



**Approach of Grow n Excel in Recruitment Function of Corporate Industry**



Inspiring Excellence

## **INTERNSHIP REPORT**

**ON**

### **APPROACH OF “grow n excel” IN RECRUITMENT FUNCTION OF CORPORATE INDUSTRY**

BUS400

**Submitted to:**

**Ms. Asheka Mahboob**

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Course: BUS 400

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## Letter of Transmittal:

16<sup>th</sup> April, 2017

To

Asheka Mahboob

Lecturer

BRAC Business School

BRAC University, Bangladesh

Subject: Submission of report for the internship course (BUS400).

Dear Madam,

I, Fairoze Samiha (ID 13104013), with due respect, would like to inform you that it has been a privilege to conduct this research paper named “**Approach of grow n excel in Recruitment Function of Corporate Industry**” which is a prerequisite of BBA program under your supervision. The data, information that have used in this report are basically from my experience on grow n excel as an intern as well as from the conversation and interview that I had with employees over there.

The target of this report is to analysis and describe types of recruitment pattern, used by corporate world and the role of grow n excel as efficient recruitment partner irrespective of different industry. Making this report allowed me to gain knowledge and expertise over the practical recruitment function, meet challenges set by the clients and have a comparative study between the academic lessons and on the job learning.

Consequently, I seek your supreme appreciation over this report and any useful suggestions for further alternations. I truly respect the guidance and effort that you made throughout my report completion period and this was a honor for me to work following your instructions. I tried my best to come up with the desired level of write up and am ready to bring changes if it is required.

Sincerely yours,

-----

Fairoze Samiha

ID: 13104013

## **Acknowledgement:**

A good supervisor can make the journey of an intern easier, interesting, and relaxing and lesson full. Though this report is completed by me but the underlying support and guidance that have made me to accomplish it cannot be denied. I would like to start with thanking the Almighty for granting us to pursue study.

I am exceptionally thankful to Ms. Asheka Mahboob, lecturer at BRAC Business School, who was assigned as my academic supervisor. She is a very understanding person, who gave me enough flexibility for completing the report. She gave me her valuable time, genuine encouragement, insightful instructions in composing the report.

Thirdly the organization, grow n excel, where I got the opportunity to work as an intern. The excellent work environment, cooperative bunch of people, learning environment, flexibility and everything else has made my internship period worthy one. Our honorable CEO, Mr. Zulfiquar Hussain, a doyen in human resources industry, I would like to show my sincere gratitude towards him for giving me the chance to work under his inspiration, experience and learning. I am truly privileged.

Last but not the least my supervisor; I am grateful to Mr. Ishtiaq Ahmed Sami, Senior HR Associate of grow n excel Talent Acquisition Team without whom this would not be possible. And my co-supervisors Mr. Rezaur Razon and Saif Shakhawat, from the very first day they treated me as a learner not as a subordinate. With different assignment, tasks and appreciation they literally boost my interest up regarding human resource management. Their insightful learning, correction and recognition about my performance developed my skill.

And obviously to my co-workers who gave me the chance to know more information about grow n excel in detail every day. Since my supervisors were not always free to talk, so I used to rush to the employees already working there and they never let me back empty handed.



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## Executive Summary:

On this paper, I attempted to interpret my learning through the internship period and to project the research report under the title of “Approach of grow n excel in the recruitment function of corporate industry”.

As a HR major student, it was a privilege for me to work as an intern at “grow n excel- An HR management & consultancy firm”, such organization practice all the core functions of human resource management and provide ample range of HR services. So, I would rather refer these three months as an intensive learning period that boost my interest to establish career in HR field and gain some practical knowledge on HR. I worked under the supervision of Head Hunting department where firstly I learned about different recruitment services and later on assigned to complete the recruitment service of our client organization. I also had the opportunity to participate on brochure writing for one of their sister concerns.

The report that I have written is about the significant approach of grow n excel in providing recruitment service mainly in corporate sector. Being a HR consultancy and recruitment firm, they serve different HR services but the lion share is recruitment. The core function of grow n excel is talent acquisition which is known as head hunting, staffing for mid & level position. One of their sister concerns, which is initiated to serve right candidate in RMG sector. Dynamic Resource, another sister concern, currently handle three types of recruitment- Recruitment service for mid and entry level position, Volume hiring means supplying right caliber of talents in bulk, staffing refers to sort of outsourcing service for big organization. Background check makes a hiring successful. So, grow n excel has come out with their sister concern, named Smart Check- that solely works rigorously on verification of applicants of their clients. I attempted to write elaborately on these four departments about their functions, process, works and clients of recruitment. I tried to portray a full picture of grow n excel recruitment service. The reasons behind choosing recruitment/ executive search firm and the level of benefits that organization used to ripe from them is also attempt to cover. By analyzing the above mentioned points, the significant performance and success within only nine years, can be seen. As my primary source of data, I interviewed the employees working there and their database. And for secondary source, I selected company website, text book and internet article on recruitment.

I concluded this report by the findings and related recommendations from my three months of experience. No work in this world is above criticism so I found some loopholes too including the size of manpower they run with, technological stagnation and branding. So, with my little knowledge I recommend some ways to sort these obstacles out.

# **Company Background**

## **Introduction and Company Profile:**

Grow n Excel started its journey with an aim to help individuals and organizations by providing a wide range of HR & Management consulting services. Their in-depth knowledge and understanding of best in class HR practices enables them to successfully deliver customized services to their clients. They focus on being the premier Human Resources & Management consultants in the country and deliver its core values - Professionalism, Passion and Client focus. grow n excel maintains a strong professional network across the region and internationally to share skills & expertise to support its clients' growing needs. The company has a number of highly motivated and dynamic young professionals in the area of HR Services, Resourcing, and Learning & Development to deliver premier services to their clients. Inappropriate and inadmissible recruitment costs a lot for an organization. Therefore, to help out the organization by providing right employee at the right place on the right time, grow n excel locate the right caliber of talent for client organization. It serves a wide range of industries including FMCG, RMG & Textile, Telco, IT, Bank & other financial institutions with mid level and top level employees.

## **History of grow n excel:**

The company was found and initiated by Mr. M. Zulfiqar Hussain, CEO and Lead Consultant of grow n excel. He has more than 12 years of experience as Human Resources Director/Head of Human Resources in Citycell & Nestle. He took various change management initiatives in Citycell. Before joining Citycell, he was the Head of Human Resources of Nestle Bangladesh Ltd. (a fully owned subsidiary of Nestle S.A. Switzerland) for more than a decade. He played an important role in establishing Nestlé's operation in Bangladesh and set up the HR function at the company. As part of professional development programs, he participated in large number of training programs, seminars and workshops in the area of Human Resources Management, Leadership & Change Management in various countries, and still enjoys conducting training programs on a regular basis. He actively participated in various HR forums of different trade bodies and chambers, and also taught at the leading business schools (North South University, BRAC University) of Bangladesh. Over the years, by serving a niche market, grow n excel has occupied its position in recruitment service industry and continuously spreading its wings to different industries.

## Services they offered:

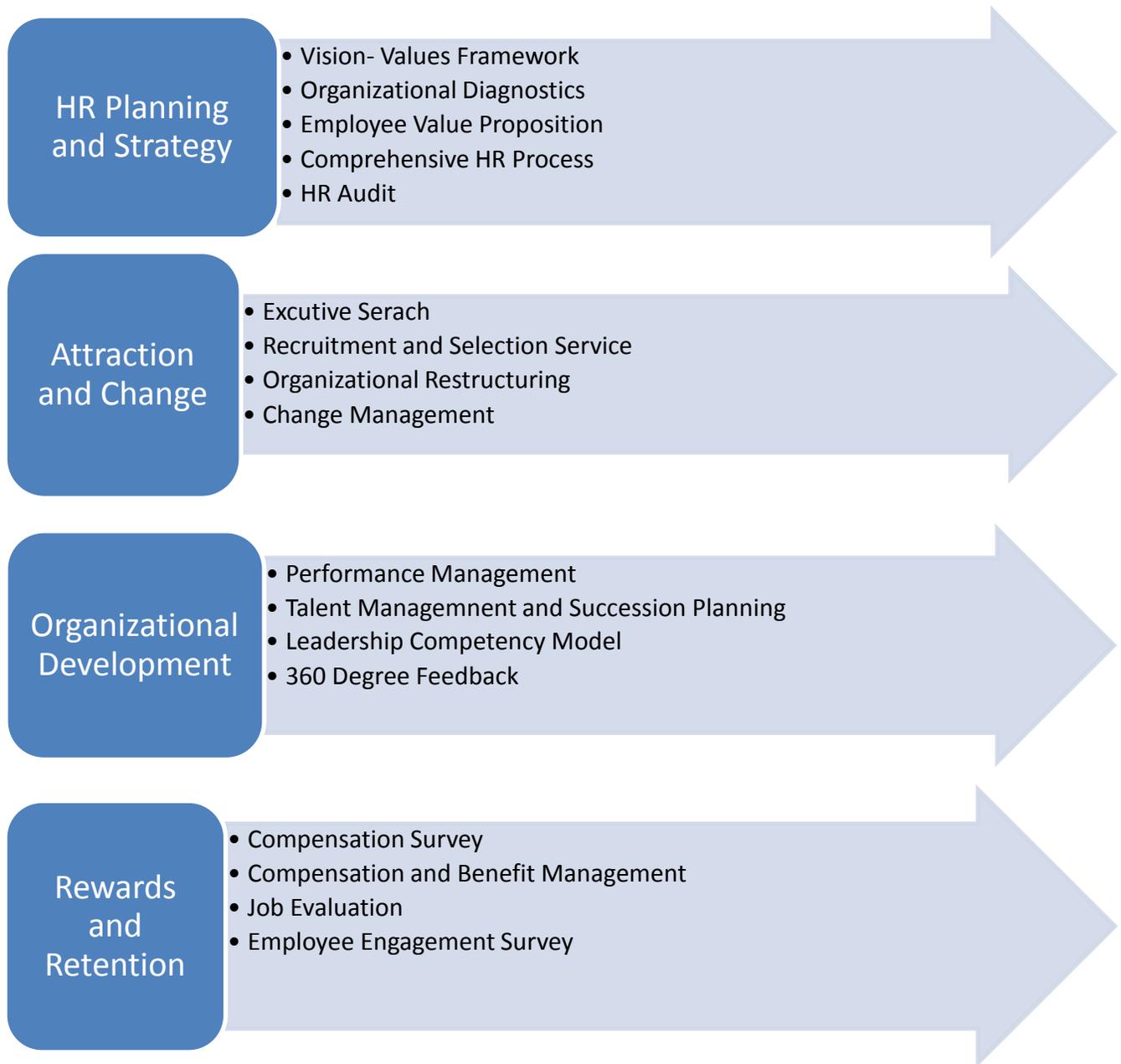
Grow n Excel used to believe that the success of its lies on the performance of the potential employees whom it has referred. The target behind its services is not only to guide companies to get the best fitted personnel but also to ensure that those persons have the capability and potential to align their talent and ambition with company culture and operation. Grow n Excel believes in employee enrichment. The more skilled and knowledgeable our workforce is, the more chance it has to illustrate its satisfied client list. Its employees do have a good knowledge over the job market trend and they are passionately enthusiastic to collaborate with the company in getting the best hiring in time. By servicing diversified industries for number of positions, year by year it is getting experienced that has reduced its margin of error. Though it is working on number of different companies but it used to try to maintain customer personalization. That means ever for the same post, its service is nonbiased and varied from client to client according to their requirement and flexibility. Being a Human Resource and Management Consultancy firm, it always on its way to ensure that it covers all the important aspects of human resource services and through its services, its clients gets the privilege to gain competitive advantage. Core services that it is used to provide is given below-



Figure: Services provided by grow n excel

## Business Operation:

As an ideal HR management & consultancy firm, grow n excel practice an extensive business operation which covers a potential practice of human resource field-



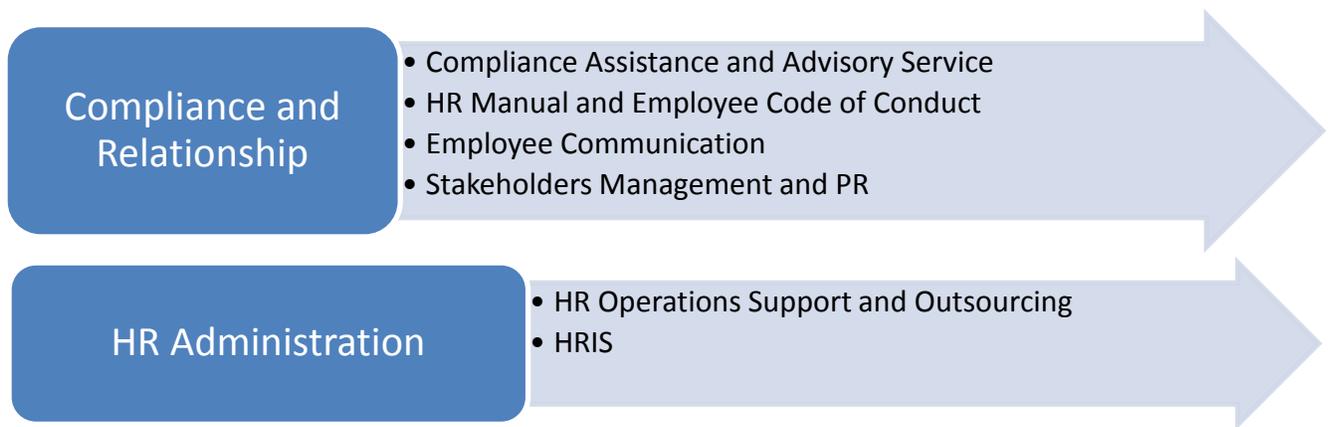


Figure: Business Operation of grow n excel

## Learning and Development programs:

Management	Leadership	Functional
<ul style="list-style-type: none"> <li>• Personal Effectiveness</li> <li>• Managerial Effectiveness</li> <li>• Team Building</li> <li>• Effective Communication Skill</li> <li>• Effective Presentation Skill</li> <li>• Problem Solving and Decision Making</li> <li>• Mastering Negotiation</li> <li>• Effective Performance Management</li> </ul>	<ul style="list-style-type: none"> <li>• Leading Change</li> <li>• Becoming an Exceptional Coach</li> <li>• Positive Leadership for Organizational Success</li> <li>• Executive Coaching</li> </ul>	<ul style="list-style-type: none"> <li>• grow n excel Seminar</li> </ul>

Figure: Learning and Development Programs

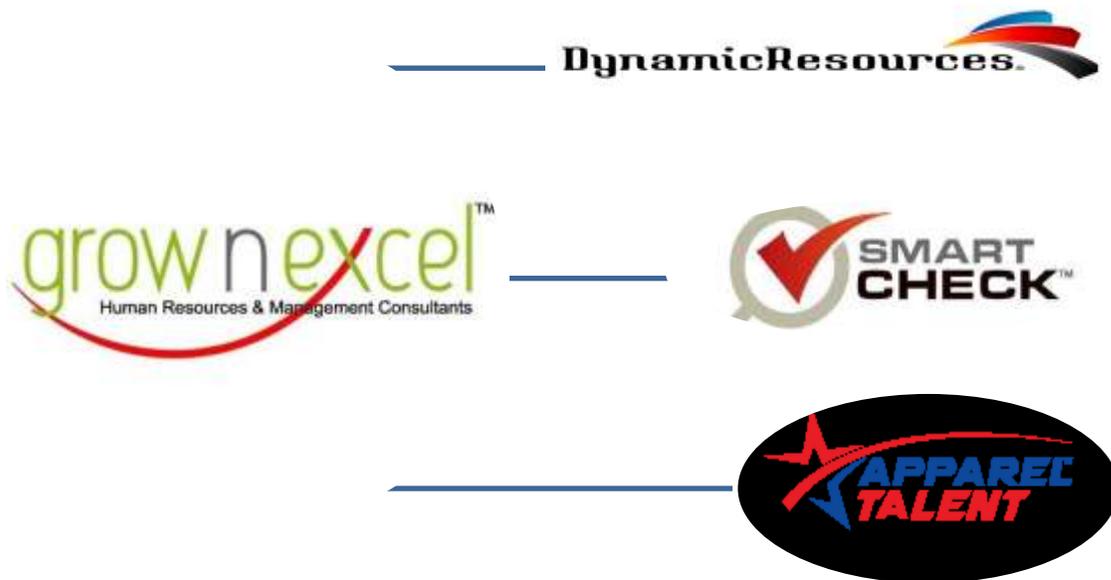
# Search Process of grow n excel:

Grow n Excel has designed its search process in a very clean, thorough and processed way that differentiates it from the competitors. Strong resources, skilled employee base, market knowledge and industry expertise, have made the search process as efficient as it always keeps a straight performance level. After searching, they start a strategic mapping process which they can use further as a database. Through mapping, they find out the right caliber of candidate whom has the aptitude to match client’s requirement. With the short listed candidates, they ascend to have a telephone interview session, while the candidates are being notified for the job offer and at a time the interviewer notices the candidate’s speaking ability, accent and positive vive. Later, an one more short listing session takes place and best resumes are sent to the client. It basically applies a partnership approach which confirms the success of both its clients and candidates.



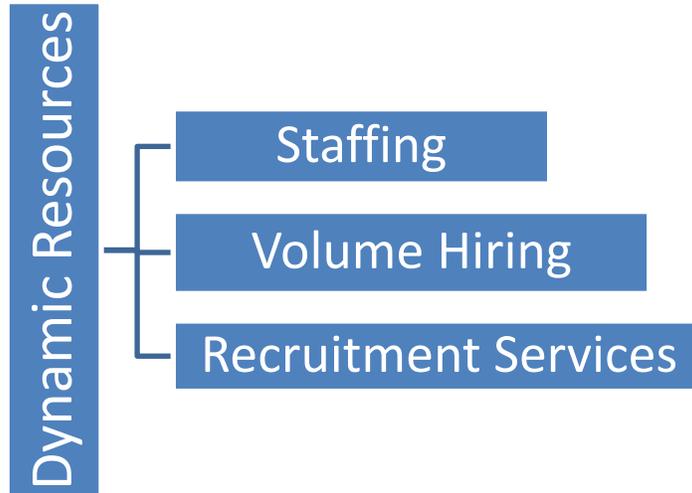
**Figure: Search Process of Grow n Excel**

## Sister Concerns of grow n excel:



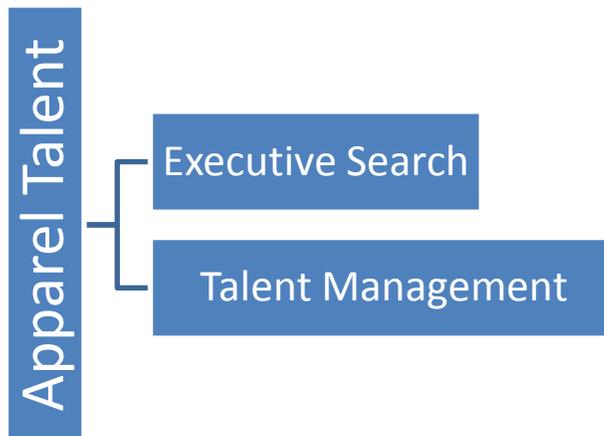
### Dynamic Resources:

Dynamic Resources, a sister concern of grow n excel, aims to provide value added staffing, volume hiring and recruitment service by a technically skilled team and professional way. To find the exact match of candidate with the right caliber of talent, Dynamic Resource believes that it is essential to be self-motivated. From briefing to interview, every phase of recruitment needs extensive research, passion and responsibility that Dynamic Resources always promises to deliver. In concerned with management philosophy and core values of organization, it incessantly works on to create an alignment between the workforce and the employers.



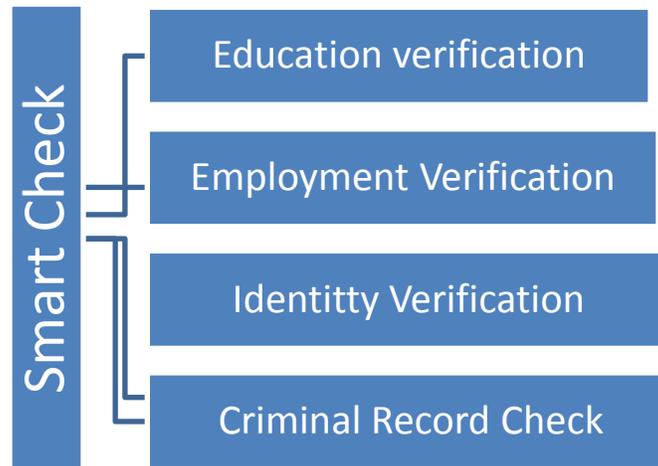
### Apparel Talent:

Unlike Dynamic Resources and grow n excel, Apparel talent works for RMG sector, textiles and other associate industries. Through their services- executive search and talent management, they co-operate their client companies to expand their business by placing the perfect talent. And their effective workforce paves their way to become a very renowned HR firm for apparel industry.



## Smart Check:

Grow n excel does not limit its service range only by recruiting and hiring services. It also helps their client through verification of the new employees. Thus Smart Check has born as their third sister concern. Aiming to place the most accurate and credible employee, it offers the background screening solutions and number of different verification services to phase out the organizational ambiguity and make their operation faster.



# Operational Network Organogram:

Currently grow n excel has about twenty three employees including interns who are working within the firm and the number of outsourced employee who are generally known as third party employees is about three hundred. The workforce is such efficient and expert that with this little number of employees they are capable to handle its huge client pool including local companies, MNC and RMG sector. To make their operation smooth and meet the demand of clients in time, they used to follow a flat organizational structure which has made their corporate environment more flexible and quick in delivery.

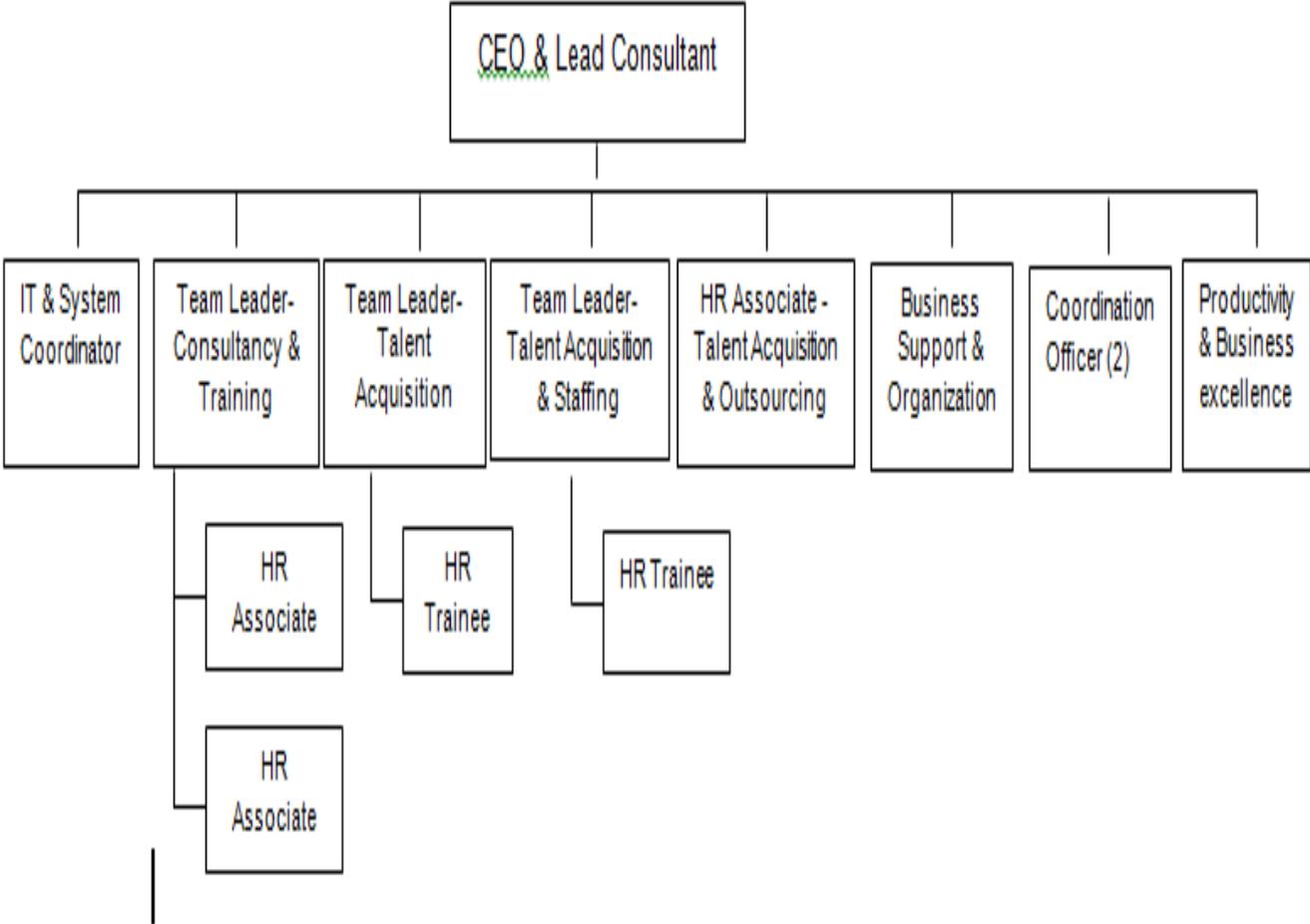


Figure: Operational Organogram (Appendix 2)

## Mission and Vision of grow n excel:

With a mission to help individuals and organizations, **grow n excel** is engaged in providing wide range of HR & Management consulting services. We have in depth knowledge and understanding of best in class HR practices which help us to successfully deliver customized services to our clients. grow n excel aspires to be the premier Human Resources & Management consultants in the country and is strongly driven by its core values - Professionalism, Passion and Client focus.

Considering the enormous potential of our country and its transformation, together we all have a role to play in unleashing individuals' potential and developing human capital. Towards this direction, we assist our clients in enhancing organizational capabilities to meet tomorrow's challenge.

# **My Job at grow N excel**

Generally an intern gradually works for different departments in the organization to learn new lessons, techniques, and responsibilities and understand a job. But, from the very first day, I was assigned in the Head Hunting department where my major responsibilities were talent acquisition and head hunting. In this chapter, my job and work that I have done for grow n excel is going to be described-

## **Head-Hunting/ Executive Search:**

In one line, my job is to search the perfect matching candidates as per the requirements of our clients. And till now, I have worked for several positions which covered from entry level like distributor sales representatives to head of branch for number of companies including Pheonix Leasing Co., Mobil Jamuna Lubricants Bangladesh Limited, IPDC, Totalgaz, IBPL CocaCola, EON group, Marico Bangladesh, Transcom Consumer Products Ltd., British Council and Unilever Bangladesh Ltd. The search process is very precise and concluded of following steps-

- ✓ At first, I used to have a briefing session based on the job description send by our clients with my supervisor. As usual, job description conveyed the detail information about that vacant position, the type of personnel they want, the required qualification (both academic and professional) and if there is any previous company preference. We accustomed wise analyze the company financial condition, culture, values, background, magnitude of ability and hiring goal for that particular position. I along with all the other employees shared a common goal to place the nearly most appropriate CV in the shortest possible time.
- ✓ After that, we usually had a short discussion with our clients over the phone. There we let them know about the ability of us to recommend resumes and our preferred monetary values for this job. If they agreed, we would have started searching for resume.
- ✓ For sourcing CV, firstly I preferred to use grow n excels' own established HRIS (Human Resource Information System) where all the resumes are reserved in an organized industrial basis. And this is effective to use for time saving and reserving confidentiality. If it does not work, I would go for external sources. Conjointly, we used bdjobs.com as a trusted CV bank to access the right pool of desired candidates. To make the job easy, we divided the CV bank in different segmentation-
  - Industry wise segmentation
  - Type of company
  - Department wise segmentation
  - Work Area within
  - Skill Proficiency
  - Education
  - Experience

- ✓ Subsequently, when the CV sourcing is been finished, I started calling the target candidates and asked for their personal updates resumes from the interested candidates. Then, all the CVs send by them were saved in a different folder.
- ✓ I also had to check each resume for any common errors, made them corrective and branding them with grow n excel watermark and finally converted the resumes into PDF format.
- ✓ From the interested candidate, we made short listing of the bests of them, ranking those resumes and then send them to our clients.

## **Mapping:**

In here, grow n excel, mapping refers the improvement of database of employees from a specific or various industries all over the country. Interns are especially assigned with this specific job. Throughout my internship period, I maintained and developed the database several times, sometimes it was for grow n excels' updated purpose and sometimes to help our clients. As for my job, I have developed a database of head of HR and important HR position holders for different industries and marketing sector officials from good academic background across the country (appendix).

## **Brochure and Proposal Writing:**

Since grow n excel three different sister concerns, so obviously they have clients from different industries. That's why to attract them they usually make different brochure and proposal for each sister concern. And proposal writing needs more time, creativity of employees as well as sitting up together to specified and merges the contents. As an intern, I got opportunity to write and modify a brochure on Dynamic Resources with the Senior HR Associate of consultancy department, Sabrina Arifin Khan. I was just an intern then and had a very little knowledge about the functions and areas of that sister concern and moreover it was my first content write up. So, I had to sit with her different times to have a better understanding about the topics that must be highlighted to our clients and how to cover the whole theme just within few pages. And I got the chance once to sit with our CEO, Mr. Zulfiquar Hussain on that proposal issue.

## **RPO (Recruitment Process Outsourcing):**

As an established Human Resource firm, grow n excel is always ready to serve their clients in every possible HR services and on the basis of this, they used to arrange recruitment process outsourcing service, where on behalf of the clients they arrange the recruitment session and take

all the responsibility, duty and liability of that. During my internship, I successfully completed recruitment process outsourcing of two multi-national companies as part of a team. And these two are-

- Glaxosmith Kline Bangladesh- Future Leadership Program. My job was database entry and calling the candidates.
- Citi NA- Management Trainee Position. The duty was short listing the candidates, database entry, calling and script checking.

## Aspects of Job Performance:

In our BBA academic courses we usually only learn the theory part of HR, the origin of different theories, their categories, needs analysis and where to apply them. But in internship, we mainly get the opportunity to apply our academic idea into practical field, imply our skills and knowledge. Three months is little time of period, but I would rather address this as a learning period indeed. It gave me the chance to experience a little glimpse of corporate world, developed and shaped my career goal, brought me on board with HR practices. Some facts that can be said the yield of my internship are-

- ➔ **Walked into Pragmatic HR Field:** Alike CA firm for accounting, HR firms are the best place for human resource background graduates for learning. It enables me to relate the theoretical aspects of human resource with practical implication. Through my jobs and responsibilities, I learned the insightful technique of recruitment process which brought my interest up writing my internship paper on this core function of HR. It made me understood that employee engagement, motivation program, consultation, training these all are the famous areas of human resource which we have gone through for the academic purpose but are quite difficult to manage and different in practical world.
- ➔ **Enhanced Communication Skill:** In consideration of being a head hunter, it was duty to contact with both clients and candidates especially with the candidates. Making them understand about the job description over the phone was not easy but there was no option out. As a result, I had asked to have a clear and specific communication with them while maintaining pure professionalism. And I had to report my supervisor about the progress of work. So, basically it has enhanced my communication skill over working.
- ➔ **Advanced MS Office Skills:** By working with employee database, brochure and proposal writing my skills over MS word, MS power-point, MS- excel has developed and boost my efficiency. Through proposal writing, I was able to build up my writing skill, vocabulary and strategic write up. When worked on brochure, I learnt the different use of power-point functions which upgraded my

professionalism skill. And database management and modification, made myself quick in data entry and have learned some keyboard shortcuts.

- ➔ **Developed Analytical Skill:** As per my job I needed to be pretty much analytical and understanding to respond quickly. And sometimes I had to work under pressure when numbers of submissions were held to due in a short time. It basically, made me more analytical and efficient in work.

## Critical Observation and Recommendation:

1. **Observation:** Nothing is smooth without loopholes. As an intern, working over three months I have noticed some mismanagements but some of those cannot be ignored and these are-
  - **Scarcity of Resources-**This was the problem that I had suffered from the first two months of my internship period. The number of laptop, printer and scanner are less than necessity and some of the computers did not work. Moreover, that office had no photocopy machine so employees had to go outside for copying. That was obviously distracting and efficiency killing. Even in time of calling, employees sometimes had to use their own phone because unavailability of office phone. So, presence of these insufficient resources decreases the potentiality of firm's human resources.
  - **Communication Error-**It is a very common problem for each employee working there. But this was mainly caused by the outsider for example the client and candidates, which result in delaying work submission and creating inconvenience between the supervisor and employees.
  - **Absenteeism-**This is a significant problem about which the authority must get conscious about. The authority is not strict enough to emphasize the time management on employees. As a result, a bad tendency had grown up in them coming office lately. And though the office hour is about 8 hours long, most of the employees tried to sign off as early as possible. Similarly with other companies, it has 6 working days per week but it is rare to watch presence of all the employees in all those 6 day. While it has precedent of 12 days of casual leave a year but I had never seen any employee to seek casual leave order. This can result in high turn-over rate.
  - **Absence of Motivation-**Compensation benefit package is very important parameter for an organization to show its sensitivity towards its employees. It can be both monetary and non-monetary. Nevertheless employees value the monetary benefit in real life much. So, the salary, bonus and incentive package should be attractive enough motivating the employees. From my observation and the pretty much conversation that I had with employees working there, indicated that from their perception they are little paid

comparing with the effort they have to give. As well as performance based salary structure can cause misconception among the employees. This cartons the efficient wok environment in grow n excel.

- **Unsuitable Work Environment**-Number of housekeeper is less than required. So, the clean, standard and hygiene environment that is usual inside of an office is day by day becoming unusual there.

2. **Recommendation:** The problems stated above reflecting from my three months of work experience and I believe each one of limitation from those can be cleared up if necessary measures are taken. So, I would like to recommend-

- Investing more on their company and employees to upgrade their work environment, make more resources available and allocate properly, motivate the employees, strengthen organizational value and culture.
- Be responsive to employees demand, need and complain. Investigating their problem, understanding them and finding out the urgent initiatives that can sort out the problem whether this is monetary or non-monetary dilemma. At the same time make the employees enabled to condemn by the rules and regulations. The sign in and sign off process should be introduced technologically. Therefore, authority can monitor which employee is coming late and who is leaving early and based on that they can take necessary steps like cutting down a fixed percentage of his/ her daily wages, or giving nudge the three consecutive later comers and no one is allowed to stay at office after office hour even after completing his dues because it makes the office environment suspicious sometimes.
- Communication between the supervisor and subordinates should be clear, understanding and transparent. There must not be last line untold. And during discussion, juniors should get the obligation to share his opinion and feedback if necessary. This will help them to eradicate the frequency of confusions and make the work meeting the deadline.

**Project Part:**

**Approach of Growth**

**Excel in Recruitment**

**Function of Corporate**

**Industry**

## Background of the Project:

*“Never hire someone who knows less than you do about what he’s hired to do.” - Malcolm Forbes, Forbes.*

In very simple words, if the person we are hiring now has a very little idea about his/her upcoming responsibilities and jobs, we are afraid to expect him to turn out an asset. Recruitment and hiring is the doorstep of any company’s progression and success. Presence of inefficient and less skilled employees with little knowledge can run an organization backward and can cause company’s huge cost. Because, performance of an organization is the yield of the individuals they employ, strategies they implied and the staffing process related decisions have direct impact on an organization’s success or failure thereof. Previously, some employers did not take the necessity of recruiting and hiring on account. Therefore they were ready to bear the extra cost for employee training and grooming and compromise with company’s slow growth. But the time has changed now. Recruitment is reviewed as the most important and effective parameter for measuring the effectiveness of any HR team. For hiring permanent employees, the first critical decision that needs to be addressed is whether it is internal and external recruitment. Even though external recruitment does have some disadvantages but to bring new ideas, expand knowledge base and create a change within organization, company often prefers external hiring. Eventually, in this competitive job market and availability of enormous job seekers day by day it is becoming harder for company’s human resource department to recruit the right person adequately after managing all the other organizational human resource operations. Staffing agencies known as recruitment firms can detect and prescreen a candidate for employers. Whereas organizations view these functions as most time consuming, expensive and salubrious process so they chose agencies to handover these functions. Meanwhile, it mitigates the chances of violating company laws and current employee biasness over screening. Hence, the emerging industry of recruitment and consultancy firm promptly grab the market through obtaining the attention of company’s HR departments in different industries and presenting the idea and necessity of them. Executive search are viewed as specialized over prescribing skilled technical, senior and executive level positions. They usually work for a contractual period and charge a significant charge for their service from employers means the clients. But, in our country, if the search is not successful, they will not get any payment. At present, there are around thirty one HR agency and consultancy firms are operating in Bangladesh and only within nine years “grow n excel” has secured its place on top 5 recruitment agency. This has been possible due to the competent performance and dedication of the employees. In these years, grow n excel has recruited around one thousand people for many organization in various industries from entry level to top level position. And the client list is concluded of around one hundred plus companies including multi-national companies and big textile players. Their major function is head hunting refers to different types of recruitment including executive search and through their sister concerns they also demonstrate the consultation, payroll management and verification functions of human resource management. For cost benefit analysis, technological support, reducing

permanent workforce liability and competing in global market, companies are getting interested in outsourcing. For providing outsourced worker, recruitment firms are perfectly professional and trustworthy. On this paper, coherently I am going to evaluate the approach of growth in recruitment function of corporate industry.

## Why Recruitment Firm? :

Disregarding of the success rate, services of recruitment firms is getting popular because of some significant benefits they offer to organization. The list is given below-

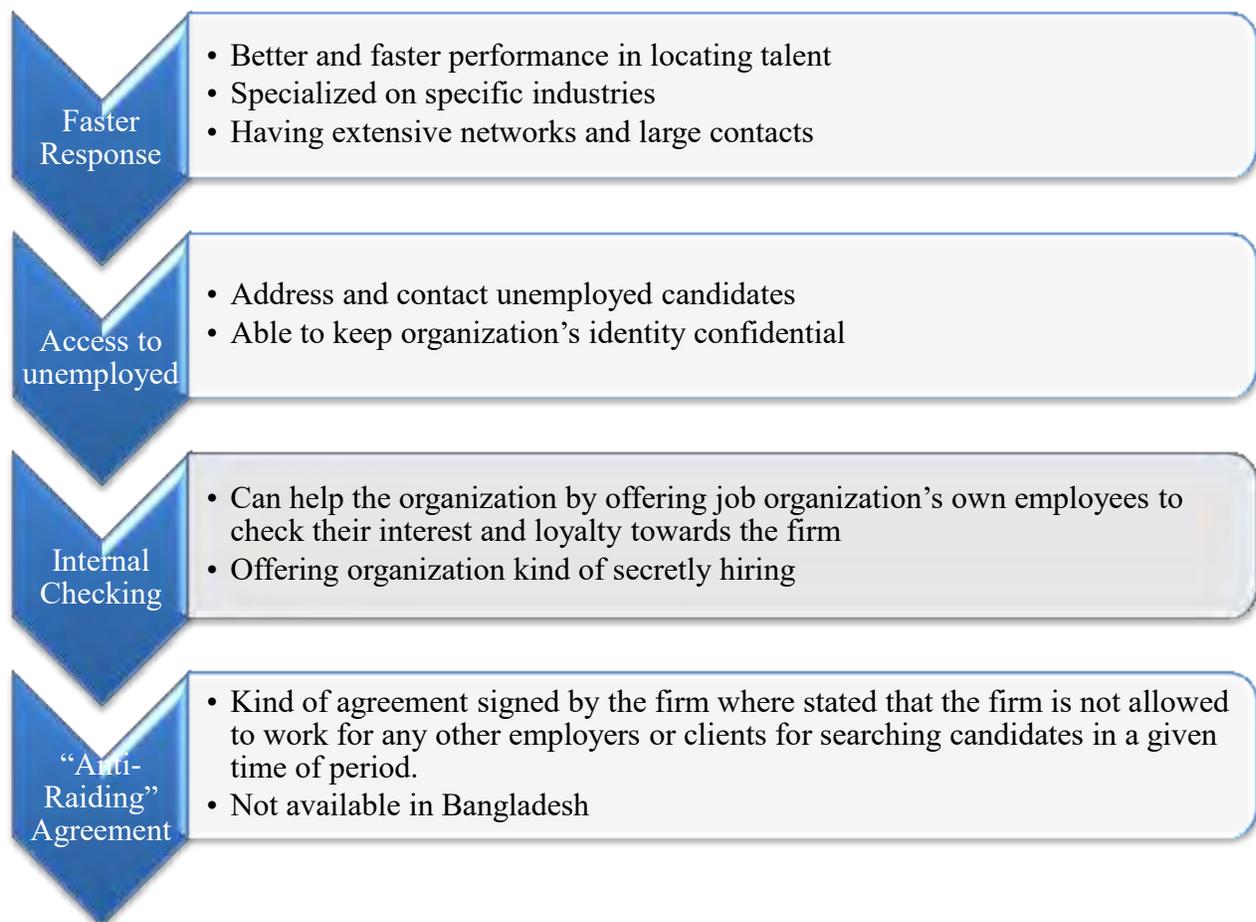


Figure: Reasons for choosing recruitment firm

## Objective:

From looking upon overall functions of Grow n Excel to precisely evaluate its role in recruitment and hiring functions. The paper is about the different unique recruitment processes that Grow n Excel used to follow in serving their clients.

- The necessity and activities of grow n excel as a successful recruitment partner of today's corporate industry.
- Volume hiring, Executive Search, RPO (Recruitment Process Outsourcing), Head hunting these is the basic methods that this organization used to practice for recruiting.
- There will also be an intensive study about the work role and impact of the three sister concerns of Grow n Excel and how each part work in a collaborative way.
- And lastly to what extents clients are dependent on Grow n Excel to find out the right candidate.

## Methodology:

Exploratory research has been used here which basically means going through collecting practical data or primary information search rather than using already established secondary data.

*Sources of primary data:* Mainly discussion with the employees whom are working here, my supervisor and employees from other sister concerns.

*Sources of secondary data:* Company website, magazine, company report and other research paper on recruitment.

## Scope:

Food of this paper was came from my direct experience while doing internship at grow n excel. Exceptionally useful learning that has prepared me for my forth coming long career in Human Resource Management. So, the foundation of this paper, based on which I have conducted this research is the information that the employees working here are provided me. With that I have tried to relate and compare the theories that I have learned in my university courses with my own logic and statement. Few sensitive information have not disclosed here because of company's confidential purpose.

## Limitations:

During writing this research paper I have encountered with a number of constraints. Therefore, the effect of those on the final execution of this paper cannot be eliminated. As I got the opportunity to work for only one department there from the very first day, so it was pretty time consuming for me to gather information by interviewing the other employees besides my knowledge about other HR firms was quite shallow. So, the list of limitations that I have faced is given below-

- **Time Constraint:** I used to have eight hours of office time every day from 10am to 6 pm. So, logically it was pretty difficult for me to pull off the whole write up in time. And writing a research paper within 2 months is not easy as well.
- **Scarcity of Secondary Data:** it was hard to manage a good number of previously done papers on grow n excel whatever it is research paper, journal or any kind of term paper. A few very were available about grow n excel or any other HR management and consultancy firm. But I did not find any of these about recruitment function.
- **Grey Idea about the Competitors:** before starting my internship, I literally had no knowledge on consultancy firms and their operations. And during my internship period, though I have gather much knowledge grow n excel and their HR services. But I was lag behind in gathering information about their competitors. Because they were not really interested to share the intense data of their competitors and I had not got the chances to reach out directly to the competitors to collect data.
- **Engaged in only one department:** I was recruited as an intern for the talent acquisition or head-hunting department and later on I have only worked at that particular area. Though through interviewing, meeting and consultation I was able to get the basic work function and services that are provided by the other sister concerns. Still as I did not work directly with them, so basically I did not gain the practical experience. But if it so, it will surely be an aid to make a more useful, detail and intensive research paper.
- **Non-disclosure of confidential data:** As I was told and warned about not sharing any of the company's financial, planning, databases, CV bank or strategies to assist them keeping the competitive advantage over market so, in this paper I am not going to write about any of these.

# Approach of Grow n Excel in Recruitment Function of Corporate Industry:

## Recruitment functions that they practice:

The primary focus of grow n excel was to help out large companies in selecting the right caliber of talent for important positions. With passage of time and accordance of expansion of business they had begun to work with different companies from entry level to top level positions. Furthermore, they launched three sister concerns and two of those was initially functioned to pave their way in recruitment operation. A diagram is given below which summed up the whole operation at a glance.

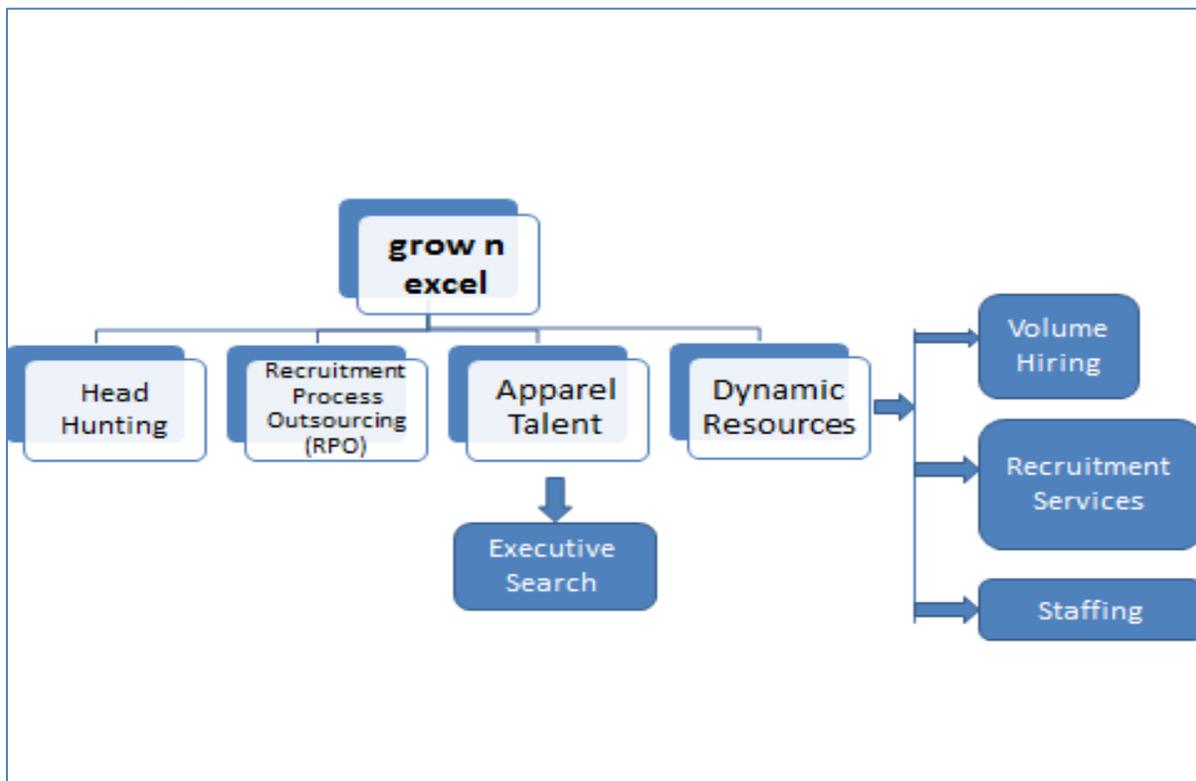


Figure: Practiced Recruitment Functions

**Head Hunting:** Basic grow n excel recruitment service is known as head hunting. This service is offered only for the top level positions and they used to maintain a potential privileged client base. Some of its competitive clients are IBPL Coca-Cola, Mobil Jamuna Lubricants, Glaxosmithkline BD, Citi NA, British Council. Top level positions like Manager, Sales Manager, Branch Manager, General Manager, Head of Departments, Director of corporate affairs and other important managerial and administrative positions are included in their services.

The reason behind this classification is these positions should be filled with experienced, skilled, knowledgeable, sensitive and impactful personnel. Because, if a wrong or not so perfect person is chosen, it will become a long term loss for the company. And our clients will lose confidence upon grow n excel, as a result it will lose its market and competitors will grab that. And if the selection goes perfect, further more clients will come through client's reference. These crucial positions need more time, analysis, effort and experience to get the perfect match. So, grow n excels' special head hunter team used to go through several assessments to identify the exact match. For confirmation and get the right understanding of job description they communicate with their clients regularly. This whole process is divided among the head hunters like one is used to up for contacting with the clients, one is assigned for sourcing and mapping resume and one is called for calling the candidates. A very well managed work along with much time efficiency, they deliver a strong pool of candidates to their client.

**Recruitment Process Outsourcing:** By definition we used to know that recruitment process outsourcing is a kind of business process outsourcing when an employer hand over all or part of their recruitment activities to an external service provider. The external service provider has the liberty to provide its own stuff or to hire someone else but it depends on the company culture, value, hiring goal, technology, category and emergency of vacancy. But this is a perceptive BPO form where the RPO provider enjoys the ownership of designing and managing the whole recruitment process at a time the risk of being liable for the results. In our country, RPO service is practiced and grow n excel is known to be a good RPO provider. They have already provided service for few big organizations like glaxosmith Kline, Citi NA, HSBC and Airtel Bangladesh.

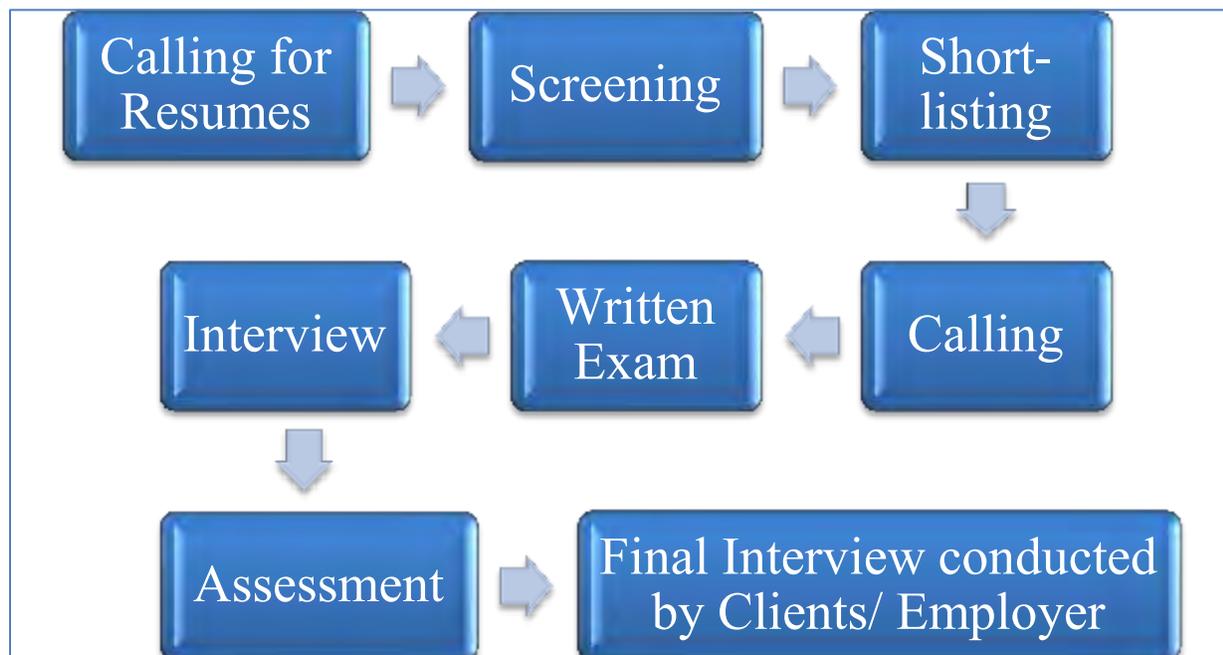


Figure: RPO Process followed by grow n excel

In case of RPO, employer share the job description with grow n excel authority and appoint them to arrange a recruitment program. Sometimes on behalf of the employer, grow n excel collect resumes from the interested candidate and sometimes employer share the CV bank. After sourcing, they make a short list based on their core requirement for the first round written test. For written test, in support of the employers, they themselves make the question paper, do booking the exam premises, call and send mail to the short candidates, mapping, do invigilation over the test and check the exam scripts. After result, they first contact with the employers to give the updates, to check that the previous requirements are still fixed or not and the satisfaction of them about the results. If the criteria get slightly changed, then according to that they make a change of results, reduce the list or add on more selected candidates. If it goes perfect, they will go for calling the candidates for interview. Occasionally they arrange the first round interview session on grow n excel office and send the selected interviewees to the final round interview with the employers. They get a handsome charge for the service but it varies with the financial stability of the employers as they have no fixed rate. But since they always work for big organization in course of RPO, so generally the amount is good enough. Nonetheless, employer chose recruitment process outsourcing service for a number of reasons including cost minimization, quality hiring, time saving, talent management, brilliant stakeholder engagement and so on.

**Apparel Talent- Executive search:** Alike grow n excel, its sister concern Apparel Talent is committed to guarantee sufficient hiring of the best existing professionals the market. Industry expertise, market intelligence and strong resource made the sourcing process so systematic that it meets the craved performance level of its customer. This particular sister concern actually works for Textile and RMG industry for different position and under the “executive search” they extricated their services for senior level positions like head of compliance, head of commercial, general manager- HR & Admin. Because grow n excel believes that this particular industry is constantly growing and have the strongest contribution in country’s GDP. But sadly there is inadequacy of right caliber of talent to be positioned at mid and senior level positions. Employees working under this sister concern are equipped with good knowledge about exceptional challenges of the industry and have embraced experience of recruiting across different units including knitting, dyeing, cutting, sewing and washing. Dekko, Sinha, FCI, A&E, EPIC, DBL these are some of the giant clients that Apparel Talent is currently working with. And through this segmentation, it actually develops its employees more knowledgeable and competitive in market.

**Dynamic Resources- Recruitment Services:** Dynamic Resources has come out with its new section of program, Recruitment Services, is a professional recruitment medium specializing in the recruitment of permanent, contract and temporary positions from top to entry level on behalf of the local business firms. Ranges from front office to the managerial board room all categories of recruitment are going to be covered by this dynamite umbrella. On Recruitment Services, the core focus will be solely the local companies, banks and businesses. Local market is full of potential manpower and their operation will be filtering this huge pool to get the most required

gem for the perfect crown. Within local industry they are working with around ten different industries right now and some of them are Pharmaceuticals, NGO, Banks/ Non-Bank Financial Institutions, Hospitality and FMCG. The following characteristics have made them distinctive from the competitors-



**Dynamic Resources- Volume Hiring:** This service includes providing large number similar positions and number of multiple hiring for different positions. It enables the clients to control workforce flexibility, regulate workload fluctuations and save company time and money too. Dynamic Resources believe that each industry and its related company are unique from another so they carry out a systematic screening process to deliver each client's specific stipulations. They render access to an established network of candidates, insightful knowledge about the changing market trends, locate the right person with right skill for the position and become preferred partner for volume hiring. One of the motto of Volume hiring to assist the companies in gaining competitive advantage.

They provide hiring for different positions but largely for entry level positions-

- Sales Field Force
- Medical Representative
- Customer Care
- Call Center
- Retail
- Technical and other Administrative Role

After sourcing and screening resumes in case of volume hiring, Dynamic Resources conduct the interview and assessment stage with candidates. Where they particularly focus on some generic

skills like attitude for success, work approach, negotiations skill, product detailing, target oriented, time management. The candidates are ranked and weighted based on the mentioned criteria. If necessary, they double the whole procedures.

Likewise requirement services, they cover a wide range of industries including Electronics, Automobiles, Security Firms, Local Group of Companies, Small Financial Institutions, Emerging Business House etc.

**Dynamic Resources- Staffing:** Dynamic Resources understands the essentiality of right employees to guarantee efficient and fast operations, which eases the achievement of greater organizational flexibility, boosts efficiency, decreased overheads and a convenient HRM (human resource management). That's why they introduced staffing services providing organizations with various range of staffing solutions to enhance business growth and competitiveness. They co-operate the organizations to save time and be more focused on strategic and value adding action by implying employee outsourcing services to derive the economic and operational benefits. They conduct both managerial and administrative functions of stuffing. Different industries and client organization they are serving outsourcing right now is given below-

<b>Sectors</b>	<b>Clients</b>
Pharmaceuticals	SGS Bangladesh Limited
Banking	Citibank NA
FMCG	Unilever Bangladesh Limited
Information Technology (IT)	Premier LP Gas Ltd.
Liquefied and Petroleum Gas (LPG)	Arla Foods Bangladesh Ltd.
Electrical & Electronics	Samsung India Electronics Private Limited
Testing, Inspections and Certifications	Edotco Bangladesh Co. Ltd.
	Ceylon Biscuits Bangladesh (Pvt.) Ltd.
	Robert Bosch (Bangladesh) Limited
	Schneider Electric Overseas Asia Pvt. Ltd.

As for process, they used to follow same search process established by grow n excel but after the interview and assessment period they brought a slight change and that is job offer & orientation and payroll & benefit management.



Figure: Staffing Process (Appendix)

Under job offer and orientation, they firstly conduct a briefing session where the candidates learn about the joining procedure. Dynamic Resources themselves process all the papers including appointment letter, insurance form, bank account form etc. also checking out references. Photo identification cards get issued and they arrange an orientation program for the newly joined employees. An orientation kit usually designed including job description, reporting format, compliance issues.

For payroll and benefit management they have established their very own procedure that is given below-



Figure: Benefits and Payroll Management (Appendix)

Dynamic Resources maintain payroll process in such effective way that ensures the salary disbursement of the agents in due course. They usually look over different benefits like provident fund, gratuity, group insurance and hospitalization insurance for outsourced staff. They work intently with client organization to design agreed benefits as part of their service at the same time being liable for any action of the outsourced employees that cause the organization, arrange leave management and replacement.

## Verification, an Endorser of Successful Hiring:

An employer simply cannot put a fruit in the basket without checking it. Because a rotten fruit can rot all the other fruits from the same basket, which will result in huge pay of the employer. A single employee with fabrication and misstatement can do the same for an organization. He has the chance to vulnerable the organizational reputation, work condition, increase employee termination rate and be the reason behind work place theft. An employer may count employee background check or verification as an extra expenditure and additional time expenses. But seriously concerning, for hiring a person for a permanent job, background check is not less important than tailoring his skills and knowledge required for the job. Background check is happened to be addressed as a core element of employee screening process. According to Klazema, there are about 10 reasons to verify employee background before finalizing an applicant's employment-

### 1. Checking criminal records

- sometimes previous criminal record posits a person as dangerous, unreliable, deceitful
- sometimes these claims are outdated, irrelevant
- and sometimes there can be no criminal record
- but employers deserve every right to check out these documents.

### 2. Presence of infringement that questions one's ability

- suspicious license in case of driving record and proof of fraud in case of credit payment can dismiss the chance of performing some particular jobs
- but such areas where these are not required to check, this information can be irrelevant.

### 3. Fulfilling due diligence and avoids liability

- due to not verify employees background, employers can fall into deep hole by the misdeed of employees which is already previously practiced.

#### 4. Employee's total image

- candidates might include some extra spices about their attributes on their resume to charm the interviewer and get a better position
- an effective verification helps the job offerer to locate those facade and get the genuin one.

#### 5. Ensuring safety

- a person who is a sex predator or with a treacherous criminal background can be a source impairment for both company's employees and customers.
- by reviewing background, organization can keep its customer and employee away from harm.

#### 6. Healthy workforce

- employees equipped with recent past drug charges or addicted to drugs, both are harmful for an organization
- background check can assist companies to flag those applicants, cutting them of before employment.
- "zero tolerance" policy can be practiced.

#### 7. Reveals dishonesty

- some employees often make up stories, illuminating job responsibilities, exterioring titles, even change the dates of previous employment.
- pre- employemny background chack is necessary in such cases which includes calling former employers, co-worker, going through the papers that they have given.

#### 8. Verifying education and certifications

- verifying academic background and certification is evenly important like employment background check.
- this can be verified by legally approval or justifying information.

#### 9. Eliminating Common worries

- background check can dodge common worries of employers and give them peace of mind to run their business efficiently.

#### 10. Ensuring Right Hiring

- to avoid interview to know why hiring does not work out and repeatedly training session, every employers should run the background check.
- employers should acknowledge these time and cost expenditure of screening candidates as investment.

Accelerating the performance and procedures of corporate industry is always been all and end all of grow and excel. In consonance with their aim, they launch their sister concern, Smart Check,

that offers a full range of reference and background verification service and is promised to deliver the most accurate and trusted solutions. An intensive screening can ensure hiring of a right candidate. And background check is an integral part of recruitment process. Smart Check accomplish their mission by strength of-

- A systematic process
- Team of qualified and experienced individuals
- Wide professional network and extensive contacts
- Accurate reporting
- Supportive candidate experience
- Delivery within agreed time frame

For serving their client organization by background checking, they have divided their services in five broad areas and these areas-

- 1) **Education Verification:** Education verification is used to complete through cross checking with respective institutions. Client organizations send all the documents and certificate of the applicants to Smart Check then they send their employee to respective institutions to verify on the spot. And sometimes by external sources they make it verified.
- 2) **Employment Verification:** Employment screening includes dates of employment, titles, duties and responsibilities, performances and circumstances of separation. To verify the recommendation and performance evaluation, they used to have calling and secret sitting session with previous employers and colleagues. Sometimes they ask for reference letter from the employer just to double check.
- 3) **Identity Verification:** This is done by examining appropriate documents to affirm the personal details. For example, to verify passport, NID and birth certificate, they used to visit Passport office, Election Commission Bangladesh office and respective City Corporations. And in time of rush, they collect the confirmation report via agents.
- 4) **Criminal Record Check:** By obtaining relevant information and certificates from concerned authorities. There they have two types of verifications- Police Clearance and Police Verification. In police clearance, candidate himself visits the Dhaka Metropolitan Police (DMP) to get the clearance and it takes about one week to complete. And for police verification, Smart Check contacts with special branch. After that, applies to local thana of respective area or district and lastly, fetch the certificate. This is a lengthy process which needs more than one month of time.
- 5) **Address Verification:** For address verification, they visit the mentioned location of permanent and present address and locate the specified address applicants have written.

**Others:** Despite of these verifications, they also check previous criminal record, drugs and medical test and personality verification.

### **Benefits of the Client- Organization through Recruitment Firm:**

When an organization takes the help of an external recruitment partner, at first they make it sure that this decision is going to bring enormous benefits for both short and long term. Like other HR recruitment firm grow n excel has been serving its client organization for last nine years and its client band is enlarging every month. This is so because clients rely on the performances that grow n excel serves in name recruitment, executive search, staffing and verification. They reduce the overhead of client’s HR department and enable them to performance faster while upholding the quality intact. So, the benefits that the clients receive are given below-

	<b>Benefits</b>
<b>1</b>	Stronger quality of hires
<b>2</b>	Cost minimization
<b>3</b>	Time savings of internal workforce
<b>4</b>	Extensible model of the firm
<b>5</b>	Access to large talent pool
<b>6</b>	Re-engineering of company’s recruitment process
<b>7</b>	Communicating and reporting
<b>8</b>	Preservation of compliance issues
<b>9</b>	Effective in internal recruitment
<b>10</b>	Empowering fast decision making process
<b>11</b>	Decreased employee turnover
<b>12</b>	Eliminating chances of wrong hiring
<b>13</b>	To gain competitive advantage

## Talent Positioned by grow n excel:

Serving a market successfully is challenging for any business and serving a niche market is even more difficult. Over the years, grow n excel has always proved itself as a reliable recruitment partner and responsive towards their clients demand irrespective of industries. Over its 9 years of operation, it has positioned around 1000 of personnel in different companies, sometimes as a bulk stuffing and sometimes as single hiring. But the records are not kept in systematical order so get the full history is difficult. Moreover, these are their confidential record so, as an intern I did not get the opportunity to have them. By interviewing two of their employees I fetched a few records of last year and the name of the companies and corresponded position that they successfully served are given below-

<b>Name of the Company</b>	<b>Position</b>
SINHA Knit & Denims Ltd.	General Manager Production
SINHA Knit & Denims Ltd.	General Manager Marketing
SINHA Knit & Denims Ltd.	Quality Control Manager
DECCO	General Manager Planning
DECCO	AGM HR & Admin
Dulal Brothers Ltd.	Head of Marketing
Dulal Brothers Ltd.	Head of Commercial
ZXY International	Head of Commercial
GlaxoSmith Kline	Marketing and Trade-Finance Manager
GlaxoSmith Kline	Finance Partnering Manager
Samsung	Supply Chain Manger
Samsung	Quality Assurance Manager
Toatl gaz	Deputy Manager (Business Analysis & Reporting)
Telenor	Communication Manager
American & Efird	IT Executive

# Conclusion

## Finding and Analysis:

- ❖ Though grow n excel has been serving a huge client pool for the last 9 years and has put a very distinctive image in the area of recruitment but unfortunately they are sufferer of country's one ongoing rule for consultancy firms and that is "no hit, no paid". That means clients are liable to pay them if they are successful in recruiting candidates. When largely this is up to the employers of whether they hire the candidate or not. The duty of a recruitment firm is to source potential candidates and refer the resumes to the employer means their clients. But the amount of their time, energy and cost is not taken on account till the candidate is chosen and joins in the company. If so, then they get their fees otherwise they are bound to take this as a nonmonetary achievement or in easy word "experience". Not only for grow n excel, I think for all the other recruitment firms this is a primary obstacle to growth.
- ❖ Undoubtedly, grow n excel is performing an epoch making role for shaping people's career throughout the years but it is quite non-responsive towards the unemployed people. They used to only focus on the people who are currently active in job market while their clients have no such prejudice against unemployed candidate. Where in a developing country like Bangladesh the number of unemployment rate is rising with each day.
- ❖ Scarcity of manpower can be addressed as one of the most strong limitations of grow n excel. Serving hundreds of clients with only twenty employees actually reduces company's efficiency. As a result, though the working hour is from 10 am to 6 pm, when the word load is high enough and bundled with consecutive submissions, employees are forced to stay up to 8 or 9 pm. So, this amount of pressure basically decreases their efficiency, energy and increases absenteeism.
- ❖ Maintenance of technology is another issue which is needed to be solved. They don't follow any established HRIS- human resource information systems. As a result, managing database has become quite difficult for the employees and employees do not get the chance to make the best use of previously collected data. And each employee is happened to use company server to carry on their daily works but the server is not fixed and got crashed more often. As consequences, sometimes employee source resumes for the same position again just two months of discrepancy.
- ❖ A job becomes riskier when dependency on third party appears. The head hunters of grow n excel are undergoing this phenomena every day. They used to enact as bridge between the employers and candidates. So, for communication both the parties rely on them and treat them as medium. Therefore information laps create huddle and grow n excel becomes its only victim. Sometimes, companies shortlisted interested candidates and called them up for interview and candidates denying by stating that they are no longer interested. As a result, grow n excel held accountable for that and they forced to undergo the same CV sourcing process again. And sometimes the complaints are from interviewee because of the information disorder at interview session.

- ❖ The market is getting competitive day by day. Numbers of new competitors are emerging into the market and the market is splitting off. In this situation, grow n excel needs to put more attention in networking and publicity. In spite of having giant companies as clients, grow n excel still remains unknown to general people and students and many new and small organizations. People tend to have little knowledge about the role and functions of consultancy and recruitment firms, and it has become a restraint towards its success so, they need to look upon it.

## Recommendation:

- ❖ Size of the workforce should be enlarged. Because it's becoming impossible to handle a giant client pool with little workforce. Grow n excel should employ more experienced employees to run the operations more efficiently and be quick in meeting deadlines. And in case of hiring their own employee they should not limit their preference only to the interns. New knowledge and ideas should be collaborated.
- ❖ Their attitude should be more investment oriented towards their employees and work environment. For employee training, refreshment and make them more job oriented, the work environment and office standard should get modified.
- ❖ As their market is getting competitive, and competitors are getting strong, they need to focus more on grabbing the market and make the entrance closed for new comers. And as a successful HR firm, it is displeasing that many of students from HR major background and people from different departments do not know grow n excel much. To response, they need to invest on branding and advertising of their own firm. They should participate on different seminars, brand forum, conferences, job fair; arrange university campaign to let the people to know about them. They should expand their network range from MNC to new local firms. New companies are emerging in the industry everyday so unless focusing on every category of organization, they cannot get reach out to the people every corner.
- ❖ Designing and start using an updated HRIS has become a must. The work they have done till now, employees have worked under them so far are not enlisted in their server. So, they need to establish their very own database management system to ease the operation and also appoint an IT engineer to look after the update and their websites. Because, now-a-days people used to search a company website to know about that company instead of people speaking. So, they to create upgraded websites with all the details which is going to help their clients and candidates.
- ❖ To eliminate the everyday nuisance created by third party, they should terminate the presence of third party in their operation. The accurate and unchangeable job description should be shared before commencing of recruitment process. And this should be clarified that the JD will be shared with candidates. Moreover when an applicant gets interested about the job offer, he/she will be told to send a consent mail to grow n excel what in

future will be forwarded to the employers. So, there will be no blame game and authority of grown excel will be freed from the liability of future information misinterpretation.

- ❖ Instead of prioritizing the employed group, they need to add value on giving employment to the unemployed people. Therefore, if they start working on unemployed people, their rate of success rate may rise and the usefulness of recruitment firm can be realized by both the people and company.

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# Appendix:

## Appendix 1



Exhibit 1: Corporate logo of grow n excel

## Appendix 2

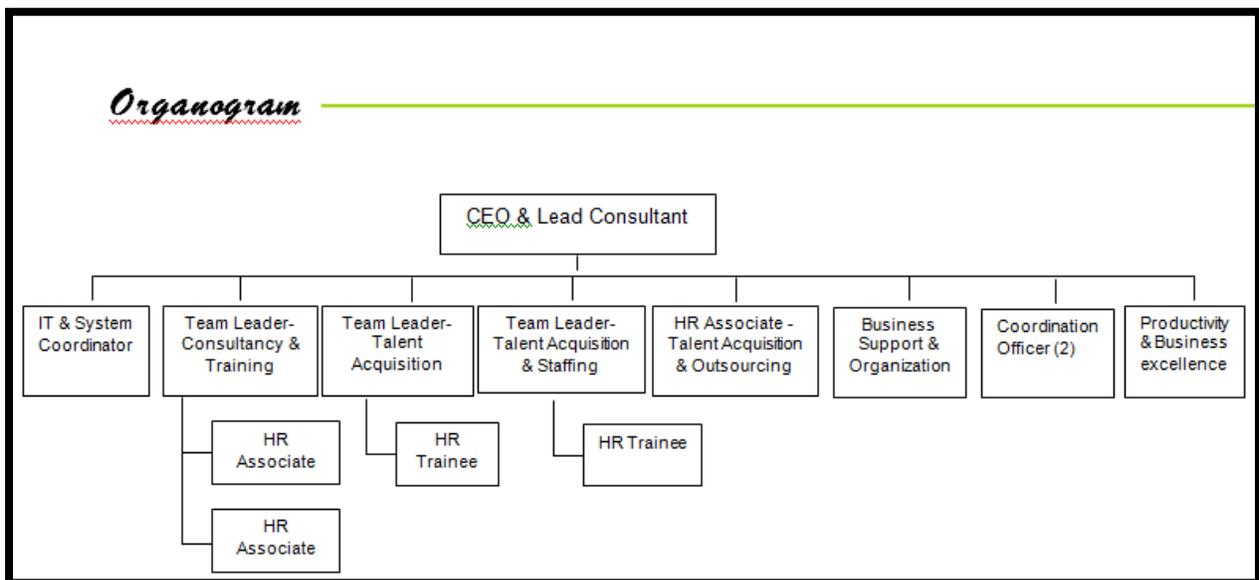


Exhibit 2: Operational Organogram of grow n excel

### Appendix 3

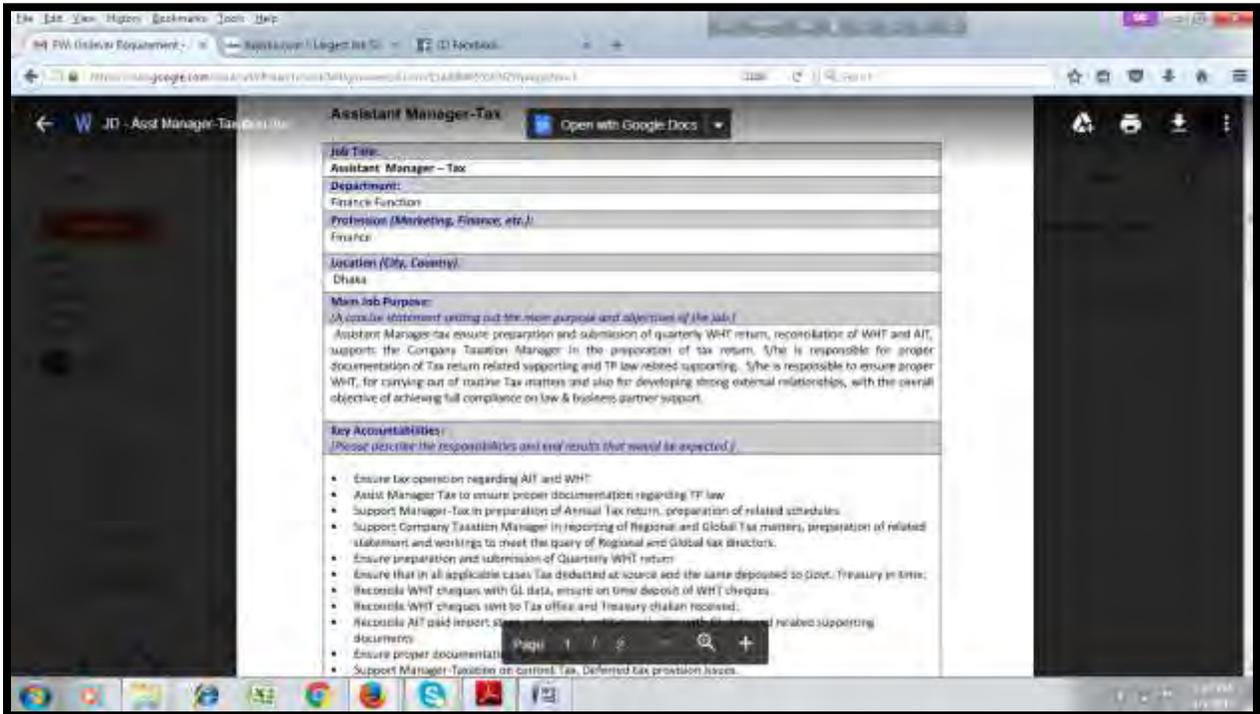
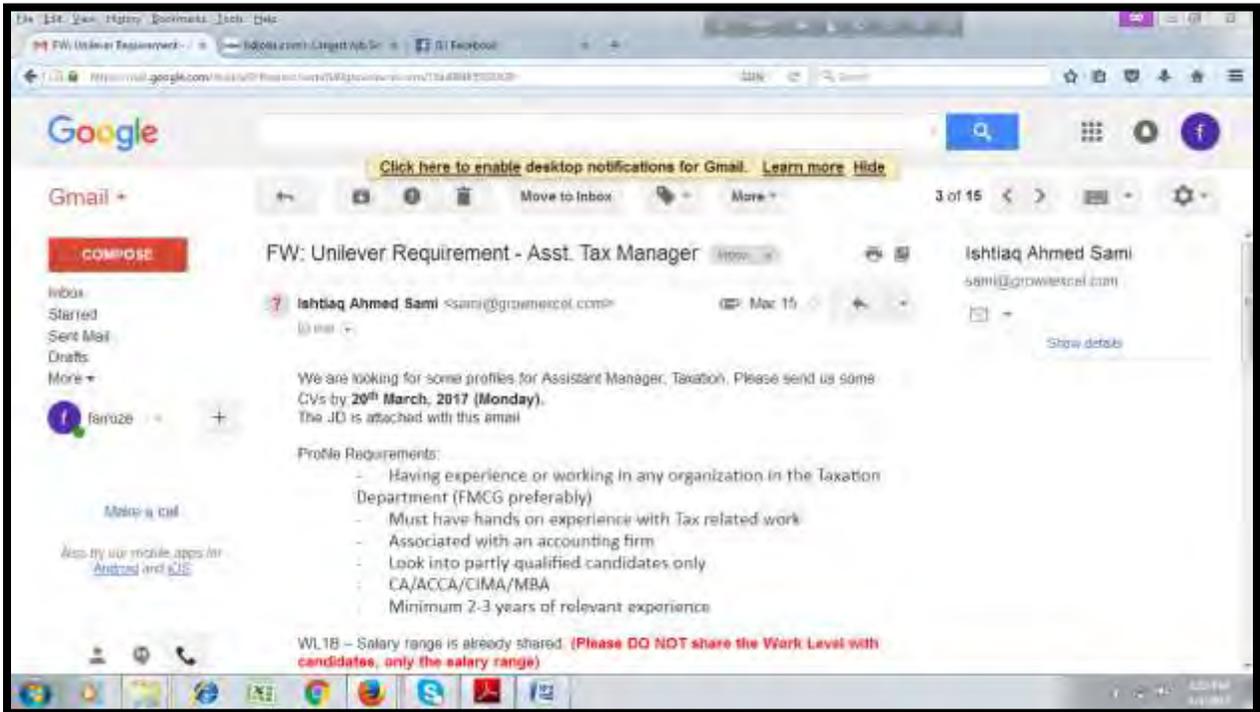


Exhibit 3: Job description and specification shared by the client Unilever Bangladesh Ltd.

## Appendix 4

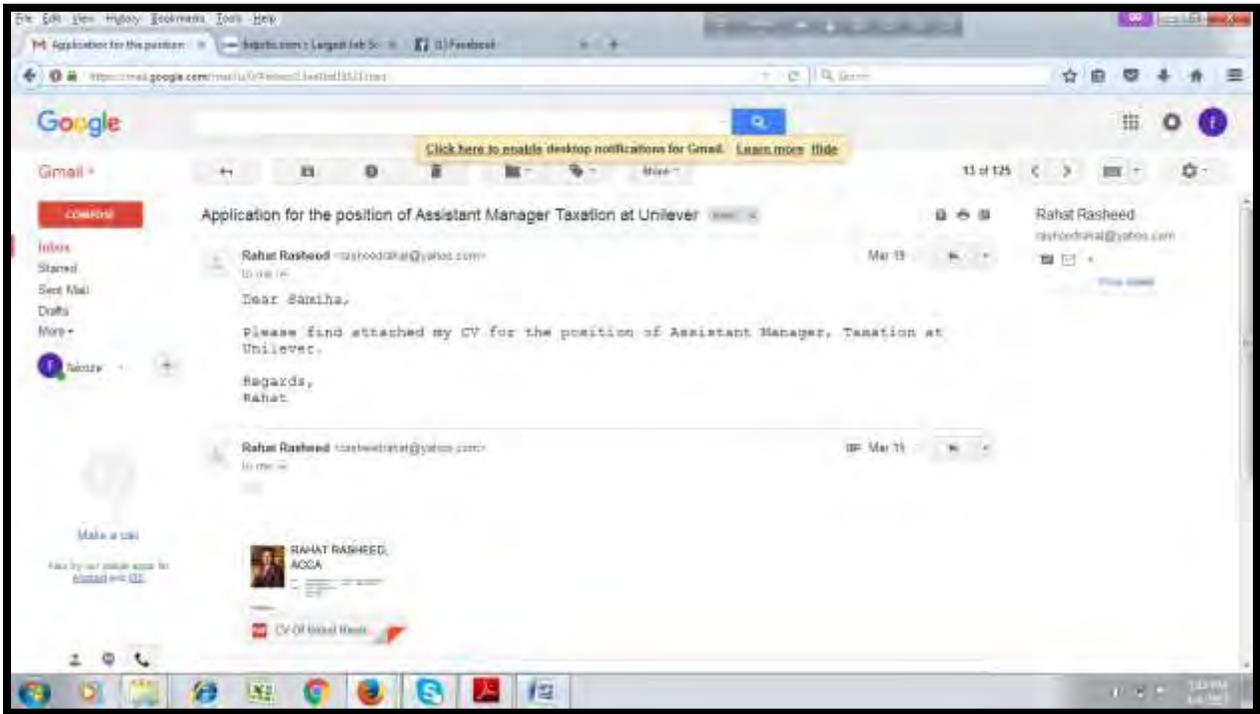
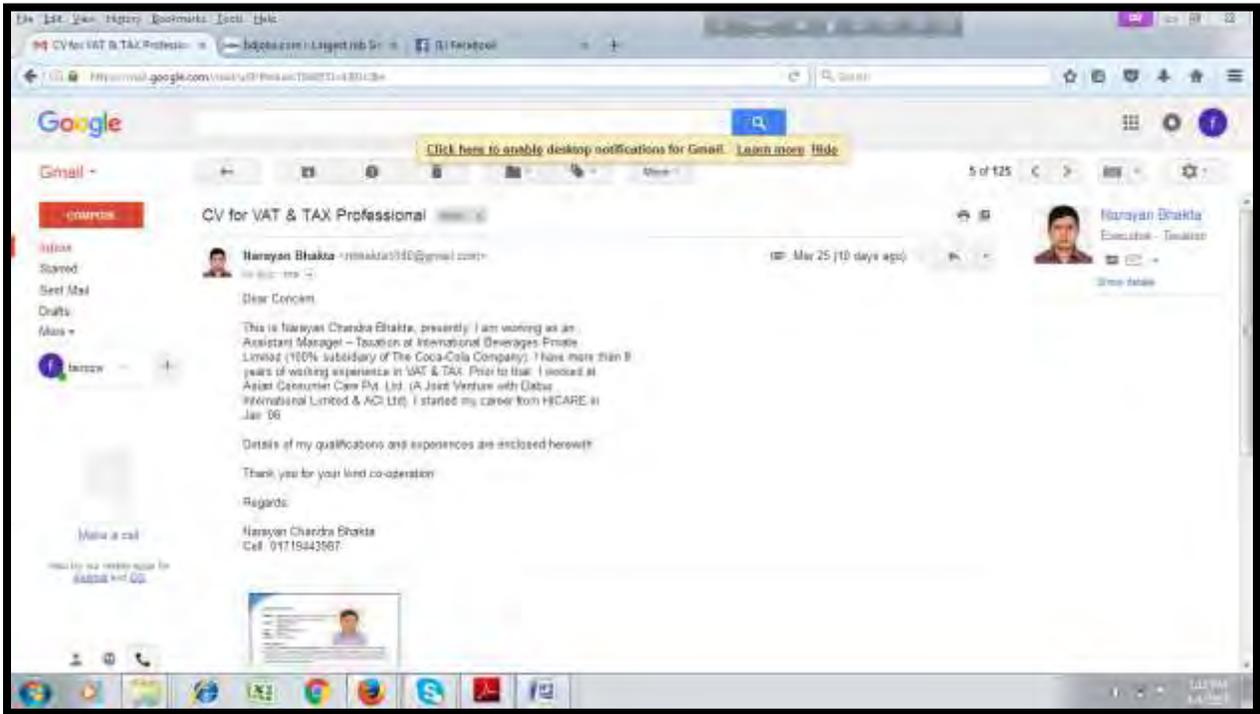


Exhibit 4: Resumes send by the candidates

## Appendix 5

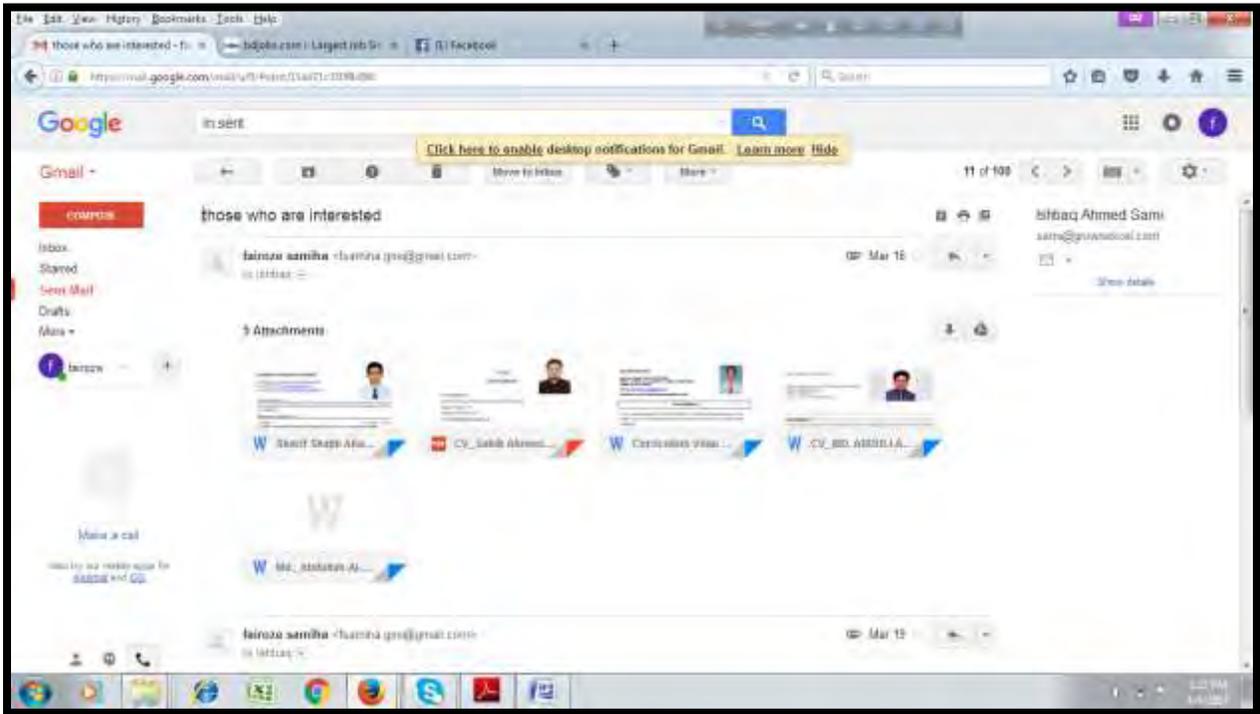


Exhibit 5: Short listing candidates

## Appendix 6

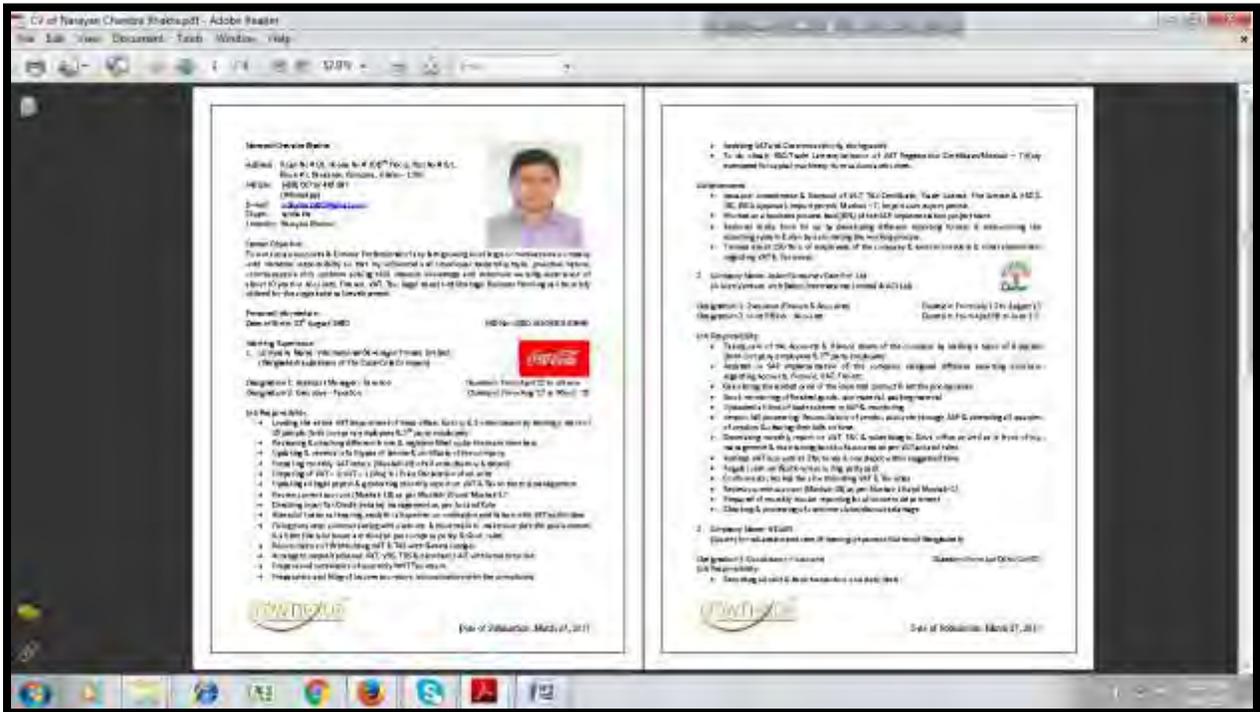


Exhibit 6: CV branding; ready to send to the clients

**Appendix 7**

	Name	Contact Number	CV	Email Address	Current Salary
Completed	ABDULLAH AL MAMUN I	Interested	Not CV	amamun112@gmail.com	
	ABDULLAH AL MAMUN I	Not interested: Higher exp & salary		amamun112@gmail.com	
	SAIFUL KARIMAN	Not interested: Higher exp & salary (Might refer)		saiful17@gmail.com	
	ABUUL KASIM	Interested		abulcasim@gmail.com	
	HASAN UDD ZAMAN	Not interested: Higher exp & salary (Might refer)		hasanaz77@gmail.com	
	RAZI MOHAMMAD ISTIAK ALI SAIB	Not interested: Higher exp & salary (Might refer)		razi_mstiaq@gmail.com	
	RAZI RIAZUL ISLAM	Didn't Call: Higher exp & salary		razi_riazul@gmail.com	
	MD. BILAL HOSSAIN	Didn't Call: Higher exp & salary		bilal_hossain@gmail.com	
	MD. COLMAN BASU	Not interested: Asked for higher designation		colmanbasu@gmail.com	
Not interested	MD. MASRUM ZAKARIAH	Interested		masrumz@gmail.com	
	MD. HASIB AH. RAHIDI	Not interested: Cannot leave Dhaka (Might Refer)	Not CV	hasibah@gmail.com	
Pending	MD. MOHAMMED RAHMAN	Interested		rahmanmohammed1990@gmail.com	
	MD. SAEM	Not interested	Not CV	saemul133@gmail.com	
	MD. TARIK HASAN BONY	Didn't Call: Higher exp & salary		tarikhasanbony@gmail.com	
	MD. BILAL HOSSAIN	DM: Encouraged CV: Reply on 18th		bilal_hossain@gmail.com	
	MD. ISRAHIM SHALU	DM: Higher exp & salary: Called for reference CVs		israhimshalu1994@gmail.com	
	MD. SHAHRIK ILIEM	Higher exp & salary: Declined for reference CVs, but he is highly negative about the salary		shahrik11@gmail.com	
	MD. COLMAN MURTOZA MITA	Higher exp & salary: Called for reference CVs (Might refer)		colmanmita1992@gmail.com	
	MD. ZAHEDI ISLAM	Interested		zahedi1011@gmail.com	
Completed	MOHAMMADUL KARIMAN	Interested	Not CV	karimanmohammed1990@gmail.com	
	SURAJIP USMAN	Will call re job		surajip16@gmail.com	
	SURAJIT MUHAMMUD	Didn't Call: Higher exp & salary		surajitmuhammad@gmail.com	
Completed	TARIK HANED CHOWDHURY	Interested	Not CV	tarikhaneed1990@gmail.com	
Completed	TANVIR AHMAD KHAN	Interested	Not CV	tanvirahmadkhan@gmail.com	
	DEALI KARIM SIDDIQUE	Interested		deali_karim@gmail.com	20,000+
Completed	SAIFUL DAS	Interested	Not CV	saifuldas1990@gmail.com	
	MD. ABDUL HANMAN NIAH	Didn't Call: Higher exp & salary		ahmanabul@gmail.com	
	MD. ZOHAN KARIM	Not interested: Not interested to join currently		zohankarim1990@gmail.com	

Exhibit: Sourcing Resumes from Database

**Appendix 8**

S.No.	Name	Designation	Institution/Bank	Experience	Location	Degree	Institution	Contact
1	ABU FAKHAR CHOWDHURY	VP & Branch Manager	Dhaka Bank Ltd	22+	Dhaka	MBA	Northern University Bangladesh	+880 1711224
2	GOPAL CHANDRABOSY	SPD & Branch Manager	BRAC Bank Ltd.	22+	Berisal	MBA	Northern University Bangladesh	+880 174438
3	MD. ANVOSHUL-HAQ	Manager & Branch Manager	BRAC Bank Limited	24+	Barisal	MBA	University of Dhaka	+880 191760 +880 02173574
4	MD. SAHABU ALAM	Manager & Head of Branch	Lakshibanga Finance Limited	20+	Dhaka	M.Sc	Shahjalal University of Science & Technology	+880 1714173
5	MD. RAHIMUL ISLAM	Principal/SPD & Branch Manager	DBL Bank Limited	8+	Dhaka	MBA	Bangladesh Institute of	+880 1817660 +880 1788997
6	MD. COLMAN MURTOZA CHOWDHURY	Branch Manager	BRAC Bank Ltd	13+	Shangha, Bangladesh	M. COM/Management	National University	+880 1713062
7	MD. SHAHIDUL ALAM CHOWDHURY	HAFT & Branch Manager	United Bank Ltd	7+	Barisal, Netrodip	MBA	University of Dhaka	+880 1815259 +880 1713320
8	MOHAMMAD RAHMAN MIZAN	Senior Manager & Head of Branch	Lakshibanga Finance Limited	21+	Barisal	MBA	Asian University of Bangladesh	+880 1919704
9	MUHAMMAD ANJAN UDDIN BANVARI	Manager/ Head of Branch (Prin. Asst) (Vice President)	Jahromi Bank Limited	20+	Meakhal	M. Sc	University of Dhaka	+880 1713314
10	MD. MOHAMMAD HOSAIN	Senior Principal Officer/Branch Manager	Agribank Limited	24+	Dhaka	MBA	Southeast University	+880 1712533
11	ILYAS KHAN AMIN	Branch Manager	BRAC Bank Ltd	8+	Dhaka	Master of Economics (M.Sc)	Jagadpur University	+880 171400
12	DR. M. RAHIMUL ISLAM RAHIM	Principal/SPD & Head of Branch	Southeast Bank Ltd	7+	Dhaka	LLB	Northern University of Bangladesh	+880 1817500 +880 1721187
13	MOHAMMAD RAUL	In-Charge	BRAC Bank Ltd.	7+	Dhaka	MBA	American International	+880 1912907 +880 1912902
14	JASRAJAN KRISHNA DAS	Branch Manager (Principal Officer)	Uttara Bank Limited	20+	Dhaka	MBA	Northern University Bangladesh	+880 1716180

## Exhibit 8: Mapping

### Appendix 9

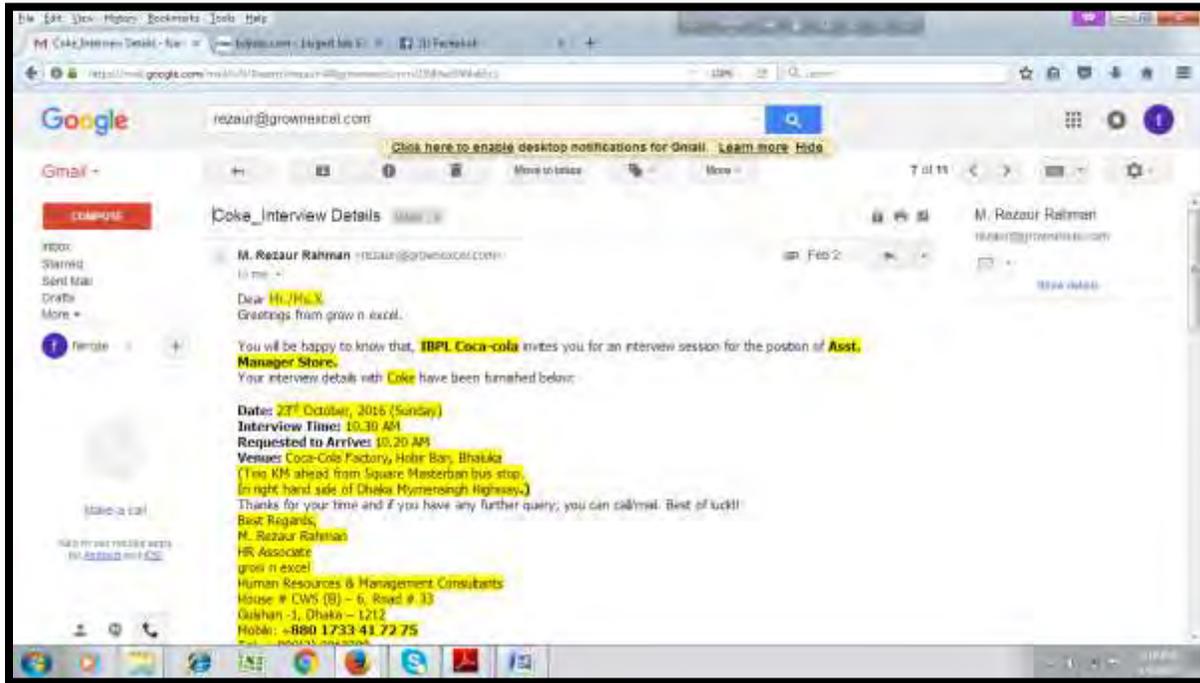


Exhibit: Model mail sending to candidates for interview

### Appendix 10

Sl. No.	Name	Current Organization	Designation	Department	Mobile No.	E-mail
1	MD. SAJEDUL ISLAM KHAN	Apollo Hospitals Dhaka	Senior Manager	Facility Management Department	(+880) 1714-224860	mskhan1971@yahoo.com mskhan1971@gmail.com
2	MD. RUHUL AMIN	Apollo Hospitals Dhaka	Sr. Manager Administration	HR & Administration	(+880) 1713099876	minamin1968@yahoo.com minamin@apollohospitals.com
3	ADEEB AHMED	Apollo Hospitals Dhaka	Deputy Manager	Human Resources	(+880) 1676112087	adeeb@twa.com adeeb.ahmed@twa.com
4	MIRA DEVI CHHATRY	Apollo Hospitals Dhaka	Deputy Manager	Human Resources	(+880) 1940100456	mira_dev@yahoo.com mira_dev@gmail.com
5	KISHWAR BIDAD	Apollo Hospitals Dhaka	General Manager	Operations	(+880) 1713042501	kishwar70@gmail.com
6	FAHMIDA ZAMAN	Apollo Hospitals Dhaka	Deputy Manager	Operations	(+880) 1713149595	fahmida.zaman@apollohospitals.com masonson12_m@gmail.com
7	MUSTAFA RAHMED	Apollo Hospitals Dhaka	Manager	Human Resources	(+880) 1763215626	mehmas2008@gmail.com
8	MD. MAHAMMUDUL HASAN	SQUARE HOSPITALS LIMITED	Coordinator - HR	Human Resources	(+880) 1817104919	cyberhaha@yahoo.com
9	ABDULLAH MAH	Mh Samonite Hospital & Medical College	Deputy Manager	HR & Administration	(+880) 1714610762	abdullahmah12@yahoo.com
10	MDHAMMAD SHAHAHAN MIA	LABAID GROUP	Assistant Manager	HR & Administration	(+880) 1911392196	shahshahan_mia09@yahoo.com mia.shahshahan.mia@gmail.com
11	A. H. M. KAMAL	LABAID GROUP	Group Head of HR	HRM Division	(+880) 1755543908	hannat.kamal@yahoo.com noeex.kamal@yahoo.com
12	SADEK HABIB AHMED	LABAID GROUP	Manager, HR & Admin and Regulatory Affairs	Human Resource Department	(+880) 1950888777 (+880) 1811426542	sadek07@gmail.com

## Exhibit 10: Industry basis mapping

### Appendix 11

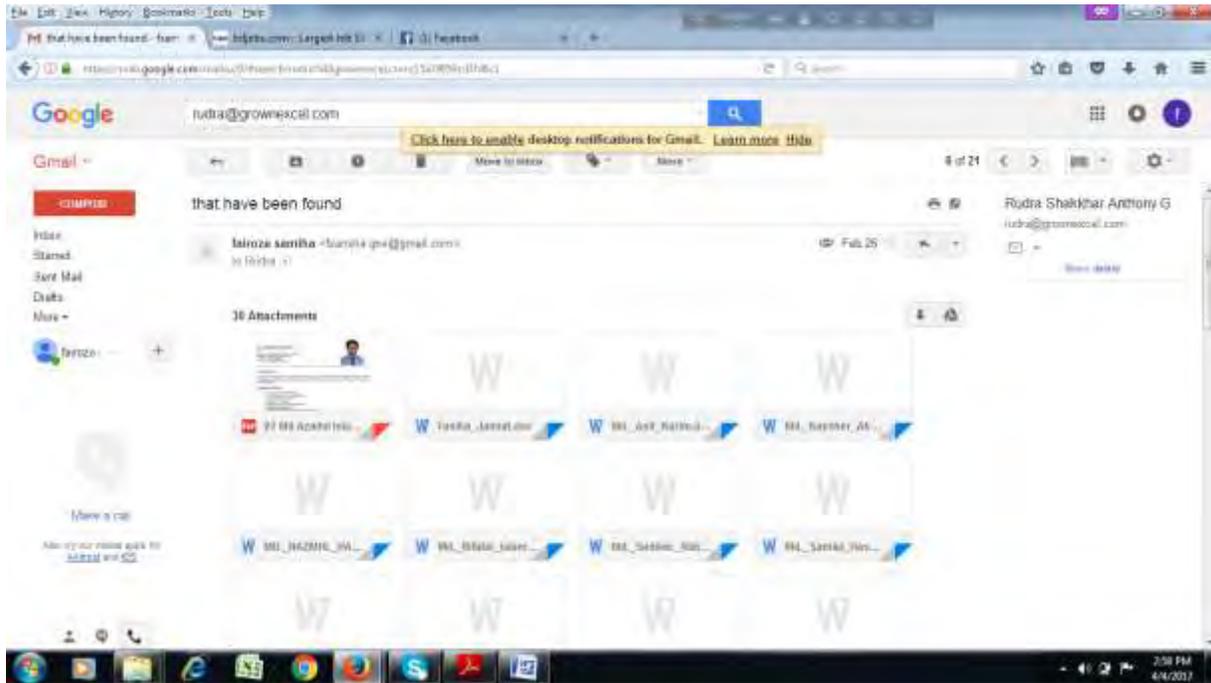


Exhibit: Sending CV for further consideration

### Appendix 12

The screenshot shows a Microsoft Excel spreadsheet with a list of applicants. The columns are: S/N, Tracking Number, Applicant's Name, Gender, Age, Father's Name, Mother's Name, Cell Phone, Home Phone, Present Address, and Email. The data is as follows:

S/N	Tracking Number	Applicant's Name	Gender	Age	Father's Name	Mother's Name	Cell Phone	Home Phone	Present Address	Email
1	1020	Aha Sanjaya	Female	24 Years	Ayasa Hakim	Sofia Hakim	016-8207401		318, Road-15, Bahal Aman Housing Society, Asher, Mahomedpur, Dhaka 1217	aha-sanjaya@whoo.co
4	1311	BAHLE KANTI DATTA	Male	37 Years	SHIMLE KANTI DATTA	SMT. LIPNA DATTA	017-2025602	017-2025602	14, Siddeshwari Circular Road (Plot: DT), Dhaka 1217	rahulakanti44@gmail.com
5	12774	Ahsan Hossain	Male	27 Years	Choudhury Hossain	Sanjida Hossain	017-2787474	016-7457041	Multiflex Bldg 3rd Floor House -99, Road-3 Block-C, Barakhura E/A, Dhaka Bangladesh-1207177, 11th Floor - Left Side, Mirza Saraf, West Sonargaon, Mirpur, Dhaka 1216	akt_2a@hotmail.com
6	1480	MD. MEHEDI HANAN	Male	28 Years	MD. Subhan Ahmed	M. Faruk Nazim	016-7504903		Plot No. 158, Apt. No. 18, Road No. 9, Block B, Barakhura E/A, Dhaka 1219	mev.2506@hotmail.com
7	914	Sofia Farfa	Female	28 Years	A. P. H. Hossain	Sahra Begum	171150715	3874905	Plot No. 158, Apt. No. 18, Road No. 9, Block B, Barakhura E/A, Dhaka 1219	safia_farfa@hotmail.com
1	948	Muhsina Mahfuz	Female	21 Years	Mahmud Mahmon Chowdhury	Mehnaz Chowdhury	017-1181224		House-4/B, Apt-304, Road-27, Dhanmohd, Dhaka.	muhsina.mahfuz@whoo.com
10	1084	Ahmed Mahfuz Islam	Male	27 Years	A. Z. H. Anwar Islam	Husna Anwar	017-1108090		18000 Palata, Flat-18, Block-A, Lakata, Dhaka 1207, Bangladesh	ahmed_mahfuz@whoo.com
11	1090	MD. JOURNAL ABEEDIN	Male	28 Years	MD. SYED CHOWDHURY	SHAMSA HEBER	017-2664130	904671	Flat-2 J, Hafe Garden, Falachandpur, Barthara, Dhaka	mdjournal@whoo.com
13	1151	Prosenjit Saha	Male	30 Years	Prashanta Kumar Saha	Mukta Saha	017-0768901		G.P.3-471, MAHAKUL, Dhaka.	prosenjit2000@yahoo.com
15	1157	Ural Das	Female	23 Years	Upenkra Chandra Das	Sheela Das	017-1104900		217 Siddeshwari Road, Hinge Tower, Dhaka 1217	uraldas22@gmail.com
14	1308	KANKE CHYNA BRISTE	Female	24 Years	MAZHARUL HOQUE AHIR	MAKSUDA HOQUE	019-4908306		House-341, Ward-01, Block-B, Road-609 Bar Road, Atank, Siddeshwari, Manikganj.	kanke@whoo.com
17	706	Ahmed Saad Hossain	Male	24 Years	Delwar Hossain	Hussain Hossain	017-1245209	2129183	7/1, Choudhury, Starbanga, Dhaka 1217	ahmedsaad@gmail.com
20	705	Mahmuda Akter Rina	Female	24 Years	Hossain	Muhsina Hossain	016-7570911	016-7570911	481, Hse B-31a/Sonargaon, Dhaka 1217	mahmuda_akter11@whoo.com
25	839	ASHRAF RAHMAN	Female	18 Years	SYED RAHMAN	HUSNA ARA BEGUM	016-6002619	016-1106877	HOUSE-146, ROAD-06, BLOCK-F, GAZI KHANSAH A/A, DHAKA	ahmedra@whoo.com

Exhibit 12: Screening CV for RPO

Appendix 13

ID No.	Name	Family ID	Designation	Current Industry	Education	Level	CGPA	Name of Institution	Last Job Experience	2nd Last Job Experience	3rd Last Job Experience	Total Experience	Remarks
1	JARU SAIBI (SODH/MMD) SARFUL ADAMI (S20038)	4012208	IT Executive (Department Head), QMS & QA	Information Technology Ltd	BSc in HR/Industrial Systems & Development (Studies)	N/A	N/A	N/A	From Oct 2014, In Responsible Department Head, QMS & QA, Rahim Feroz Accountants Ltd	From Apr 2009- Oct 2014, In Responsible Deptt Head, Quality Control, Rahim Feroz Accountants Ltd	N/A	7+	1. Skills & Knowledge 2. Motivation 3. Experience 4. Money 5. Manage 15% 6. Hobbies 15%
2	Sanaul Haq	3062012	Assistant General Manager, Caravans	Bangladesh Digital Communications Ltd	N/A	M.Com (Management)	N/A	N/A	From Jan-2015, Assistant General Manager, Caravans, Bangladesh Digital Communications Ltd	From Jan-2011- Dec-2012, In Manager, Planning & Development, Bangladesh Digital Communications Ltd	From Jul-2008- Dec-2009, Division Manager, Caravans, Bangladesh Digital Communications Ltd	10+	1. Skills & Knowledge 2. Resourceful 3. Executive 4. Money 5. Problem 6. Hobbies 15%
3	Rana M. Mohammed	4012190	Head of Compliance	Open & Saha Faction Group	N/A	Post Graduate Diploma in Human Resource Management (PGDHRM)/ Post Graduate Diploma (Department Law & LR)	N/A	National University of Bangladesh	From Mar 2011- Jan 2017, head of Compliance, Open & Saha Faction Group			8+	1. Skills & Knowledge 2. Motivation 3. Experience 4. Money 5. Problem 6. Hobbies 15%
4	Arshad Rahman	4892003	Head of Contact	ICL, B&BIS High	B.Sc (Comp Sci)	MBA (Operations)	N/A	Institute of Business	From Jan 2014-	From Jan 2012-	From Feb 2008- Dec-	10+	1. Skills & Knowledge 2. Motivation 3. Experience 4. Money 5. Problem 6. Hobbies 15%

Exhibit: Developing Database for Client Organization