

An Internship Report
on
Recruitment and Selection Process: A Study on Caritas Bangladesh

This report is submitted to the Faculty of Business Studies, Hajee Mohammad Danesh Science and Technology University, Dinajpur for the fulfilment of the degree of Master of Business Administration (MBA) in Human Resource Management.



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May, 2023

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Acknowledgement

At the very beginning, I would like to by expressing my sincere gratitude to the All-Powerful Allah for providing me the endurance and the elegance to complete this report in the allotted time

I would like to acknowledge the people who generously assisted me in compiling this report. It is with great pleasure and gratitude that I do so. First and foremost, I owe a debt of gratitude to my honorable supervisor, Sadia Nur Habib, Assistant Professor, Department of Management, Faculty of Business Studies, Hajee Mohammad Danesh Science and Technology University, Dinajpur-5200, Bangladesh, for giving me extremely well-organized instructions to finish the report work that will acquaint me with HRM Practices by Caritas Bangladesh.

I would like to thank my honorable co-supervisor Dr. Md. Alamgir Hossain Associate Professor, Department of Management, Faculty of Business Studies, Hajee Mohammad Danesh Science and Technology University, Dinajpur-5200, Bangladesh.

To do this report, I received all kinds of help from my supervisor, co-supervisor and other connected people.

Finally, I want to express my gratitude to my family for their never-ending support and inspiration. I also want to express my gratitude to my other classmates and friends for helping me finish my task by providing encouragement, important advice, cooperation, and inspiration.

.....
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Certificate from the Organization Where Internship Done

কারিতাস বাংলাদেশ
দিনাজপুর অঞ্চল

সমাজ কল্যাণ ও মানব উন্নয়নের জন্য বাংলাদেশের
ক্যাথলিক বিশপ সন্মেলনীর একটি জাতীয় প্রতিষ্ঠান



Caritas Bangladesh
Dinajpur Region

A National Organisation of the Catholic Bishops' Conference
of Bangladesh for Social Welfare and Human Development.

Regional Office: West Shibbrampur, P.O. Box No.-8, Dinajpur – 5200, Bangladesh

Ref. CBD/1516(HR)2022-23/610

Date: **17 May 2023**

TO WHOM IT MAY CONCERN

This is to certify that Sadia Rahman a student of Master of Business Administration in Human Resource Management (MBA in HRM), department of Management, Faculty of Business Studies, Hajee Mohammad Danesh Science and Technology University (HSTU) and student ID No. 1603227 has undergone an internship program at Caritas Bangladesh, Dinajpur Regional Office for a period from November 2022 to April 2023.

During the period of Internship, she was sincere, worked hard and showed keen interest to acquire practical knowledge on Recruitment and Selection Process: A study on Caritas Bangladesh, Dinajpur Regional Office. The involvement and sustained efforts put by intern are highly appreciable.

We wish her every success in life.

(Ronjon J. P. Rozario)

Regional Director

Caritas Bangladesh, Dinajpur Region

Certificate of Supervisor

The internship report titled ‘Recruitment and Selection Process: A Study on Caritas Bangladesh’ has been submitted with the department, in fulfillment of the degree of MBA in Human Resource Management at Hajee Mohammad Danesh Science and Technology University, Dinajpur by Sadia Rahman, student ID no. 1603227. The report has been accepted and may be presented before the defence committee for evaluation and assessment.

.....

Sadia Nur Habib
Assistant Professor
Department of Management
Faculty of Business Studies
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Certificate of Co-supervisor

I hereby declare that concerned report entitled ‘Recruitment and Selection Process: A Study on Caritas Bangladesh’ is a work done by Sadia Rahman, Student ID-1603227, MBA in Human Resource Management, Department of Management, Faculty of Business Studies, Hajee Mohammad Danesh Science and Technology University, Dinajpur-5200. She has performed her work complete her under my co-supervision and advised to submit the report to the department for the fulfillment of requirement of the degree of Master of Business Administration (MBA).

I wish her every success in life.

.....
Dr. Md. Alamgir Hossain
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Student's declaration

I hereby declare that the study entitled 'Recruitment and Selection Process: A Study on Caritas Bangladesh' embodies the result of my own works and efforts, prepared under the supervision of Sadia Nur Habib, Assistant Professor, Department of Management, Hajee Mohammad Dansesh Science and Technology University, Dinajpur.

I further affirm that, the work and information papered in this thesis report is original and the whole has not been submitted to any form or any other university or institution for any degree or any other purpose.

.....
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Abstract

From past decade the business organizations are more concentrating on the human capital because they are the most valued and most treasured assets. While recruiting the candidates the organizations has to map carefully the available human resources because they create the competitive advantage for the organizations. The aim of this report was to focus on the recruitment and selection process of Caritas Bangladesh and it also focused on identifying the problems relating to the recruitment and selection process used by the organization. The finding of this report was purely based on the opinions and results from the human resources of Caritas Bangladesh. A design of questionnaire was produced and was given to different employee in the field to provide us with the results based on the questions. Nowadays, most large organizations have a Human Resource Department (HRD). This department has a lot of contribution to achieve the organizational objective. The responsibilities of HRD are recruitment, selection, training and development, performance management, payroll and employee satisfaction. In Caritas Bangladesh's all appointments are made through advertisement in the regular published newspapers both in English and Bangla. Quality evaluation part shows that recruitment and selection process which followed by Caritas Bangladesh is well organized. Most of the respondents believed that this process is enough to hire qualified employee by this recruitment and selection process. Caritas Bangladesh recruits many employees in every year. Caritas Bangladesh uses both internal & external sources of recruitment. It is duty for the HRD of Caritas Bangladesh to choose the right people at right time for right position. After completing the recruitment part, Caritas Bangladesh selects candidates by following a proper selection process such as sort out CVs, Written test & viva, job offer, medical test, background investigations and permanent job offer. After appointing the new employees, Caritas Bangladesh arranges brief orientation program.

Keywords: Employees, recruitment, selection, Orientation.

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Chapter-1

Introduction

This internship report is prepared in order to fulfill the MBA requirement of Hajee Mohammad Danesh Science and Technology University (HSTU). This report was designed to integrate the theoretical knowledge gained from the course works studied in the University with the practical work that takes place in real life business. I have worked in Caritas Bangladesh, a renowned NGO and Catholic Charitable Organization in Bangladesh as an intern in order to use the knowledge I gained in my course works and integrate it effectively in my intern works. My internship period started from November 2022 and ended on April 2023. I was assigned in the Human Resource department of the organization and my organizational supervisor was Labanno Roy, Assistant HR Officer of Caritas Bangladesh, Regional Branch, Dinajpur. This report is based on the “Recruitment and Selection process of Caritas Bangladesh: A special focus on employee quality” of the organization and the knowledge and real life experience I gained from working in the HR department of the organization.

1.1 Importance of the study

Internship program is a mandatory program as a partial fulfillment of MBA degree under the Department of Management, Faculty of Business Administration at HSTU. Practical orientation is a positive development in professional area. Recognizing the importance of practical orientation, Department of management introduced a 6 months internship program after completing the two semester’s theoretical part of MBA. For the completion of this internship program I have chosen Caritas Bangladesh as a renowned organization and the title of my report is “Recruitment and Selection Process: A Study on Caritas Bangladesh” During this internship period I was trying to apply my theoretical knowledge with the practical experience. From the beginning to end I was trying to observe the whole recruiting and selection process of Caritas Bangladesh. During the recruitment period, they also focus on employee’s ethics, values, integrity and safeguarding at every level.

1.2 Objective of the Study

The prime objective of this internship report is to scrutinize the recruitment and selection process of Caritas Bangladesh. Following are the specific objectives of the report:

- 1.2.1 To explore the policies with regard to recruitment and selection process of Caritas Bangladesh
- 1.2.2 To explain the recruitment and selection process of Caritas Bangladesh

1.3 Limitations of the Report

To prepare this report on the topic from the beginning to end, the study has been conducted with the intention of making it as a complete and truthful one. In preparing this report some problems and limitations have encountered which are as follows:

- ✓ Due to the security purpose, the authorities of this organization are not willing to provide all the information.
- ✓ Lack of opportunity to access to internal data.
- ✓ Information was not disclosed by respective personnel of the department because of Confidentiality.
- ✓ Since the organizational personnel were very busy, they could not give enough time.

Chapter-2

Methodology of the Study

This section is to describe the methodology carried out to complete the work. It plays a dominant role. Information are gathered about "Recruitment and Selection Process of Caritas Bangladesh." To fulfill the objectives of this report total methodology has been divided into two major parts like data collection procedure and data processing and analysis.

Data collection procedure: In order to make this report more meaningful and presentable, two sources of data and information have been used widely, like primary data and secondary data.

Primary data is collected by using primary methods such discussion with officials, related case study, questionnaire survey and observations. On the other hand, the secondary data is collected from annual reports of Caritas Bangladesh, periodicals published by Caritas Bangladesh and website; <http://www.caritasbd.org>

Collected information has processed with the aid of MS Word 2010 MS Excel 2010. Necessary tables and graphs have been prepared on the basis of collected data.

Chapter-3

Overview of the Caritas Bangladesh

3.1. Introduction

Caritas is a Latin word. Literally it means “charity” or universal love. We prefer "LOVE" which includes all aspects of humanity. Caritas Bangladesh (CB) is a Bangladeshi, local, national, non-profit, development organization, established in 1971 by Catholic Bishops' Conference of Bangladesh (CBCB) to carry out activities of integrated social welfare and development. Caritas works for all irrespective of race, caste or creed. It is a member of Caritas internationalism, a confederation of over 160 members who are working at the grassroots in almost every country of the world.

Caritas Bangladesh was founded in 1967 as the eastern branch of Caritas Pakistan. Following the cyclone of November 1970 it was re-organized and became known as CORR (Christian Organization for Relief and Rehabilitation) and took on the character of a national organization on January 13, 1971. The name Caritas was re-introduced in 1976.

Caritas Bangladesh has its Central Office in Dhaka. There are eight Regional (or Diocesan) Offices in Chattogram, Dhaka, Dinajpur, Barishal, Khulna, Mymensingh, Rajshahi and Sylhet. In all these places Caritas Bangladesh is operational in Integrated Development, Disaster Management and Human Resource Development, under a central management, social welfare for vulnerable communities, ecological Conservation and food security, education and child development and nutrition and health education. Caritas Bangladesh covered 4 city corporations and 53 districts. Caritas also restricts itself at present to 202 upazilas (including 15 thanas) for integrated human development work. During emergencies, such as natural disasters, Caritas is operational in any part of the country. Caritas Bangladesh is a member of the Caritas Internationalize, a confederation of 165 Caritas Member Organizations over 200 countries and territories.

There is a General Body (GB) of 31 members (currently 29 including three special expertise) which makes Organizational policies, approves annual budget and audit reports, appoints auditors and elects the Executive Boards and appoints Executive Office bearers. The current GB's president name is Most Rev Gervas Rozario, Vice president Name is Rev Fr. Theotonius P. Rebeiro and secretary name is Sr. Pauline Gomes, CSC (annual report-2020-2021).

The Executive Board (EB) comprises of 12 members which provide the guidance of GB. The EB of Caritas approves the programs/ projects and activities as well as recommends budget and audits reports to the GB (annual report-2020-2021).

The audit and sub-committee is appointed by the EB for scrutiny and review of the audit reports and budget proposals. It also has central office, regional offices, trusts, Caritas micro finance, internal audit and external audit, planning, monitoring and evaluation members and compliances (annual report-2020-2021).

3.1.1. Vision

In the light of the Social Teachings of the Church, Caritas Bangladesh envisions a society, which embraces the values of freedom, justice, peace and forgiveness allowing all to live as a communion and community of mutual love and respect.

3.1.2. Mission

Caritas Bangladesh tries to function in partnership with people – especially the poor and the marginalized, with equal respect for all – to attain integral development, to live a truly human life in dignity and to serve others responsibly and with love.

3.1.3. Several Caritas projects at a glance

Now Caritas Bangladesh runs 115 projects under their 6 majors“ goals. Notable projects among them are

3.1.3.i Caritas Micro Finance Program (CMFP)

3.1.3.ii Delegated Fund for Welfare and Integral Development

3.1.3.iii Ensuring Food Security of Extreme Vulnerable Slum Inhabitants in Dhaka and Gazipur- Uddyam

3.1.3.iv Alokito Shishu: Improving the Perspectives of At-risk Street Children in Bangladesh

3.1.3.v Social Network of Marginalized People: Initiatives to Enhance Quality of Life and Equity (SMILE)

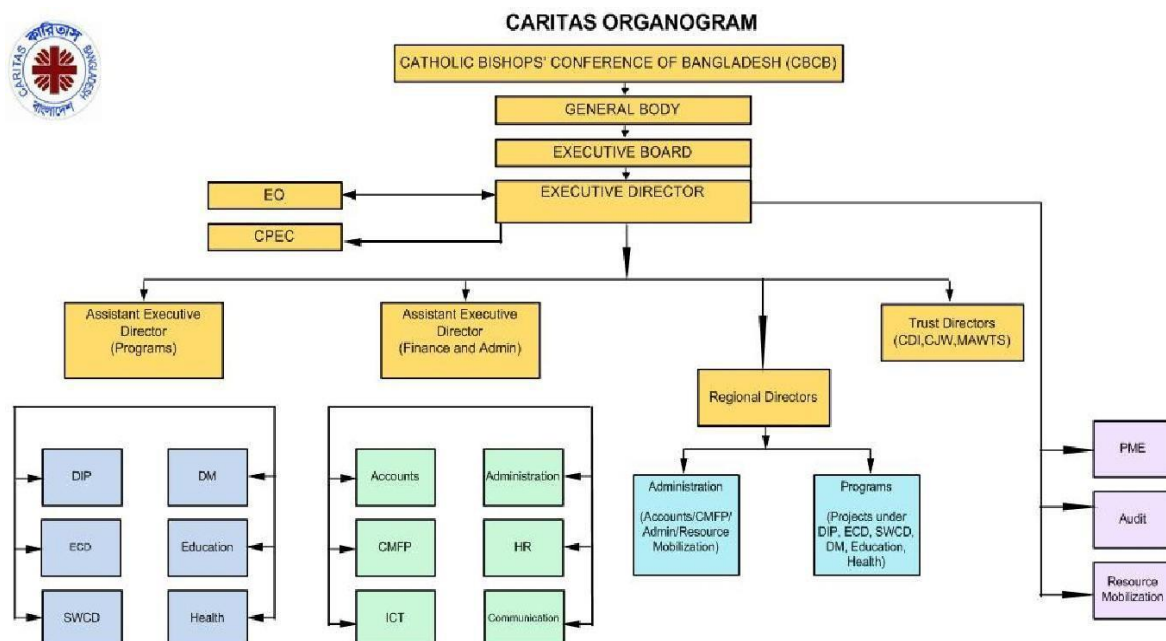
3.1.3.vi Sustainable Approach for Fairness and Equity (SAFE)

3.1.3.vii Livelihood Improvement through Formation and Education (LIFE)

3.1.3.viii Promotions of Agro-ecology Practices in the Chattogram Hill Tracts – Bangladesh

3.1.3.ix Socially Adaptive Safe Drinking Water for Mongla (SASWM)

3.1.4 Organogram of Caritas Bangladesh



3.1.5 Caritas Bangladesh at a glance

The overall view of Caritas Bangladesh is given below-

Program Coverage			
No. of Regional Offices	8	No. of groups	14,832
No. of Projects (including 3 Trusts)	115	No. of group members	313,903
No. of District covered	53	No. of woman group members	258,332
No. of City Corporation covered	4	No. of man group members	55,571
No. of Upazila (including 15 Thana/P.S.) covered	202	No. of Staff (under pay scale)	2,368
No. of foreign funded projects	108	No. of Staff (casual & under contract)	1,540
No. of own funded projects (including 2 Trusts)	7	No. of Volunteers (paid)	878
No. of program participants	1,672,636	No. of Volunteers (non-paid)	17,540

Source: Annual report-2020-2021

3.1.6. Branches Information of Caritas Bangladesh:

Caritas Bangladesh has its headquarter in the capital Dhaka and has eight other diocesan offices. It also works in 53 District, 4 City Corporation, 187 Upazila and 15 Thana. Following are The overall working areas of Caritas Bangladesh.

Regions	No. of Branches
Chattogram	35
Dhaka	47
Dinajpur	40
Barisal	29
Khulna	25
Mymensingh	33
Rajshahi	38
Sylet	20
Total	267

Source: Annual report-2021-2022

3.2. Human Resource Division of Caritas Bangladesh

Human Resource department (HRD) is the heart of any organization because it practices both strategic and comprehensive approaches to manage personnel, working environment and office culture. The role of Caritas Bangladesh HRD is to protect and support the organization's important asset-human capital by covering them with organization's management system, policies and programs by enhancing an affirmative working environment throughout employer-employee relationship.

3.2.1. HRD of Caritas Bangladesh concerns about

Human Resource Management (HRM) is concerned with the people dimension in management. Every organization is made up of people, so getting and keeping good people is a critical to the success of every organization whether profit or non-profit. HRD of Caritas Bangladesh fixing present employees need

3.2.2. Payment: It is based on the employee's position or organizational pay scale policy.

3.2.3. Incentive and Benefits: Employees of this organization get several incentives and benefits such as leave with pay and leave without pay, health insurance and medical bonus.

3.2.4. Compensation: According to the performance over the year and meet the target employees are rewarded compensation after redacting tax money.

3.2.5. Training: Training may be as a systematized program to suit the needs of a particular organization for developing certain attitudes, skills and abilities irrespective of their functional levels.

3.3. HRD offers the employees.

HDR provides these following opportunities for the existing employees.

Basic Salary offered according to the position and it follows the salary grade policy by the authority below job grade.

House rent and Medical allowance some percentage of the house rent is paid to the employees on some condition Festival Bonus.

➤ Festival Bonus

All regular and permanent workers get two bonuses each year

-EID-UL-FITR and

-EID-UL-AZHA

Permanent employees got bonus of their basic salary twice in a year and who joined recently he/she will get bonus according to the organization 's policy and third party or contractual employees will get 50% of their gross salary.

Conveyance

The employees are given conveyance by the organization under some situations. These are

- Official Tour/Travelling cost for official purpose
- Transfer
- Compulsory recall from leave
- To attend on any course of training
- To give substantiation in a court (if needed)
- Space rent in the time of any official work or training

LFA- Leave Fare Assistance

Caritas Bangladesh gives annual leave for every permanent employee 20 days. And it's a paid annual holiday just employees need to send their monthly pay slip to the head office and funding allowance department are bounded to pay. It is a mandatory leave for every employee.

➤ Other Benefits

From travel to hospital every funding facility covered by the organization –

-The other allowance includes

- Termination benefit Suspension Benefit
- Welfare fund
- Permanent and total disability
- Death benefit
- Health Insurance
- Gratuity Fund
- Provident Fund

➤ Non-monetary Benefit

HRD's duty is to maintain balance between work life, environment and working culture and without recognizing and rewarding personnel's hard work it would be impossible to fill them as organizational asset so that it organizes award giving ceremony.

3.4. Learning and Development (L&D)

Training is essential for personal and professional development. The organization authority believes that people equals key to sustainable growth, training is indispensable for all employees to enhance efficiency and profitability. Training's aim is to make individuals enable to reach at a satisfactory level to achieve organizational goal. While Caritas Bangladesh want to recruit employees, the authorities try to focus on quality of employees and tries to attract talents enclosed with appropriate skills, knowledge, behavior and experience to meet the organizational goal as well as restructuring the recruitment channel with better portfolio combined with good educational background, experience and extra-curricular activities by providing rewards and benefits. HR of Caritas Bangladesh is also spotlighting the growth of existing employees, re-structuring. The employees of Caritas Bangladesh are compensated, paid and benefited according to the Organization's policy and officer grade level. To enhance employee performance or to boost employee productivity and to reduce employee turnover Caritas Bangladesh provides training programs.

Categories of training are-

Internal training: Caritas provides internal training for new employees for development orientation program.

External training: External training is available for only existing employees for community development.

Caritas also provides project oriented training and evaluation services to Caritas region and sister organization.

3.5. Training Process (under L&D division)

- i. The process of providing training to the employees follows some steps-
- ii. Needs Measurement Obtaining Instructional Objective
- iii. Designing Training curriculum
- iv. Implementation Program Strategies
- v. Evaluating the whole program

3.6. Needs Measurement/Assessment

The need for training could be acknowledged through an analysis of present and future challenges and through a gap between the employee's real performance and the standard Performance.

The needs measurement can be studied from two perspectives:

3.6.1.i. Individual and

3.6.1.ii. Group

The individual schooling is designed to enhance the individual's efficiency when not performing effectively .While the group training is proposed to inculcate the new changes in the employees due to change in the organization's strategy

3.6.2. Obtaining instructional objective

Once the needs are recognized, the objectives for which the training is to be conducted are established. The objectives could be based on the gap seen in the training programs conducted prior and the skill sets developed by the workers.

3.6.3. Designing the Training Curriculum

The next step is to design the training curriculum in convoy with the set objectives. Every training curriculum covers certain issues such as:

- Identifying the trainer
- Identify the technique is to be used for the training
- What will be the consequence of the training
- Designing budget for training

Also, the wide-ranging action plan is designed that includes the training content, material, learning theories, instructional design, and the other training prerequisites.

3.6.4. Implementation of Training Strategies

Once the designing of the training curriculum is completed, the next step is to put it into the action. The leading decision that needs to be made is where the training will be conducted either in-house or outside the organization. Once it is decided, the time for the training is set along with the instructor who will be conducting the training session. Also, the trainees are observed continuously throughout the training program to see if it's effective and is able to retain the employee's awareness. Caritas Bangladesh basically practices both in-house and outside type of training program. If it is an outside training program then the accommodation is provided by the Organization and in case of in-house training program the food (breakfast, launch, snacks) given to the trainee.

3.6.5. Evaluation

After the training is completed, the employees are asked to grant their feedback on the training session and whether they felt helpful or not. Throughout feedback, an organization can find out the weak spots if any, and can correct it in the next session. The evaluation of the training program is a necessity because companies invest huge amounts in these sessions and should know it's effectiveness in terms of money. Thus, every firm tracks the series of steps to design an effective training program that serves the purpose for which it was anticipated. Sometimes an interview is taken on behalf of L&D to verify whether the training was effective or not. All these processes are described in a flow chart in the below:

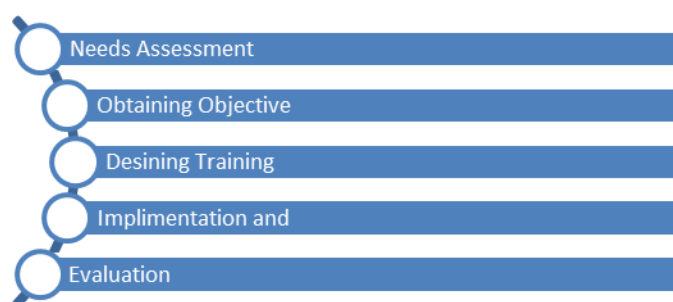


Figure: Training process of Caritas Bangladesh

The Learning and Development (L&D) sector has arranged many training program for their permanent, periodical and project's employees. It also has accomplished numerous workshops for their customers and stakeholders in order to tighten relationship.

The notable initiative by L&D over the last year are Training for Young Profession (YP)- Young Profession is a newly launched entry level job sector and fresh graduate with good educational background are chosen as junior officer. As they entered as a newcomer L&D's

duty is to train them and make them more professional. Women Leadership Program- Its object is to educate women worker how to sustain within an organization in a helpful behavior Organizational Structure Program for BOM (Branch Operating Manager) Local and international certification programs.

3.7. HR Operations

This wing of HRD looks after several things which are-

3.7.1. Data entry for creating appointment letter and offer letter and

3.7.2. Leave system

3.7.2.i. Annual Leave- 20 days leave is compulsory for every employee in a year

3.7.2.ii. Sick Leave - One can take 14 days leave or one more extra day leave is conceded as sick leave

3.7.2.iii. Casual Leave- one can take 3 days as casual leave.

3.7.2.iv. Maternity Leave- It is a 6 months duration leave can be taken by the female (confirmed) worker and it will be granted twice in her career.

3.7.2.v. Paternity Leave- one can take 7 days as paternity leave.

3.7.2.vi. Child adoption leave- child adaptation leave is 60 days.

3.7.2.vii. Convalesce Leave- maximum 15 days

3.7.2.viii. Study Leave- as per requirement.

3.7.2.ix. Leave without pay- This leave can't be more than 180 days or 6 months

3.7.3. And input all the information of final recruited employees hired by recruitment division

3.7.4. Do correct any written mistakes

3.8. Hierarchy level of Caritas Bangladesh

The aims of Caritas Bangladesh are to gain the support of more individuals and organizations to build an egalitarian and peaceful society that encourages the new generation to love their neighbors and serves the poor. Every employee of Caritas Bangladesh works together to promote quality education, living standards and ecological conservation and development.



3.9. Types of employees

Regular Staff- The employees whose appointments have been confirmed to a regular post under pay scale.

Temporary Staff- The employees who are appointed on temporary basis for work that is, basically temporary in nature and is likely to be finished within a limited/ specific period. They are paid consolidated salary. They do not get the facilities of regular staff such as provident fund, gratuity, health care scheme, insurance scheme, leave facilities etc.

Volunteer- Youths, adults, retired persons and a student or fresh graduate who are employed as per “Guidelines for Engagement of Volunteer in Caritas Bangladesh”.

- i. **Volunteer (Paid):** They are paid a fixed amount as honorarium and they do not get any other facility.
- ii. **Volunteer (Non-paid):** Those who provide free services (except TA and nourishment) as social and charity work.

Besides they have also supporting staffs.

3.10. Types of Employment

Three types of employment/job level by which candidates can enter into the organization that are- Entry Level, Mid-level and senior level



CHAPTER -4

Recruitment and Selection process of Caritas Bangladesh

4.1. Introduction

Human Resource management involves all management decisions and practices that directly affect or influence the person or human resources who work for the organization. In recent years increased attention has been devoted to how organizations manage human resources. This increased attention comes from the realization that an organization's employees enable organization to achieve its goal and management of this human resource is critical to an organization's success. The presence of human being is no new invention but identifying them as a resource in a more formal way has been made in the recent days. The history of HRM can be characterized as moving through four phases as craft system, scientific management system, the human resource relationship approach and the current organizational science such as human resource approach. The company considers human resource as an integral part of corporate management for higher productivity. Company follows a dedicated policy for recruitment, training and development, motivating, organizing and retaining and maintaining the existing human resources on the basis of quality education, training and operating experiences. An organization is nothing without human resource. Human resource department is concerned with the "people" dimension in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to high levels of performance, are essential to achieving organizational objectives and ensuring that they continue to maintain commitment to the organization

4.2. Human Resource Division of Caritas Bangladesh (HRD)

Human Resources Management (HRM) is the strategic management of the employees, who individually and collectively contribute to the achievement of the objectives of the organization. The objective of Caritas Bangladesh is to build an egalitarian and peaceful society. To this end it has been building up a proactive and cooperative manpower blending experience with innovation and skill with honesty since its inception. Caritas Bangladesh has central office in Dhaka. There are 8 regional offices. Under these 8 regional offices, it works 53 districts (202-sub districts). According to the fiscal year 2022-2023, it has manpower of 2,368 under pay scale and it also has 1,540 employees under casual and contractual. Now it has number of volunteers 878 under paid and it also has 17,540 volunteers under non- paid. The HR of Caritas Bangladesh mainly concerned with the

employment development and reward of people and the code of conduct of relationship between management and work force how to maximize the output and efficiency of employee.

4.3. Objectives of Caritas Bangladesh HRD

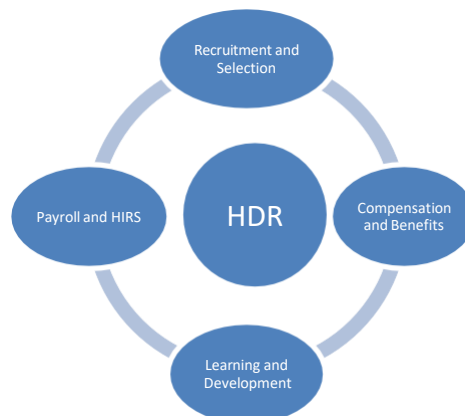
4.4.1. To create opportunities for the employees to enrich their professional knowledge, skill and attitude by way of motivation and training, higher study, seminar, workshop and exposure visit; and

4.4.2. To share and disseminate the learning of higher study, training, seminar, workshop and exposure visit with other employees for enhancing capabilities and competencies to take follow up action

4.4. Wings of HRD

The HR department (HRD) of Caritas Bangladesh is one of the largest in the industry. Comparing with other organizations, Caritas Bangladesh has the largest number of work forces, so they have larger management team. HRD is one of the fundamental parts of the organization support. And it is so organized that Caritas Bangladesh is managing their large number of employees centrally.

This Department is maintaining some management strategies and divisions comprises of Human resource planning (HRP), Recruitment, Compensation and Benefit; Learning and Development; HR Operations; Payroll and HIRS (Human Resource information system).



These wings of Human Resource Department (HRD) play a vital role to control and maintain overall organizational activities and structure as well. Each of division has importance for a perfect management system. There are several personnel behind the successful management system whoever is maintaining their responsibilities to run a successful HRD. But I want to mention only some names related to my work. The brief of the wings activity is given below.

4.5. The Recruitment and selection Process

Recruitment is a core function of the Human Resource department. It is a step-by-step approach to bringing in talented people who can help the company grow. Recruitment process may vary from company to company depending on the business vertical, organizational structure, size of the company, nature of operations, existing recruitment workflow and selection process. It is a process of finding and attracting qualified people for job. The recruitment division is accountable for identifying job vacancies, analyzing the job requirement, job applications, internship applications, collection of CV's, reviewing applications, screening, short listing, selecting the right personnel for the organization and so on. This process can also be drawn under the Human Resource Planning because we know that Human Resources Planning's main goal is to select the right people for the right place of the organization. There are various methods of recruitment and selection process but Caritas Bangladesh mainly follows two types of recruitment process.



4.5.1. Internal Recruitment and selection

This is for those people who are already working in the organization; the HR people publish the circular on notice board and online portal to invite the deserving employees to participate in the interview via they can also upgrade their position level and avail their career growth. In this case, employees refer their resume personally and sometimes by their internal communication portal. Internal recruitment channel works like

4.5.1.i. Promotion and

4.5.1.ii. Transfer

4.5.1.iii. Employee Referrals

Promotion

Promotion refers to upgrade the cadre of the employees by evaluating their performance in the organization. It is the process of shifting an employee from a lower position to a higher position with more responsibilities, remuneration, facilities, and status. Many organizations fill the higher vacant positions with the process of promotions, internally.

Transfer

Transfer refers to the process of interchanging from one job to another without any change in the rank and responsibilities. It can also be the shifting of employees from one department to another department or one location to another location, depending upon the requirement of the position.

Employee Referrals

Employee referrals are an effective way of sourcing the right candidates at a low cost. It is the process of hiring new resources through the reference of the employees who are currently working with the organization. In this process the present employees can refer theirs and relative for filling up the vacant position.

4.5.2. External Recruitment and selection

External sources of recruitment refer to the hiring employee outside the organization externally. In other words, the applicants seeking job opportunities in this case are those who are external to the organization.

From other organization/company/institute or fresh graduate people this process is applicable, step by step recruitment and selection process is shown and after described here.

Recruitment process

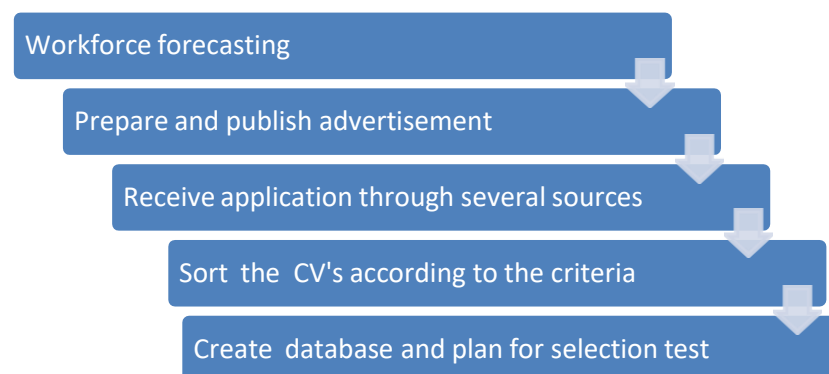


Figure: Employee recruitment process of caritas Bangladesh

Workforce forecasting

Recruitment process should start with identifying the vacancies that exist followed by analyzing the job specifications including the knowledge, skills and experience needed for the role. In this stage HRD of Caritas Bangladesh Clearly identifies the job vacancy and defines the qualities of an ideal candidate. It also writes a clear job description to enable candidates to understand the job and to assess whether they are the right fit. It also creates an

outline detailing the qualities needed in an ideal candidate, which will also help later during the candidate selection process.

Prepare and publish advertisement

Caritas Bangladesh attracts the job seekers by preparing and publishing job advertisement. HRD of Caritas Bangladesh publishes the advertisement in well-known Bengali national newspapers and in English. It also uses online advertising through bdjobs.com, prothom alo.job.com to recruit candidates.

Receive application through several sources

In this stage the recruitment team of Caritas Bangladesh collects online application copy from the candidates and stores it to their database. By this application candidates show their abilities to perform the job.

Sort the CV's according to the criteria

The responses to the advertisements are sorted and screened based on good academic result, work experience, sometimes reference and qualities or requirements they expected at advertisement. The recruitment officers organize the shortlisted candidates CVs so that they can use these at the time of hiring.

Create database and Plan for selection test (Examination)

A recruiting database is an essential component of any recruiting team .it is a tool used for storing all information on jobs and candidates, matching applicants with jobs and streamlining the entire recruitment process. The shortlisted candidates are called for exams and interviews. In case of large number of candidates invitation letters are mailed and messaged to the candidates email address and mobile phone. These are done according to the interview and exam time schedule before contacting the candidates.

Selection process of Caritas Bangladesh

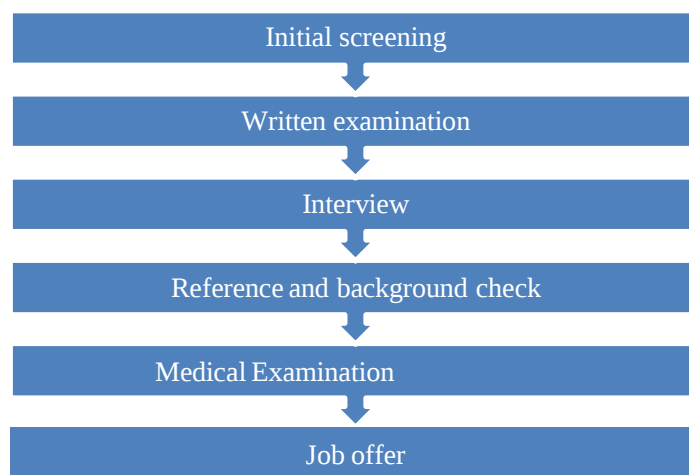


Figure: Employee selection process of Caritas Bangladesh

Initial screening:

The process starts with initial screening- choosing from the CV's that fulfill the specific requirements. After a vacancy is announced and CV's are already collected from different sources, authority starts the initial screening process. They sort the applications those have the actual qualifications for the post through the online system. Then these candidates are called for the written test.

Written employment test:

After the initial screening, next step is the written examination or written employment test. In Caritas Bangladesh, written test is applicable for assessment of all entry level positions. The written test is taken mostly to check the candidates knowledge on the subject matter for which he or she is to be taken and also to check his or her written communication skills. For higher position Caritas seeks the professional skilled workers. The recruitment authorities prepare the question paper; arrange the logistics support needed for the test, scrutinizing the answer paper. The authority prepared the result sheet based on their preset cutoff score and those who have more or equal to that score are called for the interview.

Interview

An interview board or selection committee is constituted by the concerned Director where one representative from the Caritas General Body or Executive Board will be included for the Central office and two representative, one of from GB or EB from Caritas Central Office for the Regional and Project Officer. At least 1/3rd of the board should be women. If it is found that any candidate is a relative of any member of the board, such member will be replaced by someone appointed by the authority. After creating the viva board, organization follows the following steps-

- At this time Authority directly calls candidates to their personal number and informs them about their interview and tells them to bring necessary documents like- photocopies of all academic certificates, NID, one copy of passport size picture.
- At the day of interview, when candidates come then organization authorities provide them a form to fill which contains their personal history, address and all.
- A score card is given to the interviewee to right the status of the candidates that is selected or not and at the end of interview they signed it and recruitment officer collect it.

Usually, there are some steps of conducting an effective interview, these are

1. Make sure you know the job
2. Structure the interview
3. Get organized
4. Take notes
5. Close the interview
6. Review the interview

And I think the Caritas Bangladesh's interviewees are smart enough to conduct a successful interview whether directly or indirectly practicing these factors. Generally Board members ask several questions to the interviewer/candidate to measure their knowledge. At the end of the session, with a number of selected candidates HR people precede for next activities which are mentioned earlier-input data (candidate's information), Creating appointment letter, offer letter, call them for joining and so on.

Screening and Selecting/Short listing

- After conducting a successful interview session the assigned authorities shortlist selected people.
- Candidates are given joining package and an instruction how to fulfill these joining instructions. These joining instructions include some personal and professional history form, a bond, a medical slip and an account opening file. And suggest them to do a pre-placement health checkup at a certain medical center and the reports directly come at head office.
- After that HR people input their information's for next steps.

Input Information

- The HR Operation Divisional people enter the candidate's data and made appointment letter and offer letter and this letters used to sign by the Head of HR.
- After arranging all data and documents of the candidates authorities call them to join on a particular date.

Also input information for making medical checkup letter Pre-employment Medical checkup. It is a very curtail part because the organization authority must have to know whether he/she is able to perform work properly or not or he/she is mentally and physically fit for work. If particular candidates not fit for work, he or she cannot be recruited although being highest scorer. The cost which occurred in the physical test bared by the organization and medical health checkup is essential for every selected candidate in every position.

Background investigation:

Background investigation mostly done for the experience or new candidates, is another important check the employer undertakes. Its include taking to colleagues the referee's, to make sure whether the information given by the candidate is true. This check is done to know more about the candidate's interpersonal skills, performance, punctuality, integrity, sincerity, leadership skills, gender sensitivity and the position he or she was in and so no.

Medical examination:

The next to last step in the selection process may consist of having the applicant take a medical examination. Physical exam can only be used as a selection device to screen out individuals who are unable to physically comply with the requirements of a job. This part also makes sure the candidate's physical fitness for essential job performance.

Job offer:

The head of the HRD offers the job to the selected candidates after the final approval is obtained. The managing Director (MD) is the sole signing authority of any appointment letter up to Additional Managing Director, Non-Management and all contractual employees if any other person is authorized for special reason.

Joining

- At the joining date the authority of Caritas Bangladesh provide them offer letter and a copy of appointment letter and tell them to come on a certain date to know their posting. Posting is given by another department and instruct them to go their work location and contact with their supervisor.

This starts when final candidates came at the joining date. Authorities took the joining package back and this should be filled by the candidates and after cross checking all the documents and the file contains the employees name and the date of joining in front of the file and also their academic certificate, copy of National ID card both of them and their nominee and so on.

The joining Package contains

To create a checklist of personal file organization takes the following materials.

- Requisition of recruitment
- Approval from the Caritas central office
- Advertisement copy
- Application of employee with necessary copies of all relevant certificate as per advertisement
- National ID card of the candidate
- photograph (at least 2)
- Letter of committee formation of recruitment interviews
- Copy of spreadsheet
- Letter of interview (viva, written) form from the organization
- Question paper and answer sheet
- Final result sheet
- Reference check related documents
- Appointment letter
- Copy of declaration form for complying with service rules and other policies
- Clearance certificate from previous employer
- Medical test documents
- Copy of job description
- Joining letter
- Deputation
- Promotion Letter
- Copy of disciplinary action related documents
- Letter of salary calculation of different projects
- On the job training certificate

- Tin certificate
- Experience certificate
- Affidavit
- Provident Fund
- Letter of Declaration
- Insurance From

By combining all these things together one candidate's joining becomes successful.

4.6. Orientation program for newly recruited people

First day at work is important for a new employee. On this day he or she first meets with his or her team members or colleagues and get to know his or her new workspace. According to Asif et al.,(2015) "orientation is the introduction of new employees to the organization, their work unit and their job." The authorities of Caritas Bangladesh try to share the history of Caritas and its vision, mission, goals, safeguarding policy, child protection policy, HR policy and code of conduct, admissible allowance, benefits policy and travel policy.

CHAPTER-5

Quality Evaluation of Recruitment and Selection of CB

5.1. Analysis and data interpretation

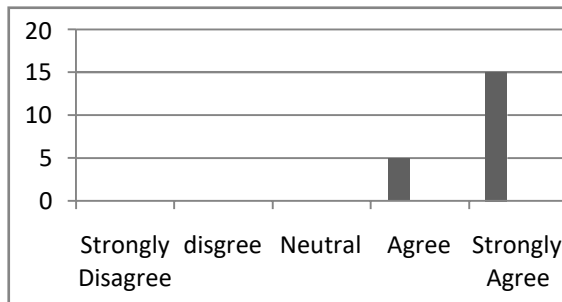
For this data analysis purpose, I had made questionnaires which include 10 questions in total.

I have conducted the study by 20 respondents.

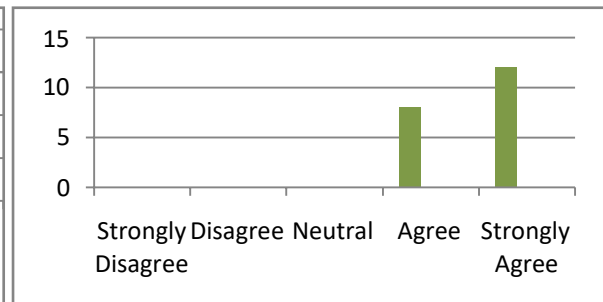
SL	Questionnaire	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Recruitment and Selection process of Caritas Bangladesh is well organized	0	0	0	5	15
2	Recruitment and Selection process is effective	0	0	0	8	12
3	Organization follows formal mode of recruitment system	0	0	0	11	9
4	Caritas Bangladesh ensures equal employment opportunities for expected all employees	0	0	0	9	11
5	Recruitment and Selection process generates fair competition to all candidates	0	0	0	11	9
6	Employees are hired according to the job description and job specification	0	0	2	10	8
7	Tools or techniques used for selecting employees are appropriate	0	0	4	10	6

8	Recruitment and Selection process of this organization could be improved	0	0	4	10	6
9	The recruitment & selection process is brief	0	1	7	9	3
10	The advertisement of Caritas Bangladesh in print and electronic media regarding job vacancies for attracting candidates is suitable	0	0	0	13	7

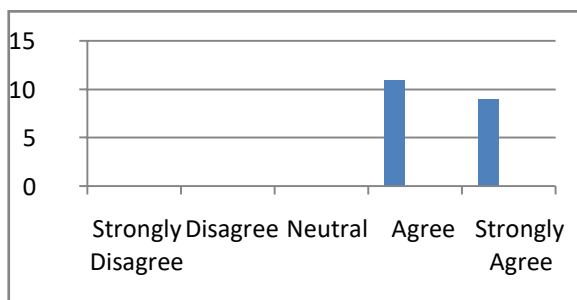
Analysis of data is done as per survey findings. According to respondents the data is represented graphically. From the above table I have prepared the following graphs.



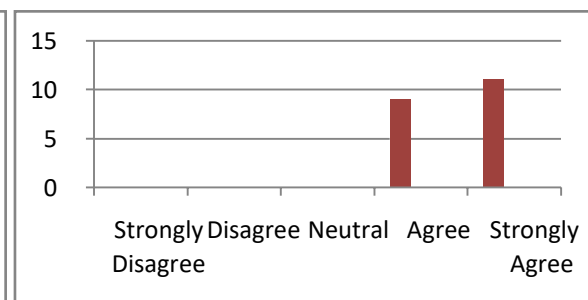
Graph No. 1



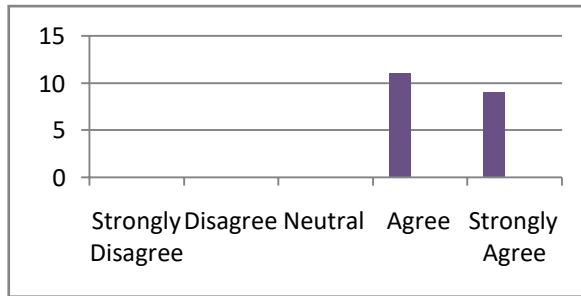
Graph No. 2



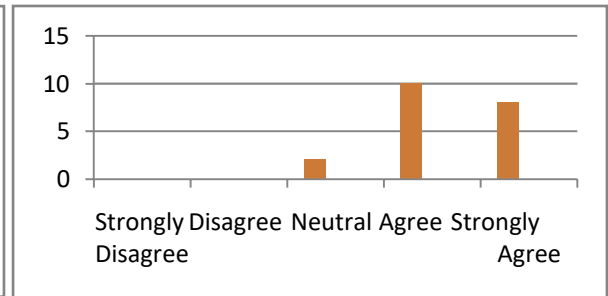
Graph No. 3



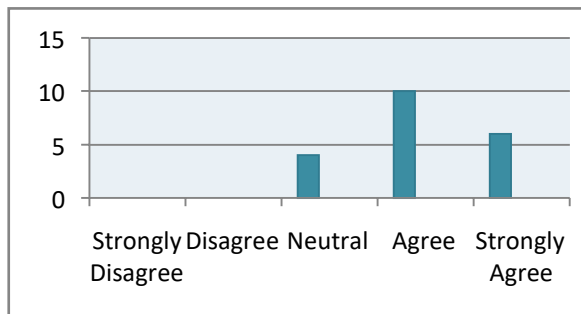
Graph No. 4



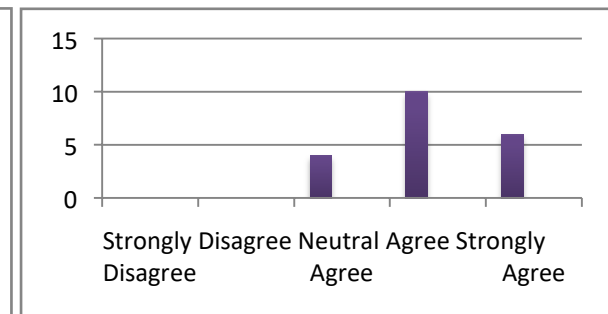
Graph No. 5



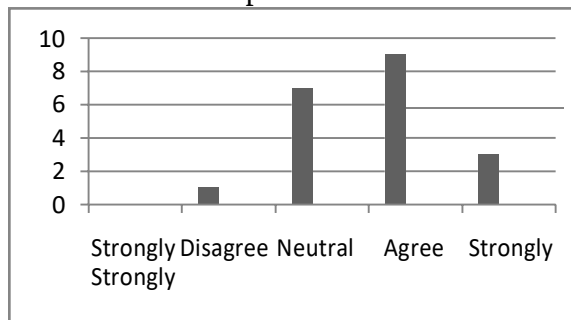
Graph No. 6



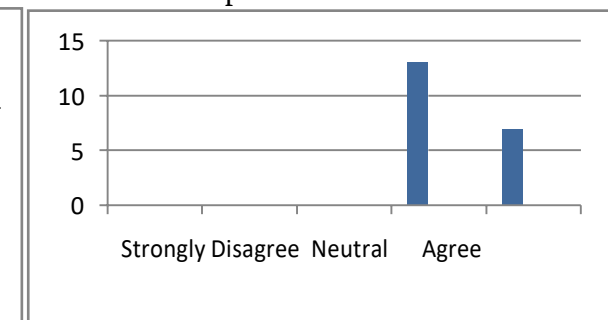
Graph No. 7



Graph No. 8



Graph No. 9



Graph No. 10

5.2. Interpretation

Following interpretations are based on above table and graphs

5.2.1. From the above table and graph number 1, it is observed that 15 employees out of 20 (75% out of 100%) strongly agreed about the Recruitment and Selection process of Caritas Bangladesh. So we can say that recruitment and selection process of Caritas Bangladesh are well organized for hiring the qualified candidates.

5.2.2. The above table and graph number 2 show that 12 employees out 20 (60% out of 100%) are strongly agreed and others 8 employees are agreed about that the recruitment and selection process of Caritas Bangladesh are effective.

5.2.3. The above table and graph number 3 show that 11 employees out of 20 (55% out of 100) are agreed about the formal mode of recruitment and selection system of Caritas Bangladesh.

5.2.4. From the above table and graph number 4, it is observed that 11 employees out of 20 (55% out of 100) are strongly agreed and others 9 employees agreed about equal employment opportunities for expected all employees. It is most factors for the Caritas Bangladesh to get highly qualified candidates through their recruitment and selection process.

5.2.5. From the above discussion in the table and graph number 5 show that Recruitment and Selection process of Caritas Bangladesh generates the fair competition to all the candidates because 11 employees out of 20 (55% out of 100%) are agreed that rest 9nn employees are strongly agreed with this statement.

5.2.6. From the above table and graph number 6, it is observed that 10 employees out of 20 (50% out of 100) are agreed that Caritas Bangladesh hires employees according to the job description and job specification. In this section 2 employees were at neutral position and others are 8 are strongly agreed.

5.2.7. From the above table and graph number 7, it is observed that 10 employees out 20 (50% out of 100) responded at agreed position about tools and techniques using in Recruitment and Selection process.

5.2.8. From the above table and graph number 8, it is observed that 14 employees out of 20 (70% out of 100%) are agreed that Recruitment and Selection process of this organization could be improved.

5.2.9. From the above table and graph number 9, we can understand that 9 employees out 20 (45% out of 100%) responded at agreed position and others 7 responded at neutral position and 1 employee responded at disagreed position. They believed that the Recruitment and Selection process is brief.

5.2.10. From the above table and graph number 10, we can understand that 13 employees out 20 (65% out of 100%) are agreed and others 7 employees responded at strongly agreed position about the print and electronic media using for attracting candidates which is suitable.

CHAPTER-6

Findings, recommendations and conclusion

6.1. Findings

HR Division of Caritas Bangladesh is well decorated. According to the previous description, I have found some remarkable result to identify the qualified candidates though the recruitment and selection process of Caritas Bangladesh. Following are the key findings of this report.

Firstly, most of the candidates can get the information about vacancy of the organization through Newspapers and Internet Advertisement like BD jobs, Prothom Alo and Organizationutilizes both internal as well as external sources.

Secondly, employees of Caritas Bangladesh are satisfied about the recruitment and selection process of this organization. But I have observed that the process is all but lengthy and candidates have to pass a lot of steps to get a job that is why sometimes the process is time consuming.

Thirdly, 75% employees strongly agreed that recruitment and selection process of Caritas Bangladesh are well organized.

Fourthly, Majority (60%) employees strongly agreed that the recruitment and selection process of Caritas Bangladesh are effective.

Fifthly, 55% employees strongly agreed that Caritas Bangladesh ensures equal employment opportunities for expected all candidates.

Sixthly, 70% employees agreed that Recruitment and Selection process of this organization could be improved.

Seventhly, Interview process of this organization is satisfactory because it create more awareness about the job among the candidates.

Finally, Caritas Bangladesh provides employment opportunities for both male and female qualified employees.

6.2. Recommendations

The recruitment and selection process of Caritas Bangladesh is systematic, fairy and sound. But there is always scope for improvement. As an internee it is difficult to give any recommendation with little working experience but I have tried my best to give best recommendations to improve the Recruitment and Selection process of Caritas Bangladesh.

Firstly, the management of Caritas Bangladesh can increase its scope of requirements throughadvertisements and company can go for job fairs where people get to know about the openings.

Secondly, although most of the employees (55%) strongly agreed that the recruitment and selection process of Caritas Bangladesh provide equal employment opportunities for expected all employees but some discrimination and biasness exist there. So the organization should take proper steps to avoid such harmful practice for the betterment of the organization.

Thirdly, Caritas Bangladesh uses traditional tools and techniques for recruiting and selecting employees. Although most of the employees think that the tools and techniques used by the organization are appropriate. Modern and digital Tools and techniques should be introduced in the organization to make the process fast, fair and convenient.

Fourthly, the member of the selection committee should be well qualified and experienced people. As if the selected employee will be more effective.

Fifthly, responsibility of Human Resource Division should be increased in order to reduce recruitment cost, biases, and to bring efficiency and effectiveness in the recruitment process.

Sixthly, I have observed that Caritas Bangladesh needs to use more external sources like campus recruitment. If the organization may use more external sources of recruitment, then they will get a wider range of options for selection.

Finally, organization should provide more rewards, incentives for the employees; it will help to make good relationship with employees.

6.3. Conclusion

Caritas Bangladesh has a strategic plan to contribute in the areas of poverty reduction, environmental sustainability, ensure food security, promotion of education, human formation, and health and care services for the underprivileged groups and so on. It is possible only through the combined efforts of the organization's people so that monetary and material resources are utilized to achieve organization objectives. Right people for the right job or else the organization as well as society have to pay a huge penalty.

Recruitment and selection process play a vital role in the development of the organization. It is an important procedure to build proficient team by hiring qualified employees. The success of the organization is measured by the efforts of the people which come into the existences by efficient recruitment and selection process. The primary function of human resource department is to hire the right people at the right place so that the work could be done at the right time.

The major objective of this study is to recruit qualified employee through the recruitment and selection process and identify the problems of this process. I want to conclude that with help of analysis, feedback generated through questionnaire I found that the organization is following an effective the recruitment process. But I think that if the authority of this organization should concern about their future employees to meet the organization goals and objectives properly.

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Appendix Demographic Profile

(Write down your name and Give tick () from the boxes where necessary.)

The answer to these questions will only be used for academic study purpose, so please spend a few moments completing this questionnaire.

1. Name:

2. Age:

Age	
20-25	
25-30	
30 and above	

Structured Questionnaire

1. Recruitment and Selection process of Caritas Bangladesh is well organized.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

2. Recruitment and Selection process is effective.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

3. Organization follows formal mode of recruitment system.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

4. Caritas Bangladesh ensures equal employment opportunities for expected all employees.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

5. Recruitment and Selection process generates fair competition to all candidates.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

6. Employees are hired according to the job description and job specification.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

7. Tools or techniques used for selecting employees are appropriate.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

8. Recruitment and Selection process of this organization could be improved.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

9. The recruitment & selection process is brief.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

10. The advertisement of Caritas Bangladesh in print and electronic media regarding jobvacancies for attracting candidates is suitable.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree