

Dhaka, Bangladesh

Thesis Paper

on

Recruitment & Selection Process in Bangladesh: A Case Study on Evince Group of Companies

Submitted by:
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ID: EMBA2201025001

Program: Executive Master of Business Administration (EMBA)
Major: Human Resource Management (HRM)
Semester: Spring-2023

Submitted to:
Department of Business Administration
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Dhaka-1215

Date of Submission:

Date: 11-May-2023



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Supervised by:
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Letter of Transmittal

May 11, 2023

To,
Md. Rasel Hawlader
Lecturer
Department of Business Administration
Sonargaon University, Dhaka.

Subject: **Submission of Thesis Paper on "Recruitment & Selection Process in Bangladesh:A Case Study on Evince Group of Companies".**

Dear Sir,
With due respect and honor, I would like to inform you that, I have successfullycompleted therequirements to entitle myself for the thesis paper, which is a mandatory requirement to completionof the EMBA program. This is a great pleasure for me to submit the thesis paper on, **"Recruitment & Selection Process in Bangladesh: A Case Study onEvince Group of Companies"**. Here I gathered what I believethe most completed information available. I believe that it will provide a clear scenario of the HRMpolices of the prominent industrial institution Evince Group of Companies in Bangladesh.

This report is all about to synchronize my theoretical learning from EMBA program with the realcorporate world. I attempted my every move to go through all the necessary materials, documents,guidelines, and other subsequent reports which fulfill the requirements of this thesis paper. I haveplaced my most effort on preparing this term paper and tried to leave no stone unturned to make thereport a vivid and comprehensive one despite a lot of limitations. I sincerely believe that it will servethe required purposes. I will always be obliged to furnish any clarification regarding this paper, ifrequired.

I humble request you to accept this report for your kind evaluation.

Kind regards,

Very truly yours,

Shohag Sheikh
ID: EMBA2201025001
Department of Business Administration
Sonargaon University (SU)

Letter of Authorization

I, Mr. Md. Rasel Hawlader, Lecturer, Faculty of Business Administration, Sonargaon University (SU)hereby certify that the Thesis work entitled as "**Recruitment & Selection Process Practices in Bangladesh: A Case Study on Evince Group of Companies"** has been prepared by Shohag Sheikh, ID: EMBA-2201025001, Departmentof Business Administration, Sonargaon University (SU) and submitted as a requirement for the partialfulfillment for the degree of the Executive Master of Business Administration (EMBA) with major inHRM. To the best of my knowledge, the above-mentioned work has been conducted by the studenthimself. Any option and/or suggestion made in this study are entirely that of the author of this thesispaper. The report is an original work and prepared as a partial requirement of the degree the ExecutiveMaster of Business Administration (EMBA).

Md. Rasel Hawlader
Lecturer
Department of Business Administration
Sonargaon University (SU)

Student's Declaration

This is Shohag Sheikh, a student of Executive Master of Business Administration, ID: EMBA2201025001 from Sonargaon University (SU) would like to solemnly declaration here that this reporton Recruitment and Selection process in Bangladesh: A Case Study on Evince Group ofCompanies has been authentically prepared by me under supervisor of Md. Rasel Hawlader, Lecturer,Department of Business Administration, Sonargaon University.

I didn't breach any copyright act intonationally. I am further declaring that I did not submit this report anywhere for awarding any degree, diploma, or certificate.

Sincerely Yours,

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Acknowledgement

I would like to thank Almighty Allah who made me able to complete this Thesis Paper by utilizing myskills and knowledge.I would like to express my indebtedness and deepest sense of gratitude to SupervisorMd. Rasel Hawlader, Lecturer of Business Administration, Sonargaon University for hisencouragement, thoughtful suggestions, proper guidance and supervision throughout the progress ofmy thesis work.

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Last but not the least, I am also thankful to employees ofHR department of Evince Textiles Ltd. whose management experience and tips are always helpful for me. Without their encouragement andguidance, it might not be possible for me to complete my thesis paper so successfully and smoothly.

I am responsible for errors and mistakes presented in the report and a positive and constructive criticismwill always be greeted warmth.

Shohag Sheikh
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Executive Summary

Evince Group of companies today symbolizes a name–a state of mind. From the inception in 1981.Evince Group today is more than just an organization, it is an institute. In a career spanning across fourand half decades it has pioneered the development of the local business in fields as diverse asGarments, Textile, ("About Evince Group", 2020). Evince today is more thanjust an organization, it is an institute. In a career spanning across four and half decades it has pioneeredthe development of the local business in fields as diverse as Garments,Textileetc. With an averageAnnual turnover of over US$ 200 million and a workforce of about 8000 the Evince Group is a trueicon of the Bangladesh business sector. In this report I gave more focus on Evince Group of companies.I have discussed the history and growth stage of Evince Group of Companies. Its Address Lotus Kamal Tower – 1, Nikunja-2, Khilkhet, New Airport Road, Dhaka-1229, Bangladesh. The manufactures 100% Cotton Ring Span Yarn orHosiery, 100% Cotton OE Rotor for Hosiery and Knit Fabrics for 100% export oriented readymadeGarments Industry. I recently have done my thesis paper in Evince Group, in which I got training fromeach of its department. The thesis paper basically revolved around the product knowledge training. Thesystem, the style of working & the commitment of the employees in Evince Group is exemplary. I haveall my practical efforts in the form of this manuscript that's the asset for my future career. Then I havedone a detailed with theoretical framework, company overview, HRM practices, SWOT analysis &Findings. Evince Group of Companies Report provides a complete overview of the company's affairs.All available data is presented in a comprehensive and easily accessed format. The report contains thecompany's profile and information about the company's vision, mission principal activities, objectives,locations, and organization structure. This report provides relevant news, an analysis of R & D activity,distribution channel and stock price movements. The report also enables direct comparison to be madebetween Evince Group and its competitors.

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Chapter: One
Introduction

1.1 Introduction

Evince Group of companies is a largest company in our country. They have several branches all over the country providing and distributing product. Now-a-days they capture most of the market shares of our country. They have a reputation name in the Textiles industry of Bangladesh for manufacturing quality yarn dyeing woven fabrics for more than four decades. ETL made its debut in a humble way in 1980 from a small garment sector in Mirpur. Some big concerns like Evince Garments, Evince Textiles,Argon Denims, Evitex Dress shirt, Evitex Apparels andArgon Spinning Ltd. Incorporated at that time; Evince Group of companies today is a corporate giant active in divergent business and industrial fields. Its present unassailable status is the outcome of its successful diversification whether related diversification or unrelated. Evince Group of company's objectives are to conduct transparent business operations within the legal & social framework with aims to attain the mission reflected by the vision. Evince Group of companies Mission is to provide quality & innovative people. Evince Group of company's visions is leading to accretion of wealth through financial and moral gains as a part of the process of the human civilization. As per provisions of the article of association, Board of Directors holds periodic meetings to resolve issue of policies and strategies, recording minutes/decisions for implementation by the Executive Management. So, it is clear to me that Evince Group of Companies is a pivotal and most contributing company in our country for government as well as for our economy.

1.2 Objectives of the Study

Every research work is conducted to achieve some objectives. The primary objective of this report is to fulfill the requirement of the Thesis Paper. The secondary objective of the report is to evaluate the "Recruitment & Selection Process" of Evince Group of Companies. This report has been prepared primarily for the fulfillment of the Human Resource Management course, which is an essential part of the EMBA program of Sonargaon University (SU).

The objective of this report is:

→ To share the lesson learns.
→ To inform about the progress.
→ To analyze the inputs against the outputs.
→ To communicate the changes.
→ Risk reduction preparation.
→ To plan accordingly for up-coming period.
→ To know about the Evince Group of Companies and its HR practice.
→ To find out the kinds of training provided by Evince to its employees.
→ To look on the frequency of training provided by Evince to its employees.

And finally, whether the training provided by the organization has any impact developing theemployee.

1.3 Methodology of the Study

In order to complete this report personal visit and discussion with executives and top-levelmanagement of "Evince Group" become conversant with the company's philosophy, workingprocedures, management system, and decision-making process of the company. The details ofthework plan are furnished below:

Data Source

The information and data for this report have been collected from Primary Source as well asSecondary Sources but emphasis has been given more on Secondary Sources.

Primary Source

Primary Sources mean the sources of data which were never used in anywhere and which data arepresented first time. This information is collected from.

→ Practical desk work

→ Face to face conversation with the officer

→ Direct observation

→ Face to face conversation with the client

Secondary Source

Secondary Sources mean the sources of data which were already existed and used. Many journals,books and data from websites are used here as a source of secondary data. This report will be basedon theoretical and practical information gathered from Secondary Sources e.g.

→ Books, manuals,

→ Journals,

→ Publications,

→ Web sites,

→ Back-office management on the related field.

Apart from these I will try to induce my practical experience what I have gathered while working as athesis and my leanings what I have learnt from my university.

Data Analysis, Classification, & Presentation

Relevant data for this report has been collected through practical orientation, personalinterview, andobservation in the organization etc. The interviews were administered by formal and informaldiscussion. No structured questionnaire has been used. Secondary sources of information include theannual report of the company. Data collected from secondary source have been, processed manuallyand qualitative approach has been used throughout the study. Qualitative approach has been adoptedfor data analysis and interpretation taking the processed data as the best. So, the report primarily onan analytical judgment and critical reasoning. After

gathering all the prime and secondary data Icollected, corrected, organized, analyzed, and integrated to draw some findings.

1.4 Limitations of the Study

A primary limitation of the report is that it is based on facts, accumulated from word of mouth, whileconsulting secondary data. Some information presented in the report may be biased, as people tend toavoid their own limitation regarding their job and tend to hold other departments responsible fordrawbacks of their own. As the report is not a comprehensive one, rather based on a single facilityof Evince Group of Companies and also based on a limited number of department employees so anyultimate decision may not be drawn about the whole organizations training facility.There is no study work which is free from defect. Such defects are known as limitations. As thereport prepared with a short span of time, the report could not be made comprehensive andconclusive. Some usual constraints I did face during my investigation. Due to the company's policyof maintaining secrecy I did not get the opportunity to collect information regarding all departments.

The limitation of my study work is stated by the following:

i. The data and information related with the topic was not easily available.
ii. The study also suffered from inadequacy of data.
iii. The study was not done very successfully due to inexperience.
iv. Supply of more practical and contemporary data is another shortcoming.
v. Unwillingness to response of the interviewer is another limitation for this study work.
vi. Lacking young, energetic, and talented officers /staffs.
vii. Scarcity of pertinent information.
viii. Time Constraint.
ix. Lack of experience.
x. Lack of knowledge about the functional aspect of capital market activities.
xi. Shortage of update data.

1.4.1 Confidentiality of Data

Because of some divisional and confidential problem, I could not get enough information. Everyorganization has their own secrecy that is not revealed to others. While collecting data some companypersonnel did not disclose enough information for the sake of confidentiality of the organization.

1.4.2 Budgeted Time Limitation

It was one of the main constraints that hindered to cover all aspects of the study.

1.4.3 Data Insufficiency

There is a lack of information about the different costing methods applied by different companies andthe level of costing applications as well. Insufficient books published relevant to the topic and lack ofavailability of fact and figure has made an impact. These constrains narrowed the scope of accurateanalysis. If these limitations had not there; the report would have been more useful attractive.

Chapter Two
Profile of the Organization

2.1 Overview

Evince Group is one of be Bangladesh leading group of companies is committed to improve thequality of human life by enabling people to do more and live longer. Evince is a Bangladeshiindustrial conglomerate. The industries under this group include Textiles& Garments. Visions of Evince are to emphasize the quality of products, processes,and services, leading to growth of the company imbued with good governance. Evince today symbolizes a name a state of mind. But its journey to the growth and prosperity hasbeen no bed of roses. From the inception in 1983, it has today burgeoned into one of the top lineconglomerates in Bangladesh.

Evince is committed to undertake appropriate review, evaluation and performance measurement ofprocesses, business activities and Quality Management System for continual improvement to ensurehighest standard, customer satisfaction, developing human resources and company's growth.

Company Profile

1999	Incorporated
2003	Operations Started
2013	Converted into public limited company
2018	Started the denim product

Company Chairman

Anwar-ul Alam Chowdhury Parvez (born 23 November, 1959) is a Bangladeshi prominent and visionary businessperson who has been the head of 11 different companies. He holds the position of Chairman/Managing Director for Evince Group. He is the Current President for Bangladesh Chamber of Industries & Vice President of Dhaka University Alumni Association. Chowdhury is also on the board of Director of International Chamber of Commerce Bangladesh and Bangladesh Foreign Trade Institute and Member of Bangladesh-Malaysia Chamber of Commerce & Industry, Dutch Bangla Chamber of Commerce & Industry, Malaysia Bangladesh Chamber of Commerce and Diabetic Association of Bangladesh.

Chowdhurywas born in Dhaka in a respectable Muslim family. He completed his S.S.C. education from Dhaka Government Laboratory High School, H.S.C. education from Dhaka College and Bachelors of Management from Dhaka University. Furthermore, to pursue Master of Business Administration (MBA), he went to the USA.

In the year 1983, Chowdhury returned to his home soil with an inspiration to establish a business house. Being a visionary, he was able to recognize the future prospects of the Ready-Made Garments (RMG) Industry for Bangladesh, which certainly turned out to be the single largest source of Export earnings for the country today. He always wanted to contribute to the well-being and prosperity of the country by generating employment and empowering a large section of female population. His firm belief led him to set up his first venture “Evince Garments Limited” in the year 1983. He started with a relatively small investment and a workforce of about 350 employees at Mirpur, Dhaka. Today, under his leadership and guidance the Company is growing significantly and has become one of the leading export-oriented business houses in the country with buyers in the USA and Europe.

From a small-scale beginning in 1983, Chowdhury has successfully diversified the operations, both vertically and horizontally, through his vision and tenacity. The group now has a total of 11 industries. Out of which, the Garments, Textile, Design and Fashion and Retail Business & employing more than 10,000 employees.

Chowdhury has been associated with the Bangladesh Garment Manufacturers and Exporters Association (BGMEA) for the last twenty-one years and was the President of BGMEA for the term 2007-2009. During his tenure as the President of BGMEA, his achievements were significant. He was the Director of FBCCI during the year 2006-2007 & also recently he has been elected as a Director of FBCCI for the Year 2021-2023.

Chowdhury has won a number of awards, including the "Export Trophy 2007-08" and "Atish Dipankar 2008 Award" & "DesherKagoj Award 2006".

As a part of his Corporate Social Responsibility, Chowdhury is involved and regularly contributes for the various welfare activity programs. He is a member of Gulshan Shooting Club, Gulshan Youth Club and Kurmitola Golf Club. As a social person he is a member of Uttara Club, Banani Club and life member of Bangladesh Diabetic Association.

Chowdhury is also a member of Dutch Bangla Chamber, Malaysia Bangladesh Chamber.

2.2 Vision of Evince Group

According to the Evince's vision statement, the company wants to allow everyone to shape the futureof their business, as they want. The vision statement says, "We are here to assist businesses of allscales and sizes. We will help them to start, function, and then grow towards a better future ineconomies. And we do it because we believe that the growth of one business is the growth of everyother business."

We view business to the material and social wellbeing of the investors, employees, and the society atlarge, leading to accretion of wealth through financial and moral gains as a part of the process of thehuman civilization. Evince Group is to establish itself as socialist and leader in the spinning, Textile,Consumer industry of the country. The vision is – "We view business as a means to the material andsocial wellbeing of the investors, employees at large leading to accretion of wealth through financialand moral gains as a part".

2.3 Mission of Evince Group

The Evince mission statement says that "We believe that every individual must have an equal chanceto build themselves in the economic world. We believe that the economy of any country and theworldgrows collectively when every citizen has access to the economic world. Therefore, we aim tomakecommerce easy for everyone". As per Jack Dorsey, the CEO of Evince, "The aim of thecompany is theempowerment of small businesses."

The company wants to provide simple and affordable solutions that can help businesses sell morewithout any barriers. If people are left behind because they do not understand the technology orcannot afford to put things at stake. However, evince wants to help and develop tools and devicesthat will give more power to people and increase their opportunities to thrive in the economic world.They want to develop tools that bridge the gap between ideas and their employees to benefit thebusiness. Because it helps the world becomes more honest when

everything is fair and also Evince.Evince has a clear mission that is to make the world economy fairer for every business commodity. Italso believes in giving them equal opportunity to grow and earn a better livelihood for themselves.The Evince mission statement clearly states that the company wishes to demolish the gap betweenideas and technology. This will help in bringing the two worlds together so that economies couldgrow collectively.Evince Group Mission is to produce and provide quality & innovative healthcarerelief for people, maintain stringently ethical standard in business operation also ensuring benefit tothe shareholders, stakeholders, and the society at large. Also, Evince mission is to produce andprovide quality services and UN innovative products for people, maintain ethical slandered inbusiness operation, also ensuring benefit to the stakeholders and peoples of Bangladesh.

2.4 Objectives of Evince Group

Evince objectives are to conduct transparent business operation based on market mechanism withinthe legal & social framework with aims to attain the mission reflected by Evince Vision. Evinceobjective is to accomplish Evince Vision and Mission they are constantly parsing for besetment ofsocio-economic life of our people.

The organization chosen is a manufacturing company; therefore, the focus of the report is mainly onspecified production related functions i.e., machine operation and manual packaging. As manual jobsare easier to measure relevant performance, the author tried to concentrate more on floor levelemployees i.e., process operation helpers, packers etc.

Values

The importance of commitment, integrity and responsibility towards development are implanted in us. At Evince Group, we strongly value and prioritize business ethics, employee empowerment, the advancement in technology and preserving the nature through our functional activities; combined together to deliver the finest. We emphasize on the livelihood and the smiles that it brings forth of all individuals associated with the Evince Family.

2.5 Board of Directors of Evince Group

Mr. Anwar-ul Alam Chowdhury, Chairman
Mr. Mrs. Shabnam Shehnaz Chowdhury, Vice Chairman
Mr. Abu Kawser Majumder, Managing Director
Mr. Md. Akhter Shahid, Director
Mr. A.K. Gouhor Rabbani, Director
Mr. Shah Adeeb Chowdhury, Director
Mr. Shah Rayeed Chowdhury, Director
Muhammad Lutfar Rahman, FCA, Independent Director
Prof. Dr. Md. Hasibur Rashid, Independent Director

2.6 Registered Office

Registered office of the company is located at Plot No-33, Section-7, Mirpur, Dhaka-1216 and the Corporate Office is situated at Lotus Kamal Tower-One (Level-12), 57, Joar Sahara C/A, Nikunja-2, New Airport Road, Dhaka-1229.

2.7 Functions of Evince Group

The site network is supported by specialist above-site functions:

➢Communications

➢Engineering Technology

➢Finance

➢Global Logistics

➢Human Resources

➢IT

➢Legal

➢Manufacturing Strategy

➢New Product Supply (NPS)

➢Operational Excellence (OE)

➢Procurement.

2.8 Industries of EvinceGroup

Realizes the need to stake out a competitive segment in the changing global market of today through
technological excellence and human expertise's committed to transpose its local success to the world
scene.

→ To establish ourselves as a one stop source for the Global Apparel market.

→ To satisfy and meet customer's expectation by developing and providing products and serviceon time, which offer value in terms of Quality, Price, Safety & Environmental impact.

→ To assure complete compliance with the international quality standards.

→ To provide the employees internationally acceptable working condition /standards.

→ To promote the development and best use of human talent & equal opportunity employment.

→ To procure the most advanced & sophisticated technology suitable for producing desiredproduct.

→ To attain highest level of competence through continuous development of the professionalmanagement system and to ensure complete transparency in all aspects of business.

An artistic heritage meets cutting edge technology. In 1997, entered the textile sector with itsmanufacturing facilities of cotton yarn. Combining modern technology with skilled manpower underunique inspiring, atmosphere, this new venture soon rose to the top of the local textile industry.Today it has one of the most sophisticated vertically integrated set-ups.

Evince in Textile Business

Evince has over 20 years of experience in yarn dyeing woven fabrics. The industry is one of the largest producersof weaving in Bangladesh. Today it has one of the most sophisticated verticallyintegrated set-ups by which they are producing 50,000 yds of fabrics every day. They are recognized bytheir valued customers through quality products with committed services. Evince mission is the polestar of their vision for maximization of production of quality lifesaving products and services strictlyon ethical and moral standards at minimum costs to the society ensuring optimum benefits to theconsumers, the shareholders, and other stakeholders.

2.9 Strengths

Evince Group of Companies is a rapidly expanding company. They start its journey in 1983. All theunits of the factory enjoy highly of machinery are imported from Turkey, Germany, Switzerland,Italy & Japan. As a result, it can maintain a smooth rate of production. Well trained human recoursesare strength of the company. They train up their key personally in the country. So, that the companycan get somecompetitive advantages over the competitions. The HRM practice is also remarkable.

Some important strength is.

➢Still has brand image of some Fabrics.

➢Broad portfolio of payments related products and services.

➢Rapid growth with global customer

➢Strong fraud detection capabilities for merchants.

➢Providing powerful reporting and analytics features through dashboard.

➢Strong brand and Net Promoter Score (NPS).

➢Skilled and sufficient people.

➢Better quality perception.

➢Financial strength.

Evince gives the job Security.

➢Friendly Environment.

➢Great opportunity to learn how to work

2.10 Weaknesses

There are too many departments under the super vision of the General Manager which can cause lowproductivity due to large span of supervision.

➢High price

➢Low variety of products

➢Low packing size

➢Lack of availability of products

➢Lack of effective distribution system

➢High cost of distribution

➢Lack of sufficient promotional effort

➢Some branches are not properly maintained.

➢There is some problem in recruitment policy.

➢Lack of professional degree holders.

➢There is no arrangement for special training.

➢Signatory problem.

Job Security

➢**In Evince, there is job security**. Every permanent employee gets the facility of providentfund; earn leave facility, medical allowances and so on.

➢**Friendly environment**: In Evince environment is so much friendly. Every person tries to helpothers.

➢**Great opportunity to learn**: Every senior tries to teach the juniors how to work soundly,sharply & smoothly. These types of opportunity are very much limited in other organizations.

2.11 Opportunities

There are bright opportunities for the company in the overseas market. If it can communicate welland capture a significant market portion in the Europe and USA market, it can get scale of economic.

➢High confidence brand name and quality.

➢Market is significantly large and growing.

➢Proper utilization of yarn may arise much profit.

➢Incredible export potential

➢New innovative therapeutic products

➢Income is increasing day by day

➢Due to the cost advantage in contract manufacturing & Research multi-national companies find it compelling to shift their production bases to countries offering such cost advantage.

➢There is a possibility of greater returns from other countries of the world by exporting.

2.12 Threats

The threats of the Evince Group of Companies are the analysis of the external industry componentsthat could create an opportunity for the Evince. The external components should be environmentalfactors or aspects outside the industry's control, yet reflective of the business marketplace.

For example, The Evince Textile Industries threats could include increased Government regulation,declineingeconomy, increasing research and development (R & D) cost or a decrease in the global inthe global population. The threats of Evince Textile are discussed below:

- ☑ Aggressive movement of the rivals.
- ☑ Large competitive market and intensive industry.
- ☑ Competitive and evolving markets.
- ☑ Government promoted digital payment platforms.
- ☑ Performance strongly correlated to the economy.
- ☑ Competitors' lower prices.
- ☑ Rising condition of local companies.

- ☑ Large portion of the market is not understanding the quality and don't care what they arebuying.
- ☑ When they will introduce, they will through a competition in the market as well. Evince needsto consider the competition in planning of their marketing strategies to respond to this threat& fight back.
- ☑ Research and Development efforts of Bangladeshi Textile companies are hampered by lack ofenabling regulatory requirement.
- ☑ Export effort is hampered by procedural hurdles in Bangladesh as well as non-tariff barriersimposed abroad.
- ☑ Lowering of tariff protection has increased competition in domestic markets resulting inerosion of profitability.
- ☑ Merger and Acquisitions by other companies may completely change condition of the TextileMarket.
- ☑ Small number of discoveries.
- ☑ Competition from MNC's.
- ☑ Outdated Sales and Marketing Methods.
- ☑ Limited knowledge and experience base.
- ☑ Pricing and reimbursement level could restrict use.

Chapter Three:

Theoretical Discussion

3.1 Definition of Recruitment and Selection

a. Recruitment

The concept of human resources relates to both the people who work for an organization as well as the department within a business that is responsible for the management of all matters pertaining to employees. The human resources department is a vital component within any large company because they are tasked with functions such as staffing, training, driving organizational development, and maintaining human relations. Recruitment is another important role associated with human resources and it is used heavily in most fields of business.

The definition of recruitment is the process of finding, selecting, and hiring the best-qualified candidates for available positions within an organization in a timely manner. Potential candidates may be sourced externally from outside of an organization or internally from a group of existing employees who possess the required skills for the position and desire to fill an open role. Recruitment is the first step in an organization being able to grow its capital because without the presence of qualified workers, organizational goals could not be met and resulting profits could not be achieved.

b. Selection

The **Selection** is the process of choosing the most suitable candidate for the vacant position in the organization. In other words, selection means weeding out unsuitable applicants and selecting those individuals with prerequisite qualifications and capabilities to fill the jobs in the organization.

3.2 Concept of Recruitment and Selection

Recruitment and selection are the process of identifying the need for a job, defining the requirements of the position and the job holder, advertising the position and choosing the most appropriate person for the job

Undertaking this process is one of the main objectives of management. Indeed, the success of any business depends to a large extent on the quality of its staff. Recruiting employees with the correct skills can add value to a business and recruiting workers at a wage or salary that the business can afford, will reduce costs. Employees should therefore be carefully selected, managed and retained, just like any other resource.

3.3 Objectives of Recruitment and Selection

Introduction

When organizations onboard the best candidates for hard-to-fill positions, they make business processes more streamlined and centered on employee growth and development. Recruitment objectives enable organizations to recruit top talent and build high-performance teams. Practical recruitment objectives align a company's hiring requirements with its long-term goals.

This blog details the nuances of recruitment objectives and elaborates on the intricacies surrounding the hiring objectives of an organization.

Now, let us discuss what objectives you should set as a talent acquisition expert. To ensure the selection and recruitment process is smooth and efficient, here are fourteen recruitment objectives that will help in your pursuit of top talent.

i. Improve the quality of hires

Improving the quality of the hire is regarded as one of the most crucial objectives of recruitment and selection. You would not want to lose an employee who would be an asset to your organization. While hiring, for some, may appear like a run-of-the-mill process, finding the best talent that is a perfect match for the job position and company culture is easier said than done. Therefore, you can leverage pre-employment assessment tools and structured interviews to filter out your candidates.

By narrowing down the talent pool and condensing it to the most suitable options, you can spend more time focusing on the most viable candidates. This significantly reduces the possibility of overlooking a person's exceptional credentials and helps refine hire quality.

ii. Up your networking efforts

While the all-pervasive impact of social media has been substantial, its impact on your recruitment goals is also significant. Expanding your networking and socializing horizon can also help you create your brand image that will resonate among your targeted talent pool, attesting to the authenticity and reliability of your organization. This approach will direct the right talent toward your company. Integrating your recruitment tools to social media channels will help you reach a far more significant number of candidates and stay prepared throughout the recruitment process.

Your network is instrumental in helping you find the best talent from more diverse backgrounds. Your colleagues, other recruitment partners, ex-employees or other

professionals in your industry are also an integral part of your network. They can provide you with valuable referrals or help you find the most qualified candidates for job openings. You can also conduct HR conferences or marketing events to expand your network and reach for sourcing top talent.

iii. Conduct an in-depth talent assessment

Although you have recruitment goals at the forefront, it is likewise essential to assess aspirants on multiple criteria, such as:

You cannot vouch for the accuracy of your hiring decision if you have not followed a balanced evaluation approach to evaluate candidates on these distinct aspects. Therefore pre-employment assessments play a pivotal role in measuring critical traits and skills. You can put pre-employment tools to good use as they can measure candidates' core traits and acquired skills. Generally, these suites of tools offer a wide range of scalable and customizable assessments, such as personality, cognitive, behavioral, communication skills, technical, and coding assessments.

iv. Focus on building an innovative recruitment marketing strategy

Recruitment marketing efforts aim to attract, engage and onboard the best talent for an organization. Recruitment is not a one-off affair but a continual process that your organization can be deeply invested in year-round, even when it is not hiring. Creating a remarkable brand image, adopting the right talent assessment tools, participating in recruitment events, and building connections are some measures that can constitute the core of your talent strategy. Through such endeavors, you can level up your recruitment marketing strategy.

v. Monitor the employee turnover rate

Turnover is an inevitable part of an employee's life. Companies have already reckoned with the after-effects of turnover, but a higher turnover rate is considered a cause of concern for organizations. Thus, monitoring the employee turnover rate becomes one of the critical recruitment objectives. Talent acquisition experts need to monitor and analyze the turnover rate to form a robust talent pipeline before any job opportunity arises.

vi. Build a thriving talent community

A talent community is a means to keep active talent pipelines for future considerations. It is a cohort of individuals who would be an ideal fit for your organization, but present circumstances keep them from joining the company. Building a talent community can come in handy, especially when you have some positions to fill without impairing the quality of hire

vii. Improve employer's branding

The importance of employer brand value is greatly acknowledged because it provides ample benefits to the organization, so it can be considered one of the critical recruitment objectives. A LinkedIn survey revealed that 72% of recruiting leaders realized a strong employer brand's impact on hiring. These stats underscore that the company cannot overlook this vital aspect.

The employer's reputation as a workplace and the offered employee value proposition matter most to the job seekers. A powerful employer brand easily draws the candidates' attention, directly corresponds to a surge in applications, increases the quantity of the talent pool, and simplifies the process of talent acquisition.

viii. Keep close tabs on the cost-per-hire ratio

As a recruiter, lowering the cost-per-hire rate of hiring initiatives can be an excellent and worth considering goal. The cost-per-hire ratio means the amount of capital invested in recruitment efforts over a period divided by the number of newly hired employees during that period. It is an excellent metric to manage your hiring budget more effectively. It would be best to analyze which marketing initiatives and channels of communications could work best to attract and engage prospective hires, then use those substantiated methods more often to expand your network and control the cost-per-hire rate.

ix. Optimize the screening process

Organizations should aim to develop and deploy a seamless recruitment and selection process. Streamlining the process begins right from pre-screening, which involves collecting necessary information about the candidate. Organizations can choose to employ technology in the HR processes, whether for screening, interviewing or shortlisting. Sifting through a hefty pile of resumes is one of the more tedious aspects of hiring because HRs are bound to receive a few incompatible applications.

An automated pre-employment testing platform could significantly streamline the first stage of hiring. It can help determine which candidates' potential and experience match the critical job requirements, helping hiring managers shortlist candidates for the next interview round.

x. Support new hires to a greater extent

Helping new hires in an unknown professional environment will go a long way in ensuring high employee engagement. Many recruiters feel their main task is complete once employees get the job; however, you can go the extra mile to assist new hires from preboarding to the onboarding process and even post that. This gesture would encourage new hires to develop an unwavering bond with the organization, thus creating a more positive and trustworthy environment.

xi. Avoid hiring failure

An increase in new hire failure rates can be highly concerning, so addressing it can be a crucial recruitment objective. Generally, finding the right talent seems downright simple when your only criterion of onboarding is based on a résumé and cover letter. Yet, finding the best-fit talent through shuffling resumes is not feasible. While most recruiting leaders emphasize the hiring quality, not many realize the best ways to measure it.

This is where the role of digital recruitment tools comes into play. A recent Aberdeen Group study revealed that organizations with necessary provisions for pre-hire screening were able to lower their turnover rate. The results of a holistic pre-hiring assessment help understand a candidate's skills, personality, interests, etc. Of course, an underlying uncertainty is inherent and inevitable in hiring. But if there are the right tools and methods to help you avoid hiring blunders, why wouldn't you think about using them?

xii. Manage your job postings page devotedly

Nowadays, companies prioritize having a dedicated job opening/hiring page on their website. Therefore, it would be best to make it a point to update yours regularly. A professional job posting page is easily navigable by applicants if it is clutter-free, visually balanced, and allows candidates to register their details and connect with you conveniently. In addition, keeping the hiring page of the organization's website updated will help interested candidates stay abreast of the available jobs, helping them do more research and contact you without a hassle

xiii. Ascertain who fits in with the company culture

Cultural fit assessment is a deciding factor in onboarding candidates who will thrive or excel. A cultural fit is someone integral to the growth of an organization and is closely aligned with the broader organizational vision. Therefore, talent experts must zero in on candidates that will adhere to the company's work culture. This can be achieved by using psychometric personality assessments and other related tools to identify people who are most likely to fit well in your workplace's culture and environment.

xiv. Encourage employee development

Potential candidates are more likely to associate with an organization that offers them ample growth opportunities. Encouraging professional development can be pinned as a crucial recruitment goal which may include discussing career objectives with each candidate, familiarizing them with the company's mission and vision, and enlightening them on future growth opportunities. Companies that champion employee development by understanding their capabilities and strengths and providing them with many avenues to grow in their careers have a high retention rate.

Conclusion

Now that you have covered much ground, gaining clarity on recruitment goals, the time is right to prioritize your goals and build your essential talent pipeline. Setting relevant goals will help you streamline your recruiting process better and attract quality candidates to fill existing job openings. However, it's crucial to build and maintain your talent pipeline even if there aren't any current job openings.

Understanding your recruitment objectives will make a positive impact on your organization's offer acceptance rate, reinforcing your employer branding. This would eventually translate to a streamlined selection process and healthy hiring practices that work wonders for the company's growth.

3.4 The strategic importance of the Recruitment and Selection Process

In business, Companies are made of people, and their talent. Companies are as successful as the people inside them manage processes every day.

The Recruitment and Selection Process is the way in which Companies identify and incorporate the best executives to solve the needs of their Customers.

When we incorporate the best employees we are sure that the Company will be better prepared to achieve success in the market.

That is why the Recruitment and Selection Process must be carried out formally and with a strategic plan that supports it.

a. Process of Recruitment and Selection

It is the Process of searching for candidates to interview and hire in order to fill vacancies within a Company.

b. Importance of Process

Because the rotation of employees is easily eliminated, facilitating the election of the candidate who not only possesses the necessary competences to fulfill the position, but also possesses the core values of the Company.

The main objective of Recruitment and Selection is an organized, transparent and fair recruitment process to incorporate the right people in the Company.

c. The strategic importance of the Recruitment and Selection Process benefits

i. Help build your brand as an employer. When a Company begins to hire, the public, potential candidates and the Market observe it.

ii. Reduces turnover and increases employee moral. When an Organization hires the right people, the end result is happier workers doing meaningful work.

iii. Attracts important group of applicants. A planned recruitment effort includes identifying the best methods to surch the most qualified candidates.

iv. Hiring speed. A well-designed Recruitment and Selection Process quickly resolves a vacancy. Therefore, the interruption in production or services due to lack of personnel, can be completely controlled or eliminated.

v. The success of a Company is guaranteed with the best employees, when they are happy and doing a meaningful job.

3.5 Stages of recruitment and selection

We have already talked about the difference between recruitment and staff selection, but we have not gone into depth about the different steps we need to follow throughout the hiring process.

Here we will explain each one in detail:

i. Identify a need or vacancy within the company

Not all vacancies or personnel requirements that arise are easy to spot. When an employee leaves or moves to a different position without a substitute in place, the company will obviously need to hire a replacement. However**,** when an organization grows or changes there may be more work to do or entirely new needs may emerge.

Therefore, the first step of recruiting involves being aware that a personnel need exists within the organization.

ii. Create the job description

Before we start to draft a description of the vacancy, we should identify some key features of the profile we are looking for. For example:

- Are we looking for a professional to take on different roles within the company?
- Should they have extensive sector experience?
- Do they need an impeccable academic record?

All these questions will help build a picture of the company's needs to craft an effective job description. This should cover the duties and responsibilities involved in the role so candidates can shape their expectations before applying.

iii. Decide on your recruitment model

Recruiting involves attracting and engaging talent and can be done in two ways:

- **External recruitment:** when we look for candidates outside the organization. For example, on job portals, agencies, etc.
- **Internal recruitment:** in this case the person who fills the vacancy already works in the company.

Furthermore, if we go down the road of external recruitment, the human resources team can also opt for **passive** recruitment, where they contact professionals with promising profiles, but who have shown no interest in applying for the post.

iv. Accept and save the CVs

Once the recruitment stage has launched, the human resources team will start to receive applications via the usual channels**.** These may come with CVs and cover letters, so it is vital to carefully save all these documents.

CRM systems will help you build up your own candidate database. In fact, Kenjo automatically connects with all recruitment portals to save each application on the same platform.

v. Make a shortlist

A large percentage of the applications received will not satisfy the position's minimum requirements, so an initial screening is usually necessary before the selection process. Interviewing everyone would cost the company significantly in terms of both time and money.

It is much easier to apply filters and obtain a list of the best applicants with the help of recruitment software. With Kenjo you can also perform a quick keyword search and instantly find the professionals you want.

vi. Carry out the staff selection process

The goal of the selection stage is to find the best candidate for the vacancy. To do this, we carry out a much more rigorous assessment, to measure, evaluate and compare applicants' skills and expertise.

Usually, we arrange an **i**ndividual interview to meet the candidate in person or invite them to participate in a group interview. There are different types of questions you can ask in interviews: ice-breaker questions, questions to get to know the candidate's character, gauge their problem-solving capabilities, understand their career history, etc.

We can also carry out practical exercises **to** assess and evaluate aspects that are key for the company. The main staff selection tests include personality tests, knowledge assessments, psychometric tests, etc.

vii. Create a report or file for each candidate

Every person that has a say in the choice of final candidate must have the same information. So it is crucial to collate the interview and test results for each candidate.

Ideally, put together a report or overview that gives an at-a-glance view of each candidate's strengths and weaknesses. If you can also include a general comments section, like Kenjo's software offers, it will be much simpler to compare them and choose the best.

viii. Make the final decision

The final stage of the recruitment and selection process is the all-important decision on which candidate will be joining the company**.** Take your time to evaluate the different options and make an objective decision about the one who has excelled throughout the process and achieved the best results.

3.6 Roles and Responsibilities

The recruitment process is managed by Human Resources. Their responsibilities include advertising open positions, screening candidates, conducting interviews, and extending job offers. The hiring manager is responsible for making the final decision on who to hire.

Human Resources departments have many responsibilities, but one of the most important is ensuring that new hires are properly recruited and onboarded. Onboarding is the process of acclimating new employees to their roles, and it's essential for helping them be productive members of the team.

Recruitment, on the other hand, is the process of finding and attracting qualified candidates. Both recruitment and onboarding are essential for ensuring that a company has a strong workforce, and they are often seen as the responsibility of Human Resources.

Maintaining and Innovating the Recruitment Process

Human Resources is responsible for maintaining and innovating the recruitment process in order to attract the best possible candidates for open positions. In recent years, HR have made a number of changes to the recruitment process in order to make it more efficient and effective. How the process is important can be seen in Recruitment Goals and Objectives.

The recruitment process has changed in recent years, and one of the most notable changes has been the implementation of social media recruitment. Social media recruitment involves using social media platforms, such as LinkedIn and Twitter, to find and attract candidates for open positions.

Human Resources departments have found that social media recruitment is an effective way to find qualified candidates. It allows them to connect with a larger pool of potential employees, and it makes it easier for candidates to learn about open positions. Additionally, social media recruitment allows companies to target specific demographics, which can help them find the best possible candidates for their open positions.

Chapter Four

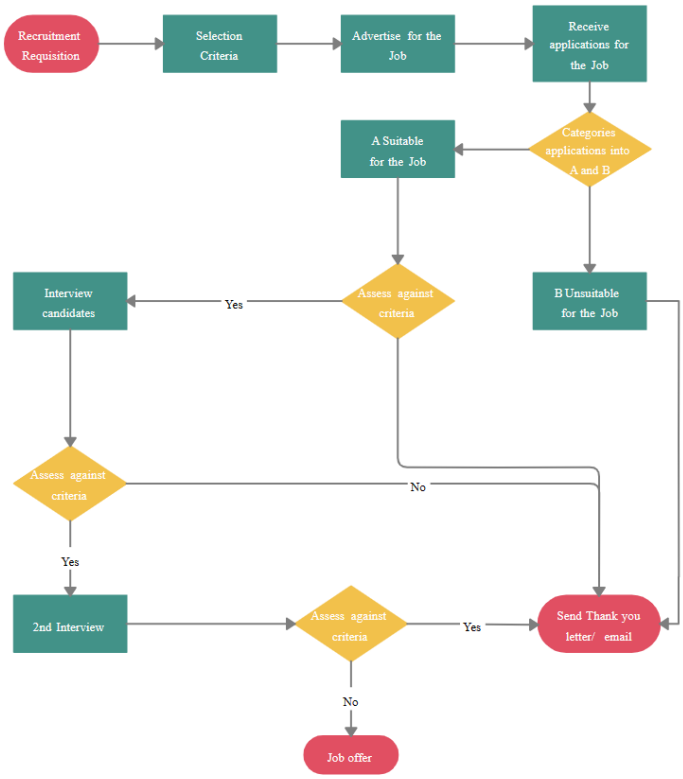
Analysis of the Study

4.1 The Recruitment and Selection Processof Evince Group of Company

a. Recruitment Process

- The hiring manager submits a completed requisition to the HR department.
- The HR department will assign a requisition number to assist in tracking and reporting.
- The HR department will meet with the hiring manager to discuss the position and determine the most effective recruitment and selection process.
- Recruitment sources will include some or all of the following:
    - Evince Textiles Limited website.
    - Internal posting.
    - Online job boards.
    - Social media sites (Facebook and LinkedIn).
    - Newspaper advertising.
    - Retained agency search.
    - Temporary agency placement.
    - Employee referrals.
- The HR department and hiring manager will review resumes of qualified candidates to identify the most appropriate candidates for interviewing.
- The HR department will conduct telephone pre-screens of identified candidates and schedule in-person interviews with the hiring manager.

Recruitment Flow Chart figure:



b. Selection Process
This process applies for external hires only.

- Hiring managers are responsible for conducting timely, effective interviews of qualified candidates. The HR department is available to advise hiring managers on interview techniques and final candidate selection.
- A candidate evaluation form will be completed for each candidate interviewed and will be used to make a final candidate selection.
- Upon the selection of the final candidate, the hiring manager and the HR department will collaborate to develop an appropriate offer of employment (including position title, compensation, etc.).
- The HR department or hiring manager will extend the verbal offer of employment to the candidate selected. The HR department will prepare a written offer of employment that is contingent upon the success completion of required background checks.
- The HR department will conduct reference checks and background checks on the selected final candidate.
- Upon receipt of an offer letter signed by the candidate and the successful completion of background checks, the HR department will close out the requisition on the tracking report.

Forecasting is based on both internal and external factors.

Internal factors include the following:

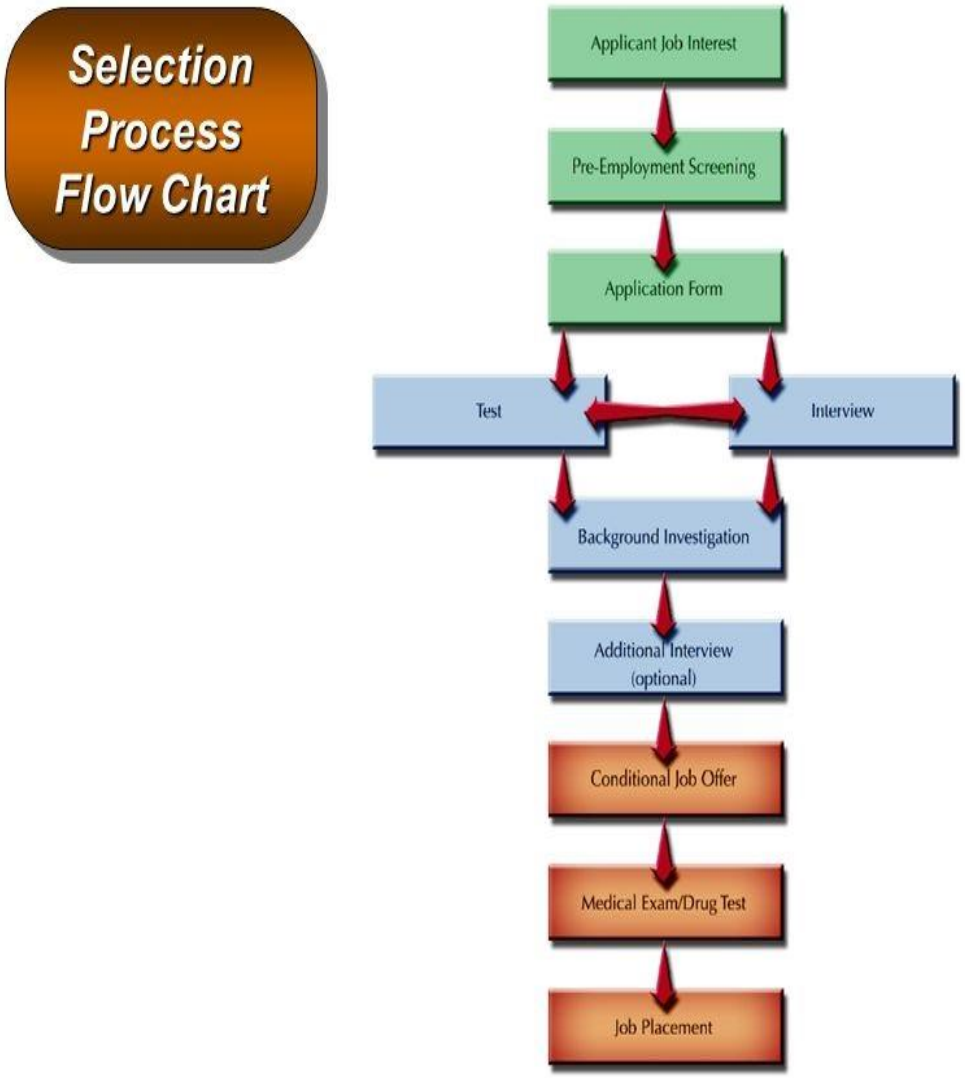
1. Budget constraints
2. Expected or trend of employee separations
3. Production levels
4. Sales increases or decreases
5. Global expansion plans

External factors might include the following:

1. Changes in technology
2. Changes in laws
3. Unemployment rates

4. Shifts in population
5. Shifts in urban, suburban, and rural areas
6. Competition

Once the forecasting data are gathered and analyzed, the HR professional can see where gaps exist and then begin to recruit individuals with the right skills, education, and backgrounds. This section will discuss this step in HR planning.



4.2 Recruitment Strategyof Evince Group of Company

Although it might seem easy, recruitment of the right talent, at the right place and at the right time, takes skill and practice, but more importantly, it takes strategic planning. In Chapter 2 "Developing and Implementing Strategic HRM Plans", development of staffing plans is discussed. An understanding of the labor market and the factors determining the relevant aspects of the labor market is key to being strategic about your recruiting processes.

Based on this information, when a job opening occurs, the HRM professional should be ready to fill that position. Here are the aspects of developing a recruitment strategy:

1. Refer to a staffing plan. This is discussed in Chapter 2 "Developing and Implementing Strategic HRM Plans".
2. Confirm the job analysis is correct through questionnaires.
3. Write the job description and job specifications.
4. Have a bidding system to recruit and review internal candidate qualifications for possible promotions.
5. Determine the best recruitment strategies for the position.
6. Implement a recruiting strategy.

The first step in the recruitment process is acknowledgment of a job opening. At this time, the manager and/or the HRM look at the job description for the job opening (assuming it isn't a new job). We discuss how to write a job analysis and job description in Section 4.1.2 "Job Analysis and Job Descriptions".

Assuming the job analysis and job description are ready, an organization may decide to look at internal candidates' qualifications first. Internal candidates are people who are already working for the company. If an internal candidate meets the qualifications, this person might be encouraged to apply for the job, and the job opening may not be published. Many organizations have formal job posting procedures and bidding systems in place for internal candidates. For example, job postings may be sent to a listserv or other avenue so all employees have access to them. However, the advantage of publishing open positions to everyone in and outside the company is to ensure the organization is diverse.

Then the best recruiting strategies for the type of position are determined. For example, for a high-level executive position, it may be decided to hire an outside head-hunting firm. For an entry-level position, advertising on social networking websites might be the best strategy. Most organizations will use a variety of methods to obtain the best results. We discuss specific strategies in "Recruitment Strategies".

Another consideration is how the recruiting process will be managed under constraining circumstances such as a short deadline or a low number of applications. In addition, establishing a protocol for how applications and résumés will be processed will save time later. For example, some HRM professionals may use software such as Microsoft Excel to communicate the time line of the hiring process to key managers.

Once these tasks are accomplished, the hope is that you will have a diverse group of people to interview (called the selection process). Before this is done, though, it is important to have information to ensure the right people are recruited. This is where the job analysis and job description come in.

4.3 Manpower Planning – Definitions

Manpower Planning is the development of strategies to match the supply of manpower to the availability of jobs at organizational, regional or national level. Manpower planning involves reviewing current manpower resources, forecasting future requirements and availability, and taking steps to ensure that the supply of people and skills meets demand.

Manpower Planning is estimating or projecting the number of personnel with different skills required over time or for a project, and detailing how and when they will be acquired.

Manpower planning in terms of human resource development is the skills, knowledge and capacities of all human beings actually or potentially available for economic and social development in the country.

Manpower planning refers to optimal use of human resources. It is a procedure used in organizations to balance future requirements for all levels of employee with the availability of such employees.

Manpower planning is the rightsizing and achieving the balance of demand and supply of workforce. The penalties for not being correctly staffed are costly.

i. Understaffing loses the business economies of scale and specialization, orders, customers and profits.

ii. Overstaffing is wasteful and expensive, if sustained, and it is costly to eliminate because of modern legislation in respect of redundancy payments, consultation, minimum periods of notice, etc. Very importantly, overstaffing reduces the competitive efficiency of the business.

Manpower Planning is the process of systematically forecasting the future demand and supply for employees and the deployment of their skills within the strategic objectives of the organization. It is the process by which Management determines how the management should move from its current manpower to its desired manpower utilization.

Robert William Pollock, CEO, Drake International observed, "From this angle (critical path) comes the proposition that, to be effective, manpower planning most irrevocably is tied to corporate strategy, and the reasons for this are laid out and analyzed. There is also a hard-hitting assessment of management priorities, which might sound like heresy to some personnel managers. As we know deployment of capital is a critical, CEO's decision is equally critical, if not more so, is the procurement and deployment of people resources."

Human Resource or Personnel Management is the productive exploitation of manpower resources. This is also termed as 'Manpower Management'. Manpower Management is choosing the proper type of people as and when required. It also takes into account the upgrading of existing people. Manpower Management starts with manpower planning.

4.4 Objectives of Manpower Planning

1. Demonstrate understanding of competency based approach in human resource.
2. Utilise tools in identifying current staff competencies and gaps, vis-a-vis, the organization's goal and targets.
3. Demonstrate skills in conducting training needs analysis.
4. Formulate strategies for addressing identified training needs, prepare and design training modules and develop curriculum for training course and cost estimates.
5. Demonstrate the abilities to have the human resources development plan approved by the appropriate decision making body.
6. Design different training programmes to meet specific needs of particular group.
7. Formulate detailed implementation schedule.
8. Design evaluation tool.
9. Implement training and development activities, programmes and plans.
10. Write a professional report.
11. Demonstrate knowledge on using relevant analytical tools for planning.

12. Explain the relationship between the organization strategic plan and the strategic human resources development planning process.
13. Conduct a comparative study on the current human resources development planning process.

4.5 Importance of Manpower Planning

Importance # 1. Key to Managerial Functions:

The four managerial functions, i.e., planning, organising, directing and controlling are based upon the manpower. Human resources help in the implementation of all these managerial activities. Therefore, staffing becomes a key to all managerial functions.

Importance # 2. Efficient Utilization:

Efficient management of personnels becomes an important function in the industrialization world of today. Setting of large-scale enterprises require management of large-scale manpower. It can be effectively done through staffing function.

Importance # 3. Motivation:

Staffing function not only includes putting right men on right job, but it also comprises of motivational programmes, i.e., incentive plans to be framed for further participation and employment of employees in a concern. Therefore, all types of incentive plans becomes an integral part of staffing function.

Importance # 4. Better Human Relations:

A concern can stabilize itself if human relations develop and are strong. Human relations become strong trough effective control, clear communication, effective supervision and leadership in a concern. Staffing function also looks after training and development of the work force which leads to co-operation and better human relations.

Importance # 5. Higher Productivity:

Productivity level increases when resources are utilized in best possible manner, higher productivity is a result of minimum wastage of time, money, efforts and energies. This is possible through staffing and its related activities (Performance appraisal, training and development,

4.6 Process of Manpower Planning (With Flowchart)

Step # 1. Organizational Objectives and Plans:

The starting point of any activity in an organization/enterprise is its objective which originates of various plans and policies that provide direction for future course of action. Depending upon these directions, various subsystems of the enterprise devise their own plans and programmes. In this way each sub system's plans and programmes are linked to the principal organizational plan and policies.

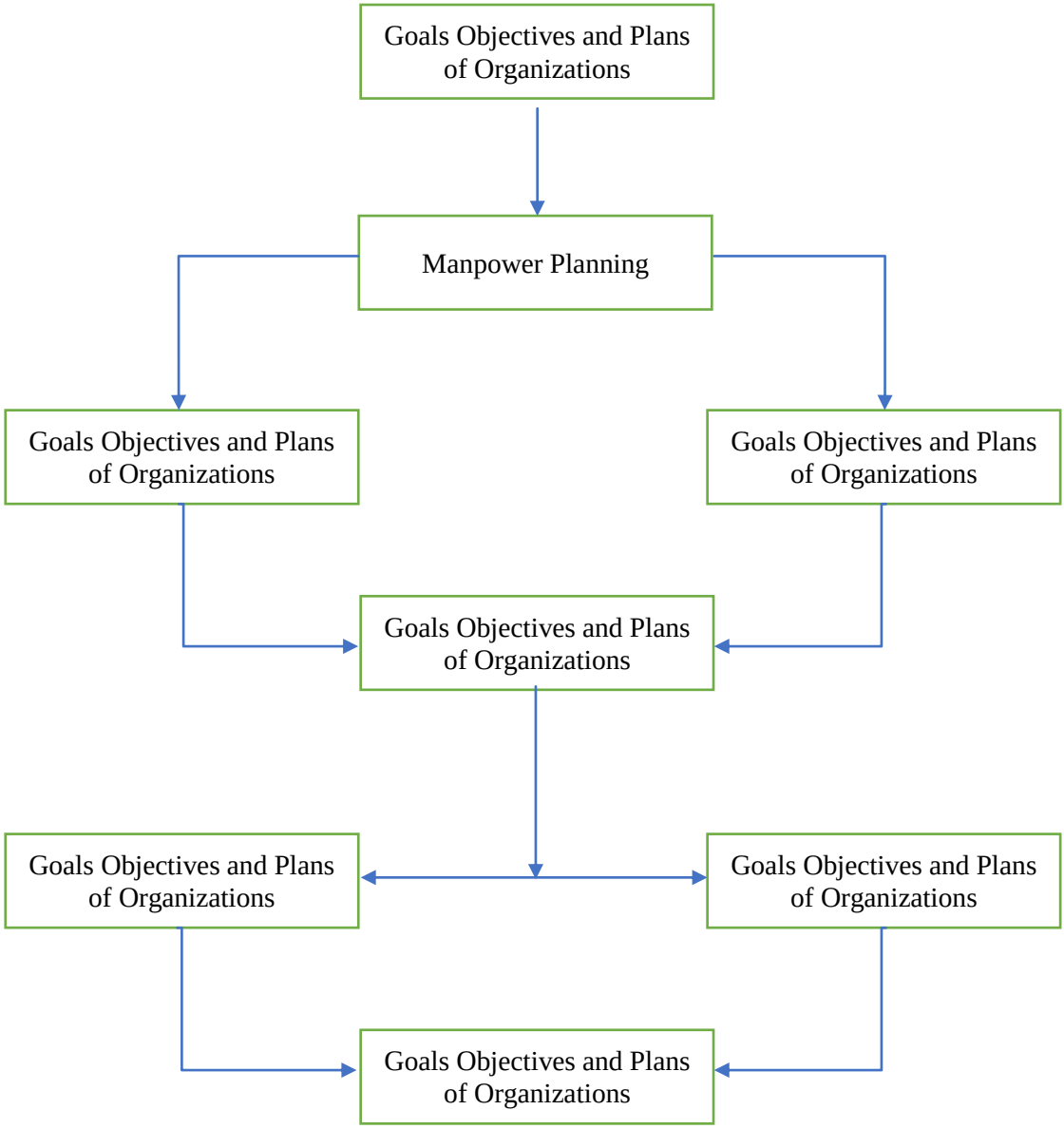
A sub system's contribution towards the achievement of organizational objectives is adversely affected if the linkage is not proper. This is true in case of manpower planning also. Therefore, organizational policies should be identified and incorporated in planning process.

Step # 2. Forecasting of Manpower Requirement:

The first essential ingredient of manpower planning is the forecasting of manpower requirements for human resources in an organization over a period of time.

In one way this requirement depends on the scale of operations of the organizations over the period of time under consideration. However, total human requirements do not have complete linear relationship with the volume of production/operation.

Flow chart is given below:



This is because of the facts like man-machine ratio and change in productivity etc. Thus in making forecast for human resource requirements, all those factors which have impact over the relationship between volume of operation and number of employees must be considered.

Though this makes manpower planning problems quite difficult but provides clear answer to the critical question, how many people will be required in future? Human resource department has to prepare a forecast for the requirement of human resources based in those documents.

Step # 3. Preparation of Manpower Inventory:

Inventory is term which is normally utilized for counting of tangible items which are necessary to manufacture a product and to maintain the equipment and machinery in good working order. In same way, inventory of human resources can be prepared.

The difference is that human resource inventory is not simply counting of heads available but cataloguing their present and future potentials. In view of the fact that total human resources of a concern/organization are classified as managerial and non- managerial personnel.

Skill inventory is concerned with non-managerial personnel whereas managerial inventory is related to managerial personnel. An inventory catalogues a person's skills, abilities and potentials. As the managerial and non-managerial personnel differ from each other, different types of information are needed for preparing their inventories.

Step # 4. Identification of Manpower Gap:

The difference between manpower required at a particular time and the personnel being available at that time is known as manpower gap. Because mere aggregate quantitative gap would not serve much purpose so the gap should be measured in respect of various types of personnel. Basically this gap may be of two types: surplus human resources and shortage of human resources.

Different action plans that are needed to deal with surplus human resources include voluntary retirement scheme, lay off, reduced work hours etc. as the case may be and as permitted by legal requirements. Shortage of human resources can be met by making addition recruitment and selection, developing personnel as well as motivating and integrating them with the organization.

Step # 5. Action Plans for Bridging the Gap:

Various action plans are devised to bridge the human resources gap. The surplus or shortage of human resources is normally due to improper manpower planning is the post or due to changes in organizational plans, such as divestment of business or closing down some businesses and because of some other reasons, action plans may be devised to prune their size as discussed above.

Similarly, in case of shortages of human resources action plans may be devised to recruit additional personnel as discussed above.

4.7 Job Analysisof Evince Group of Company

The job analysis is a formal system developed to determine what tasks people actually perform in their jobs. The purpose of a job analysis is to ensure creation of the right fit between the job and the employee and to determine how employee performance will be assessed. A major part of the job analysis includes research, which may mean reviewing job responsibilities of current employees, researching job descriptions for similar jobs with competitors, and analyzing any new responsibilities that need to be accomplished by the person with the position. According to research by Hackman and Oldham (Hackman & Oldham, 1976), a job diagnostic survey should be used to diagnose job characteristics prior to any redesign of a job. This is discussed in Chapter 7 "Retention and Motivation".

To start writing a job analysis, data need to be gathered and analyzed, keeping in mind Hackman and Oldham's model. Figure 4.1 "Process for Writing the Job Analysis" shows the process of writing a job analysis. Please note, though, that a job analysis is different from a job design. Job design refers to how a job can be modified or changed to be more effective—for example, changing tasks as new technology becomes available.

I. Job Analysis Process

The information gathered from the job analysis is used to develop both the job description and the job specifications. A job description is a list of tasks, duties, and responsibilities of a job. Job specifications, on the other hand, discuss the skills and abilities the person must have to perform the job. The two are tied together, as job descriptions are usually written to include job specifications. A job analysis must be performed first, and then based on that data, we can successfully write the job description and job specifications. Think of the analysis as "everything an employee is required and expected to do."

II. Two types of job analyses can be performed

A task-based analysis and a competency- or skills-based analysis. A task-based analysis focuses on the duties of the job, as opposed to a competency-based analysis, which focuses on the specific knowledge and abilities an employee must have to perform the job. An example of a task-based analysis might include information on the following:

1. Write performance evaluations for employees.

2. Prepare reports.
3. Answer incoming phone calls.
4. Assist customers with product questions.
5. Cold-call three customers a day.

With task job analysis, the specific tasks are listed and it is clear. With competency based, it is less clear and more objective. However, competency-based analysis might be more appropriate for specific, high-level positions. For example, a competency-based analysis might include the following:

1. Able to utilize data analysis tools
2. Able to work within teams
3. Adaptable
4. Innovative

You can clearly see the difference between the two. The focus of task-based analyses is the job duties required, while the focus of competency-based analyses is on how a person can apply their skills to perform the job. One is not better than the other but is simply used for different purposes and different types of jobs. For example, a task-based analysis might be used for a receptionist, while a competency-based analysis might be used for a vice president of sales position. Consider the legal implications, however, of which job analysis is used. Because a competency-based job analysis is more subjective, it might be more difficult to tell whether someone has met the criteria.

Once you have decided if a competency-based or task-based analysis is more appropriate for the job, you can prepare to write the job analysis. Of course, this isn't something that should be done alone. Feedback from managers should be taken into consideration to make this task useful in all levels of the organization. Organization is a key component to preparing for your job analysis. For example, will you perform an analysis on all jobs in the organization or just focus on one department? Once you have determined how you will conduct the analysis, a tool to conduct the analysis should be chosen. Most organizations use questionnaires (online or hard copy) to determine the duties of each job title. Some organizations will use face-to-face interviews to perform this task, depending on time constraints and the size of the organization. A job analysis questionnaire usually includes the following types of questions, obviously depending on the type of industry:

1. Employee information such as job title, how long in position, education level, how many years of experience in the industry

2. Key tasks and responsibilities
3. Decision making and problem solving: this section asks employees to list situations in which problems needed to be solved and the types of decisions made or solutions provided.
4. Level of contact with colleagues, managers, outside vendors, and customers
5. Physical demands of the job, such as the amount of heavy lifting or ability to see, hear, or walk
6. Personal abilities required to do the job—that is, personal characteristics needed to perform well in this position
7. Specific skills required to do the job—for example, the ability to run a particular computer program
8. Certifications to perform the job

Once all employees (or the ones you have identified) have completed the questionnaire, you can organize the data, which is helpful in creating job descriptions. If there is more than one person completing a questionnaire for one job title, the data should be combined to create one job analysis for one job title. There are a number of software packages available to help human resources perform this task, such as AutoGOJA.

Once the job analysis has been completed, it is time to write the job description and specifications, using the data you collected. Job descriptions should always include the following components:

1. Job functions (the tasks the employee performs)
2. Knowledge, skills, and abilities (what an employee is expected to know and be able to do, as well as personal attributes)
3. Education and experience required
4. Physical requirements of the job (ability to lift, see, or hear, for example)

4.8 Job Descriptionsof Evince Group of Company

The job description should accurately reflect the duties and responsibilities of the position. When well-written, it produces a realistic picture of a job and answers the question, "What does the person in this role actually do?"

A job description not only describes the position's responsibilities, it sets the foundation for recruiting, developing, and retaining talent and also sets the stage for optimum work performance by clarifying responsibilities, expected results, and evaluation of performance. It is also an important component to maintaining an equitable compensation system and

ensuring legal compliance. The document should be revisited and updated in line with the annual performance evaluation cycle.

The job description contains sufficient information to describe major responsibilities and essential functions as they exist today. They provide the information necessary to classify the position, not the person; thus they are "incumbent neutral" and not based on any specific quality of an incumbent (such as knowledge, skills, abilities, performance, dedication, loyalty, years of service, or degree). The document should not include every detail of how and what work is performed so that it remains useful even when minor changes occur. Job descriptions can be written as a joint effort between supervisor and employee, but the supervisor must approve.

i. Job Title

The Job Title is a brief description (1-4 words) of the job which reflects the content, purpose, and scope of the job and is consistent with other job titles of similar roles within Wright State University (University).

Examples include Archivist, Associate Director Disability Services, Associate Registrar, Director Student Health Services, Facilities Planner, Grants Accountant, Budget Analyst, Instructional Designer, Manager Desktop Services, and Manager Custodial Services.

ii. Job Purpose

The Job Purpose provides a high-level overview of the role, level, and scope of responsibility consisting of three or four sentences providing a basic understanding, the "bird's eye view" of the role. A concise summary of "why the job exists?"

iii. Job Duties and Responsibilities

This section contains a description of the duties and responsibilities assigned to the job; also referred to as the essential functions. They describe the fundamental nature of the job which occupies a large proportion of the employee's time. Some items to consider:

- Include explanatory phrases which tell why, how, where, or how often the tasks and duties are performed.
- Focus on the outcome of tasks.
- Reference areas of decision-making, where one will influence or impact.
- Identify areas of direct or indirect accountabilities.

- Describe the level and type of budgetary or financial responsibilities.
- Describe the nature of contact, the people contacted, and the extent to which the incumbent will interact with others within and outside of the University.
- List job duties that reflect the position requirements and ensure they are not based upon the capabilities of any one individual.

If applicable, also address the type of supervisory responsibility that is expected from this role. Detail the extent of the job's authority to hire, discipline, terminate, assign work, train, and evaluate the performance of subordinates. This can be either a separate job duty or noted in other job duties as appropriate. The following lists various levels of supervision:

- Provide direction to other individuals.
- Supervises, hires, trains, provides work direction, and problem-solving assistance for student workers. Also oversees the daily operations of other staff.
- Supervises staff, including hiring, scheduling, and assigning work, reviewing performance, and recommends salary increases, promotions, transfers, demotions, or terminations.
- Manages others through subordinate supervisors.

The job duties should be listed in accordance with their importance and/or frequency in which they are performed. They are typically presented in a bulleted or numbered format, consisting of approximately 4–7 separate duties, with each one assigned a "percent of the time" (adding to 100%) which reflects the estimated time an employee will spend over a year. Duties that require less than 5 percent of the time should be combined with other duties or removed from the job description. The following table will assist you in estimating the percent of time:

Percentage	Week	Year
5%	2 hours	2 ½ weeks
10%	4 hours	5 weeks
15%	6 hours	1 ½ month
20%	8 hours	2 ½ months
25%	10 hours	3 months

iv. Required Qualifications

This section lists the required level of job knowledge (such as education, experience, knowledge, skills, and abilities) required to do the job. This section focuses on the "minimum" level of qualifications for an individual to be productive and successful in this role.

NOTE: For classified jobs, the required qualifications will be identical to those listed on the job specification.

v. Education

Identify the educational qualifications that an employee must possess to satisfactorily perform the job duties and responsibilities. State the educational qualifications in terms of areas of study and/or type of degree or concentration that would provide the knowledge required for entry into this position.

VI. Experience

Identify the minimum number of full-time experiences required in terms of years and the type of work experience that an employee needs to be qualified for the job. Should internships, undergraduate work experience, and graduate assistantships be accepted levels of experience; this will need to be specifically stated.

VII. Knowledge, Skills, And Abilities

In stating the required knowledge, include the level or depth of knowledge required for entry into the position. The following definitions should be helpful:

- **Working knowledge:** sufficient familiarity with the subject to know basic principles and terminology and to understand and solve simple problems.
- **General knowledge:** sufficient knowledge of a field to perform most work in normal situations. The work calls for comprehension of standard situations and includes knowledge of most of the significant aspects of the subject.
- **Thorough knowledge:** advanced knowledge of the subject matter. The work calls for sufficient comprehension of the subject area to solve unusual as well as common work problems, to be able to advise on technical matters and to serve as a resource on the subject for others in the organization.

- **Comprehensive knowledge:** requires complete mastery and understanding of the subject. This term should be used sparingly and only for unusually exacting or responsible positions required to originate hypotheses, concepts, or approaches.

List specific skills and/or abilities required for the incumbent to be successful in this role; including the designation of any required licenses or certifications. Some considerations are analytical, budget exposure, communication internal or external, computer, creative thinking, customer service, decision-making, diversity, logical thinking, multi-tasking, negotiation, problem-solving, project management, supervision, teamwork, etc.

VIII. Preferred Qualifications

An expanded listing of the Required Qualifications can be used to further determine a person's ability to be productive and successful in this job. These Preferred Qualifications are "nice to have" but are not essential to carrying out the day-to-day functions of the job. If included, the Preferred Qualifications can focus on any or all of the following: education, experience, knowledge, skills, and abilities.

NOTE: For classified jobs, the University does not list preferred qualifications.

IX. Working Conditions

Identify the working conditions and physical demands that relate directly to the essential job duties and responsibilities to be compliant with the Americans with Disabilities Act. Describe the type, intensity (how much), frequency (how often), and duration (how long) of physical or mental capabilities required. Consider the following:

- Environment, such as an office or outdoors.
- Exposures encountered, such as hazardous materials, loud noise, or extreme heat/cold.
- Essential physical requirements, such as climbing, standing, stooping, or typing.
- Physical effort/lifting, such as sedentary - up to 10 pounds; light - up to 20 pounds; medium - up to 50 pounds; heavy - over 50 pounds.
- Indicate if required to work weekends, nights, or be on-call as a regular part of the job.
- Travel requirements.
- Emergency staff designations.

X. Hints For Writing Job Descriptions

Job descriptions should be prepared in a manner that all components are accurately stated to create a clear understanding of the role. Here are some hints to assist you in the process:

- Write in a concise, direct style.
- Always use the simpler word rather than the complicated one; keeping sentence structure as simple as possible. It will cut verbiage, shorten your description, and enhance understanding.
- Use descriptive action verbs in the present tense (for example: writes, operates, or performs).
- Avoid abbreviations and acronyms. Other people reading the position description may not be familiar with them. If abbreviations and acronyms are necessary, define them the first time you use them.
- Don't use ambiguous terms. If you use terms such as “assists, handles, and performs,” describe “how” the position assists, handles, or performs. Using the word “by” and then detailing the processes, tasks, or operations performed will usually clarify the ambiguity.
- Avoid gender-specific language, such as, “He manages,” “She is responsible for.”
- Focus on essential activities; omit trivial duties and occasional tasks.
- Avoid references to other employee’s names, instead, refer to the job title or department.
- Only include assigned duties today. Do not include potential future duties and eliminate any duties no longer required.

4.9 Job Specification of Evince Group of Company

Also known as employee specifications, a job specification is a written statement of educational qualifications, specific qualities, level of experience, physical, emotional, technical and communication skills required to perform a job, responsibilities involved in a job and other unusual sensory demands. It also includes general health, mental health, intelligence, aptitude, memory, judgment, leadership skills, emotional ability, adaptability, flexibility, values and ethics, manners and creativity, etc.

Purpose of Job Specification

- Described on the basis of job description, job specification helps candidates analyze whether are eligible to apply for a particular job vacancy or not.

- It helps recruiting team of an organization understand what level of qualifications, qualities and set of characteristics should be present in a candidate to make him or her eligible for the job opening.
- Job Specification gives detailed information about any job including job responsibilities, desired technical and physical skills, conversational ability and much more.
- It helps in selecting the most appropriate candidate for a particular job.

Job description and job specification are two integral parts of job analysis. They define a job fully and guide both employer and employee on how to go about the whole process of recruitment and selection. Both data sets are extremely relevant for creating a right fit between job and talent, evaluate performance and analyze training needs and measuring the worth of a particular job.

4.6 Appointment System of Evince Textiles

Following the process of assessment, the Selection Committee/Interview Panel shall recommend the names of the best three finalists for each position, according to the order of scores received. Being the appointing authority, the General Manager in consultation with the Chairmen will approve the final list of candidates(s) for appointment**.**

An appointment letter outlining the conditions of employment shall be sent to the concerned candidate(s) whose selection has been approved. The candidate(s) shall then sign a written commitment for joining within a stipulated time, for example, within 1 month, or which is necessary from the date of signing the commitment. If any candidate is unwilling to join or fails to inform, ETL can further process appointment with the second and then third best candidate. Appointment commences following the receipt of a joining letter accompanied by academic certificates, nationality certificate, proof of release from the previous employer, if applicable and certificate of medical fitness**.** All successful candidates must sign a contract of employment prior to joining.

Although a staff member is appointed for a particular location, as per organizational rule he/she may be transferred to any job location of ETL at any time.

ETL shall reserve the right not to make any recruitment, if there are no suitable applicants, or if circumstances change, making it inappropriate to offer a contract of employment, or to withdraw any vacant position.

Each and every incumbent shall be formally provided with an appointment letter and after following the regular office formalities of appointment, he/she shall get an appropriate job description ***(Specimen of an appointment letter is attached at Appendix-E)***. Every job description shall contain at least, but not limited to:

- A job title and the division/department to which the recruitment is being made
- Purpose of the job (its links to the ETL overall Mission and specific program goals)
- HR Policy and Guideline for ETL 22
- Duties and responsibilities in detail
- Required qualifications
- Skills and competencies required to perform the job well (which can be further analyzed on job during the performance appraisal of the employee to keep him/her in the line with the ETL changing priorities and the possible changes within the job itself)
- Reporting line and lateral relationships
- Job location.

Job descriptions are determined during preparation of the Staff Requisition Form. However, any changes to job descriptions must be provided to the HRD where up-to-date job descriptions for all ETL staff members shall be kept for any further reference. Job Descriptions for all five divisional chiefs (Divisional Directors) have been developed. Besides, the job descriptions of the key positions under the Organizational Development Division have also been developed**.** These job descriptions may be revised and changed by the concerned Divisional Directors in consultation with the HR Division personnel as deemed necessary.

i. Code of Conduct for Staff (rights, duties and entitlements of staff)

ETL shall set out the rights and responsibilities for its staff members and those shall have to be understood and accepted by the new recruits. In other words, the employee needs to understand her/his rights, entitlements and duties. A Code of Conduct (CoC) has been developed for ETL in line with the Code of Conduct of other similar organizations including that of IFRC. The CoC for ETL has been appended

Each employee shall receive a ETL Identity Card once the code of conduct has been signed. The expiry date of the identity card shall be in conformity with the duration of the contract.

ii. Induction of New Employees

Induction means introducing newly hired employees to his or her job and to the organization – ETL. All new staff members irrespective of their categories and grades will undergo an induction program so that they can familiarize themselves with the organizational structure and organogram, business of ETL, job requirements and work environment in the society. The induction program will be organized and conducted by the respective division/department in which the supervisor will introduce the employee to co-workers and provide a job briefing. The HRD shall notify the matter through e-mail to all users of the society when a new recruitment is made. HR Policy and Guideline for ETL 23

iii. Basic Orientation

Each new employee shall attend a basic orientation session jointly with the HRD and the respective division/department within the first two weeks after joining. This session shall include the following:

— Introduction to the key staff members of other divisions
— Information about:
— Structure, projects and project areas of ETL
— History of ETL and its functional areas
— HR rules and regulations/obligations
— Employment conditions and staff entitlements including compensation and benefit packages
— Relevant policies and procedures affecting the work (e.g. those on gender).

iv. Training for New Entrants

ETL shall establish a training policy which reflects its commitment to providing training to its employees and lays down the rules and procedures regarding the scope of training facilities that can be availed by new employees.

The HRD, in collaboration with the Training Department and with active participation of the trainers, shall plan, establish and evaluate instructional programs.

v. The basic training course shall include:

- ETL goal, vision, mission statement and objectives

- Background of RC/RC movement and 7 fundamental principles
- Brief history of ETL
- ETL organizational structure, programs, activities and plans
- ETL key policies, rules and regulations and working procedures
- Introduction to administrative policy and procedure for staff members with relevant names and contact numbers of the person responsible for various utility services, for ordering supplies etc.

Chapter Five

Findings

5.1 Findings

1. Research Findings

Recruitment and selection is the major part of any organization's HR team ordepartment which has to justify the recruitment and selection for the desired post setup by the organization. The problem statement is discussed below:

(1) Why Recruitment and Selection sources or methods are not up to the standardrequired by the organization?

(2) The Recruitment and Selection methods or sources used by the HR personnel'snowadays: why is it changing day by day and getting complex not suitable?Analysis of the Recruitment and Selection Process 1365

(3) The other problem to find out was the selection of the staff in regards to the job,which is not his position to be.

2. Analysis

The data analysis is one of the most important and significant part of the study.Without the data analysis it is very hard to learn from the datawhich has been collectedthrough research questionnaires and interviews. The research methodology chapterhas discussed the information on how the data has been collected. This chapter willclosely analyze and examine the data.

3. Analysis of Recruitment Procedures

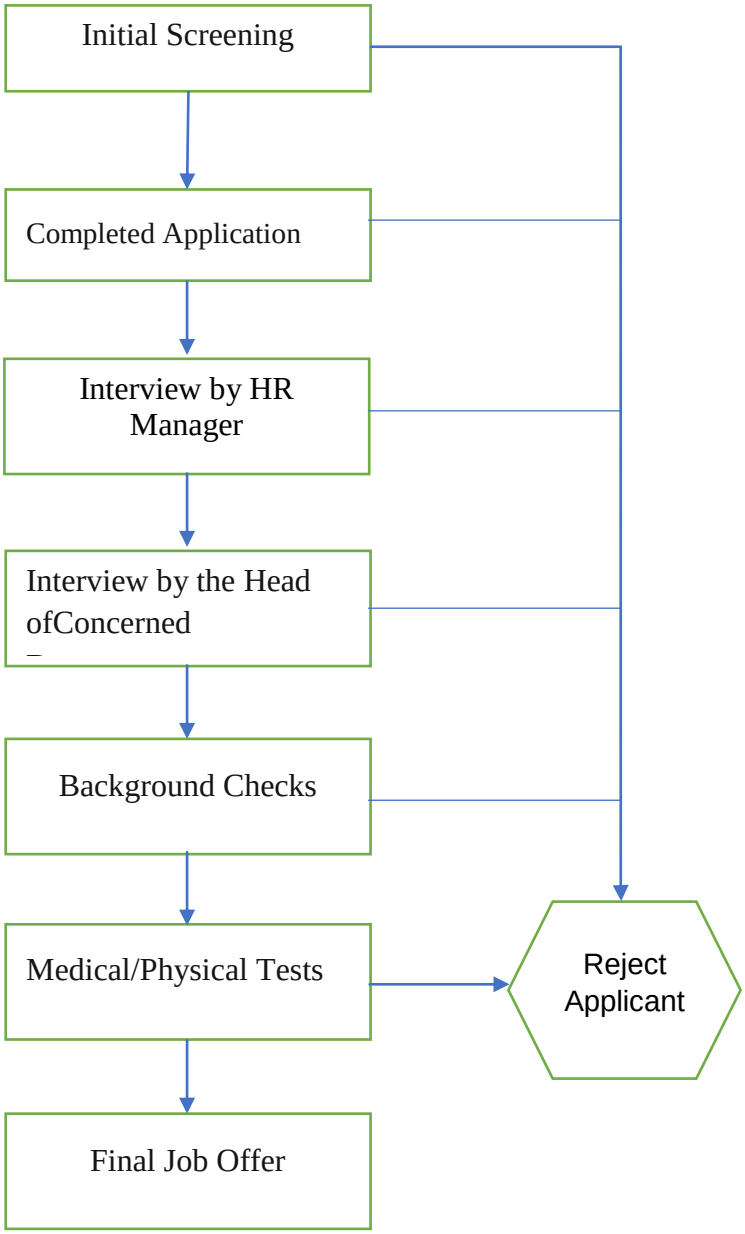
The analysis of the recruitment procedures and methods is fairly adequate andelaborated by theHRdepartment of EnglishHeritage. The analysis of the recruitmentmethods in the organization came to the point where I saw that fairness is sometimesnot done with the employee while the positioning of the job ifs invalid and amountof thinking and preference is not given in appropriate manner.

4. Analysis of Selection Procedures

The analysis of the selection methods is given below in the form of a chart whichI analyzed while researching on the organizations selection methods, the best thingseen in this procedure was the detailed and thorough search on the candidate andefficiency of the HR personnel's to consult the relevant department.

The Fig. 1 selection process chart shows the detail way of selection in the EnglishHeritage organization, where the needs of the company are kept in mind and the

Fig. 1 Selection process Chart



formal way of selection is used. It is to be stated here that this is a formal wayof selection as well, but in my findings and analysis I found that sometimes theboundaries have to be crossed and the methods and ways have to be amended for thebest to secure.

5. Analysis of the Challenges Faced by HR Departments of the Two OrganizationsAccording to the findings through the interview's there were some common challengesfaced by the HR team's in both the organization's, which have been discussedbelow.

6. Staff and Management Relations

One of the internal challenges faced by the HR department is the relationship

between the staff and management. The union and the management have to run goodterms for either of them to be secure.

7. Current Trends

The current newtrends coming up in the HR field is also one the internal challengeto be faced, the newduties, environment, skills, future needs and current issues relatedto the staff.

8. Conflict Management

The conflicts between the staff itself and conflicts between the management andstaff is a great issue internally which has to seen through and the diversificationshould tendered to itsminimum state to produce the best of the results.

9. Diverse Workforce

The diverse workforce or people from different cultures and understanding arealso an external problem or challenge faced by the HR department which has toresolve within its limits so no one gets disturbed.

10. Skilled Workforce

This is also one of the external challenge faced by HR, the trainedworkforce is notnormally hired up in low levels other than the high levels with a substantial amountof experience. The unskilled or untrained workforce also becomes a challenge forthe HR to tackle with, which is presumed to be taken up by the line manager to fulfil.

Chapter Six
Recommendation, Conclusion and Reference

6.1 Recommendations

The Following are some recommendations which I would like to make in my research for further study to be taken by other researchers, hence the recommendations a purely on merit and is based on my findings and analysis and research and would like to see some change in the recruitment and selection process when held by the Human Resource department of any organization regardless of its choice and organization's policies and culture.

1. The process of Recruitment and Selection should be well defined for a rapid response from the person applying.
2. The response time from the HR team should be quick and criteria should be judged in accordance with time limit, hence they will not lose the employee to rivals.
3. he traditional recruitment and selection methods or procedures should be changed and unconventional methods, like moving towards universities and fresh candidates would help in getting energetic and willing full recruits.
4. Panel interviewing is most suitable for now days and is less time consuming so by traditional means of different stages interview should be cut down and this method should be implemented on regular basis.
5. The amounts of money spend on the recruitment and selection procedures should be taken in account and more specialized and new ways of procedures should be adopted, which will be beneficial for the organization.
6. Staff with greater versatility and flexibility should be recruited to face the upcoming market challenges and who can tackle the unexpected situations.
7. The recruiting and selection of staff should be in accordance with the manuals and policies of the company rather than being in favoritism or lack of knowledge.
8. The selection criteria should be broadened up and should be regulated and updated regularly to monitor the desires of the company's changing policies and amendments.

6. 2 Conclusion

The Research has investigated or come to the point that the Recruitment and Selection processes used in the Organization (s) is varying in nature. As per the small firms are concerned the way of recruiting and selection is on a little scale and sometimes have influence of others as well, but coming to large organizations the influence is not there but the large scale or recruiting and selection is quite lengthy and time consuming. The available literature and discussion clearly supports that the importance of having and following a well-structured Recruiting and Selection policy should be used and followed by the HR personnel's in order to gain the best of the staff and new recruits for the organization as the management of the organization or company depends upon its HR department and it should not let the company executives down, maximum benefits do also occur when these policies are developed and implemented in the company's policies and memo's. This study has revealed that the organization's executives and line managers were a little satisfied with the recruitments and selection process but still there is very much to come in the future for the line managers and the personnel to tackle with, which they are not aware of. Another point to be concluded is that there is no vast way of recruiting the new staff as the large firm's normally goes within the population of its internal manpower and does not go out to recruit as it has got a lot of many staff in their own organization to fulfil their needs. At the end the organization is more confident in their mature staff rather than going out for a new recruit who might take time to settle down and learn the outcomes. The line managers take a key responsibility in training the new recruits after their selection and have to go through this burden as the HR managers haven't got anything to do with this, so it becomes a little more complicated than it is thought to be.

6.3 References

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