of attendance of workers after holidays**

Intertek BD is a service oriented organization, and as such is reliant upon its workers to have regular attendance in the workplace. Usually the company is able to ensure this; however, after the end of religious or national holidays, the un-attendance of workers becomes a major issue for Intertek restricting the ability to continue functioning.

### **34. Recommendation and Implementation**

- 1. For HR positions the company should take only those people who have a sound knowledge of HR. The designated person will be responsible for developing the HR Management as well as develop the staffing procedure which will ensure the Strategic Staffing in Intertek BD.**

It is found in the majority of companies in Bangladesh that in most firms the people who are performing the HR activities are not having a sound knowledge or a degree on HR. These people are found to have completed their bachelor degree in other fields like Engineering, Marketing, etc. The problem arises with the passing days, as the HR issues of this country are getting more complex. It is difficult now to perform well in business due to increase in competitive environment and especially if without a strong base of Human Resource Management. They will have to face problems at every stage of business if they do not concentrate at this particular department especially when it is a global business.

Therefore, I recommend that they when hiring people to work on HR, they must make sure that the person has a very extensive knowledge on HR, a degree or a MBA with major in HR will serve as an added advantage for the organization. They should avoid this thinking that HR is a simple task to do and they according to the growing need of HR activities, it is their responsibility to hire appropriate people for it. If they think that it is not possible for them to identify the talents required for this field, then they may go for some external consultants in the country who can help them in the talent acquisition

process by charging certain amount of fees. They can hire some students from some reputed universities.



Well, the justification behind the recommendation is that when they will have these HR experts in their organization they will be able to retain the high performing employees in the organization, there will be continuous improvement in the performance of the employees, as loyalty will be created between the employees and the employer, they will be able to have good industrial relations, improved compensation system and there are other areas which are due to improve with progressing time.

**2. They can differentiate their organization from the competitors by giving various types of benefits to their employees.**

Here, the company gives some benefits to the employees but the benefits are very common and are very few in numbers. The benefits are not attractive enough comparing to the other industries. They should introduce a wide range of benefits like pension schemes, insurance programs, loans for housing, car, etc.

While setting up the benefit packages, they should keep one thing in mind that a benefit preferred by a young person will not be preferred by a forty year old employee. Therefore, taking feedback from the customers, communicating with them about the benefits are very important things to be considered for the success of this benefit plans.

### **3. Balanced Scorecard Process**

The Balanced Scorecard emphasizes the importance of measuring business performance from the perspective of strategic implementation, rather than relying solely on financial results. By specifying the important process measures, assessing them, and communicating the firm's performance based on these criteria to the employees, the managers can ensure that the entire organization participates actively in the strategy implementation process.

To achieve strategy alignment, firms must engage in a two-step process. The organization focus divides on two dimensions which are breadth and causal flow. Breadth refers to the fact that companies must study more than just financial results. It must also focus on other key performance drivers. Causal flow refers to the series of linkages between financial and non-financial determinants of firm performance. The Balanced Scorecard identifies four key perspectives that define strategy measurement and analysis. These are financial perspective, the customer perspective (e.g. customer loyalty and satisfaction), the internal processes perspective (e.g. process quality and process cycle time) and finally learning and growth perspective (e.g. employee skills) that is the leading indicator.

The last part is communication which relates to the findings and decisions to the middle and front-line managers, who in turn must communicate it to the other employees. This helps to allocate resources intelligently and guides employees' decisions.

The Balanced Scorecard model recognizes the importance of both tangible and intangible assets and of financial and non-financial measures. The leading indicators are the unique indicators for each firm.

They include process cycle time, customer satisfaction or employee strategic focus. These indicators assess the status of key success factors that drive the implementation of the firm's strategy and hence emphasize the future rather than the past.

### **4. Training and Development**



Many entrepreneurs admit that the 'silent revolution' that they are anticipating is dependent on several factors. One of them is developing a pool of highly skilled workers which are in high demand but low in supply. One of the major factors that need to be addressed is training, coaching and mentoring of the workers and staff.

In the present scenario of Bangladesh, there are virtually no institutes to train workers so that they have better skills that also result in better paying jobs and greater efficiency. Bangladesh should have more institutes in the country, where students will receive practical training. For example an engineer is basically of no use if he or she has never seen a garment factory, leave alone the operation of the machinery. Therefore, practical knowledge and vocational training is extremely important for the workers."

Workers need to be trained, educated and updated on a regular basis as well. This is the responsibility of the HR department. This would also lead to a better level of productivity in the industry. The owner can fund these training programs and the resources required for the programs as well.

### **35. Conclusion**

Intertek BD should go for building a Human Resource department to handle the workforce employed in the organization and also to keep track of the employees working. I am glad to see that in order to comply with the labor law they have incorporated some programs in their organization that are tailored to the needs and safety of the labors. These are Medical and Health Care Units, Training Program for labors to increase their skills and efficiency etc. The most preferred recruitment channels for them are Behavioral fit . Although Intertek BD is working well on their field of expertise they still need to focus on their workforce and comply with the recommendation and should implement those as they thrive towards the future.

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