

2008-12

STUDY ON RECRUITMENT AND SELECTION PROCEDURE OF ENGINEERS IN NETWORK DEPARTMENT IN THE CONTEXT OF GRAMEENPHONE LTD.

Tabassum, Tahsin

Independent University, Bangladesh

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ENGINEERS IN NETWORK DEPARTMENT IN THE CONTEXT OF
GRAMEENPHONE LTD.

Submitted by,

Tahsin Tabassum
ID # 0410006

An Internship Report Presented in Partial Fulfillment
of the Requirements for the Degree of
Bachelor of Business Administration

INDEPENDENT UNIVERSITY, BANGLADESH
1st December 2008

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Has been approved
December, 2008

Mr. Emran Salahuddin
Lecturer
School of Business
Independent University, Bangladesh.

December 1st, 2008
Mr. Emran Salahuddin
Lecturer
School of Business
Independent University, Bangladesh

Subject: Submission of the Internship Report.

Dear Sir,

It is a great pleasure for me to submit the report is titled 'Study on Recruitment and Selection Procedure of Engineers in the Network Department in the context of Grameen Phone Ltd.'. I am submitting this report as a requirement of my Internship course (BBA-499A) of IUB.

Throughout the completion of the report, I could know about many things regarding the current organizational activities and a brief knowledge about, how Grameen Phone recruit and select their employees in their Networking Department, and in which factors they give the most priority during selection. This is first research on this topic and that is why some limitations I faced. But It was a nice experience, working on this project. I have tried my best to build this report successfully and I hope that the study is a great work for the upcoming researchers who will be interested to conduct researches on this field.

Thank you very much and I will cordially welcome any clarification and suggestion about any view and conception disseminated through this report.

Yours most obedient,

.....

Tahsin Tabassum

ID # 0410006

Contact:

Mobile: 01727242474

Email: shoma_tahsin@yahoo.com

Acknowledgement

At the very beginning, I would like thank all mighty Allah for giving the chance to complete my internship at Grameen Phone and preparing the internship report. For preparing this internship report, I acknowledge the encouragement and assistance given by a number of people. Without their help it was quite impossible for me to continue preparing the entire report.

First of all I would like to thank Grameen Phone authority to give me the opportunity to complete my internship. I would like to express my countless gratitude to DGM Mr. Sarker Sohel Ahmed, Implementation Networks Grameen Phone Ltd. for providing me detailed feedback and support on this report. Without his contribution, it would not have been possible for me to conduct this research work. I am also grateful to my supervisor Mr. Rajib Chandra Chaki (DSE), for giving me his valuable time and support in providing adequate information regarding this project.

Next, I would like to thank my honorable faculty member and the Internship supervisor Mr. Emran Salahuddin School of business, Independent University, Bangladesh (IUB) for giving me the permission to work on this topic. I would also like to thank my supervisor for providing me much needed assistance, guideline me and also to encouraging me to prepare the internship report.

Finally, I would like to thank IUB computer lab and library for their support that helped me to complete this work successfully.

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Executive Summary

Grameen Phone Ltd. (GP) is the largest leading telecom industry in Bangladesh. GP is the pioneer to bring in modern telecommunication technology. To hold the position of market leadership, GP has to always think about the innovation and effective work processes, and for this they need employees who can perform well and they have the tendency to take initiatives to face the challenges. To find out the effective employee, Recruitment and Selection play a vital role because a wrong selection of an employee may cause a great suffer to an organization. It is clearly stated that a better recruitment and selection strategy can help an organization to gain the sustainability and to perform better than others, because human resources are the main capitals who are responsible to run the business. To conducting this study, a questionnaire was prepared and based on that questionnaire a survey was conducted on Grameenphone networking department to find out the actual scenario of GPs selection and recruitment process. This study tries to find out the factors on which Grameenphone gives more priority when they recruit a new employee in the Network department. Some major factors like work experience, educational achievement, higher studies, skills like communication or interpersonal skills or basic knowledge, reputation of the academic institution, required academic qualification that influence employee recruitment. As Grameen Phone is an established multinational company in Bangladesh and practicing the standard business conduct. So no vital chances are required in their recruitment and selection strategy. But the analysis will also help to suggest the organization a better way to recruit the best candidates effectively from the job market.

Introduction

Recruitment and Selection, these two are very vital issues for any kind of organizations. If the procedures for the recruitment and selection are followed properly, then that organization will be able to achieve a great strength over the others. But if there is any lacking found, then it would be just a terrifying for them. They have to pay enormous amount for this mistake which is not recoverable by money. That is why an organization should properly plan about their recruitment and selection strategies. The recruitment process starts form the advertising and then ends with the selecting or hiring an employees. So hiring a potential candidate is very important, as well as to select the talent market is also important. To conduct this study, researcher has worked with Grameen Phone Ltd. (GP), one of the biggest multinational companies in Bangladesh.

Grameen Phone Ltd. (GP), after hearing this name people starts to visualize an organization which is the largest leading telecommunications service provider in Bangladesh. GP is the pioneer to bring in modern telecommunication technology and introducing state of the art product and services in the telecom industry in the country. It is a highly growing company and at the same time being competitive. GP believes excellence in its service towards the subscribers. To keep up this upward trend and leading position absolute dedication to understanding and fulfilling their customers need with the appropriate mix of standard services, reliability, improved technology, and skilled as well as dedicated manpower is necessary. GP considers its employees to be one of its most important assets. The driving force behind GP continued success over the years has been its professionally competent and dedicated employee. GP is an equal opportunity employer offering competitive remuneration, attractive employee benefit and friendly working environment. Grameen Phone is proud to have such a competent team working for the Company in meeting the challenges in a dynamic business environment.

Background of the Project

As a student of undergraduate studies of Bachelor of Business Administration, it was required to work with a business organization to enrich knowledge level and to gain some practical experiences. This project has been prepared for fulfilling the requirement of the internship program (BBA 499A). The project was assigned by the academic supervisor Mr. Emran Salahuddin (Lecturer, School of Business, Independent University, Bangladesh) and was approved by the organization supervisor Mr. Rajib Chandra Chaki, (Superintend Engineer, CNR Implementation Division in Networking, Grameen Phone). I am proud to state that I have got the opportunity to do my Internship at Grameen Phone. It is a three months long program where I have participated in Grameen Phone's several activities.

Statement of the Problem

As competition increase day by day in the job market it is very hard to get a job in the company like Grameen phone. Every year a lot of engineers graduate. The job seekers always look forward to get a good job in a good organization. On the other hand, organizations want to hire someone who would be better fit with their organizational culture as well. Now it is very important to find a match between these two factors. It is not always possible to satisfy the needs of employers, as well as it is true for the candidates too. But it would be a great success if the adjustment could be done. To get a job in Grameen phone, it is necessary to know that currently in which factors Grameen phone gives more importance for hiring an employee. As a result though some applicants are qualified but they don't get the job ultimately for not knowing GP's requirement. So, in this study the author tried to find out those factors on the basis of which Grameen Phone recruits employee.

Purpose of the Study

This study tries to find out the factors on which Grameenphone gives more priority when they recruit a new employee in the Network department. The author focused on some major factors like work experience, educational achievement, higher studies, skills like communication or interpersonal skills or basic knowledge, reputation of the academic institution, required academic qualification that influence employee recruitment. The purpose is also to find out the background and structure of the company as well as the whole process through which the recruitment and selection process takes place. Thus to identify general practices that GP uses to recruit and select employees. After doing the research work, the analysis will also help to suggest the organization a better way to recruit the best candidates effectively from the job market.

Scope of the Study

The research is very useful for the both Grameen Phone and the Applicants who want to apply for the job in the network Department as an Engineer in Grameenphone. Moreover, the other Local or Multinational companies, researchers, students, individuals will also be benefitted from this study. Here the researcher has given the whole recruitment and selection process of Grameen phone. It can also be used as a secondary resource for the Human Resources Department of GP in case of updating the recruitment and selection policies and procedures. If anyone wants to know the factors which should be considered in case of formulating a recruitment strategy, they can take help form here. This report has tried to cover every possible step of recruitment and selection procedures in Grameen phone.

Research Timeline

2008	September	Research Proposal Writing.
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2008	October	Data Collection
2008	October	Describe the process of Recruitment
2008	November	Data Analysis and interpretation of the findings.
2008	November	Submission of draft copy.
2008	December	Submission of research paper.

Limitation of the Study

Since the disclosure of internal sensitive information is restricted strictly in the company so the major problem was to get information from the employees who is abide by the codes of conduct and to convince them that the data will be kept secret. The respondents were busy too with their daily activities. Moreover, lack of enough experiences in the related field was another problem. Time was another limitation. As the author was in Internship at Grameenphone and it is a very big multinational company in Bangladesh, so she was busy with her several official activities. As a result, the author could not give enough time to conduct the survey.

Review of the Literature

There are many definitions and explanations of the 'Recruitment Process'. Some of them are mentioned below:

Recruitment is the sets of activities a design firm uses to attract job candidates possessing the abilities and attitudes necessary for the enterprise to achieve its objectives (Mark C. Zweig, Human Resource Management, 1991). Recruitment is a process of attracting and creating pool of people from which qualified candidates for job vacancies can be chosen. Selection then consists of the processes involved in choosing from applicants a suitable candidate to fill a post (Recruitment, selection and training, the times 100). Recruitment is

specially the set of activities and process used to obtain by legal means a sufficient number of the right people at the right place and time so that the people and the organization can select each other in their own best short run and long run interests (Randall S. Schuler, Nicholas J. Beutell, Stuart A. Youngblood, Effective personnel Management, 1989). So we can say that recruitment is concerned with searching for obtaining, selecting, and satisfying job candidates legally. Recruitment is not just concerned with attracting people. It is also concerned with attracting those whose personalities, interest and preference will most likely be matched by the organization and who have the skills, knowledge and ability to perform adequately. Only by matching these criteria with the organizational needs will result in finding potential employees who will remain with the organization.

The overall aim of the recruitment and selection process should be to obtain at minimum cost the number and quality of employees required to satisfy the human resources needs of the company (Armstrong, Human Resource Management Practice, 8th Edition). Michael Armstrong, a human resource expert, who stated the given line, was right. It is mentioned several times that the human resources are the unique resources for any organization. It has been said that human resources are the capital for any organization which cannot be copied easily. So if an organization would be succeed to have a unique work force, then definitely that organization can go for further development. The technology might be copied by others, people might came up with new work processes, new theories may come up in the organizations, but whatever happens, the HR will be unique and nobody can imitate it.

Recruitment Process

The first important task of recruitment function is to frame a recruitment policy, which calls for review of manpower recruitment i.e. it should be adequately supported by effective manpower forecasting. Manpower planning and so also manpower forecasting of an

organization depends on many important factors like present nature of work, possible change in the future working of the organization, the manpower records and information available in the organization for the present strength, the diversification plans and programs of the organization, the environmental change and the change necessary in the organization to respond to such environmental change etc. Most of the organizations, in principle, believe in recruiting the best possible manpower from outside the organization. However, the recruitment policy of some organizations considers recruiting the employees or recruiting employees from the wards of the existing employees.

The diagram of a proper recruitment process is given below:

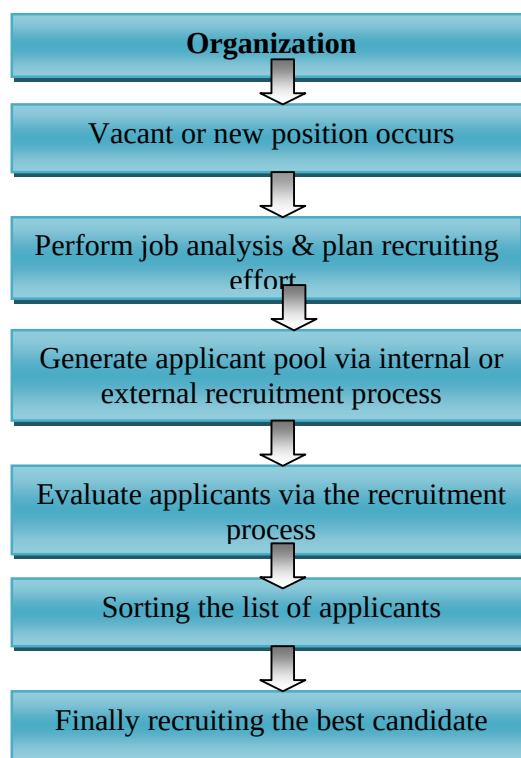


Figure 01: The Recruitment Process

Internal Recruitment

In some cases, organizations are also trying to internally man higher managerial vacancies from their existing employees. In those cases, organizations need to develop their existing manpower adopting suitable training and development functions.

Objective for Recruitment Policy

A sound recruitment policy calls for adopting a scientific process of recruitment i.e., those techniques, which are modern and scientific. A sound recruitment policy therefore needs to:

1. Identify, at the outset, the recruitment needs of the organization,
2. Identify the preferred sources of recruitment,
3. Frame suitable criteria for selection and finally,
4. Consider the cost of recruitment.

Sources of Recruitment

As has already been discussed, a particular organization may affect recruitment either from the internal sources, i.e., by promoting the existing employees for higher positions, or they may go for outside source. Thus, internal and external sources of recruitment can either be resorted to by any organizations, subject to convince and feasibility. Recruitment is an art of attracting applicants, from whom the most suitable ones may be selected in a particular job or jobs.

The major sources of recruitment for different types of personnel, therefore, are as follows:

1. Employment exchanges,
2. Consultants and private employment agencies,
3. Advertisements in periodicals and newspapers, radio and TV,
4. Universities and management institutes,
5. From the source of existing employees,
6. Trade unions,

7. Internet/job site, etc.

The employment exchanges maintain a register of candidates seeking various types of job. The skilled and unskilled workers and the clerical staff are mostly recruited through employment exchanges. Private consultants and agencies assist organizations in locating technical and managerial staff.

Advertising in newspapers and magazines, radio and TVs, have now become most effective sources for attracting the prospective candidates.

Deputations are mainly appointed in public sector undertaking. The civil servants are often deputed for many senior and mid-level positions for a specified time.

Recruitment from universities and management institutes are effected through campus interviews. Almost all good private organizations select their management trainees through such method.

From the source of existing employees also, recruitment is done by many private organizations to ensure commitment and loyalty and at the same time to motivate the employees.

Trade unions also recommended candidates for critical and unskilled jobs. Recruitment through internet/job sites also have now become very popular for its wide reach to focused job seekers, immediately and cost effectiveness. Because of its global reach, organizations also get the flexibility to attract the best talent.

Preliminary Screening of Applicants

The number of applications normally received against any advertised vacancy is usually huge. This creates the problem of selecting the right persons. Moreover, conducting tests and interviews for all the candidates may not be always feasible and cost efficient. To obviate such problems, most of the organizations sort out unsuitable candidates before going ahead with the selection process. There are many different ways to do such preliminary screening.

Some organizations conduct short tests for all the applications, while the best method may be the checking of 'application blank'. Each organization before going for the selection process develops their own standards or potentials attributes for the prospective candidates. This helps them also to define the rejection standards.

Review of Application Bank

The application blank form is designed to have detailed information about the applicants. Some organizations have their own printed application blank, while others ask the candidates to give their own particulars in a standard to elicit information likes;

- Personal data and biographical Information, i.e., name, address, telephone number, age, sex, marital status, children, nationality, education, professional qualification and membership of professional bodies, language known etc.
- Chronological employment history for all jobs, employer's name, address and nature of business positions held and duties, reason for leaving.
- Personal circumstances, whether prepared to serve anywhere or not.
- Medical history, brief details of any serious illness.
- Interest, hobbies, sports and other activities.
- Anything else which the applicant may like to add in support of his candidature.

Several other items may be included in the application blank on the specific recruitments of the organization and the job. Application blank, therefore, helps in comparing the applications

Reference Checking

Some organizations ask for references from the applicants in the application blank itself to get information on a candidate's character and antecedents. Such references are preferred

from earlier employers and schools/colleges/universities that have some acquaintance with the candidates.

Psychological Testing

Generally, psychological testing is used for purposes like, determining training needs and evaluation of training programs, selection and placement, transfer and promotion, counseling. However, such testing is primarily used for selection and placement. Such tests are of different types like, group or individual tests, instrumental tests, aptitude or achievements tests, personality and interest tests, etc.

Defining Attitudes

Attitude is a mental state of an individual who tends to act or respond or is ready to respond for or against objects, situations etc., with which his/her vested feeling or affect, interest, liking, desire and so on, are directly or indirectly linked or associated. During the course of development the person acquires tendencies to respond to objects. These learned cognitive mechanisms are called attitudes.

Interview

In the literal sense of the word, an interview means a conversation with a purpose. Such purposes are classified under three categories i.e., obtaining information from the candidates, giving information to the candidates and finally motivation the candidates. The first purpose is intended to get information from candidates regarding their, background, experience, education, training and interests to evaluate their suitability as per the requirements of the organization, its philosophy, personnel policies, etc. The third purpose is to establish a positive relationship to motivate the prospective candidates to join the organization. The human resource department of most of the organizations conduct preliminary interview for the candidates.

There are different types of interview as under:

The Patterned Interview:

This is also known as structured or standardized interview. It is intended to assess the candidate's emotional strength and stability, willingness to accept responsibility, motivation, etc.

Indirect or Non-in directive Interview:

In this type of interview, Interviewers become listeners and allow the candidates to reveal their personality, in depth knowledge in a free and relaxed atmosphere.

Direct Planned Interview:

It is a simple question answer session to ascertain the suitability of the candidates.

Stress interview:

This interview assesses the candidate's emotional balance under a situation of tension and stress. Such tension is therefore, deliberately created by interruptions, Provocations, silence, criticism or even by firing questions.

Group Interview:

This method is intended to assess the leadership ability of the candidates. The interviewers remain in the background to assess the best leaders, their initiative, poise, adaptability, awareness, interpersonal skills etc.

Panel or Board Interview:

Several interviewers collectively interview a candidate to rate his / her attributes.

For conduction a successful interview, interviewers should be adequately competent and trained. Interview should be conducted in a suitable place. It should be well planned; job descriptions and information about the applicants should be adequately studied. Interviewees should be allowed to feel relaxed, beginning and ending of an interview should be made in a best possible friendly manner, etc.

The flowchart of a selection process is shown in the below:

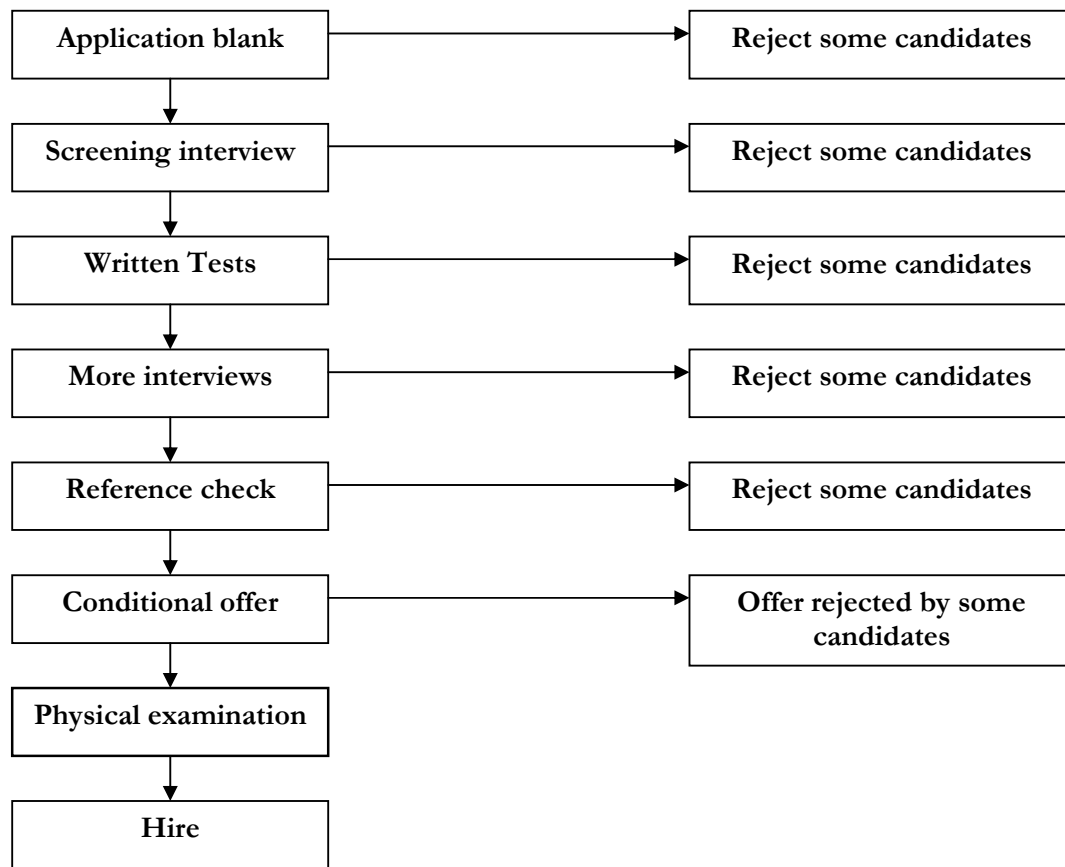


Figure 02: Typical order in which selection devices are used

Induction program

Induction is the process of introduce new employees to an organization and to their work responsibilities in that organization. After selection of employees, the first step is to orient them to organizational life. Process helps an organization to clarify the terms and conditions or employment, specific job requirements and also to inculcate confidence in the minds of the new entrants. A good induction programme should contain the following areas which are conveniently distributed under organizations point of view and employee's point of view:

The organization's point of view for giving an induction an employee can get idea about History, mission, objectives and philosophy of the organization, its product, production process, operations involved state of technology. Its past achievements, present status and future growth plan, Structure of the organization and the functions of different departments,

Delegation of authority and decision-making process, Personnel policies, other miscellaneous policies, practices and regulations, Job descriptions and responsibilities, and last but not least Expectations from new employees. The employee's points of view for participating in an induction are employee can gather idea about Job responsibilities, Office procedures, salary and Service rules governing hours of work, overtime.

Steps in Induction Program

An induction program essentially involves the following steps:

General Orientation:

It includes guided tours in different departments of an organization, introduction with fellow employees, supervisors and executives, information about the organizations, philosophy, achievements and future plans, etc.

Specific Orientation:

This is intended to help new employee to get acclimatized with their new work environment. The supervisor or the departmental boss of the employee takes him to his place of work and imparts vocational guidance for his particular nature of work.

Follow-up Orientation:

This orientation is conducted sometime after the initial. Induction of employee which is preferably period of not more than six months.

Placements

After the initial programme is over, an employee is put to a specific job for which he has been selected. Most of the organizations put new employees on probation for a specified after which they are confirmed or made permanent. Provided they match the organizational requirements. The personnel department periodically reviews the progress of such employees getting feedbacks or their performance from their controlling authority.

Recruitment, Selection, Induction and Placement are important tools for hiring manpower from external sources.

After assessment of manpower requirement, it is important to identify to what extent such requirements can be met from internal sources by restructuring and redeployment. After this exercise is over, additional manpower requirements, if any, have to be met through external hiring. At all these stages, certain norms are required to be ensuring proper selection and placement.

Grameen Phone at a Glance

Organization Profile

Principally, Grameen Phone was established in 1995. But due to government policy, GP received its operating license in November 1996 and started its service from March 26, 1997, the Independence Day of Bangladesh. Now, after 12 years of successful operations, Grameen Phone is the largest mobile phone service provider in Bangladesh, with 20 million subscribers as of June 2008. It is a joint venture between Telenor (62%), the largest telecommunications service provider in Norway with mobile phone operations in 12 other countries, and Grameen Telecom, which owns 38% of the shares of Grameen Phone, is a not-for profit company in Bangladesh, working in close collaboration with Grameen Bank. Grameen Phone has always been a pioneer in introducing new products and services in the local market. GP was the first company to introduce GSM technology in Bangladesh when it launched its services in March 1997. The Networks Division of Grameen Phone has been ensuring the best-in-class GSM cellular mobile network for the customers in Bangladesh. GP ensure customer satisfaction through enhanced coverage, improved quality and performance of the network.

Grameen Phone believes in investing in human capital and empowerment of employees in order to improve the productivity. With that philosophy in practice, it has continuously



trained and developed its employees for enhancing their competencies and leadership qualities. During the year, Grameen Phone trained employees both at home and abroad in various fields. GP has an extensive employee benefit scheme in place including Gratuity, Provident Fund, Group Insurance, Family Health Insurance, Transportation Facility, Day Care Centre, Children's Education Support, and Higher Education Support for employees, in-house medical support and other initiatives. Grameen Phone is also concerned about the health and safety of its employees. A dedicated unit - Health Safety & Environment (HSE) - is working for ensuring suitable working environment in the workplace. Common values have been established across the organization to align the team towards a common vision. A performance driven corporate culture along with plenty opportunity for career growth, has made GP a preferred employer in the Bangladesh job market. Grameen Phone also put in place a number of initiatives to build a strong corporate culture, upgrading existing skills of its employees and developing future leaders. GP has generated direct and indirect employment for a large number of people over the years. The company presently has more than 5,000 full and temporary employees.

Company Vision:

Grameenphone believes that a clearly defined statement is necessary to achieve the future goals of the company-Grameen phone vision is "We Are Here To HELP". "GP exist to help their customers get the full benefit of communications services in their daily lives. GP want to make it easy for customers to get what they want, when they want it."

Company Values:

Company values guides the actions and behaviors of the employees to fulfill its vision. Peoples of different cross-cultural section join a company and work together. So each company has a standard set of values that guides a newly recruit to act and behave as an



employee of that company. Each & every employees should adhere to these values as the ideology of the company.

Values are important for the company to reach its vision. Employee's willingness & commitment to the company is important in demonstrating in their personal & professional lives. GP trying to make their customers' lives easier and also try to satisfied customers, shareholders and enthusiastic employees. GP keep their promise. GP acknowledges and respects the local culture. Grameenphone has a standard set of values that all employees should practice.

Honesty

- Each & every employee should be honest in his/her part of job as well as the whole perspective.
- Honesty is yardstick, which restrain employees from discarding their job rather accomplishing the job with care.
- This is a virtue that helps each and every employee to be loyal his/her deeds.
- Honest employee takes the goodwill of the company into account seriously.

Reliability

- Reliability means that customers, colleagues, suppliers, competitors and society must be able to rely on us.
- GP's dealings with customers should be positive and professional so that they have trust on us.
- GP measure by efficiency, a high degree of service, customer's satisfaction, the quality of our public relation.

Grameen Phone Ltd.

- GP's approach and interactions facilitate effective communication with customers and employees, therefore, people outside as well as within the company have confidence on each other.

Commitment

- Commitment stands for individual's willingness to contribute to the effectiveness of the company's growth & service.
- All employees must work hard to meet challenging goals. Responsibility should be taken for the development and implementation of our own work plans.
- The desire to meet up commitment comes from the employee's soul.
- Each employee should have interest to attain personal and professional development in his/her job and use his/her creativity, learn new things, have the opportunity to take on greater responsibility and contribute to the company success.

Working Conditions

The company offers a wonderful and friendly working environment in the office.

Grameenphone has conducive and safe working environment. The Company's intent is to establish a good working relationship through a mutual understanding of expectations. GP believe in working in a team and demonstrate team spirit to maximize and excel in standard quality service to our valued subscribers in the area of telecommunication. Employees work in an environment where they feel valued, responsible and supported by the authority as well as by their colleagues.

Grameenphone also takes the preventive and safety measures to avoid all sorts of hazardous situation that might take place in some areas of technical functions.

With its present status GP aims to expand and grow at a faster pace by utilizing the best possible opportunities and expansion of network throughout the whole country. This enormous task requires dedicated, devoted and committed manpower.

The organizational structure of Grameenphone is given bellow:

Organizational Structure of Grameen phone

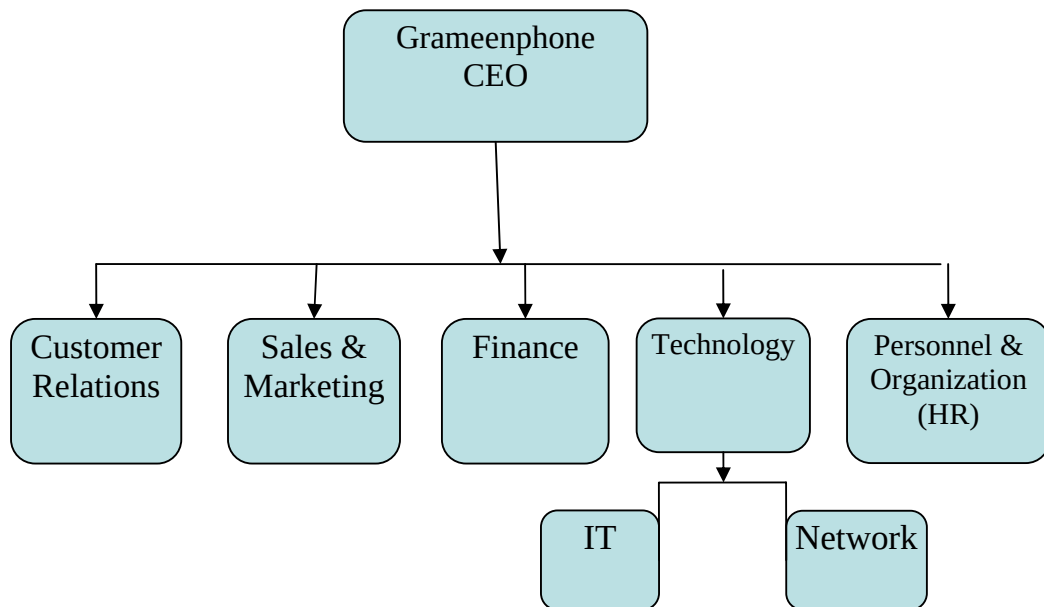


Figure 03: Organizational Structure of Grameen phone

Human Resource Division of Grameen

In Grameen phone there are four divisions in HR department. Among those division recruitment and selection unit have perform employee recruitment and selection procedure from lower level to upper level. The divisions' are



Figure 04: HR Division of Grameen phone

Role of Resource and Employee Branding Team:

Planning & service

- HR capacity planning and budget
- Facilitate evaluation process for role/ position up gradation.
- Recruitment campaign management
- Facilitate organizational alignment process.
- GPs on line recruitment system management
- Recruitment services and compliance.

Sourcing and selection

- Identify and assess sources of talents
- Evaluate and assess career seekers based on competency model.
- Plan & manage the trained assessor pool to run assessment centers
- Incorporate AC as a tool for career growth
- Compensation fixation during with educational institutes

Employee branding

- Employer brand strategy execution aligned with Telenor group
- Position GP accurately in the minds of potential recruits

- Facilitate informed career choice
- Inform, engage and motivation line managers to act as true ambassadors
- Maintain cycle plan in target talent market to maintain GP's leadership.

Classification of Grameenphone Employees

Regular Employment:

An employee who has been employed against a permanent position and has satisfactory completed probationary period and has been notified in writing as a permanent employee. Whenever, the Managing Director feels it necessary, Grameen Phone may hire someone directly without probationary period.

Probationer:

An employee who has been hired for filling a regular position but has not yet completed his/her probationary period.

Contractual Employment:

An employee who has been recruited for a specific period of time for performing specific job. This type of job is project-based in nature. Under special circumstances, however, such period may be extended upon the approval of HR Working hour remaining same as regular employment, the contract is made for a certain period of time, usually; the period should not be more than one year with a fixed salary paid at the end of the day/month. The employment ends when the contract expires.

Part-time Employment:

Any person who has been hired for a short period of time to perform a specific assignment. Such employment is situational. Their payment may be made hourly, daily, weekly or monthly. The period of such employment shall not exceed three months. However, in exceptional circumstances, their employment may be extended for further one

month. A temporary employee may be considered for a regular position in Grameen Phone if:

- I. The employee performs his/her assignment up to the satisfaction of the manager.
- II. The employee meets the job requirements
- III. There is vacancy
- IV. There are necessary budgetary provisions
- V. Manager recommends in writing for hiring.

Recruitment & Selection Process at Grameen Phone

It is usually taken as proved that the business practices of multinationals organizations are better and standard than the local organizations. As Grameen Phone is the largest multinational in Bangladesh, so we can assume that their HR practices is much standard than the other local and multinational organization. All the work activities of Grameen Phone are monitored by the respective authorities.

Grameen Phone has a Standard of Business Conduct which direct them about their do's and not to do's. They have Guiding Principles which helps their employees to conduct their behavior in an appropriate manner. Grameen Phone always keeps a proper working environment for their employees. They allocate compensations according to each and everyone's working responsibility. In the same way Grameen Phone has also a good and standard Recruitment and Selection process to recruit the right candidates at the right time at the right place.

Recruitment and Selection policies at Grameen Phone are much formatted. They prepare the policies according to their needs so that they can meet up their needed requirements. The recruitment and selection process Grameen Phone is differ from department to department, function to function. They know that each of the department's requirements is varying from

one to another. So to get the right candidates they have different recruitment and selection processes. But there are consistencies in between the different methods. May be they are varying in the functions, but in case of the methods or procedures they are same.

In the next part the recruitment and selection process at Grameen Phone has been discussed:

Employment procedures:

The resourcing and employer branding (R&EB) department under Human resources division ensures that employment policy is enforced and practiced consistently. The total recruitment process timeline is 29 working days.

HR will maintain an active database incorporating skills inventory of employees that may be used as a starting point from within.

Human Resource Planning:

The talent sourcing activities begin with effective human resource planning. This planning is aligned with the business need forecast, overall organizational growth matrix, structure, and direction is done on a yearly basis.

R&EB department coordinates and evaluates people planning process that eventually approved by board considering the following factors:

- Potential/expected work load and expertise requirements
- Optimum and effective utilization of the Human Resources for the entire company, both current and future requirements.
- Possibilities for greater efficiency through reorganization and automation (use of tools/facilities) and making necessary adjustments
- Employee turnover/ employee mobility

- New business initiatives and projects that require new competences and additional resources
- Government legislation

Human resource planning, budgeting and necessary approvals should be taken in the beginning of the year to ensure timely co-ordination and implementation.

Steps of Recruitment and Approximate Duration:

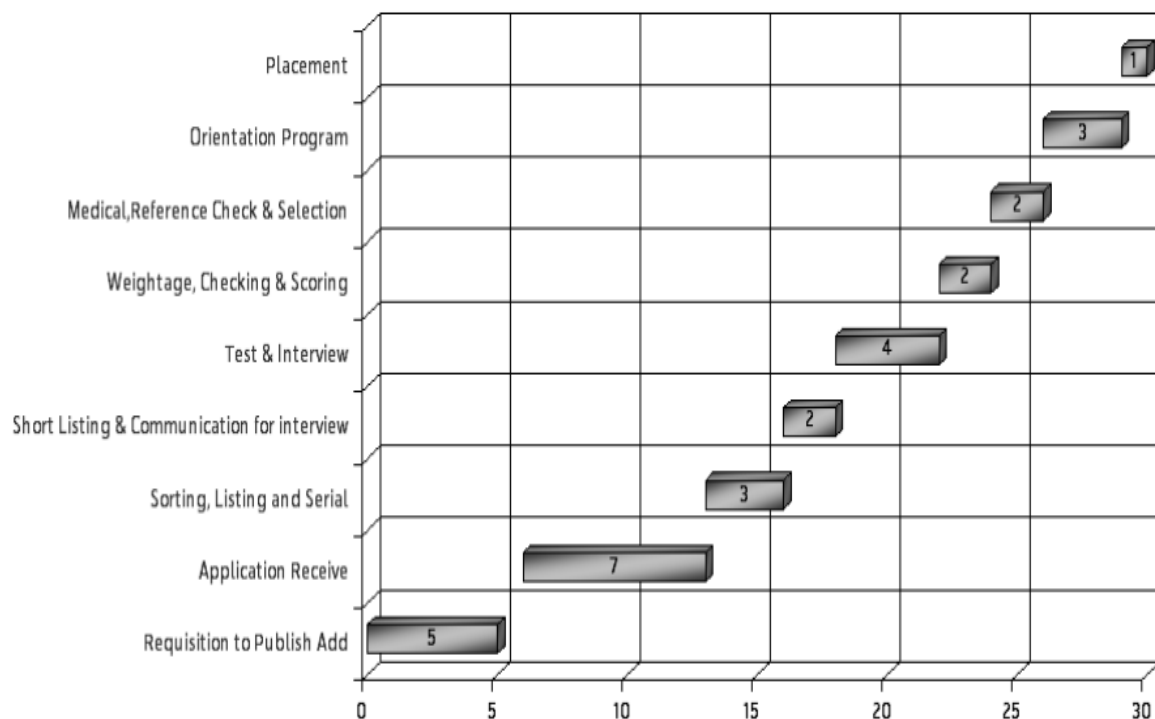


Figure 05: Steps of Recruitment and Approximate Duration of Grameenphone

HRP Forecasting

Also Human Resource Planning is another important activity before conducting the recruitment process. Through proper HRP an organization will be able to ensure that when and which places the new employees might be required, where they will get their next promotion, training will be provided to whom, when they should be appraised etc. if the

organization can find that they have their internal potential employee for an upcoming vacant position, then it is not required for them to go for external recruitment, internally they can recruit him/her. Grameen Phone follows this thing, they do proper HRP and keep records the movement of the employees and put them the right position whenever it is required.

Besides this, the proper and relatively accurate Human Resource Forecasting should be done in GP. The reason is a proper forecasting of the employees may give the right direction that how many employees will be required in a particular year, what should be their requirement etc. When they will be able to do a proper forecasting, then the unnecessary costs which are usually arises because of the unplanned recruitment and selection processes may be resolved.

Manning requirement and requisition:

After Planning, individual departments should raise the employee requisitions as per requirement and budget allocation and send it to R&EB. Currently, requisition includes: Regular /non-regular positions covering new, replacement and conversion categories. Upon budget clearance by Finance and MDs approval, R&EB initiates the hiring process.

Job description and job specification:

Job description and job specification are prerequisites for human resource planning and re sourcing process to start. In addition, they guide the R&EB team to assess and determine the appropriate and efficient assessment methods and tools.

The network departments submit the requirements according to company standards, which are translated into applicable action and communications.

Example of job description and job specification of Grameen Phone has been is given bellow:

Database Engineer:

The Database Engineer recruited in order to Service Development and Integration is recruited for Information Technology division in Service, Software Development and Integration Department. Graduation from Computer Science & Engineering/Electrical and Electronics Engineering/Applied Physics from any reputed university. The Candidates age must not exceed above 30 years. The most well qualified, dynamic and smart individuals who posse's good organizational and interpersonal communication skills are encouraged to apply for this post. The Special Skill Requirements which are required for the Database Engineer are as follows:

- Strong Knowledge in J2EE, .NET, SQL, PL\SQL
- Familiar with Unix/Linux OS
- Understanding on Telco product\services
- Good Analytical and independent problem solving skills
- Team player and good communication skills
- Ability to work under stress

Key responsibility:

- Design & development of application/tool related to different Telco services
- Integration within different platform/system
- Coordination with internal customers of Grameen phone and provide utmost support
- Active support in cross-functional S/W development projects

Sources of Talents:

Grameen phone career website allows customized and specific search. The company does not accept hard copy of applicants, with few exceptions the talent sources are as bellow:

- Online database (www.grameenPhone.com)

- Newspaper
- Head hunting agencies
- References from internal employees
- On campus hiring
- Professional network

Job advertisement:

Job advertisements are published in Grameen phone career site in the national dailies conforming to company policy and communication guidelines indicating the position and recruitments. The marker communication section is responsible for designing and finalizing the advertisement layouts, with approval by HR directors. After receiving a requisition and posting of a job advertisement, candidates are usually given seven days to apply, which can be extended is deemed is necessary. Here an example of job advertisement is given bellow:

Available Jobs			
Job Title	Closing Date	Division	Link
System Engineer, Storage & UNIX Systems Management	16-11-2008	Network division	View Details
Database Engineer, Service Development and Integration	16-11-2008	Information Technology	View Details

Figure 06: Job advertisements in Grameen phone career site

CV screening/ short listing:

After closing of a job advertisement, R&EB (Resource and employee branding) collects and complies applications. The applications are profiled against the given job advertisement and sent to the Network department for further screening. Short listing criteria include:

- Education
- Required academic qualification

- Reputation of academic institution
- Relevant courses
- Number of years and relevance of job experience (where applicable)
- Skills and qualifications
- Other factors (extra-curricular activities)

Once the CVs are evaluated and forwarded to R&EB, they are checked against the profile and set for assessment.

Written Test:

Written Test is conducted to evaluate the candidate's functional knowledge, analytical ability, written language skills and certain job related competencies. Questions from several aspects have been asked in the test. In the written test, Grameen Phone mainly focuses on how the employees are analysis their critical incidents, how they react to different situations, how they overcome the problems etc. There are 70% question on functional knowledge, analytical ability and rest of 30% question on written language skills. The Minimum score of qualification in the written test, interview and assessment is 60%. However, this may be increased or decreased in case the candidate pool is abundant/scarce or majority fails to quality the minimum score. Any deviation must be duly justified and documented.

HR R&EB formulates the final test script in consultation with the Networking department. Evaluation of HR section is done by a qualified assessor; the same from the Network department.

Interview:

All interviews must confirm to company standard and guidelines to select the best fit. It is preferred that internal candidates should inform their respective supervisors before attending

interview session. The formal interview/viva session in the assessment process, the interview (15-30 minutes) evaluates on similar criteria except that it delves into more detailed analysis of a person's job and personality fit. In most cases the final decision is made at this level. For up gradation interviews, a cross- functional board member is required. Interviews help assessors make an initial judgment about a person's aptitude, competencies, attitude, and most importantly job fit. If the assessors get the types of employee that they want then they don't take other interview. Otherwise they take another interview.

The Selection Board basically gives importance to the following aspects:

Employee Type: Venue:

Name of the Assessor: Signature:

SCORE-1 Insufficient Competency
SCORE-2 Average competency
SCORE-3-4 Above –average competency
SCORE-5 Excellence competency

G P ID #	Tr ac k #	Name of Candi dates	Comments and scores (out of 5)				
			<u>Creativity</u> Creates new and imaginative approaches and shows a willingness to question traditional assumptions.	<u>Communication</u> Written and verbal-speech, diction, clarity, expression, mannerisms, attitude	<u>Leadership</u> Creates an environment where the experiences and views of all team members are valued and encouraged	<u>Commitment</u> Commitment self to work hard towards goals and exceed targets. Shows enthusiasm, drive and results	<u>Specialist Knowledge</u> Understands technical or professional aspects of work and continually Maintains technical knowledge

Additional Comments

Figure 07: Assessment in the interview board

Interview Board:

It is expected that interview board members have a good understanding of the following:

- Assessment tools and methods
- Assessment criteria
- Ability to evaluate objectively
- Understanding of the position and competency requirements

The ideal size of an interview board is three however, in certain cases, exception can be made. With exception of HR as resourcing is their functional expertise and responsibility, it is required that other board members be at least one level up from the position applied i.e. for interview of system Engineer the board members from concerned department should at least be AGM.

Selection:

Once a candidate is selected through assessment and mutual agreement of the board; R&EB will process and compile the assessments and communicate with concerned assessors for final approval. In certain cases, approval may be immediate.

Medical Test:

All the selected candidates are required to go through a medical test from Grameenphone enlisted diagnostic centre at company's expense normally Grameenphone refer DNS diagnostic centre for medical test.

In case of referred case (for anomaly) a team is formed from HSE for observation and follow-up to declare “fit for employment”. If the report is acceptable he/she will be allowed to join otherwise would be sent for supplementary medical screening. In case of negative report, HR has the authority to decline the employment of that candidate.

Final Selection, Salary fixation and Employment Offer:

Based on positive report on health status from the medical center and positive reference check, the candidate is finally selected for appointment. At this stage, the selected candidate is offered employment with Grameenphone.

The salary is fixed based on salary range in each job grade based on individual's knowledge, specially skills and work experience.

Employee joining:

A personal information Form should be filled up by the finally selected candidate. The information provided in this form must be true and complete, failure to provide correct information is subject to disciplinary action according to company policy.

Appointment letter/employment agreement:

HR will issue an appointment letter/ agreement to the selected candidate according to for regular job for short term contract employees. The appointment letter must include:

- Job title
- Nature of employment
- Place of posting
- Name of section or department
- Effective date of appointment
- Probationary period, conditions of confirmation and notice period
- Ending date of employment (applicable for contract employee)

- Grameen phone standard terms and conditions

Appointment Authority:

Appointment authority is defined as the right and responsibility to make decisions with respect to recruitment, and the issuance and signing of all relevant correspondence with employee during hiring.

The appointment endorsement for different level of employment level of employment must be made as per the following authority level.

Position	Approval Level
Director	CEO
AGM-Deputy Director	Director, HR
DGM & below	AGM ,HR-R&EB

Figure 08: Appointment approval of employee selection

Release Order:

Clearance/release letter must be submitted to HR at the time of joining. This is to avoid potential legal complications arising due to Non-acceptance of resignation by the person's previous employer.

Access to personal information:

HR operations shall open a personal file on each individual employee, starting from the date of his/ her appointment. This serves the purpose of reference audit/legal requirements and for reference for relevant actions.

Access to personal information is restricted. However, on written request from an employee to Hr operations selective information may be shared upon approval from HR

Directors or his designee (with the expectation of any confidential documents not to be shared with him/ her.

All of the above mentioned practices make Grameen Phone as a unique and different organization than the other companies. It would not be wrong if we say that to improve the efficiency other companies can take Grameen Phone as their role model.

The process of recruitment of Grameenphone is given bellow:

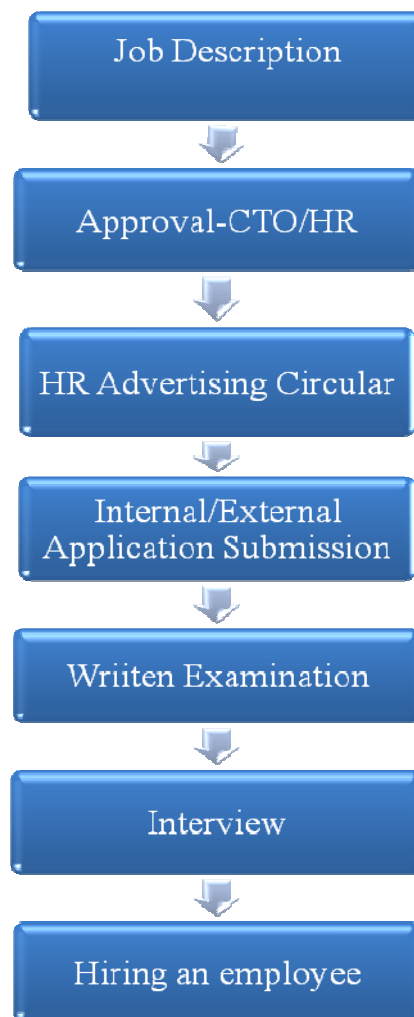


Figure 09: The process of recruitment of Grameenphone

Methodology

Sampling Instrument

Basically this project was conducted to analyze the factual scenario of recruiting procedure of Engineer of Grameenphone network department. Interview from every employee of Grameenphone networking department would have been time consuming and difficult. For this reason the survey was conducted through a structured questionnaire rather than direct interview. So a questionnaire was prepared for the employees to gather information. The researcher used a structured questionnaire to collect data. This questionnaire included information like the reasons for choosing them, their educational qualification, higher studies, performance on the results or work experiences etc.

Data Collection Procedure

Due to lack of secondary data (e.g. articles, journals, and telecom publications) in the case of Grameen Phones, it was required to investigate primary data's to find out the process. Data collection was done on a random basis. These employees were considered as samples. The author randomly selects 20 employees who work in the Grameen Phone's implementation division of Network department. To collect data from primary sources, a set of structured questionnaire (25 questions) were distributed among the employee. The researcher has collected the data from the Grameen Phones Annual report and the Grameen Phones inside HR manual which is very restricted. Some information was collected from the books of the Independent University Library.

Findings and Significant of the study

In this research the Author has tried to the whole recruitment and selection process of Grameen phones network divisions' Engineer. In conducting this study, the author had to prepare a questionnaire and based on that questionnaire a survey was conducted. The survey

of the questionnaire took place at implementation division in network department in Grameen phone. Grameenphone CNR team was considered for this survey. After conducting survey the author has come into the following findings. The author believes that the respective organization will get necessary support in preparing their recruitment and selection strategy.

The sample size for this study was 20. Most of the respondent's age was fresh graduate. Among the 20 respondents 60% respondents were not fresh graduate, they have 1.5-3 years work experience. Rests of the 40% respondents were fresh graduate.

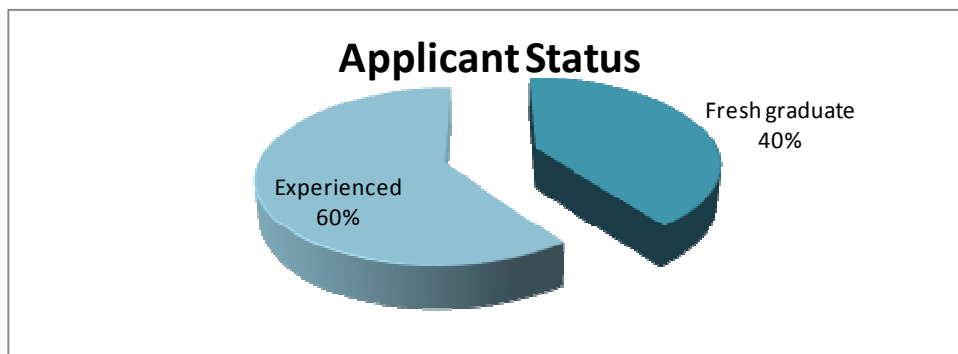


Figure 10: Applicant status

About 70% respondent came from public university. And among them 80% respondents are from BUET. And others 30% respondents were come from private university like East West University, the peoples University of Bangladesh, Ashanullah University of science & Technology, American International University of Bangladesh, Darul Ihsan University.

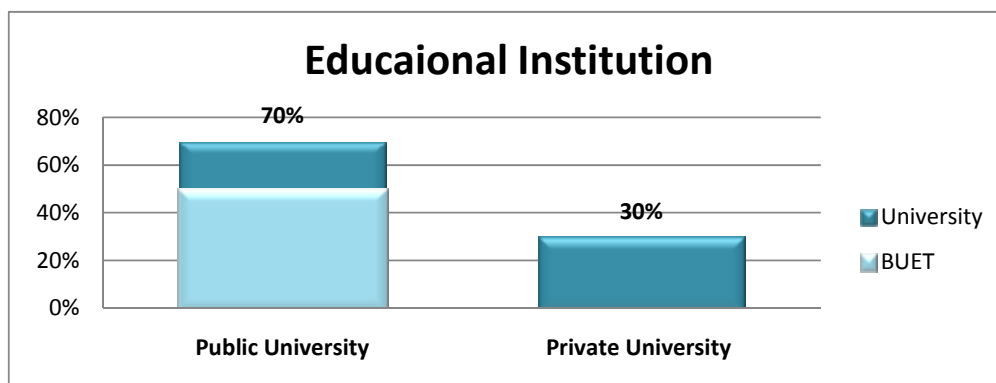


Figure11: Educational Institute of applicants

According to the respondents about 75% employees are from engineering studies and rest of the respondents are from others studies.

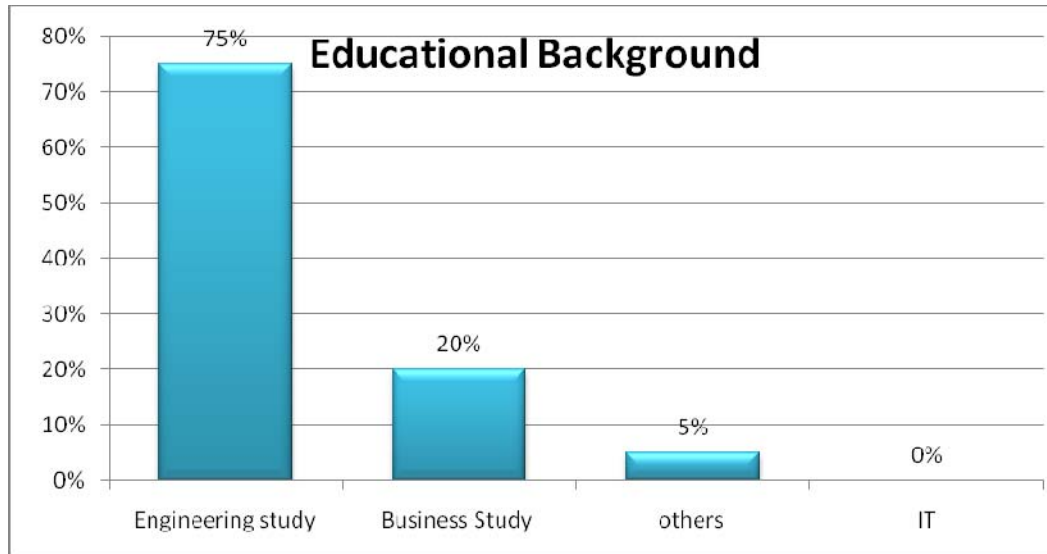


Figure12: Educational background of applicants

Most of the respondents said that GP gives priority on CGP when they recruit any employee. It is significant that most of the respondents CGP are more than 3.3.

According to the respondents their overall CGP is good so author can conclude that GP give priority when they recruit an engineer.

100% respondents were known about the vacancy from Grameen phones website when they recruit. All the respondents think Grameen phone.

According to the respondent, Grameen phone don't play any gender biases role in recruitment time. And they don't give any assessment programme when recruit any engineer in the network division.

Depends on the job requirement sometimes GP give importance on Work experience.

Overall 98 % respondents think references don't play any vital role in getting a job like Gp.

When GP hire any employee they have to take a written test.

Overall 99% respondent completed their master's degree when they join GP. But most of them are continuing their masers.

Depends on job requirement sometimes GP asked for software or programme language. According to the respondents they don't think that GP give importance in extracurricular activities when they hiring an employee.

According to the respondents though GP gives more priority on work experienced rather than fresh graduate but it's sometimes depends on job requirement.

Conclusion

To enrich its future expansion and growth it is the right time to adopt establishes an up to date effective planning to recruit the best possible personnel in the market. It is clearly stated that a better recruitment and selection strategy can help an organization to gain the sustainability and to perform better than others, because human resources are the main capitals who are responsible to run the business. Grameen Phone is a big multinational company in Bangladesh, so they need more market coverage than other telecom industries. To hold the position of market leadership, Grameen Phone has to always think about the innovation and effective work processes, and for this they need employees who can perform well and they have the tendency to take initiatives to face the challenges. To be the winning organization Grameen Phone must need to have an efficient and proactive work force. It is expected that all the organizations should have a proper strategy for the recruitment and selection purpose. But in reality it is not seen, because there is absence of so many factors like proper knowledge about HR, willingness to implement the right strategies, supportive environment etc. If all the factors could be implemented then different scenario might

observed. However, in this case Grameen Phone has fewer problems than other organizations as they are maintaining good practices which are close to the perfection.

Recommendations

At the end of any study few recommendations are normally prescribed. In this study the author also discussed some of the recommendations which might be helpful for the organization. However, the organization, Grameen Phone is one of the biggest multinationals in Bangladesh. It is always considered that the multinational organization's business practices would be better and efficient comparing to the local organizations. Grameen Phone, as a multinational has a standard business practices for their own self. The Author conducted a survey on Grameenphone networking department recruitment and selection process and found few recommendations, but yet the strategy of recruitment and selection of Grameen Phone is best than the other local companies.

Following are some of the few recommendations given to Grameen Phone:

- The whole recruitment process takes 20 to 29 working days. It's a long process if process duration became lesser then it will be better.
- Grameenphone can give chance to the fresh graduate. Though a fresh graduate have not any work experience that's why normally they show more interest to work with the organization and also give more efficiency on their work in the work field it is very important to have.
- GP can give assessment programme in the Network department. It will help a lot for the new joiner.

- Grameen Phone will be able to know that when they should open a job offer. They should not offer a job whenever any position became vacant. They should wait and analysis that to get a proper candidate when they should go for recruiting.
- Grameen Phone can offer the internship students to work with them to save the cost of recruitment and selection, because intern students become more familiar with the environment and culture of GP. So if they got chance to work with GP, than they would face relatively less problems than the new joiners. So the output of work would be more efficient, on the other hand cost for recruitment and selection will be reduced.
- Grameen phone should not give priority to reference .They should give more importance on the ability of the applicant.
- Grameen Phone might provide the scope to all university graduates to work with them; they should not be biased towards some particular institutions as like other traditional organization. As they believe in diversified working environment. So graduates from different institutions might be taken by Grameen Phone.

Those are some of the recommendations suggested by the author. As Grameen Phone is an established multinational company in Bangladesh and practicing the standard business conduct. So no vital chances are required in their recruitment and selection strategy. But given recommendation might be considered by them.

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www.Grameen Phone.com

Appendix-1

Questionnaire for the Survey

*Please fill up the questionnaire with sincerity and honesty. Your opinion will be taken as a useful
input for the corporate world where you are heading towards.*

Name of the Respondent: _____

Designation : _____ Mob : 017 _____

Sex : a) Male b) Female

Age : a) 25-30 b) 31-35 c) 36-40 d) 40 above

How long you work with GP? Ans: _____Month / year

1. When you join Gp, are you a fresh graduate?

a) Yes b) No

2. If you were experienced, then how many year experiences you had when you join GP?

a) 6month-1 year b) 1.5-3year
c) 3-5year d) more than 5 year

3. Which was your medium of education?

a) English b) Bengali

4. Which educational background you have?

a) Engineering b) Business studies
c) IT d) others

5. From where you completed your graduation?

a) Private University b) Public University

24. Do you think GP gives important in extra-curricular activities when hiring an employee?

a) Yes

b) No

25. Do you have any Suggestion about recruitment of Grameenphone?

Ans: _____

Thank You for Your Co-Operation.

Appendix

EMPLOYEE REQUISITION FORM (For Regular position)

Instructions to be followed

- π Whenever a position is or becomes vacant, it is the best opportunity to evaluate if the work within the Division/Department/Zone could be better adapted or distributed in a better way. A basic analysis of this could lead to a reduction in the need of Employees and therefore financial savings.
- π This form should therefore completed, evaluated and approved before each new appointment, whether it is to replace an Employee, appoint a new Employee or fill a new position.
- π The duration between the approval of recruitment and date of commencement will be **at 29 working days**.
- π This recruitment must have budgetary approval.

Division/Department/ Zone :			
Position Title:			
π Replacement of ----- -----	π Additional Employee needed in the current position	π Creation of New Position	π Conversion
Number of Employee Required :			
Educational qualifications :			
Experience required :			
Special Skill:			
Job description :			
Approximate Salary:		Grade/Scale:	
Preferred date of commencement :			

For Approval

Recommendations:

Name, Manager, Concerned Department

Date/Signature

Recommendations: Yes π No π

Comments:

Date/Signature Director, Concerned Division

Budgetary Approval Yes π No π

Date/Signature Director, Finance

Recommended Yes π No π

Comments:

Date/Signature Director, Human Resources Division

Approved Yes π No π

Comments:

Date/Signature Managing Director

Appendix

Job Description and Job Specifications

Job Description		
Job Grade:	Employee ID #:	Name:
Position Title:	Section:	Department:
Job location:	Reporting to:	Date in position/grade:

1. Main Purpose of the position:

2. Organization Chart

3. Principal Accountabilities

Principal Accountabilities		Key Result Areas
	Major Activities (What is done and How)	End Results (Why it is done)

4. Major Challenges

--

5. Decision Making Authority:

--

6. Dimension:

Financial:

Personnel

	Directly	Indirectly	Total
Number of Employees reporting to this position			

7. Cross-functional responsibility

--

8. Job Specifications:

8.1 Qualification:

8.2 Experience:

8.3 Knowledge/Skills:

8.4 Personal attributes:

8.5 Working condition:

Signature:

(Employee)

(Head of Department)

(Supervisor)

(Head of Division)

Appendix

GRAMEEN PHONE JOB APPLICATION FORM

(must fill the * marked fields)

PERSONAL INFORMATION	
Name *	Sur Name
Father's Name *	Sex Male
Date of Birth. day mon year	Place of Birth *
Present Address *	Permanent Address
Contact Phone No. *	Mobile . No.
Contact Address ☐ Present ☐ Permanent	FAX
E-Mail	Religion *
Nationality *	Marital Status Unmarried
Interest /Hobby	
Extra Curricular Activities	
Career Objective / Future Plan	
Your Preferred Level of Position	☐ Entry Level ☐ Mid Level ☐ Top Level
Available for	☐ Full Time ☐ Part Time ☐ Contract Job
Present Salary	Expected Salary *
Ready to Join on	day mon year *
Have you Applied Before in GP?	No If yes, for which position
Source of Application *	☐ Newspaper Add ☐ Web Site Add ☐ From A Friend ☐ Contacting GP Directly ☐ GP Person

Mention if you know anyone in GP	
Main Reason for Applying in GP	

CAREER & APPLICATION INFORMATION

LOCATION PREFERENCE

Select the Districts where **You are Ready to join in for GrameenPhone ***
(if you are ready to work in any place in Bangladesh, please only select "Any")

☐ **Any Place in Bangladesh**
Note: You don't have to select any of the places below if you have selected any

☐ Dhaka ☐ Chittagong ☐ Sylhet ☐ Rajshahi ☐ Khulna ☐ Barisal

Name the most preferred districts from the above you want to work in

Frist Preference **Second Preference**

PREFERENCE FOR ANY PARTICULAR WORK AREA
(Please select one or more areas where you have special interest or any special expertise to work on)

Support Services	☐ Office	☐ Security	☐ Human Resources
Customer Relation	☐ Call Center	☐ Billing	
Sales and Marketing	☐ Marketing	☐ Corporate Sales	☐ Distribution
Information Technology	☐ Network Management	☐ Database Management	
Technical	☐ Civil Works	☐ Site Acquisition	☐ Planning
	☐ Mainatnace	☐ GSM Network Mgt.	☐ GSM Operation
Finance	☐ Finance/Accounting	☐ Procurement/Logistics	

ACADEMIC & PROFESSIONAL QUALIFICATION

Institutional Education									
Highest Education Degree Achieve		Select One							
Please List the Recent Educational Degrees in a Chronological Order (starting from the most recent one)									
		Most Recent *			Second Recent			Third Recent	
Education									
Passing Year									
Name of Institute									
Country									
Board / University									
Group / Subject									
Division / Class / CGPA									

Participated Training Programs										
		Training 1			Training 2			Training 3		
Training Title										
Training Period (write only in numbers)	From	Day	Mon	Year	Day	Mon	Year	Day	Mon	Year
	To		mon	year		mon	year		mon	year
Name of Institute										
City										
Country										

Professional Qualification

Professional Membership

Computer Literacy *
(you can select multiple)

☐ No Computer Literacy

☐ Windows

☐ MS Office Application

☐ Programming

☐ Language

☐ Database Management

☐ Networking

☐ System Analyst

☐ E-Mail/Browsing

☐ Any Special IT qualification

EXPERIENCE INFORMATION

Work Experience 1

Please select the particular area of Experience from the list for this **particular** Work Experience

Select One ▼

Company Name		Position Held	
Served From	Month mon Year year	Served Till	Month mon Year year
Address		Phone	
Contact Person		E-Mail	
Major Responsibilities	 		
Achievement/Contributes	 		

Work Experience 2

Please select the particular area of Experience from the list for this **particular** Work Experience

Select One ▼

Company Name		Position Held	
Served From	Month mon Year year	Served Till	Month mon Year year
Address		Phone	
Contact Person		E-Mail	
Major Responsibilities	 		

Achievement/Contributes

Password

* Please provide a password in order to edit your Resume at any future time.
* Please **note** that , GrameenPhone reserves the right to **delete** any Resume any time from the Online System.

Currently Available Jobs
(you can select or deselect any of the following jobs to Apply)

