

**Internship Report
On
“Human Resource Management
Practices:
A study on Talent Acquisition of
icddr,b”**

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On
**“Human Resource Management Practices:
A study on Talent Acquisition of ICDDR,B”**

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Letter of Transmittal

23rd March, 2017

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Subject: Submission of the Internship Report.

Dear Sir,

It is an honor and pleasure for me to present you the internship report on “**Human Resource Management Practices: A study on Talent Acquisition of icddr,b**” as a prerequisite of completing the BBA program. It has been made during the internship period at icddr,b based on my practical learning and the information collected from my supervisor, colleagues, staffs and websites.

This report aims to demonstrate how the Talent Acquisition Unit is led by the Human Resource Department of icddr,b. It was a great pleasure as well as a challenge to work in such an international health research organization and prepare this report which has helped me significantly to enhance my knowledge and skills.

I, therefore, express my profound gratitude to you for the kind cooperation, supervision and guidance in successfully preparing this report. I hope you will consider this report and oblige me thereby. I shall be happy to provide any clarification on any relevant matter.

Sincerely yours,

.....
Afsana Richi

ID 10104181

BRAC Business School,

BRAC University

Acknowledgements

Most importantly, I would like to express my heartiest gratitude to almighty Allah for keeping in good health and giving me the strength, ability and opportunity to accomplish the report within the schedule time successfully.

I convey my deepest appreciations to my Academic Supervisor Md. Noman Hossain Chowdhury, Senior Lecturer at BRAC Business School, for his valuable suggestions, advice, support and important guidance while preparing this report. For sure, I am appreciative to all the Faculty Members of BRAC Business School from whom I have been learning and inspired in different courses.

Additionally, my graceful admiration goes to Mr. Hasanul Islam, Senior Manager, Talent Acquisition, Human Resources, icddr,b who has provided guidance that enabled me to learn in endless ways the functions of HR Department, specially Talent Acquisition. Moreover, I am grateful to the Head HRM, Mr. Mosharrof Hossain, who paved the way for me to have my internship completed in such a great platform. The experience I have gained here will be a privilege for my future career. A special word of appreciation goes to all the staffs of HR Department of icddr,b for their generous cooperation and assistance during my entire period of internship.

I would like to thank my family members for their constant support and love in my life that always pushes me forward.

Lastly, I am really thankful to them who have shared their views about my work, provided me with necessary information, criticized my work and congratulated me. This page is not enough to tell them how important their opinions are on this report, how indebted I am to them.

Abstract

Internship program is mandatory for the students of BRAC University under the curriculum of Bachelor of Business Administration (BBA) with a view to familiarizing them with the corporate world. As a BBA student I got the opportunity to conduct my internship in the Talent Acquisition Unit of icddr,b HR Department and this paper is a reflection of my learning there.

ICDDR,B (International Centre for Diarrhoeal Disease Research, Bangladesh) is an international health research institution established in Dhaka dedicated to saving lives through research, treatment and trainings since 1960. There are five major divisions including Health System and Population Studies, Nutrition and Clinical Services, Infectious Diseases, Maternal and Child Health, and Laboratory Sciences and Services led by experienced management team and board of trustees. With the help of its core donors and project based donors the organization conducts its research, training and extensive activities ranging from improving neonatal survival to HIV/AIDS.

Human Resources Department of is one of most important supporting components of icddr,b focusing on maximizing employee productivity as well as developing and compensating them in a fair way. It is divided by five major units with individual functions: Talent Acquisition, Talent Development, Gender and Diversity, Talent Reward and Recognition, and International Staff Management. icddr,b HR department is advanced with the achievements of Fairness and transparency of recruitment process, Equal employment opportunity, Consistent talent development program, Competitive benefits packages and Technology driven work environment.

Talent Acquisition Unit of icddr,b HR department has its own systematic process to choose the right person in the right place at the right time. The process includes Receiving Job Requisition, Preparing Role Clarification Document, Post Classification and Establishment, Preparing and Publishing Vacancy Announcement, CV Short Listing, Issuing the Selection Test Notice, Communicating with the Short Listed Candidates, Conducting Preliminary Test and Evaluation, Issuing Interview Notice, Selecting and Informing the Panel Members, Selection Interview and Evaluation, Preparing Matrix and Minutes, References Checking, , Informing the candidates about their selection, Receiving Necessary Documents, Providing offer, contract and joining letter, and Joining and on boarding of the new employee. After completing all this steps the

concerned HR manager has to index the files for selected candidates, panel review candidates and general use of HR.

During my internship period I was given the responsibilities to help the HR managers while conducting the Talent Acquisition process for particular posts. There I have learned how to Index the employee files, Communicate with the candidates, Conduct the preliminary test, Code and Decode the Answer script, Prepare the Vacancy Advertisement, Evaluate the CVs, Prepare the Notice of Interview, Score Matrix and Selection Minutes, and Print necessary documents. Learning from the team and the organization made more inspired towards positive attitude.

From my analysis I have found various aspects of the Talent Acquisition Process of icddr,b. Among them I would suggest only two points that can be given more focus on. The first one is “to check the reference of all the new hires regardless of any grade and position” and the second one is “to reduce the paper work while acquiring talents”. These two steps will surely increase the efficiency and effectiveness of the process and help the organization to be the role model of the Best Human Resources Practicing organization in Bangladesh and beyond.

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CHAPTER 1: Introduction

1.1 Origin of the report

Internship program is a prerequisite of completing the curriculum of BBA (Bachelor of Business Administration) program of BRAC University. All the students of BRAC Business School have to go through this program. The main purpose of this program is to provide an “on the job” exposure to the students. The report, titled “**Human Resource Management Practices: A study on Talent Acquisition of icddr,b**” is an outcome of my internship conducted in icddr,b as a partial requirement of fulfilling the internship program. The topic was chosen by me under the supervision of my respected academic supervisor Md Noman Hossain Chowdhury, Senior Lecturer, BRAC Business School, BRAC University. It includes information about the organization profile, overview of the HR department, Talent Acquisition process, internship description, major findings, recommendations and conclusion. I have prepared it in alignment with my assigned responsibilities.

1.2 Purpose of the report

The purpose of the report can be viewed in two forms:

1.2.1 General Objective: The general objective of preparing this report is to give an overall idea about the talent acquisition practices of icddr,b.

1.2.2 Specific Objectives: More specifically this report entails the following aspects:

- To give an overview of the organization icddr,b
- To gather knowledge about the functions and achievements of the HR department
- To give an insight of the standard Talent Acquisition process used by icddr,b
- To analyze major findings of Talent Acquisition process of icddr,b
- To formulate recommendations for possible improvement

1.3 Research Methodology

Methodology refers to the overall procedure of preparing the paper. This report was prepared in a systematic procedure starting from the selection of the topic to the final presentation. The integral part was to identify and collect data, analyze and present them in a systematic manner to find the vital points.

1.3.1 Selection of the Topic: Firstly, after getting the chance of doing internship in icddr,b, I was told to mention some topics of my choice for the report. I discussed thoroughly with my supervisor and choose this topic to prepare a well-organized internship report.

1.3.2 Type of report: This report is a qualitative descriptive research study that reveals several issues about the talent acquisition practices of icddr,b.

1.3.3 Sources of data: Both the primary and secondary sources were used to collect data to generate the report.

Primary data was collected through:

- The practical deskwork in icddr,b
- Officials from the Talent Acquisition Team of the HR Department of icddr,b
- Regular interaction with the staffs of icddr,b

Secondary data was collected through:

- Website browsing of icddr,b
- Website browsing on current HR practices
- HR policies and procedure of icddr,b
- Manuals, journals, articles and books of the related topic

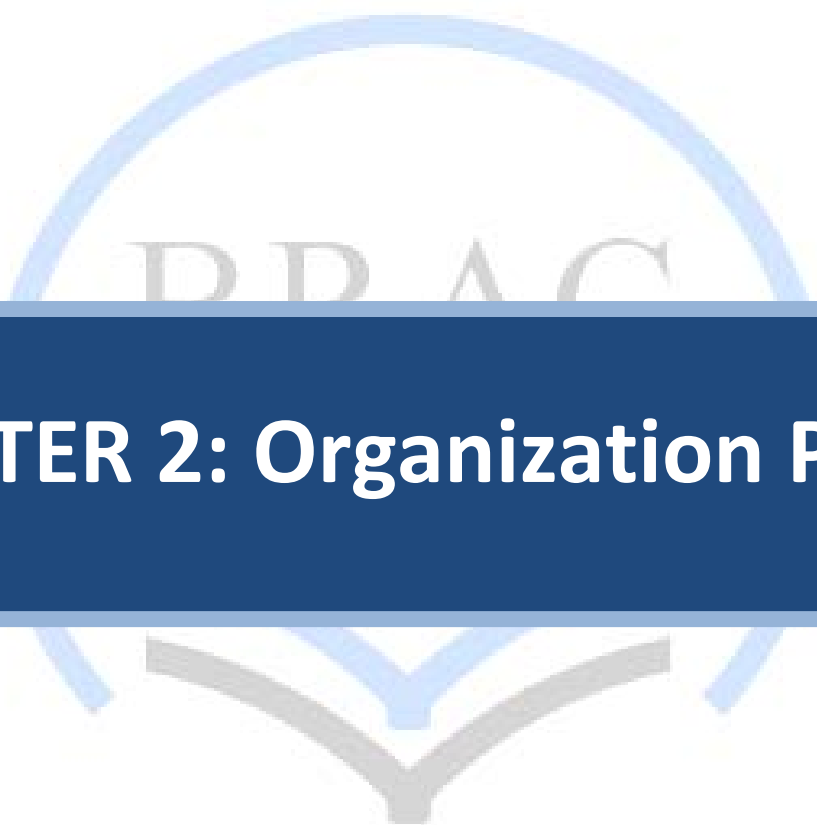
1.4 Limitations

The report has been furnished with some limitations in terms of access to data, time and the scope of study:

- **Confidentiality of information:** Due to confidentiality regarding information, certain information could not be gathered or revealed that could be very much useful for the report.
- **Time constraint:** Time frame to perform the internship and conducting the study was very short which didn't let me to get the overall knowledge of the talent acquisition process of icddr,b properly. I had to perform my responsibilities as well as prepare the report which was a very challenging task.

- **Lack of experience:** Such a report was carried out for the first time by me. So, inexperience is one of the main factors that have limited the scope of the study.





CHAPTER 2: Organization Profile

2.1 Overview of the Organization

icddr,b is one of the world's leading global health research institutes. Based in Dhaka, Bangladesh, it is committed to solving public health problems facing low and middle income countries through innovative scientific research – including laboratory-based, clinical and epidemiological and health systems research. By developing, testing and assessing the implementation of interventions specifically designed for resource-poor settings, it aims to improve the health and wellbeing of people living in the world's poorest nations. For more than 50 years, icddr,b has been carrying out high-quality research and promoting the uptake of evidence-based interventions. Its initial focus was on diarrhoeal disease, but now it studies about multiple infectious diseases, other threats to public health and methods of healthcare delivery. icddr,b has had a profound impact on health policy and practice both locally and globally which remains its key objective for the future.

2.2 Historical Background

icddr,b was established in Dhaka in 1960s as the South-East Asia Treaty Organization (SEATO) Cholera Research Laboratory(CRL).

The (CRL) soon developed an international reputation in diarrhoeal disease research. Among its notable early achievements was a key role in the development, testing and implementation of oral rehydration solution (ORS) – a treatment estimated to have saved tens of millions of lives worldwide.

During the 1960s, the CRL also established a large-scale health and demographic surveillance site at Matlab – now the longest-running such site in the global South and an inspiration for many similar sites worldwide.

In 1962, the CRL established the Dhaka Hospital, still run by icddr,b, to meet the urgent need to treat patients, particularly young children, with severe diarrhoeal disease. The Dhaka Hospital has developed into a nationally important treatment centre and provides an infrastructure for an extensive program of clinical research. Clinical services were also introduced at Matlab Hospital.

In 1978, the CRL received fresh impetus and a new name – the International Centre for Diarrhoeal Disease Research, Bangladesh. In recent years, it has been known simply as icddr,b.

2.3 Strategy

The strategic focus of icddr,b aligns its research with the world's most pressing public health challenges. Followings are the *vision, mission and values* followed by icddr,b:

2.3.1 Vision: *A world in which more people survive and enjoy healthy lives*

2.3.2 Mission: *To solve key public health problems through innovative scientific research*

2.3.3 Values:

- **Excellence:** *We are single-minded in our pursuit of scientific rigor and operational efficiency.*
- **Integrity:** *We are a responsible and accountable organization, committed to the highest standards of behavior.*
- **Inclusivity:** *We collaborate effectively across the organization and with our partners.*

2.4 Key set of Principles

icddr,b aims to carry out high-quality research that addresses health priorities and ultimately influences policy and practice. To achieve these aims, it is guided by a set of key principles:

- Understanding local context
- Developing practical solutions
- Generating evidence to support wider use
- Focusing on translation
- Networking globally
- Building an infrastructure for world-class research
- Liaising with Government

2.5 Products and Services

icddr,b has three main areas of activity: Research, Clinical Services, and Training.

2.5.1 Research:

The research in icddr,b address some of the world's most pressing health challenges. It is focused on seven areas of unmet need of particular relevance to low- and middle-income countries. They also maintain multiple collaborations with research groups and implementing partners in both the global North and the global South. Followings are the research themes of icddr,b:

- Maternal and neonatal health
- Maternal and childhood malnutrition
- Enteric and respiratory infections
- Emerging and re-emerging infections
- Universal health coverage
- Health consequences of climate change
- Non-communicable diseases

2.5.2 Clinical Services:

icddr,b provides free services for the patients suffering from diarrhoea. Apart from the free service it has its own laboratory where the best kinds of diagnosis are done for general public. Profit from this laboratory service supports the life-saving work of the hospital in Dhaka and Matlab..

2.5.3 Training:

Training is one of the three mandates of icddr,b. It is also a good source of revenue generation. Because of its five decades long experience in research icddr,b has become a leading provider of the epidemic information in the developing world. It offers flagship training courses in epidemiology for trainees and students from all over the globe. They are offered priceless opportunities to become immersed in the world of medicine, epidemiology, and raw research. icddr,b's training footprint is spread over all continents.

2.6 Organizational Structure

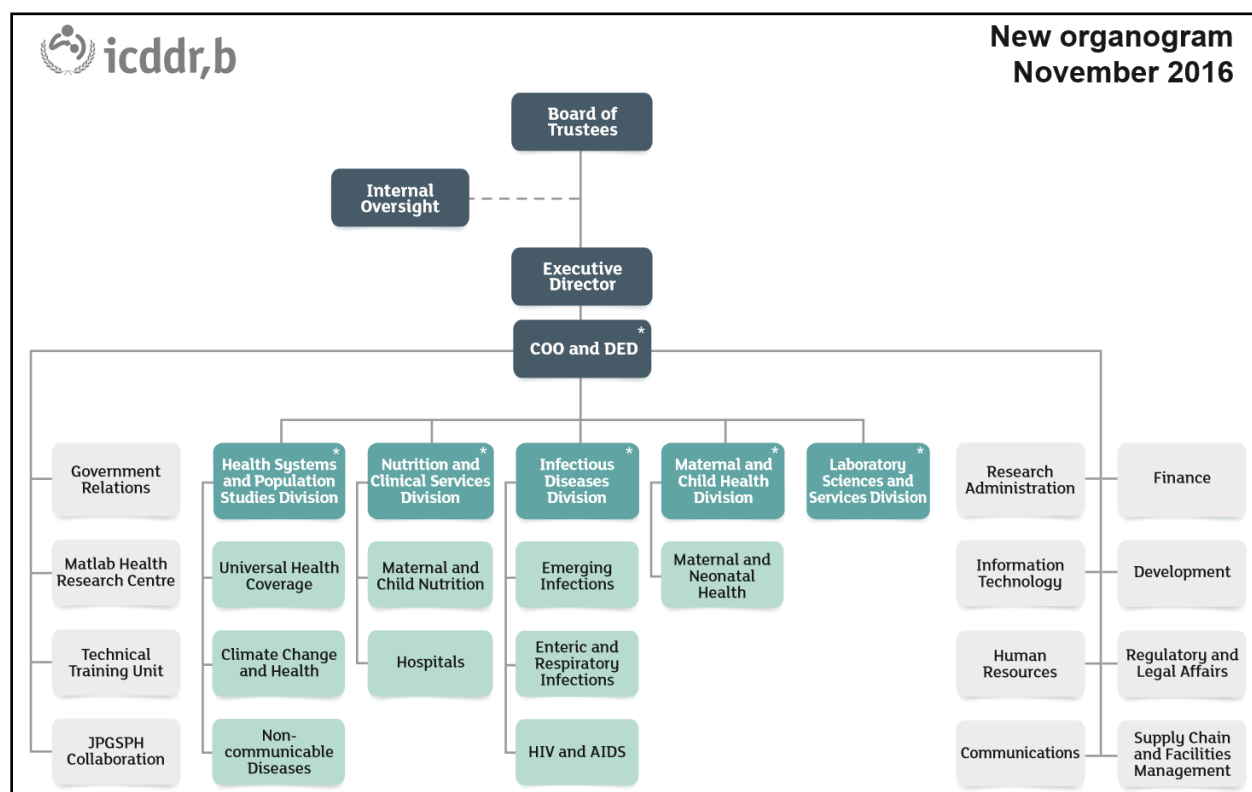


Figure 1: Organogram of icddr,b

2.7 Management Team and Board of Trustees

icddr,b is led by an experienced management team, and benefits from input from internationally recognized experts in global health and international health research.

2.7.1 Senior Leadership Team:

The Senior Leadership Team, led by the Executive Director, is responsible for icddr,b's day-to-day activities, implementing its institutional strategy and are accountable to the Board of Trustees.

2.7.2 Board of trustees:

A 17-member Board of Trustees is responsible for governance in icddr,b. The members represent both developed and developing countries. The Board was created by an Ordinance of the Government of the People's Republic of Bangladesh. Three members are nominated by the People's Republic of the Government of Bangladesh, with the World Health Organization and

UNICEF nominating one member each. icddr,b's Executive Director serves as the Member-Secretary.

2.7.3 Scientific Advisory Group

In June 2014, icddr,b's Board of Trustees convened a world-class Scientific Advisory Group (SAG). The purpose of the SAG is to: build capacity in the training and mentorship of young scientists on their career pathways; increase the involvement of international scientists on site at icddr,b; increase partnership opportunities with other world-class organizations; increase icddr,b's ability to undertake research outside of Bangladesh, and align icddr,b's research focus with our research priorities.

2.8 Donor Organizations

To run a project, proposals can be made in two ways; restricted and unrestricted. Unrestricted proposal is sent by PI (principal Investigator) and restricted proposal is sent to PI by the donor. Donor can be divided in two groups; core donors and project based donors. In 2015, the top 10 revenue sources for restricted and unrestricted grants were:

- 1) Bill & Melinda Gates Foundation
- 2) DFID, United Kingdom
- 3) Centers for Disease Control and Prevention (USA)
- 4) Global Fund for AIDS, TB and Malaria
- 5) National Institutes of Health (USA)
- 6) DFATD, Canada
- 7) Johns Hopkins University
- 8) USAID
- 9) Sida, Sweden
- 10) Grand Challenges Canada

icddr,b is also grateful to the Government of Bangladesh for its long-term financial support.

2.9 Major Achievements

The work of icddr,b has had a major impact on the health of people in Bangladesh – and in other countries of the global South. Throughout its history, it has developed innovative products and

generated rigorous evidence that has influenced health policy and practice in Bangladesh globally.

- Oral Rehydration Solution
- Zinc Treatment for Diarrhoea
- Tetanus Toxoid Vaccine for Mothers
- Guidelines for Treating Severe Malnutrition
- Testing Vaccines
- Family Planning Solutions
- Domestic Violence Legislation
- Continuing innovation
- Mat for Measuring Maternal Blood Loss
- Ultra Low-cost CPAP Device for severe pneumonia
- Supplementary and therapeutic foodstuffs to prevent and treat malnutrition





CHAPTER 3: Overview of HR Department of icddr,b

3.1 HR Department Organizational Structure:

Human resources (HR) is the organization department charged with finding, screening, recruiting and training job applicants, as well as administering employee-benefit programs. As organization reorganize to gain competitive edge, human resources plays a key role in helping its business units for dealing with a fast-changing environment and the greater demand for quality employees.

The human resources department is one of the most essential supporting departments of icddr,b. It is primarily focused on staffing as well as developing and compensating them in a fair way and protecting the organization from any issues that may arise from the workforce. The department includes Director of HR, Head of HR, Senior HR Managers, HR Managers and HR personnel who are responsible for people management in other departments. The Head HRM is responsible for the overall HR operations, overseeing Recruitment & Contract management, Staff Clinic Management, Disciplinary and Grievance management and Provident Fund management. Following is the Organization Chart of the HR department of icddr,b:

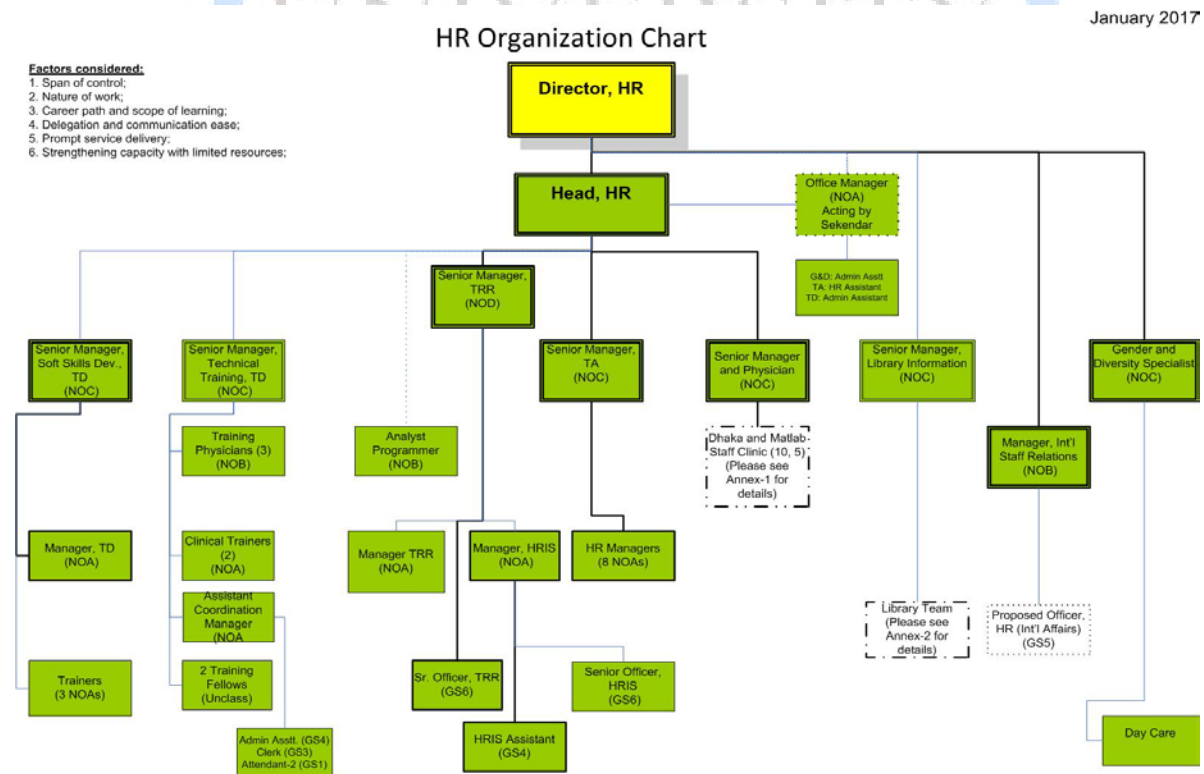


Figure2: Organization Chart of Human Resources Department of icddr,b

3.2 Units of HR Department and their functions

The HR department of icddr,b has five major units. They are:

- 1) Talent Acquisition
- 2) Talent Development
- 3) Gender & Diversity
- 4) Talent Reward & Recognition
- 5) International Staff Management

Each unit has a senior manager and few HR managers along with some personnel. All of them report to the Director, Human Resources who is accountable to the Deputy Executive Director. Brief descriptions of the functions of these units are given below:

3.2.1 Talent Acquisition Unit:

The main functions of this unit are Job evaluation, Recruitment and Selection, Staff Transitions, Audit response and coordination and Maintaining Document Management System (Personnel Files). Among these functions, recruitment and selection is the most important one. To complete this task the unit has to receive job requisition, prepare role clarification documents, classify and establish new posts, prepare and publish advertisements in different media, short list the CVs, prepare and issue the selection test notice, communicate with the shortlisted candidates through email and phone calls, book time and venue for the preliminary test, code and decode the answer scripts for fairness of the selection, select and inform the panel members for the interview, prepare interview sheets, prepare the matrix and minutes based on the decision taken after the interview, cross-check the references of the selected candidates and inform them about their selection, issue offer letter, verify necessary documents, complete recruitment files and transfer them to the HRIS to onboard the new employee.

3.2.2 Talent Development Unit:

Talent development unit is responsible for mainly Staff development, Higher studies, Onboarding and Facilitation. It arranges orientation for new staffs, identifies the training needs of the staffs, identifies feasible training programs and appropriate resource personnel and institution for those programs, coordinates and arranges those programs, provides necessary logistics

support, provides reports on all training activities and selects staffs for higher studies abroad according to their performances.

3.2.3 Gender and Diversity Unit:

The name itself talks about things it deals with. The unit mainly focuses on the area of Implementation of Gender & Diversity Policy, Training and workshop for diversity awareness, Gender Focal point capacity build up and facilitation of Day Care (Shishu Aloy) for the working mothers of the organization. It is the unit that ensures fairness and equal rights opportunity for the employees of different religion, gender and race.

3.2.4 Talent Reward & Recognition Unit:

The unit is responsible for overseeing the issues regarding performance management and compensation issues. Its main focused areas are Performance Management, Allowances, HRIS, Payroll and Separation Process. They set a standard of performance to follow while measuring the actual performance and based on that performance benefits are provided. They determine the payroll and allowances for the staffs. HRIS (Human Resource Information System) where all the information of each and every staffs are store is controlled by this unit. This unit is responsible to do the separation process when it is needed to terminate an employee or an employee resignes.

3.2.5 International Staff Management Unit:

Another unit of the HR department of icddr,b is International Staff Management which is interlinked with the functions of above four units. Since there are some differences in recruitment policy between national staffs and international staffs, a separate HR unit is established to deal with the international staffs. The unit also deals with the issues regarding BOT Reporting and Scientific Promotion.

3.3 Achievements of icddr,b HR Department

Throughout the history, icddr,b HR department has been achieving several targets. Among them the most remarkable are:

- **Fairness and transparency of recruitment process:** The recruitment process in icddr,b is structured in such a way that can ensures the fairness and transparency properly. For

example, coding the answer scripts, receiving the relative declaration forms from both the panel members and candidates are the signs of giving importance to the fairness and transparency while recruiting staffs.

- **Equal employment opportunity:** icddr, b strictly focuses on the equality issues in terms of gender, race and religion while hiring, developing or promoting the staffs. They always ensure that there is no discrimination in any point of its policy. Also, under the heading of “Special Information” of the vacancy advertisement, icddr,b clearly mentions the equal employment opportunity statement.
- **Consistent talent development program:** HR department of icddr,b provides staffs with opportunities to develop themselves through attending seminars, workshops and internal training programs. It also gives staffs the chances to go to abroad for higher studies.
- **Competitive benefits packages:** Pay your people what they're worth, not more, not less. Money is the worst reason in the world to lose someone great. HR department of icddr,b surely follows this path and that is why it offers attractive compensation with rewards and benefits for researchers, field workers and administrative staffs.
- **Technology driven work environment:** HR department of icddr,b is much more advance in terms of technology. Information about each and every employee is stored in HRIS (Human Resource Information System) with a systematic manner which helps the organization to take strategic decisions.



CHAPTER 4: Talent Acquisition Process in icddr,b

4.1 Talent Acquisition

Talent acquisition aims to find suitably qualified persons for posts that are vacant or that will shortly become vacant and to create a reserve list of equally qualified persons who can be called upon to fill future vacancies. The Talent Acquisition Policy of icddr,b is set to ensure that the best people are recruited on merit and the recruitment process is transparent, free from biasness and discrimination and is in accordance with its equal opportunity policy.

4.2 Sources of Recruitment

Followings are the sources of the recruitment in icddr,b:

- Candidates writing to the organization on employment prospects
- Governments, institutions or other authorities
- Suggestions from staff members
- Paid advertisements placed in the local and/or in the specialized press
- Advertisements placed in the electronic media such as LinkedIn and Facebook and the organization website
- Vacancies circulated on the organization's Intranet when required, on notice boards within the premises and the Field Stations of the organization
- Promotion or transfer to a higher grade of staff members of the organization

The Talent Acquisition Unit has primary responsibility for investigating the sources of recruitment. When informed of any recruitment, or of a potential applicant, Talent Acquisition immediately makes the necessary approach and gets an Application for Employment completed from the applicant.

4.3 Steps of Talent Acquisition Process

The process of the talent acquisition of icddr,b described here is prepared based on the study of HR Recruitment and Selection Policy of icddr,b and the observation throughout my internship period. It is strictly followed in every talent acquisition process in icddr,b. It begins with the job requisition and end with the on-boarding of selected candidates. The steps of the process are shown clearly in the following diagram:

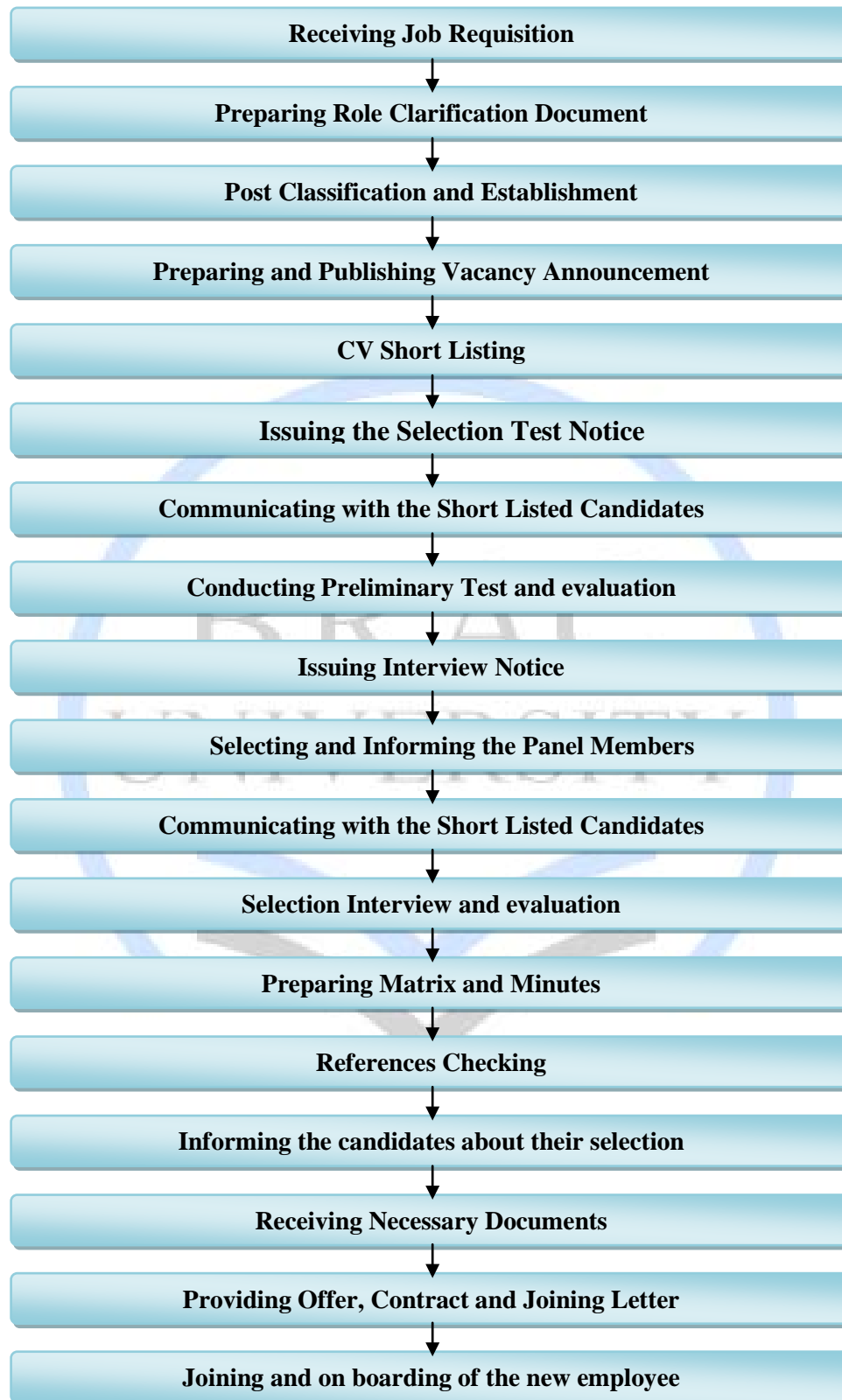


Figure 3: Steps of Talent Acquisition Process in icddr,b

4.3.1 Receiving Job Requisition:

Hiring Managers who want to hire additional staff, or replace employees who resign or are terminated, generally have to complete a job requisition. To initiate the Talent Acquisition Process a requisition is forwarded to the Human Resources Department for handling by the recruiter. The recruiter then prepares Role Clarification Documents based on the requisition and discussions with the hiring manager or department supervisor. It is a part of the checks-and-balances procedure that the organization follows for workforce planning and staffing actions. The process of receiving Job Requisition in icddr,b is discussed below to make it clear:

- A requisition request is sent to the division Head by the hiring manager or project leader.
- Then the request is reviewed by the division Head to determine whether it is really needed and possible. After his/her approval, the request is sent to the Finance department.
- Finance department reviews the request and establishes a budget for it.
- After having the budgetary clearance the requisition request is sent to the HR to initiate the acquisition process.

For recruitment of any established Fixed-Term, Contractual Service Agreement (CSA), Short-Term, International Professional categories, National Officer & General Service posts the request for recruitment is submitted through online recruitment requisition form along with a Role Clarification Document. The requisition should be raised 45 days ahead for Fixed-term, 30 days for CSA and 15 days for Daily-wager recruitment as per icddr,b Talent Acquisition policy.

4.3.2 Preparing Role Clarification (RC) Document:

Role clarification document is a document that an employee might use for general tasks, functions and responsibilities of a position. It is much like the typical job description document and contains the following information:

1. Division name
2. Position to be hired
3. Supervisor's position
4. Job stream/family
5. Date
6. Purpose of the job with an initial description

7. Size (Financial and Non-Financial)
8. Operating network (Interaction relationship of the job holder with internal and external stakeholders)
9. Minimum requirements (Education, Experience, Any Specialized Knowledge if Require)
10. Applicable competencies (Functional and Behavioral)
11. Area of responsibility along with measurement criteria (Both qualitative and quantitative)

The role clarification document is prepared with the consultation of hiring manager. The hiring manager discusses the requirements with HR managers and sends the draft document. On the basis of the draft document, HR manager prepares the RC document and send it to the hiring manager for review. If the hiring manager approves, the RC is uploaded in the system.

Sometimes, the RC is already prepared and uploaded in the system if the position is old and doesn't need to be updated.

4.3.3 Post Classification and Establishment:

Recruitment to any post can't be initiated until the post has been classified and established within the organizational hierarchy. When the role clarification document describes a post that is absolutely new to the organization or a post that needs to be re-classified, before conducting any other steps HR classifies and establishes that position within the organizational hierarchy. It is a process to group and establish post in general service (GS), national officer (NO), international professionals and director category into classes according to the type of work performed and level of responsibilities required. The decision is taken on the basis of information supplied in role clarification document.

It follows the following procedure for any national officer or general service post:

- ◆ The contents and substances of RC for the post are created and signed by the hiring manager
- ◆ Then the division director signs the contents and substances of each RC.
- ◆ After that the job classification committee (the HR Director, senior manager talent acquisition, senior manager talent development, senior manager talent reward and recognition) review and assign the grade and title based on duties and responsibilities

mentioned in the RC. The committee uses NZR method for determining the grade of a post. The NZR method considers six factors to evaluate a position. These are-

1. **Knowledge and understanding-** This factor considers the required general knowledge, education and training with specialized knowledge, experience and expertise are considered as the part of total knowledge and understanding.
 2. **Problem solving-**This factor deals with the ability to analyse situations, diagnose problems, identify the key issues, establish and evaluate alternative courses of action and produce a logical, practical and acceptable solutions for the need of the position.
 3. **Sphere of influence-** This factor considers the requirement for building and maintaining effective relationship between individuals and groups, influencing and changing behaviour for the job.
 4. **Risk and Responsibility-** This factor considers the degree of responsibility and accountability exerted by the post including potential consequences of error.
 5. **Skill and Efficiency:** This factor considers the physical and mental demand required to carry the job effectively and measures verbal and non-verbal communication skill, manual dexterity and mental and physical effort.
 6. **Working Condition-** This factor considers the context and environment under which the job will be performed.
- ◆ After the grade of the post is determined the committee transmits the RC to the Director, HR for approval.
 - ◆ The Director, HR then approves the post
 - ◆ Finally, the senior manager transmits the decision to the supervisor.

This is how a new position is established within the organization. Then for that position recruitment process continues.

4.3.4: Preparing and Publishing Vacancy Announcement:

After having the Job Requisition form and updated Role Clarification document, the recruitment team prepares the advertisement and announces the vacancy. A vacancy advertisement notice is a complete package of information to know each and every detail about the job for applying. It mentions the following points:

- Name of the organization

- Advertisement number
- Date of issue
- Post title
- Division of the post
- Type of appointment
- Duty Station
- Salary and benefits
- Job profile
- Required education and relevant experiences
- Required functional competencies
- Required behavioral competencies
- The duration of appointment
- Closing date of application
- Reference to the icddr,b website
- Equal employment notice

The advertisement is posted on company website, bdjobs, LinkedIn, Facebook and other media including newspapers. For National Officer and General Service posts, the advertisement notices are issued internally and advertised externally. Generally, the closing date is 1 week. However, if there are strong justifications, HR sometimes decides to recruit only the internal candidates. In such cases, the advertisement is posted only internally.

For international professional post, the vacancy announcement must be approved and issued by the HR Director. Vacancy announcements for such posts are advertised in the local and international press. Generally the closing date is not less than six weeks from the date of issue.

4.3.5 CV Short listing:

icddr,b is blessed with technological advancement and that's why it receives only the online CVs. CVs are received through the Organization's e-recruitment sites, bdjobs.com or LinkedIn sites. These CVs are then filtered in three steps-

- At first, the HR manager under talent acquisition team shortlists some CVs through their e recruitment filter or job site filter. The process is done by using the requirements mentioned

in Role Clarification document such as the required educational level, experience needed and the age criteria. After filtering and identifying the compatible CVs, those goes to the CV evaluation form and the HR manager downloads those CVs.

- These filtered CVs along with the CV evaluation form are then sent to the hiring manager for further evaluation. The hiring manager then reviews the filtered CVs and further shortlists them based on matching job requirements and any expected criteria. After filtering, the hiring manager again sends those newly filtered CVs to the concerned HR manager.
- The HR manager then crosschecks those CVs filtered by the hiring manager to ensure that these CVs really match the required criteria for the position and only the best applicants are shortlisted. If any exception is found, the HR manager asks for justification to the hiring manager and this exception to normality must be approved by the senior manager of talent acquisition.
- If CVs properly match the required criteria and no biasness is detected, the HR manager signs the applications and CVs evaluation form, collect the concerned hiring manager's sign and completes the process of CV short listing.

4.3.6 Issuing the Selection Test Notice

After having the shortlisted CVs, the HR manager prepares and issues the selection test notice. In a selection test notice, following things are mentioned:

- Date of issue
- Position Name
- Division name
- Advertisement number
- Names of the shortlisted candidates
- Preliminary test time and venue
- Necessary instructions for the candidates

4.3.7 Communicating with the short listed candidates:

Proper communication is very important at this stage otherwise the candidates could be misled. So, after issuing the Selection Test Notice the HR Manager communicates with the candidates through their email addresses and/or mobile numbers to inform about their selection for the test

for the position they applied, the time and venue of the test and the required things to bring while coming for the test.

4.3.8 Conducting Preliminary Test and evaluation:

The preliminary test of candidate selection generally involves a written test. Sometimes presentation, group discussion and role play are used as a preliminary test based on the requirement of the position. The test normally carries 50 marks. Before conducting the test, the concerned HR manager discusses with the hiring manager to determine the nature of the test.

- **Type of the question:** The written test of preliminary selection may be hand written or computerized. The computerized test is used when the position requires computer skills to meet the job requirements. Otherwise, a hand-written test is used. The written test questions are based on core competence, technical competence and general skill associated with the post. The question is prepared by the hiring manager and the script is also evaluated by him/her.
- **Ensuring impartiality:** To ensure impartiality, at the completion of written test the HR manager codes the written script. It is usually done by putting a code number on top of each of the answer scripts and in the Candidate Information portions. When the examination ends, the concerned HR manager separates the Candidate Information portions from the written scripts and keeps those with him/her. After that the scripts are sent to the hiring manager for further evaluation. In case of computerized written test, candidates are asked to create a folder in the computer and save their answers on that folder. After candidates complete their examination, the concerned HR manager takes the folders candidates have created in his/her pen drive, and then send the softcopies of answer script to the hiring manager to evaluate. The hiring manager checks the script, evaluates it and puts numbers in those. Then he/she prints the scripts and returns those to the HR manager. The HR manager then attaches the separated Candidate Information portion with the main copies. This is called decoding the paper. This is how the talent acquisition team ensures impartiality.

4.3.9 Issuing Interview Notice:

After having the result of the preliminary test, the HR manager prepares and issues the interview notice. In an interview notice, following things are mentioned:

- Date of the issue
- The position of the post
- Name of the division
- Advertisement number
- Names of the newly shortlisted candidates
- Interview time and venue
- Necessary instructions for the candidates

4.3.10 Informing the Panel Members:

icddr,b follows panel interview for final selection. The panel typically includes three types of member. They are:

- The hiring manager
- The concerned HR manager
- An independent member usually from the same functional or technical area of the post

After panel members are selected, they are informed about the interview notice for further assessment.

4.3.11 Communicating with the Shortlisted Candidates:

Again this stage is very important for both the organization and the candidates for not to be misled. The selected candidates are informed through email or phone calls about their selection for the interview and the time and venue of the interview.

4.3.12 Selection Interview and Evaluation:

On the day of the interview, before the interview process starts HR collects a relative declaration document from each of the candidates and panel members. This document asks about the relationships that candidates have with any of the existing staff of icddr,b and panel members have with any of the candidates. If they have, they have to mention it in the document. The purpose of collecting this document is to avoid any kind of partiality. If the authority found any discretion later, legal steps can be taken against the interviewers.

The selection interview involves using competency based evaluation forms that panel members rate candidates on the basis of their functional and behavioral competency. This test contains 50 marks. Before initiating the interview, the panel members discuss about the marks allocation. Candidates are judged based on their criteria mentioned in the RC. The panel members reject both the under qualified and over qualified candidates through this interview session.

The described selection interview is followed for NO and GSO post. For executive director post selection, the members of the panel are chosen by the board of trustee from its members. Based on their decision, the final selection of the Executive Director of the organization is done.

After the interview, HR manager collects all the competency based evaluation form. Generally, the marks that candidates obtain in the competency based evaluation form is considered to be the final marks of interview. But if there is a tie between candidates and there is only one vacancy, the panel members discuss among themselves and then select one candidate.

4.3.13 Preparing Matrix and Minutes:

Matrix: Based on the marks that candidates obtain in written test (50) and the interview (50) constitute the full evaluation marks of the candidates. Based on this marks, the HR manager prepares a matrix. This matrix involves the following information:

- Name of the candidates who attended the interview
- The score that each interviewer gives to each candidate in competency based evaluation form
- The total score of each candidate's in competency based evaluation form
- The percentage score of each candidate's in interview
- The percentage score of each candidate's in written test
- The percentage of sum of interview and written test score
- Merit position of candidates
- Remark (Candidates who are selected, kept in panel, and rejected)

Minutes: From the Matrix the HR manager then prepares the Minutes. Minutes is the summary of a talent acquisition process. It includes all the necessary information from the beginning to end of an acquisition process. The information included in a minute involves-

- Position name
- Advertisement number
- Program Name
- Division Name
- Employment Status
- Budget Code
- Duty station
- Pay level
- Date of interview
- Date of vacancy announcement
- The number of application received
- The number of initially filtered applications
- The number of application shortlisted by the hiring manager and called for preliminary test
- The date of preliminary test and number of applicants attended
- The number of applicants selected for interview and attended the interview in the mentioned day
- Panel members' name
- Selected candidates' name
- Candidates who will be kept in panel consideration (If any)
- The sign of panel members
- The sign of division head of HR and the concerned division

The minutes and the matrix are the most important documents of the acquisition process since these represent the final outcome of the whole process. Sometimes in Minutes, some candidates are mentioned to be in panel consideration for a certain period of time (probably 3-6 months). This means that, these candidates are not selected now but if there arise any vacancy or need of

additional people a certain post within the mentioned time, the HR will contact with these people and hire them if possible.

4.3.14 Reference Checking:

The purpose of a reference check is to obtain information about a candidate's behavior and work performance from prior employers that could be critical to the decision, regardless of their skills, knowledge, and abilities. After preparing the Matrix and the Minutes concerned HR manager checks the references, specially, for the post of GS-5 and above. The referees are considered only to be those who have direct working experiences with the candidates. At least two referees are needed to recommend a particular candidate for those posts. Without checking references, no appointment is made because a hiring mistake is costly in time, energy, and money.

4.3.15 Informing the candidates about their selection:

After checking the references the selected candidates are informed about their selection for the post within one week of the interview. The concerned HR manager informs them about the joining date and the necessary documents (their birth certificate, educational certificates, skill/experience certificates, blood group reports and the release letters from the organizations in which they are currently working) to submit to HR. This is generally done through email or/and by phone call.

4.3.16 Receiving necessary documents:

The concerned HR manager receives the documents and checks those by matching with candidates' individual CVs. By having the proper documents, the HR manager gives the candidates a personal declaration form and medical declaration form that the candidates need to fill up and submit.

4.3.17 Providing Offer, Contract and Joining Letter

When the selected candidates fill up and submit all the documents and reports, the HR manager prepares the contract, offer, and joining letters for them. Through the offer letter HR manager provides the formal job offer to the candidates. The contract letter mentions the type of employment (Fixed, CSA or daily wager) and the terms of employment. The candidates are required to sign the contract letter. Then the candidates are provided with joining letter that needs to be sign by the concerned supervisor of the candidates, the HR manager and the Head of HR.

4.3.18 Joining and On-boarding of new employees

New employees receive an orientation program on the day they join the organization. This program is typically arranged by the Talent Development Team. After the orientation, new employees report to their respective supervisors and are informed about their responsibilities.

Generally, a talent acquisition process follows all of the described process. At the end of the process, the concerned HR manager has to index all the documents relevant to a particular talent acquisition process in separate files. The file indexing is of three types:

- 1. File of the Selected Candidate:** The file in which all the documents of selected candidate are kept.
- 2. File of the Panel Candidate:** The file in which the documents of candidates' who are under the panel review are kept. On the top of this file, the advertisement number of the post is written so that it can be found easily when needed.
- 3. File of other documents:** All other documents like the documents of non-selected candidates, any duplicate copy of requisition, role clarification, memorandum, and vacancy advertisement are kept in a separate file. On the top of this file, the advertisement number of the post is written so that it can also be found easily if needed.



CHAPTER 5: Internship Description

5.1 Internship Procedure

As per the requirement of my BBA program, I had to complete my internship program by learning the practical job of an organization. Fortunately, I got the opportunity to join as an Intern in the Human Resource Department under the Corporate Services Division of icddr,b. I applied online as a national applicant for field experience which is the internship program here. First of all, creating a new user name and password I had to fill a long registration form through Student Services Department. I put all the necessary information along with the recommendation letter from my university. The recruitment process took more than 2 weeks and I got the confirmation of my internship program. As it was a paid field experience I had to pay my enrollment fee the day I joined the organization. The student services department gave me my new ID card and on board me to my preferable HR Department to start my new journey of real corporate world.

5.2 Internship Experience

As an intern I was appointed to work in the Talent Acquisition Unit under direct supervision of MR Hasanul Islam, the Senior Manager of Talent Acquisition Unit. At the very first day, he gave me a brief orientation about the organization, showed me the whole HR department and introduced me with the other personnel of the department. There I found the five main units of HR department- Talent Acquisition, Talent Development, Gender & Diversity, Talent Reward & Recognition and International Staff Management. Each unit has a Senior Manager and some HR Managers along with an office manager and some HR personnel. All of them report to the Head HR and the Head HR is accountable to the Director HR. There was another intern working there for more than one month who was very cooperative. So, at the end of that day my supervisor told me to observe the whole scenario for some days to get a clear idea about the organizational culture and the tasks. After having general ideas about the tasks and the organization my supervisor assigned me with a HR Manager named MR Md. Zaherul Islam so that I can actually learn and do what goes around the whole process of Talent Acquisition. During my whole internship period I also assisted other HR Managers of the unit conducting their daily works and leaned those activities.

5.3 Specific Responsibilities of the Job

The job requires an individual who is a quick learner and able to multitask, has excellent Microsoft excel skills and computer knowledge along with a set of English language fluency both written and oral. The individual also needs to be proactive and have good communication skills. Followings are some of the responsibilities that I had to undertake while working as an Intern:

- Indexing the employee files
- Communicating with the candidates
- Conducting the preliminary test
- Answer script coding and decoding
- Preparing the Vacancy Advertisement
- Evaluating the CVs
- Preparing the Notice Interview
- Preparing the Matrix
- Preparing the Minutes
- Printing necessary documents

5.3.1 Indexing the employee files

There were three kinds of file indexing I had learned and done there:

1. File in which all the documents of each selected candidate are kept
2. File in which the documents of each candidate who is under the panel review are kept
3. File of all other general documents of the whole talent acquisition process of that particular post

The files include the following documents:

- HR Reacquisition Form
- Role clarification form
- Vacancy advertisement
- Candidate Applications
- Candidates Certificates

- CV Evaluation
- Selection Test Notice
- Written Test Script
- Memorandum for Answer Scripts
- Notice Interview
- Panel Member and Candidate declaration
- Interview sheets
- Matrix
- Minutes
- Offer Letter
- Contract Letter
- Financial, Nominee, Medical etc. declaration form
- On boarding Letter
- Joining Letter

5.3.2 Communicating with the candidates:

I had to communicate with the candidates three times during a talent acquisition process. Firstly I had to call the shortlisted candidates for the preliminary test informing them about the date, time and venue of the test and the necessary documents needed to bring while coming for the test. Secondly, after evaluating their answer script, I called the candidates to inform them about the date, time and venue of the face to face interview. Lastly, I had to communicate with the selected candidates for the post to inform them about their selection.

5.3.3 Conducting the preliminary test:

I got the opportunity to conduct a written test for the post of Clinical Fellowship where more than 100 candidates took part. I had to supervise the candidates during their examination. I made their sitting arrangement, gave them instruction for the test, provided them with the answer scripts and question papers, provided them with extra pages if needed and stapled them and finally got back their scripts when they are done with the examination.

5.3.4 Answer script coding and decoding

After the examination I had to write individual code numbers on top of each written script and on the candidate's information portion of that script. Then I separated that portion from each of the answer scripts and gave to the concerned HR manager. The whole process is called coding the answer scripts. Then the answer scripts were sent to the hiring manager for evaluation. After the evaluation, the scripts were sent back to the HR department and I had to match the codes for each answer script and staple the candidate's information portion with the matching answer script. This process is called decoding the answer scripts.

5.3.5 Preparing the Vacancy Advertisement:

I prepared some Vacancy Advertisements for some posts using a general format made by icddr,b. I had to put the necessary information from Role Clarification document to that format for preparing the Advertisement for the post.

5.3.6 Evaluating the CVs:

Different posts have different kinds of educational, skill and experience requirements. I had to evaluate the CVs by matching the candidate's qualification with the required educational background, skills and experience. Those who could fulfill the requirements were selected for the next evaluation by the hiring manager.

5.3.7 Preparing the Notice of Interview:

I prepared Notice Interviews for several posts with the help of a general format made by icddr,b. I had to put the ad number, name of the division and post, name of the shortlisted candidates, time and venue of the interview and name and designation of the concerned HR Manager to the format to prepare the Notice Interview.

5.3.8 Preparing the Score Matrix:

As an intern I prepared Matrix putting the written test marks and interview marks in a format made by icddr,b. Calculating the percentage of the total marks and considering other factors I had to determine and comment on who were selected, who are in the panel and who were not selected for the post.

5.3.9 Preparing the Selection Minutes:

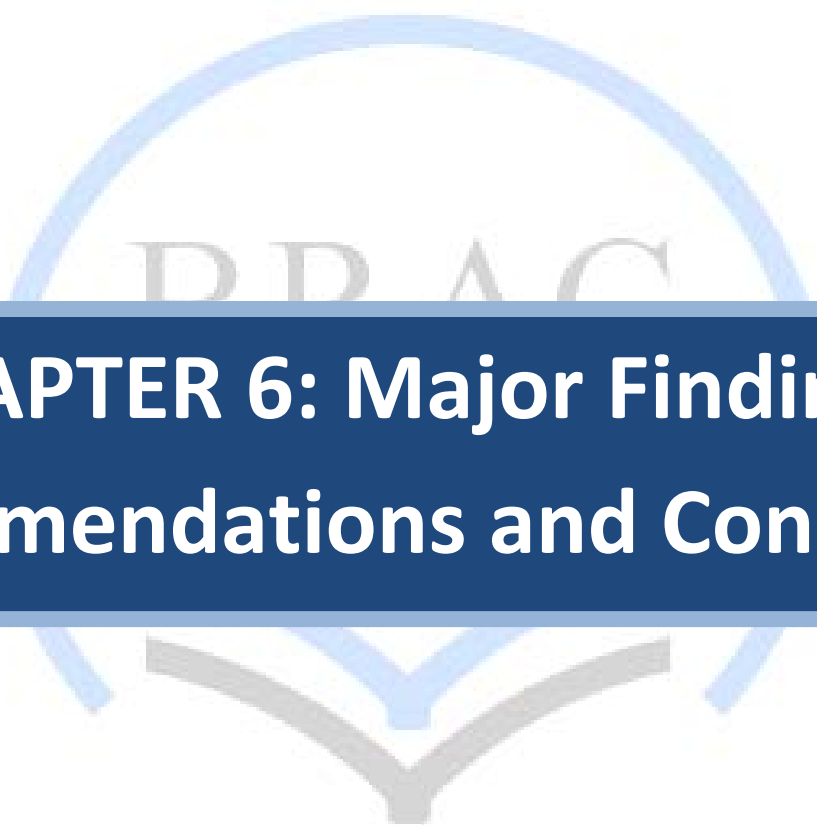
From the information of the Matrix I prepared the Minutes of the selection committee. Again, there was another format for the Minutes authorized by icddr,b in which I put the information about the position, program, division, status, budget code, duty station, panel members name, selected and panel candidates etc. to have an overall idea about the whole Talent Acquisition process of that particular post.

5.3.10 Printing necessary documents:

There I had to print several necessary documents entering in to the icddr,b intranet with employee ID and Password. For example, I downloaded and printed 40 CVs at a time which was a very messy task to do because while commanding for the print I also had to go to the printer and organize each CV to its place so that it could not mix with another CV.

5.4 Personal Development:

I got inspiration to work hard in icddr,b because of the supportive and friendly attitude of the management in every aspect of my job. I was given proper safety and each and every facility for my assigned tasks which always encouraged me to come up with more positive outcomes. The experience in such a world class organization has allowed me to sharpen my business, communication and interpersonal skills for which I am really grateful.



CHAPTER 6: Major Findings, Recommendations and Conclusion

6.1 Major Findings

Followings are the findings that I have gathered on the basis of my regular observation of the tasks of Talent Acquisition Process and interactions with HR managers of Talent Acquisition unit and other staffs of the organization.

- icddr,b follows a very structured and transparent Talent Acquisition Process which ensures the efficiency and effectiveness of the process.
- It uses a very inexpensive but useful source of recruitment such as social media and commercial websites which help to get a large number of qualified candidates for particular posts.
- icddr,b has its own online application form for the candidates to apply for a position. Through these forms, structured information is gathered about the candidates which helps to find the appropriate candidates for short listing.
- For some particular posts, HR managers often receive thousands of applications which become time consuming and challenging task for them to short list the best candidates.
- The CV evaluation is done through filtering the CVs several times by HR managers and hiring manager which ensures the best applicant to be selected for the final call.
- Coding and decoding the answer script is an excellent way to avoid nepotism while evaluating the scripts.
- Before conducting the interview session both the candidates and panel members sign Relative Declaration form to ensure impartiality of the selection.
- While conducting the interview session under qualified and over qualified candidates are rejected to ensure the right person in the right place. Under qualified candidates will not be able to hold the reputation of the organization and over qualified candidates will not stay loyal to the organization.
- Sometimes the HR managers has to face pressure from the internal staffs to hire their relatives or known persons which they deal with intelligence.
- The HR managers of Talent Acquisition Unit have to do huge paper works which include preparing Job Requisition to new employee on boarding sheets. After that they have to index them in separate files which create a huge pressure on them and as a result it affects their productivity and motivation to work.

6.2 Recommendations

Providing recommendations for an international organization like icddr,b is a tough job indeed. As there are specialist teams who are continuously working for the improvement of every process that the organization follows, it is quite difficult for a fresher like me to prepare recommendations, but according to me there are only two issues for which I would like to recommend some specific points.

- **Proper Reference Checking:**

If the steps of the Talent Acquisition Process are noticed carefully, there is a step called Reference Checking. This step is the only step which takes the most time in order to complete the process. Sometimes there are situations when the organization demands quick hiring of employees but due to the different phases of the Reference Checking step and huge volume of recruitment, icddr,b has limited this requirement up to GS5 level hiring. As this is an important step of the hiring process which ensures scrutiny of the past a potential hire this may be rethought. icddr,b may include all grades for considering checking their references.

- **Minimizing paper works:**

Another point I would like to recommend is to reduce paper works while doing the process of Talent Acquisition. The HR managers of the talent acquisition unit have to do massive paper work which can also be done using the soft copies. If the authority allows them to complete those specific tasks only using the soft copies or scanned copies it will reduce a huge burden from them and help them to concentrate more on their core activities of the work. Thus, the organization will also be able to reduce their cost and motivate their employees toward positive attitudes.

6.3 Conclusion

icddr,b is an institution that thrives for innovation and finds solution for the problem related to health issues, malnutrition and treatment expenses. This is a centre that search for findings for new things based on advanced scientific research. To complete the requirement of BBA program by working as an Intern in the Talent Acquisition Unit of HR department of icddr,b was a great experience for me. Here I was able to utilize my knowledge and skills to benefit the organization, know about the real organizational culture, get knowledge how a real HR department is run by,

get idea about the whole talent acquisition process and its effectiveness towards fulfilling the organizational goal, find some points to improve the process and get some real good memories. I would like to mention that the Talent Acquisition Process in icddr,b has been running systematically maintaining some structured methods to ensure its effectiveness and efficiency. Most importantly, Talent Acquisition team is continuously improving their processes to make icddr,b a model of the best human resources practicing centre in Bangladesh and beyond.





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