

# Internship report

Recruitment and selection process

Of

ANANASH TRAVEL RELATED SERVICES LIMITED



Submitted To:

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December 9<sup>th</sup>,2010

December 9<sup>th</sup>, 2010

Ms.Afsana Akhtar

Internship Supervisor

BRAC Business School

BRAC University



**Subject: Submission of Internship Report**

Dear Madam,

I have completed this report as part of my internship program. This report has completed according to your requirement and those set by the host organization. This internship project has given me the opportunity to explore the travel related business of Bangladesh.

The report is based on my acquire knowledge, experience and skill during my period of internship under the supervision of Shahnaz Parvin Akanda, Managing director of Ananash Trs Ltd. Bangladesh.

Consequently, I am transmitting my Project Report to your very concern. Hopefully, you will appreciate my well-researched, informative and innovative approach of work. In case of any further clarification, i would be honored to consult with you and furnish you with further details.

With best regards,

Shettalumna Nasir

ID:06304069

# Acknowledgements

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At first I would like to thank the all mighty ALLAH for blessing me with the strength, ability and patience to accomplish the study.

I would like to thank my faculty advisor, Ms.Afsana Akhtar for giving me the opportunity to work with her during my internship period on this interesting topic under her counseling, I have been able to complete this report in a comprehensive manner. I have tried my best to implement her constructive suggestion, wherever relevant.

I have gathered vast information about corporate world, the people and corporate culture through this internship. Workings with Ananash were being a great pleasure. So I would like to thank the managing director and specially the project manager, Mr.Saiful Momen for his vast co-operation to give me the information and guidance.



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# Executive Summary

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Ananash Trs Ltd. a familiar name in the travel and tourism sector of Bangladesh is engaged in the healthy growth of travel trade in the country. It is run by a team of young and energetic professionals fully conversant with modern day's travel trade and its practices, who have background with various reputed Airlines and travel Agencies. Ananash Trs Ltd. an IATA accredited Travel Agency in Bangladesh. The office of Ananash Ltd. is centrally located in the hub of Banani commercial area, within close proximity of major Airline offices in Dhaka. The office is well appointed with the internal and external communications, being effectively maintained by telephone, fax, internet, computer networking and computer reservation systems (CRS) to meet up the demand of our Clientele. The company, one of the units in a group is based on a solid foundation with multi-discipline business experience, such as travel and tourism, IT sector, software developing, hotel reservation, campaign organizer etc. Ananash started its journey on 2000, with fifteen energetic people. First they do their business on event management and software developing. But after some years they concentrate on travel related services. But with the grace of time it has become one of the most promising travel related company. The company does not have a specific Human Resource Department. However, the managing directors and managers are responsible for hiring people. In recruitment and selection they follow some steps as per their company rules and regulation. Basically Ananash Trs very much concern about their promotional activities as it is a travel agency and tour organizer. They are very much concern about to catch up the national and international organization they take ANANASH(pineapple) as their company brand name to focus on standard of excellence and fulfill their valuable customers need.

# CHAPTER 1

## INTRODUCTION



## 1.1 Background

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This internship report has been made to fulfill the course requirement of BUS 400. This report has been assigned to me by my advisor Ms. Afsana Akhtar with a view to have an in depth understanding of the topic. I have worked in Ananash Trs Ltd. As an intern and I have got vast opportunity to learn about the recruitment and selection process which is also the major concept human resource management.

## 1.2 Objective of the study

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It is the primary project on recruiting and selection process analysis of Ananash Trs Ltd. The main objective of this report is to identify every segment of human resource procedure regarding to this company.

### **General Objective:**

The core objective of working on this project adheres to identify the overall recruitment and selection process of Anansh TRS Ltd and obtain comprehensive knowledge to understand its underneath strategies.

### **Specific Objectives:**

- Researching on the primary activities of recruitment process including of collection of applications, selecting the short listing, training and development etc.
- Obtaining knowledge of the research and development program undertaken by the company to boost the quality and management of human resources occupied to improve the performance.
- And finally, acquiring real scenario of the total value chain process and making analysis of deviation and required improvement accordingly to prolong the brand image.

## 1.3 Methodology

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The study was conducted using the participatory method as I was working as an intern in this company. To know the in-depth information, the topic was discussed with the expert professionals related to the company for several times and other related secondary information.

### **Data Collection method:**

Data have been collected from two sources. These are as under:

- Primary source
- Secondary source

### **The primary source of data includes the following:**

- Face to face conversation with the project manager of Ananash and director of Anansh Trs
- Working and handle some selection procedure.

### **The secondary sources of data include as under:**

- Text book
- Relevant web site links

## 1.4 Limitations

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As nothing is perfect, I also faced some difficulties during preparing the report. However, I have tried to complete my report except that information. The limitations are as following:

- I was sick during my internship
- I get short time to prepare my report.
- Sometime the management teams were not comfortable to give the information as they consider it as confidential.

# CHAPTER 2

## THE ORGANISATION

## 2.1 Ananash Travel Related Service Ltd.

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Ananash Trs Ltd. a familiar name in the travel and tourism sector of Bangladesh is engaged in the healthy growth of travel trade in the country. It is run by a team of young and energetic professionals fully conversant with modern day's travel trade and its practices, which have background with various reputed Airlines and travel Agencies. Ananash Trs Ltd. an IATA accredited Travel Agency in Bangladesh. The office of Ananash Ltd. is centrally located in the hub of Banani commercial area, within close proximity of major Airline offices in Dhaka. The office is well appointed with the internal and external communications, being effectively maintained by telephone, fax, internet, computer networking and computer reservation systems (CRS) to meet up the demand of our Clientele. The company, one of the units in a group is based on a solid foundation with multi-discipline business experience, such as travel and tourism, IT sector, software developing, hotel reservation, campaign organizers etc.

## 2.2 History

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Ananash adopted as the companies brand name that reflect the symbol of commitment and standard of excellence in travel area in Bangladesh. Ananash started their journey on 1<sup>st</sup> January, 2000, with fifteen energetic people. First they do their business on event management and software developing. But after some years they concentrate on travel related services.

## 2.3 Vision

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To be the market leader in terms of international standard service Air Ticket and recreation sector and ensure maximization of the potential customers to increase the sales volume.

## 2.4 Mission

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To focus on the customers' demand and ensuring quality through Good Servicing Practice (GSP) and by using extensive promotional activities to achieve the goal of monopolistic market leader in travel and tourism sector and recreation sector.

## 2.5 Goals

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- ❑ Incorporating latest technology and quality service to improve quality at all times.
- ❑ Give adequate emphasis on public relation to build image.
- ❑ To add at least one additional service in each year.

## 2.6 Objective

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- ❑ To diversify market portfolio across the country according to the market demand and situation.
- ❑ To increase market awareness as well as sales by persuasive promotion based strategies.
- ❑ Maintain a constant growth rate.
- ❑ To market the famous tourist destinations.
- ❑ Maintaining the quality of the market through continuing monitoring and sound management

## 2.7 Product and services offering

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### **Hotel reservation**

Being a unique travel house in Bangladesh, Ananash TRS boasts a wide variety and an abundance of accommodations both locally and internationally. Not only it can find over 4000 Hotels in over 100 cities around the world but also the pleasure of most competitive rates that are quite modest when compared with hotels of the same standards.

### **Air Ticket**

A rendezvous of professionals with decade of airline background Ananash TRS boast in its ability to provide best possible travel consultancy what is - until recently was unknown to the trade.

### **Visa Assurances**

Ananash provide a professional consultancy to ease visa application. Putting priority to provide accurate and necessary information for a successful visa application Ananash TRS's success rate has been over 95%.

### **Car Rental**

Ananash TRS for the first time have come forward with a distinct facility to make the ground transportation in Bangladesh. Working with the best Bangladesh car rental suppliers with the guaranteed services in Dhaka, Sylhet, and Chittagong that we believe to be unparalleled and represents the international standard

### **Meeting Incentives Conference & Exhibition**

#### **(M.I.C.E.) Management**

Successful Meeting, Incentives, Conference and Exhibition. All the relevant logistics are arranged by Ananash TRS, a unique travel house in Bangladesh. From this they also give consultancy services.

Other related services are:

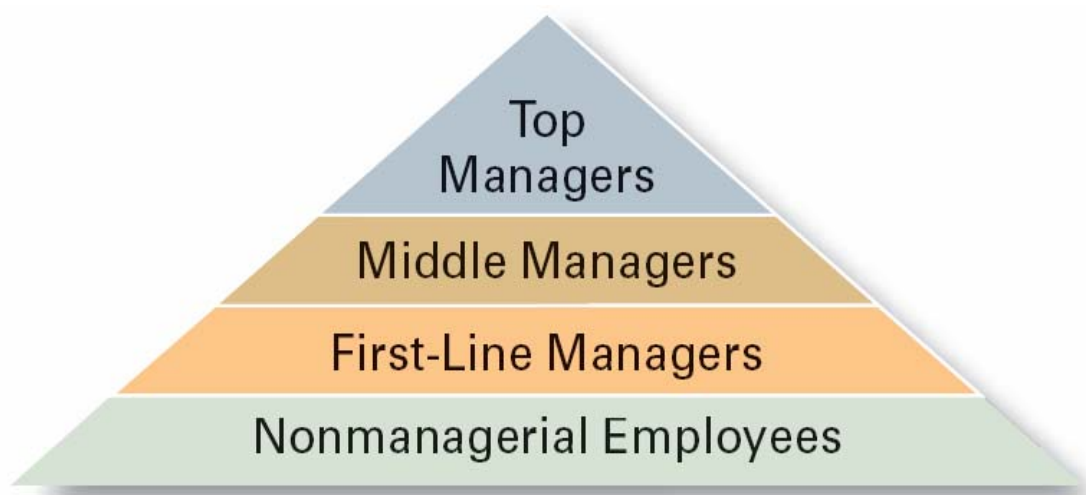
- Airport Transfer
- Excursion
- Rail-bus-steamer ticket
- Half a day city tour
- Meet and assist service
- Aircraft charter

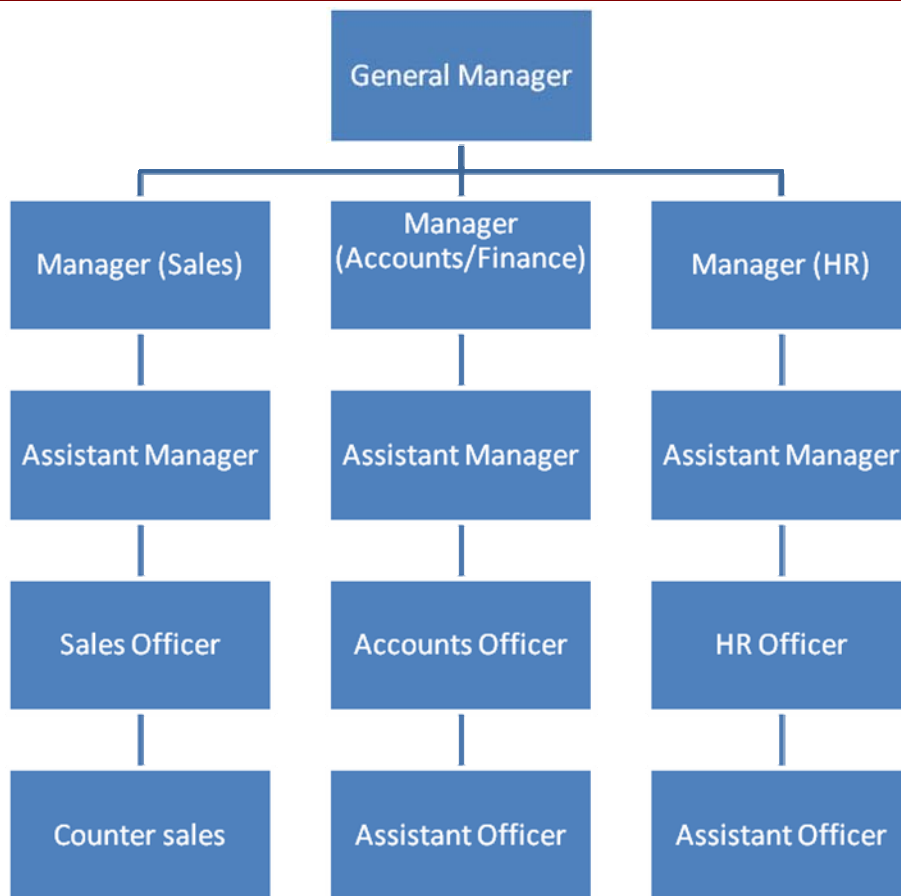
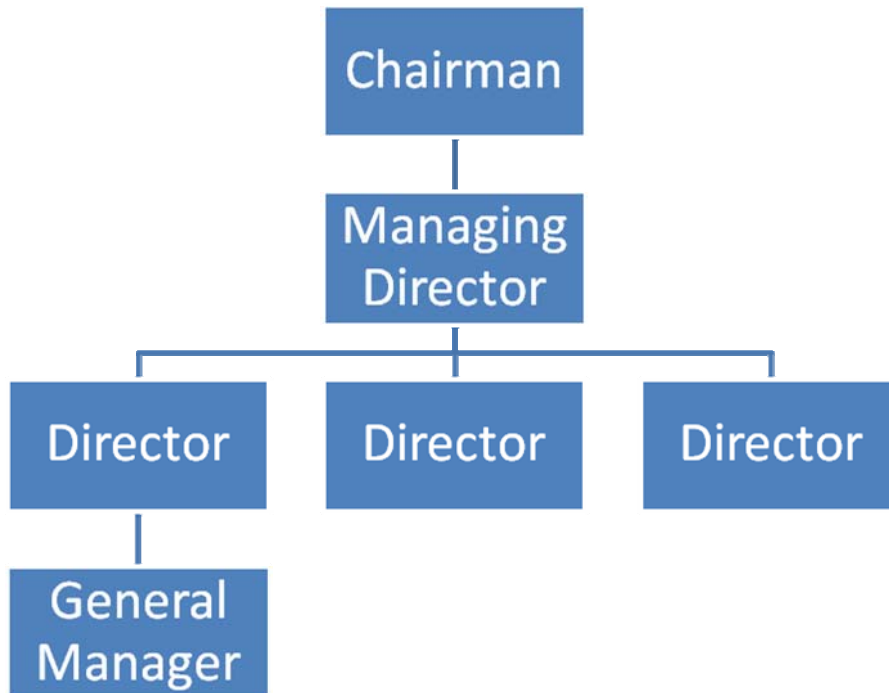
## 2.8 Operational network organogram

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ATRS Ltd.is headed by the Chairman of the Group. The Managing Director of BG is acting as a Chief Executive Officer in ANANASH TRS LIMITED and boards of directors are also in active position for ANANASH TRS LIMITED management, which refer as the top management of the organization. The top management sets major policies and strategies with participation by concerned General Manager. Concerned General Manager sets departmental strategies consulting with the Managers and Assistant Managers of the company. Duties and responsibilities of every individual are well defined and they are responsible and accountable to their superiors.

### Managerial level







## 2.9 Promotional strategy of Ananash TRS Ltd:

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The promotional strategies of ATRS are reviewed each year in consultation with their advertising agents and media buyers. On their recommendations a themed campaign is devised and appropriate media selected. There is a limited budget available for such campaigns, and since television advertising is not usually possible within their budget, in past years the choice has been to use the following media:

- Poster advertising
- Press advertisements
- Smaller posters for distribution
- Their own web site.

### **Below-the-line**

Secondary promotional activity is administered by their own marketing people and website. This involves:

- Distributing printed leaflets and posters to tourist offices, libraries, language schools, hotels, coach operators, museums and galleries in different areas in Dhaka.
- A selection of NMM leaflets, 1998-2000 Direct mail used extensively to encourage group visits to the travel trade bookings
- Discount vouchers for joint promotion with other tourist attractions, tour companies, hotel groups and on consumer on-pack and magazine promotions
- Paid advertising in trade journals and some local papers announcing special deals and featured events
- Exhibition stands at trade shows for group organisers and travel operators

### **Press**

Basically Ananash TRS give advertisement about their service through newspaper which also covers these areas:

- Keeps national and international media informed of all developments at the Museum sites
- Responds to media requests
- Develops new media contacts by special invitation, press launches and hospitality. They also work in association with the press departments of Bangladesh Parjatan Corporation (BPC) and the national and regional tourist boards to host incoming foreigners as well.

## 2.10 SWOT Analysis

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### 1. Strengths:

- **Group image:** It can easily attract the job market.
- **Skilled manpower:** Skilled manpower creates the job environment professional that leads a systemic and efficient organizational structure .
- **Latest technology:** Latest technology makes organization more effective and systematic .So every task can be managed so smoothly.
- **Wider distribution network:** Wider distribution network gives the employee better opportunity to explore their quality and knowledge and open the door to be more professional in the business community.
- **Foreign consultants:** Foreign consultant solve of the problem of lack of expertise in different sector, which gives the organization a proper professional image.

### 2. Weaknesses

- They have only two department financial department and marketing department.
- They have lots of clients but some managerial problem they have the tendency to lose them
- No employee training and development centre
- Comparatively low investment in increasing different operations.

### 3. Opportunities

- Ananash Trs has a scope of expansion their business in chittagong and cox's Bazar, as it has become the tourist hub in Bangladesh
- As this company is very much successful in tours and travels, it can easily joint venture with other local or international travel company to give better services.
- The government of Bangladesh is giving immense support on developing tourism sector and offers various packages, loans, investment on this sector. So Ananash has an opportunity to grab it.

#### **4. Threats**

- The unstable situation of Bangladesh that greatly harm the tourism sector.
- Sometimes less interest of foreigner to come in Bangladesh
- Now-a-days many companies are doing good business in tourism sectors in Bangladesh.

# CHAPTER 3

## JOB AS AN INTERN

## 3.1 Nature of the job

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On Ananash Trs I was appointed as the assistant of the director. My job was to handle the application, recovery the client list, day to day data sources transaction and taken participation on their different group discussion.

## 3.2 Specific responsibilities of the job

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- Assist my director to give her different information. Here, I have received client calls, offer different service of my company and inform this to my director.
- Handle the vacancy applications means select the applicant for offering interview according to their CGPA and experiences.
- Take observation part on vacancy interview means in selection board when job interview arranged, I was there to put mark on their discussion
- Handle day to day data sources transaction.

## 3.3 Different aspects of job performance

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### **Information Technology Department:**

I have worked in IT department of Ananash Trs. They use different software and tools to handle the whole air ticketing process. This also make the employees life easy.

### **Customer service:**

This department plays very important role in the organization. Here employees handle their customers and fulfill their need.

## 3.4 Critical observation and recommendation

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Ananash Trs Ltd. Is well reputed travel house in Bangladesh. But I have found some critical point that need to be notice and implement the proper steps. Which are:

- According to their services Ananash Trs is quite small organization.
- There have less emphasis on managers or subordinate decision making. All the decisions are done by managing directors.
- All operation of the company is based on networking and information technology based which sometimes break down and hamper the work.

# CHAPTER 4

## THE PROJECT

## 4.1 Overview of the company

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human resources are the main ingredient to run any organization properly. Now a days organization seeks for –“Right people for right job”. So it is very important to consider great emphasis on recruitment and selection procedure in any company. I have completed my internship on Ananash Trs Ltd. Under Shahnaz Parvin Akanda, who is the director of the company as well as handle the main recruitment and selection procedure of the company respectively. I had been working there as her assistant to acquire my knowledge about the company recruitment and selection process. Similarly, on the basis of my work I would like to submit my internship report on “recruitment and selection process of Ananash Trs Ltd.”

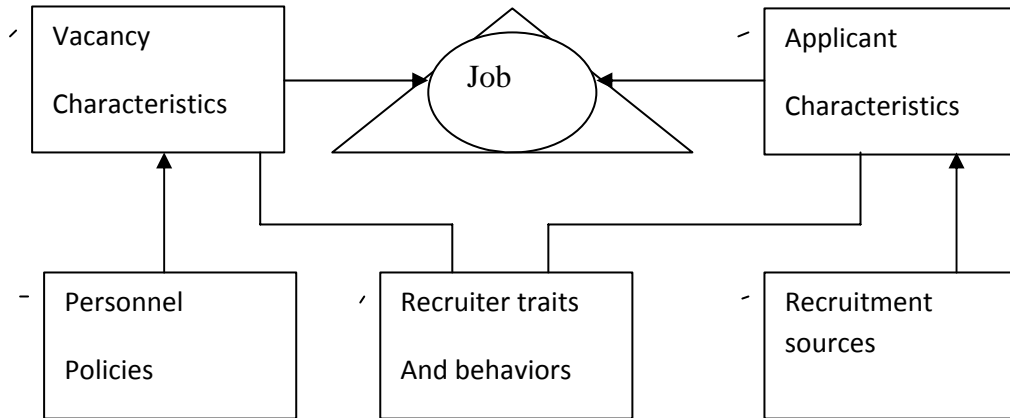
## 4.2 Recruitment and selection process of Ananash Trs Ltd.

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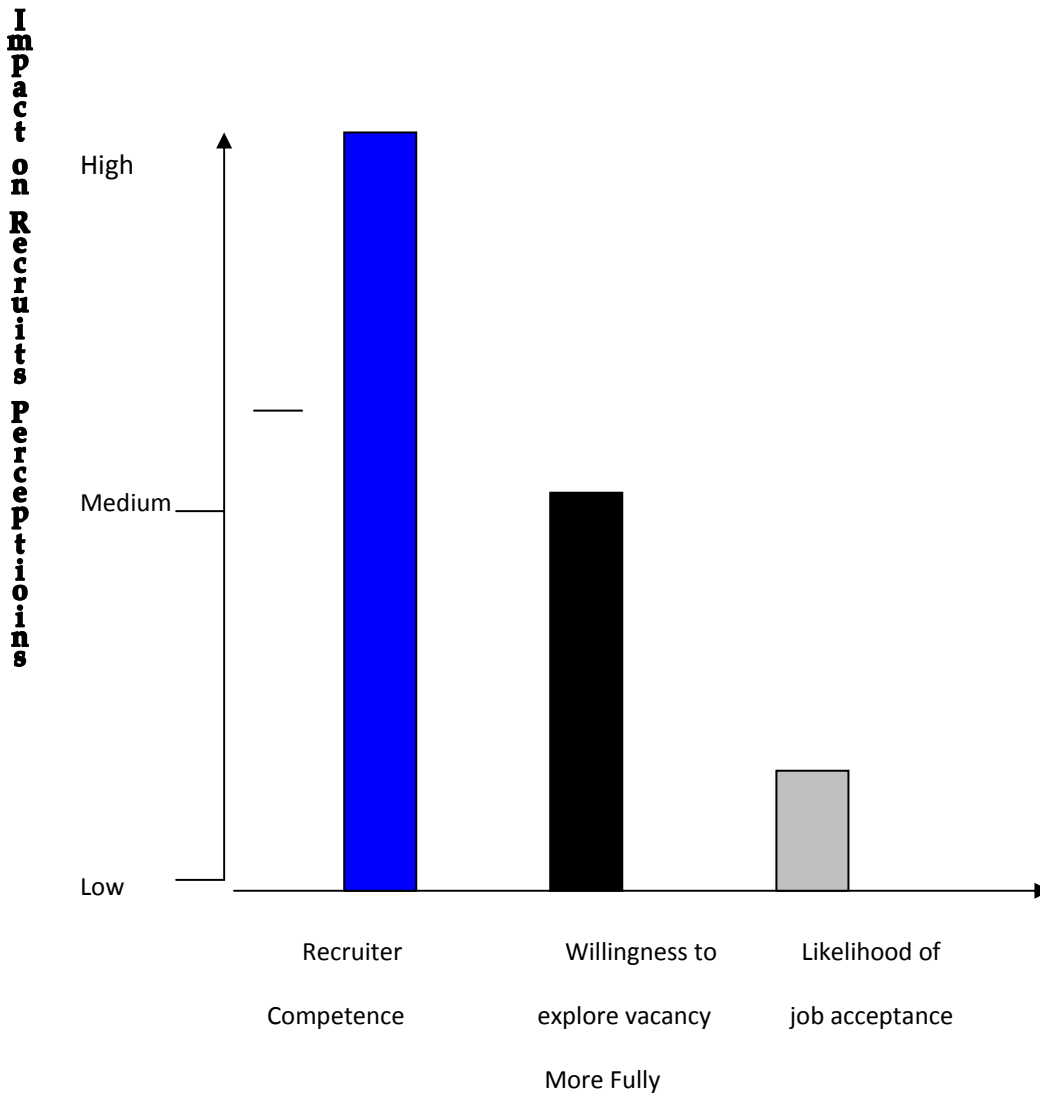
The continued success of any organization depends on its ability to recruit and select high quality staff at all levels. It is, therefore, essential that the recruitment and selection process is properly planned, organized and conducted in a way that is most likely to achieve this. In any process of employee selection a high level of subjective judgment is inevitable. However, the use of guidelines can assist Selection Boards to make their decisions in a more systematic manner and with a greater degree of objectivity.

Ananash TRS Recruitment refers to the process of finding possible candidates for a job or function. It may be undertaken by an employment agency or a member of staff at the business or organization looking for recruits. Either way it may involve advertising, commonly in the recruitment section of a newspaper or in a newspaper dedicated to job adverts. Employment agencies will often advertise jobs in their windows. Posts can also be advertised at a job center if they are targeting the unemployed.





## Recruitment Influences



ANANASH TRS LIMITED's procedures are designed to provide such a framework by offering practical advice and support for those people with responsibility in this area. The emphasis is on implementing best personnel practice which aims to ensure that staff are recruited and selected on the basis of their relative merits and that decisions are made following a fair, consistent and justifiable process which reflects well on the organization. The importance of implementing effective recruitment and selection procedures cannot be over-emphasized. Sufficient time and thought needs to be given to an area of managerial responsibility which is more important to the well-being of the organization than many other areas which take up management time and resources. Experience shows that a successful appointment can produce results which impact favorably on the wider business community the recruitment and selection of staff also provides an opportunity for the organization to present itself in a favorable light. Treating job applicants in a professional and positive manner is more likely to leave them, whether they are successful or not, with a positive view of the Organization and how it has dealt with them.

### **1.Overview of the Recruitment and Selection procedures**

The following provides a brief overview of the key elements of the recruitment and selection process.

- Identify clearly the nature of the vacancy to be filled Produce a job description
- Produce a person specification identifying selection criteria for the post
- Draw up an advertisement for the post
- Shortlist candidates against the agreed selection criteria
- Ensure appropriate preparation for the interview
- Agree core questions for each Board member based on the selection criteria
- Evaluate candidates against the agreed selection criteria
- Make and communicate final selection decision

## **2. Job Description**

2.1 Planning and preparation are the keys to successful **recruitment** and **selection**. The first task is to identify clearly the job that needs to be done.

2.2 The job description sets out the overall context and purpose of the job, the key duties and responsibilities, the reporting structure and the operating environment within which the job is done.

2.3 The benefit of a job description is that it provides those involved in the **recruitment** and **selection process** with clarity and agreement on the purpose, content, duties and responsibilities of the job. It is also of benefit to job applicants as it provides them with a clear insight into what exactly the job involves. A well-written job description will also help to give job applicants a positive first impression of both the department/section

2.4 The extent to which it is necessary to describe the different duties associated with the job will vary depending on the nature and the responsibilities of the post. However, all jobs need some description of what is involved and clarifying this at the outset will help to save time later.

2.5 In recent years, job descriptions have tended to put more emphasis on the purpose of the job and on setting out the key accountabilities and outcomes associated with it rather than simply setting out a list of duties.

2.6 It is important that job descriptions are reviewed and kept up to date as elements of the job, its context, and structure will often develop or change between appointments.

## **Person Specification**

3.1 The person specification is prepared after decisions about the responsibilities of the post have been made and the job description finalized. It defines the skills, knowledge, experience and personal attributes and other relevant factors which are required for effective job performance

3.2 The purpose of the person specification is to set out the agreed criteria to be used in the selection of candidates. Agreed criteria provide a consistent and objective set of standards for all applicants and a structured means of candidate assessment.

3.3 It is important to ensure that all criteria are clear, relevant to the job, justifiable and non-discriminatory in terms of the grounds set out under the Employment Equality Acts. For example the use of age limits or the requirement to have particular academic qualifications which are not justifiable may be contrary to the legislation.

3.4 There is no pre-determined set of criteria, which should be included in the person specification, but factors, which are typically covered, include.

- Skills
- Experience
- Qualifications
- Other relevant factors

3.5 The selection criteria can be divided into those that are Essential and those that are Desirable. The essential criteria are the minimum requirements deemed necessary for satisfactory job performance. Desirable criteria are those factors that would be beneficial to optimizing job performance. All applicants must meet each of the essential selection criteria in order to be short listed the desirable criteria are those that will be used to further reduce the numbers to be called for interview.

3.6 Care should be taken to ensure that the criteria included in the person specification are clearly defined and capable of being assessed and evaluated by the assessment Board at both the short listing and interview stages.

3.7 The person specification will be used throughout the process when drafting the advertisement, short listing, structuring the interview, preparing interview questions and evaluating the candidates.

#### **4. Advertising the post**

4.1 Effective advertising will help to ensure that the widest pool of suitable applicants is made aware of the vacancy to be filled. All vacancies are normally advertised both internally and externally.

4.2 Job advertisements will usually be placed by the Personnel Office. This is to ensure that they are consistent with the Ananash's visual identity and organizational style and that the content is accurate and does not contravene the provisions of the Employment Equality Acts.

4.3 The department seeking to fill the post will produce a draft advertisement which will be sent to the Personnel Office for approval. The job description and person specification can be used as the basis for the draft.

4.4 The following information is typically included in the job advertisement

- Job title
- Location
- Key duties
- Key selection criteria
- Closing date for application

4.5 While the Personnel Office will decide where the post will be advertised, and the closing date for receipt of applications, the department filling the post will have appropriate input into these arrangements.

## **5. Further Particulars**

5.1 The provision of further particulars in relation to the post on offer can help to influence the quality of the applications received. Details may include information on the organization, the faculty/department, site location, objectives, plans and priorities for the section, facilities, terms and conditions of the job. This information will assist potential applicants to decide whether or not to proceed with their application.

5.2 The further particulars may also include guidelines for job applicants. These may include information on the selection criteria for the post and advice to applicants to demonstrate how their skills, experience and qualifications relate to the criteria. This will assist those with responsibility for short listing to determine whether or not the selection criteria have been met.

## **6. Confidentiality**

6.1 It is important that all those involved in the selection process treat applications in strict confidence. The practice followed in some organizations of circulating the candidate's application

form/curriculum vitae to other members of a department and inviting comments from them can create problems. For example, applicants very often do not want it to be widely known that they have applied for a particular post.

## **7. The Role and Responsibility of the Chair**

7.1 The Chair has overall responsibility for ensuring the integrity of the selection process. The duties of the Chair begin in advance of the interview itself and therefore, in general terms, the person taking on the role needs to be available to take part in all stages of the process. If this is not possible for the short listing stage, it is the duty of the Chair to make sure that the process is carried out in accordance with the appropriate guidelines.

7.2 It is preferable that the Chair meets with the other Selection Board members before the day assigned for interviews. This meeting provides an opportunity for the Chair to agree with individual Board members their respective roles, the interview questions each will cover and the procedures for candidate evaluation.

7.3 If some members of the Selection Board are unfamiliar with interviewing methods and techniques, it may help if the actual wording of the questions to be put is agreed on in advance.

7.4 The responsibility of the Chair at the interview itself is to introduce the Selection Board members to the candidate, to outline to the candidate the way the interview will be conducted and the areas that will be covered by individual Board members, to ensure that Board members fully explore the selection criteria with each candidate, to complete the interview at the appropriate time, and to oversee the evaluation process.

7.5 It is essential that the Chair ensures that candidates are marked by each Board member on the basis of objective criteria agreed before the process commences.

7.6 It is essential that the Chair ensures that all notes made by members of the Board at interview are retained and provided to the Personnel Office. The Chair should also provide to the Personnel Office a note of the areas covered by individual Board members.

7.7 At the end of the interviews, the Chair ensures that all members have signed the record of the decision arrived at and that the appropriate documentation is passed on to the Personnel Office.

7.8 It is the Chair's responsibility to ensure that all the candidates, whether successful or not, are informed of the outcome. The Personnel Office will usually perform this task.

## 4.3 Processes at a glance

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### Pre Interview

1. Preparation of recruitment /selection does:

\*Vacancy requirement/ timing: the recruitment panel made a decision in between which time they want to establish their recruitment process. They fixed up a time then call the applicant accordingly.

\*Job analysis: jobs are the building blocks of an organization, in term of both job content and the hierarchical relationships that emerge among them. Knowledge, skills, abilities and other confirmed companies job analysis. According to this job are designed by the company.

\*Job description: what type of job company offer and specific responsibilities that fulfill companies need.

\*Job person specification: according to the job, people are being defined. It might be team based work, individual work, clerical oe managerial level work.

\*Working standards: high level or mid level work.

\*Guidance to recruitment /selection: in selection process consultant or specialized adviser may come if they needed. This can happen when managing director are not available in selection panel.

\*Establishment of control system etc

2. Appointment of recruitment panel

3. Advertising

\*preparing advertisement

\*media selection

\*positioning

4. Response handling

- \*initial interview online or telephone
- \*short listing for interviews
- \*interview arrangement
- \*sending short listed candidates
- \*interview pack send to short listed candidates etc .

### **During Interview**

1. HR interview
2. panel interview
3. manager interview
4. interview form completion
5. conducting tests [ personality/psychometric etc]
6. Initial final list of candidates.
7. reference check

### **Post Interview**

1. letter sent to unsuccessful
2. successful candidates sent for medical check up
3. manager / department agree for a start up date.
4. success candidates informed

-HRM creates a personal fact file

-HRM send a letter of appointment/ contract

-HRM sends out a welcome pack



## 4.4 Recruitment and Selection Policy

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ANANASH TRS LIMITED's approach to the recruitment and selection of staff to support the achievement of equity principles, employer of choice status and to attract and appoint the best quality staff for employment within the organization.

### **Related Policies, Procedures & Forms:**

- Guiding Principles for Hiring Casual Staff
- INS Recruitment and Selection Policy
- Redeployment and Redundancy Policy
- Senior Staff (interim) Recruitment Process
- Organization Strategic Plan

Selection will be on the basis of merit and decisions will be made against selection criteria. Decisions will be free of patronage, bias and unlawful discrimination.

Recruitment and selection processes will:

- balance the needs for confidentiality and privacy with the need for transparency of processes;
- generate a quality pool of competitive applicants from which to select;
- be consistent with equal employment opportunity (EEO) principles; and
- Be timely.

## 4.5 Roles and Responsibilities

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### ***Delegate***

For the purposes of this policy, a delegate is the relevant senior manager who has responsibility over the area within which a position is being filled. A delegate has authority to approve recommendations of selection panels to enable an appointment to be made on behalf of the Organization.

### ***Selection Panel***

The role of the selection panel is to conduct all selection processes up to and including the point of making an appointment recommendation for consideration for approval by the delegate. All members of the selection panel are to exercise independent judgment in making a recommendation for appointment.

The selection panel can delegate particular tasks (such as short-listing or reading articles) to members of the selection panel. In exceptional circumstances tasks may be delegated to appropriate individuals. However, at least 2 persons must make any assessments of merit.

The selection panel will review the quality, quantity and diversity of the field of applicants. The panel should consider supplementing the field of applicants if not satisfied with the field.

### ***Selection Panel Chair***

The Chair of the selection panel must ensure that:

- all members are informed of and understand this policy;
- all members have an opportunity to perform their roles appropriately;
- all members of the panel have declared any conflicts of interest and have affirmed that they do not have a fixed view as to the outcome. The Chair must then decide whether they should remain members of the panel; and
- the report of the panel accurately reflects the views of all its members.

## **Human Resources**

Ananash group and element human resources staff are able to provide support, advice and guidance to delegates and managers in the conduct of recruitment and selection exercises.

This can include:

- Workforce planning strategies
- Position establishment (classifications...)
- Recruitment strategies
- Conduct and coordination of advertising through the University processes
- Policy interpretation
- Feedback

## **4.6 Types of Recruitment**

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### **Internal Recruitment Options**

- Candidates for vacancies of up to and including 12 months duration will be sourced internally via the organization web site and only from current ANANASH TRS LIMITED staff in the first instance, unless they are meeting identified equity priorities and/or implementing equity strategies. The closing date for internal recruitment applications shall be not less than 1 week after the date of notification/advertisement.
- The above notwithstanding, a delegate may also exercise discretion to only source candidates for positions exceeding twelve months duration through internal processes (i.e. web), if they are satisfied that this will result in the best possible outcome for the Organization. In reaching a decision to use an 'internal only' recruitment process for positions exceeding twelve months duration, the following guidelines shall apply:

*Delegates shall:*

- Ensure that the core principles of ANANASH TRS LIMITED recruitment and selection as outlined in 1.1 of this policy are not compromised. This particularly applies to the principles of merit and equity.

- Consult with their HR representative in reaching their decision.
  
- Be satisfied that candidates meeting the required capabilities of the position exist in the ANANASH TRS LIMITED.
  
- Have sufficient evidence illustrating that an external exercise will be of little value i.e. position is of a highly specialized nature, significant ANANASH TRS LIMITED experience and knowledge required, history of previously low external response (quantity and/or quality).
  
- Be satisfied that an internal appointment will be the best solution to filling the vacancy both from the Organization's business need and individual career development and progression (neither is mutually exclusive).

### **Standard Recruitment**

Candidates for vacancies in excess of 12 months duration shall, in most circumstances (refer *internal recruitment* above), be sourced internally and externally. The closing date for application for such vacancies shall be not less than 2 weeks after the first date of notification/advertisement. The extent and nature of recruitment of positions will be determined having regard to the need to generate an appropriate pool of applicants, the nature of the position and cost-effectiveness. All vacancies of 6 months or more shall be advertised on the Organization web site. Examples of other appropriate external recruitment sources can include:

- The register of Indigenous persons seeking employment with Ananash.
- Press advertising
- Professional institutes
- Professional journals

- Lists of suitably qualified candidates from either previously advertised positions or unsolicited applications
  - E-mail listings
  - External web recruitment sites

### ***Short-Term Appointments***

In some circumstances a business need may exist to make a short-term appointment without undertaking a full, competitive recruitment process i.e. an immediate requirement for short-term, specialized expertise. In these cases, appointments can be made for up to six months at the manager's discretion, with due consideration of the principles of merit and equity. However, in exceptional circumstances an option exists to make such an appointment for up to 12 months, subject to the approval of the delegate.

In cases requiring a short-term appointment beyond six months, the manager must submit a request to the delegate illustrating:

- the business need for the appointment
- that all other alternatives have been considered and ruled out
- that the manager's human resource representative has been consulted

The principles of merit and equity are to apply in any decision to make an appointment under this provision. The delegate will consider the request on the basis that these principles are not compromised.

Such appointments cannot be renewed without being subject to a full, competitive recruitment process as detailed in *Standard Recruitment* above.

### ***General***

In a situation where:

- the preferred applicant does not accept the ANANASH TRS LIMITED Offer of Appointment, or

- the preferred applicant resigns from the position within six months of the appointment,

The delegate may exercise discretion as to whether the position be filled from the existing order of merit for that or a similar position, or re-advertised.

Vacancies may be advertised across a range of no more than two classification levels.

## 4.7 Recommendation

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Ananash Trs Ltd. Does not have a separate department of human resource management. So it hampers the proper way of selection process. Moreover, company management thinks it as a big expense to establish it. Their upcoming sector is training and development of the employee but some managerial problem it become delay. They need to concentrate on more advertisement and campaign to catch up the customer.

## 4.8 Conclusion

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The recruitment process is both long and costly, and when a mistake is made it can be catastrophic for the organization and the individual involved. Furthermore, the process is complex and offers as many opportunities for making a bad decision as a good one. So, effective recruitment and selection needed. Effective recruitment and selection is critical to company success in the future. Employing the right person, in the right job and the right time will save managers endless hours. We think the proposed system makes the recruitment and selection process more effective for the organization.

# CHAPTER 5

## REFERENCE AND APPENDIX

## 5.1 Reference

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- the office
- text book
- personal interview
- web Site.





ANANASH TRS LTD.  
House# 57/B (2nd Floor), Road# 21, Banani, Dhaka -1213, Bangladesh  
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E-mail: [info@ananash.com](mailto:info@ananash.com) , web : <http://www.ananash.com/trs/>

## Recruitment and Selection Process Checklist

Job Opening Number	Job Title	Position Number
--------------------	-----------	-----------------

Selected Candidate is:  External  Internal

### All documents must be returned to HR prior to Appointment:

- |   |   |
|---|---|
| <input type="checkbox"/> Departmental Response to Referred Candidates | All Candidates Referred                     |
| <input type="checkbox"/> Evaluation Form                              | Each Candidate Interviewed                  |
| <input type="checkbox"/> Employment/Personal Reference Sheet          | Final Candidate(s)                          |
| <input type="checkbox"/> Education Verification Sheet                 | Final Candidate Only                        |
| <input type="checkbox"/> Salary Determination Worksheet               | Final Candidate Only                        |
| <input type="checkbox"/> Copy of Job Offer Letter                     | Final Candidate Only                        |
| <input type="checkbox"/> Letters to Non-Selected Candidates           | All Candidates Contacted and/or Interviewed |
| <input type="checkbox"/> Criminal Background Check Form               | Final Candidate Only                        |

### For HR Use Only

- Documents returned to hiring authority (state reason) \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
- All documents returned and reviewed. Approved for hire.

Approved By:

Date:



**Disposition Codes**

Extend Offer
Unable to Contact
Filled Prior to Applicant Review
No Skills Match
Under Qualified
No Show for Interview
Misrepresentation
Selected for Other Position
Ineligible – Basic Eligibility
Ineligible – Employment Conditions
Ineligible – Minimum Grade/Salary
Lacks Required Credentials
Lacks Preferred Experience
Lacks Preferred Qualifications
Lacks Preferred Education
Job Opening Cancelled
Accepted Another Job
Offer Rejected
Work History Consideration
No Response to Prescreening
Ineligible for Transfer
Ineligible – Security Check
Ineligible – Rehire Clearance
Applicant Withdrew Interest
Incomplete Application
No Test Scores Available
Salary Requirements
Unwilling to Travel
Unwilling to Work Hours
Pool Closed at Dept. Request
Cancelled Prior to Applicant Review
Filled by RIF Candidate
Requires VISA Sponsorship
Unwilling to Work in Location
Duplicate Application
Answered no on Question

## Candidate Evaluation Form

### Complete on All Candidates Interviewed

Candidate	Interview Date	
Job Opening Number	Job Title	Position Number

**Instructions:** Rate the candidate using the established scale in the following categories.

<b>Knowledge of Specialty/Field etc.</b>				
1. Question				
Answer				
<input type="checkbox"/> Poor	<input type="checkbox"/> Less than Satisfactory	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> More than Satisfactory	<input type="checkbox"/> Excellent
2. Question				
Answer				
<input type="checkbox"/> Poor	<input type="checkbox"/> Less than Satisfactory	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> More than Satisfactory	<input type="checkbox"/> Excellent
<b>Education and Equivalencies</b>				
Comments:				
<b>Work Related Experience</b>				
1. Question				
Answer				
<input type="checkbox"/> Poor	<input type="checkbox"/> Less than Satisfactory	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> More than Satisfactory	<input type="checkbox"/> Excellent
2. Question				
Answer				
<input type="checkbox"/> Poor	<input type="checkbox"/> Less than Satisfactory	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> More than Satisfactory	<input type="checkbox"/> Excellent
<b>Leadership Experience/Skills</b>				
1. Question				
Answer				
<input type="checkbox"/> Poor	<input type="checkbox"/> Less than Satisfactory	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> More than Satisfactory	<input type="checkbox"/> Excellent
Comments:				

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E-mail: [info@ananash.com](mailto:info@ananash.com) , web : <http://www.ananash.com/trs/>**Communication** – Ability to express him/herself in an understandable manner (i.e. are questions answered directly or does the candidate waffle?) Poor Less than Satisfactory Satisfactory More than Satisfactory Excellent

Comments

**Overall Assessment** Poor Less than Satisfactory Satisfactory More than Satisfactory Excellent

Comments:

**Interviewer's Signature****Date**



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**EMPLOYMENT/ PERSONAL REFERENCE SHEET**

Employment Reference

Personal Reference

***Complete on Final Candidate(s) Only***

Applicant's Name		Job Opening Number
Job Title		Position Number
Name of Reference	Company Name	
Relationship w/Applicant		Date

**Verify**

Date of Employment	From	To
Job Title		
Can you describe the candidate's job responsibilities with you?		
How would you describe the applicant's relationships with co-workers, subordinates & superiors?		
Did the candidate have a positive or negative work attitude? Please elaborate.		
How would you describe the quantity / quality of output generated by the former employee?		
What were his/her strengths on the job?		
What were his/her weaknesses on the job?		



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Did the candidate have any problems with tardiness, excessive time off, schedule changes, etc?

What is your overall assessment of the candidate?

Would you recommend him/her for this position? Why or why not?

Would this individual be eligible for rehire? Why or why not?

Other Comments

Reference conducted by: \_\_\_\_\_ Date: \_\_\_\_\_



## EDUCATION VERIFICATION SHEET

### *Complete on Final Candidate Only*

Applicant's Name		Job Opening Number
Job Title		Position Number
College/Trade School		Degree Conferred
Name of Person Verifying Information		Date
Dates Attended	From	To
Degree Conferred		

Applicant's Name		
College/Trade School		Degree Conferred
Name of Person Verifying Information		Date
Dates Attended	From	To
Degree Conferred		

Applicant's Name		
College/Trade School		Degree Conferred
Name of Person Verifying Information		Date
Dates Attended	From	To
Degree Conferred		

Reference conducted by: _____ Date: _____
---



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## Salary Determination Worksheet -New Hires, Promotions, Transfers

REV 9/2006

Applies to all Classified, A&P, and CMC Physician/Dentist Positions (excludes Faculty, Scientists, Students, Residents & Post-Doctoral Fellows)

<b>Candidate Name:</b>	<b>Department:</b>	
<b>Title:</b>	<b>Job Code</b>	<b>Job Opening/Req.#</b>

### STEP ONE – CANDIDATE SKILL LEVEL

<ul style="list-style-type: none"> <li>Education Level and/or Degree(s):</li> </ul>	<ul style="list-style-type: none"> <li>Years of Relevant Experience:</li> </ul>
---	---

• Indicate the appropriate skill level and training required for the candidate. Is the Compa-ratio appropriate?

SKILL LEVEL	TRAINING REQUIRED	COMPA-RATIO
Meets minimum qualifications	Significant training	Up to 85%
Exceeds minimum qualifications	Moderate training	85% to 92%
Prior direct experience, can “hit the ground running”	Brief introduction to UTMB policies and procedures	92% to 104%
Possesses unique skills critical to UTMB	Brief introduction to UTMB policies and procedures	104% to 115%
		<ul style="list-style-type: none"> <li>COMPA-RATIO (POSITION IN RANGE)- Distance of a salary from the midpoint of the salary range, with midpoint equal to 100%</li> <li>Calculation: Compa Ratio = Salary / Midpoint x 100%</li> </ul>

### STEP TWO – BENEFIT REPLACEMENT PAY (BRP)

• BRP eligible?	Yes	No
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Note: New Hires may be eligible for **Benefit Replacement Pay (BRP)** if they were:

- Employed by a state agency on 8/31/95 and
- Eligible on 8/31/95 for state payment of the employee tax under Govt. Code Section 606.064 as it then existed.
  - If the candidate was a state employee on 8/31/95 with a subsequent break in service less than 30 consecutive days from the state agency, confirm that he/she is eligible for BRP.

If yes, the Proposed Salary

- Must be equal to or greater than the minimum of the salary range plus the applicable BRP amount and
- Offer letter must note the BRP amount and that BRP is included in the offer salary

### STEP THREE – INTERNAL EQUITY SALARY REVIEW

- List UTMB employees within your entity or department in the same job code or with similar qualifications, abilities and years of relevant experience (Order by highest to lowest years of relevant experience).

EMPLOYEE NAME *	EDUCATION LEVEL AND/OR DEGREE(S)	YEARS OF RELEVANT EXPERIENCE	TIME IN POSITION (YY/MM)	CURRENT SALARY **	BRP ELIGIBLE? **
1.					
2.					
3.					
4.					

\* Multiple appointments, include the relevant appointment current annualized salary.

\*\* Benefit Replacement Pay (BRP) recipient, indicate the BRP amount. The salary comparison to the proposed candidate should be made against Current Salary Less BRP.

<ul style="list-style-type: none"> <li>Entity or Department Job Code Average Salary - (Obtain the UTMB average from your HR Consultant, if needed)</li> </ul>	
---	--

### STEP FOUR – PROPOSED SALARY

If a UTMB employee is transferring into a lesser or equal pay grade, a salary increase may not be offered without written approval from the appropriate Vice President, Dean, or Chair and the Chief Human Resources Officer.

<ul style="list-style-type: none"> <li>Is the candidate a current UTMB employee? Yes No</li> </ul>	• Grade	• Current Salary \$
<ul style="list-style-type: none"> <li>Proposed salary (Note: if the salary includes BRP, it must be stated in the offer letter )</li> </ul>		\$
<ul style="list-style-type: none"> <li>Proposed salary divided by Department/Entity Job Code Average:</li> </ul>		%

### STEP FIVE – JUSTIFICATION

Justification or a Corrective Action Plan is required if the proposed salary is:

- 5% higher or lower than your entity or department average salary for similar years of relevant experience within the job code - Indicate why this candidate should be compensated differently.
- 5% or greater than the average salary – To maintain internal salary equity for current employees, develop a corrective action plan with performance consideration.

• Justification:
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Department Authorization	Date	Human Resources (Compensation if A&P position)	Date



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Date:

Dear:

This letter is to offer you employment as a **(Job Title)** at Ananash TRS Limited, effective on a mutually agreed upon date. Your starting salary will be **Tk.**\_\_\_\_\_ bi-monthly, annualized at **Tk.**\_\_\_\_\_. This salary includes your Benefit Replacement Pay /BRP.

His position has a six-month probationary period. **(Do not include this statement for transfer hires.)** At the end of the six-month period, your performance will be evaluated. Your initial focus for the first six months will be to: **(sample goals)**

We are very excited about having you join us on the \_\_\_\_\_team. Please indicate your agreement and understanding of this letter by signing the statement below. Please feel free to contact \_\_\_\_\_or myself should you have any questions.

Best Regards,

\_\_\_\_\_

*I have received the letter confirming salary. I understand that no other promises, representations or agreements have been made by anyone with respect to the terms or conditions of my employment. I understand that this letter does not constitute an employment contract. I understand and agree that I am subject to the policies and procedures established by the Board of Regents of the Bashundhara Group System and state laws regarding my employment.*

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



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**Letter to Non-Selected Candidate**  
(Candidates Interviewed)

Date:

Name:

Address:

City, State, Zip Code:

Dear:

Thank you for your interest in the ***insert position title*** position for the Department of ***insert department/division name*** at the Ananash TRS Limited.

Although your experience and accomplishments are excellent, we filled the position with another candidate whose demonstrated qualifications more closely fit our current needs. We invite you to visit our website ([www.ananash.com](http://www.ananash.com)) for continued employment opportunities.

Your interest in BCDL is appreciated. We wish you success in your job search.

Sincerely,

**Name**

**Title**

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## Letter to Non-Selected Candidate

(Candidates Not Interviewed)

### SAMPLE

Date:

Name:

Address:

City, State, Zip Code:

Dear:

Thank you for your interest in the ***insert position title*** position for the Department of ***insert department/division name*** at the Ananash TRS Limited .Your applicant information has been reviewed and based on our current pool of candidates, you will not be considered for an interview at this time. However, I invite you to visit our website at ([www.ananash.com](http://www.ananash.com) ) for continued employment opportunities.

Your interest in UTMB is appreciated. I wish you success in your job search.

Sincerely,

**Name**

**Title**