

Assessing the Recruitment and Selection Process of Grameen Phone

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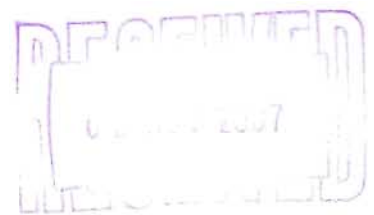
Submitted to:

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Submitted by:

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Date: 20th August, 2007



Letter of Transmittal

20th August, 2007

Tanvir Ahmed Chowdhury
Chairman and Professor
Internship Supervisor,
Department of Business Administration
East West University

Subject: Submission of Internship Report.

Dear Sir,

It is indeed a great pleasure to have the opportunity to submit the report of my internship. I have prepared this report in accordance with the instruction given by you. The topic of my internship is "Assessing the Recruitment & Selection Process of Grameen Phone and recommending suggestions for Improvement."

It is an obligatory requirement of BBA student to be attached with an organization for three months in order to gain practical knowledge about management and other related issues, which is referred to as the Internship Program. I have got an opportunity to practically work in GrameenPhone Ltd, recruitment and selection department as an intern.

Researches into past experiences of companies are given in this report. Information for the study was gathered from periodicals relating to business and Industry. In affairs of preparing the report I have tried my best and to be specific as much as possible. This project has enhanced both my practical experience and theoretical knowledge to a great extent.

I hope you will accept my report and oblige me there by.

Yours truly,

Sadia Israt
2002-1-10-033
Department of Business Administration

Acknowledgment

By the grace of the Almighty, I would like to say that the submission of the report entitled “Recruitment and Selection Process of GrameenPhone” is a great achievement and delighting occasion for me.

Completion of the report has made me grateful to a number of persons; First of all I would like to acknowledge Tanvir Ahmed Chowdhury, Chairman & Professor, Internship Supervisor, Department of Business Administration, East West University for his generous cooperation and constant guidance that made me really confident about the desired outcome of my internship report.

I am also grateful to Shaila Parveen, Deputy Manager, Resourcing & Employer Branding Department, GrameenPhone Ltd who provided all the necessary information about the organization and was very much cooperative during supervision of my internship period.

A lot of wonderful persons help me before and at the time writing the report through by providing information and make me understand different concepts.

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Executive Summary

In Introduction, we can say that, an effective recruitment always starts with the correct selection of sources of human resources. Therefore, GrameenPhone has been on continuous search of effective recruitment sources. The selection tools used in GrameenPhone has proved to be effective, through the recruitment methods need to be improved further.

Objectives of Recruitment and Selection department focus as, In the Recruitment process the fairness taken seriously. Place right person in the right place in the job sector. The steps taken are efficient and effective. Planning is realistic for the recruitment process. The methods taken are standard. Human Resource Division very much focuses on development process of the employee.

The recruitment and selection process to recruit employees are done mainly at three stages in GrameenPhone. This are-entry level management, mid or/and top level management and Internal search is used by GP as a major recruiting source because it builds morale.

Comparative Analysis was made by the help of another company named as AKTEL. I compare basically GrameenPhone and AKTEL's Recruitment and Selection process because as this two companies share similar structure.

The Findings about GrameenPhone is very much necessary to focus. There I got some strengths, weaknesses, opportunities and treats. Thou they face those GrameenPhone steal the best telecommunication company in Bangladesh.

By giving **recommendations and suggestions** I tried to fulfill the part in GrameenPhone recruitment and selection process, which they should try and they can change and discuss about those problems.

I have faced some **limitations** which are, in a short period of time of few months it is so difficult to give sufficient a good report. The Annual Report of Grameen Phone Ltd did not provide much information that is very much needed to complete the report. The major limitation factor for this report is to maintaining confidentiality. No comprehensive in-depth study of the cellular company could be found in the web.

In **Conclusion** I can say that the formulation and implementation of a sound employment policy have great impact in the fulfillment of desired objectives. It is the policy of the Company to attract, retain and motivate qualified and skilled employees within the company.

INTRODUCTION

1. Introduction

Topic Chosen for my internship program is “Assessing the Recruitment & Selection Process of GP and recommending suggestions for Improvement.” I got the opportunity to do my report on this topic at Grameen Phone Company, which maintains a dual purpose, to receive an economic return on its investments and to contribute to the economic development of Bangladesh where communications can play a critical role. I was assigned duty attached to the Recruitment and Selection Department (HRD) during my internship in Grameen Phone Limited, where side by side in between performing my assigned duty; I worked for data collection and preparation of my Internship Report. As an Intern-member of Grameen Phone’s HRD, my jobs were to deal with Resourcing & Employer Branding Department. That is why I have decided to give suggestions for improvement of Recruitment and selection for my Internship Report.

1.1 Industry Overview

At present there are five Telecommunication Industry in Bangladesh, they are:

- Grameen Phone (Launched its GSM services in the second quarter of 1997).
- AKTEL Telecom Ltd.
- Pacific Bangladesh, the analog cellular operator named as CITYCELL.
- Sheba Telecom (Service in the middle of 1998, now branded as BANGLALINK), and
- Teletalk (Govt. owned, launched in 2005).
- Warid Telecom

AKTEL: It is a joint venture company of Telecom Malaysia Sdn. Bhd. of Malaysia and A.K. Khan & Company ltd. of Bangladesh. TM international (Bangladesh) limited (TMIB) started its commercial operations on November 15. 1997. In March 26. 1998 TMIB started its operation in Chittagong.

CITYCELL: Citycell is the oldest operator in Bangladesh. In 1989, Bangladesh Telecom Limited (BTL) was awarded a license to operate cellular, paging and other wireless communication networks.

Banglalink: Its new brand name of Sheba Telecom, which has been providing Global service of Mobile (GSM) in the country since 1998. Orascom Telecom bought 100% share of sheba Telecom and named it Banglalink. Banglalink's vision is to understand people's needs best and likewise create and deliver appropriate communication services to improve people's life and make it easier.

Teletalk: Teletalk is a Government owned mobile establishment. The people of Bangladesh have been waiting for several years for its arrival. At last, it launched its service in 2005. Teletalk offers lower tariff rate; the coverage of Teletalk is not vast yet, but they are expanding.

Warid Telecom: This mobile company is made the latest entry in the mobile communication market of Bangladesh. BTRC awarded to the sixth license in an open bid to Dhabi Group of Dubai at the end of 2005 for a one time license fee of USD 50m, and revenue sharing 1% every year.

1.2 Company Overview

This is Grameen Phone

- November 28, 1996: Grameen Phone was offered a cellular license in Bangladesh by the Ministry of Posts and Telecommunications
- March 26, 1997: Grameen Phone launched its service on the Independence Day of Bangladesh
- After eight years of operation, Grameen Phone has more than 6 million subscribers as of March 2006.

The Purpose

Grameen Phone has a dual purpose, to receive an economic return on its investments and to contribute to the economic development of Bangladesh where telecommunications can play a

critical role. This is why Grameen Phone, in collaboration with Grameen Bank, is aiming to place one phone in each village to contribute significantly to the economic uplift of those villages.

The Strategy

Grameen Phone's basic strategy is coverage of both urban and rural areas. In contrast to the "island" strategy followed by some companies, which involves connecting isolated islands of urban coverage through transmission links, Grameen Phone builds continuous coverage, cell after cell. While the intensity of coverage may vary from area to area depending on market conditions, the basic strategy of cell-to-cell coverage is applied throughout Grameen Phone's network.

The People

The People who are making it happen – the employees – are young, dedicated and energetic. All of them are well educated at home or abroad, with both sexes (genders) and minority groups in Bangladesh being well represented. They know in their hearts that Grameen Phone is more just about phones. This sense of purpose gives them the dedication and the drive, producing – in about three years – the biggest coverage and subscriber – base in the country. Grameen Phone knows that the talents and energy of its employees is critical to its operation and treats them accordingly.

The Technology

Grameen Phone's Global system for Mobile or GSM Technology is the most widely accepted digital system in the world, currently used by over 300 million people in 150 countries. GSM brings the most advanced developments in cellular technology at a reasonable cost by spurring service competition among manufactures and driving down the cost of equipment. Thus consumers get the best for the least.

The Services

Grameen Phone believes in service, a service that leads to good business and good development. Telephony helps people work together, raising their productivity. This gain in productivity is development, which in turn enables them to afford a telephone service, generating a good business. Thus development and business go together.

The Result

By bringing electronic connectivity to rural Bangladesh, Grameen Phone is delivering the digital revolution to the doorsteps of the poor and unconnected. By being able to connect to urban areas or even to foreign countries, a whole new world of opportunity is opening up for the villagers in Bangladesh. Grameen Bank borrowers who provide the services are uplifting themselves economically through a new means of income generation while at the same time providing valuable phone service to their fellow villagers. The telephone is a weapon against poverty.

Vision Statement

Our vision and values will not be things that we will use to communicate externally by way of a slogan, tagline and/or headlines in advertising, promotions or communications. These will be our core philosophies – the way we do business – which should result in the consumer perception of Grameen Phone being seen as this.

1.2.1 Shareholders of Grameen Phone

The shareholders of Grameen Phone contribute their unique, in-depth experience in both telecommunication and development. The international shareholder brings technological and business management expertise while the local shareholder provides a presence throughout Bangladesh and a deep understanding of its economy. Both are dedicated to Bangladesh and its struggle for economic progress and have a deep commitment to Grameen Phone and its mission to provide affordable telephony to the entire population of Bangladesh.

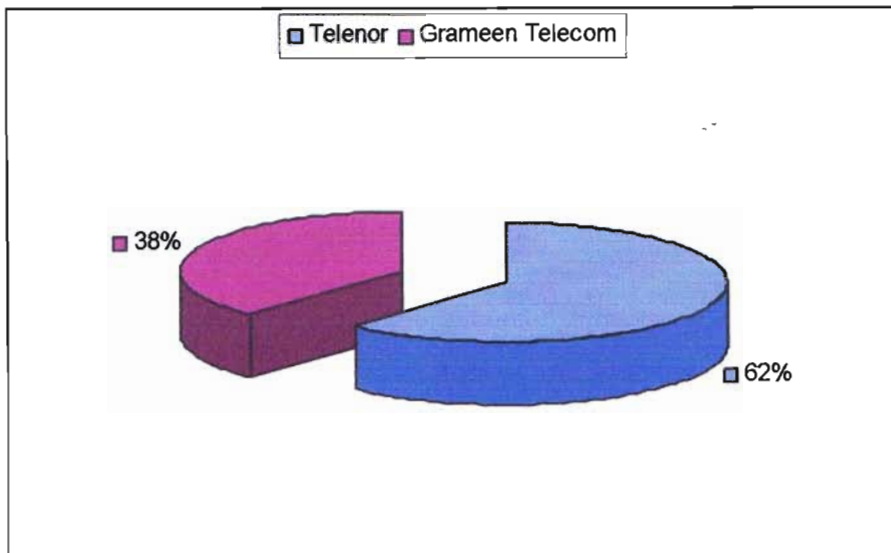
Telenor Mobile Communication As

Telenor as is the leading Telecommunication Company of Norway listed in the Oslo and NASDAQ Stock Exchange. It owns 62% shares of Grameen Phone-Ltd. Telenor have played a pioneering role in development of cellular communications. It has substantial international operations in mobile telephony, satellite operations and pay Television services. In addition to Norway and Bangladesh, Telenor owns GSM Companies in Denmark, Austria, Hungary, Russia, Ukraine, Montenegro, Thailand and Malaysia. It has recently started a mobile phone operation in Pakistan. Telenor uses the expertise it has gained in its home and international markets for the development of emerging markets like Bangladesh.

Grameen Telecom Grameen Telecom, which owns 38% of the shares of Grameen Phone, is a not-for-profit company and works in close collaboration with Grameen Bank. The internationally reputed bank for the poor has the most extensive rural banking network and expertise in microfinance. It understands the economic needs of the rural population, in particular the women from the poorest households. Grameen Telecom, with the help of Grameen Bank, administers the village phone program, through which Grameen Phone provides its services to the fast growing rural customers. Grameen Telecom trains the operators, supplies them with handsets and handles all service-related issues. Grameen Bank currently covers more than 51,000 villages which are serviced by 1326 bank branches (December 04) all over the country side. At the end of the year, the bank had 3.78 million borrowers, 95 percent of whom were women.

Grameen Telecom's objectives are to provide easy access to GSM cellular services in rural Bangladesh, creating new opportunities for income generation through self employment by providing villagers with access to modern information and communication based technologies.

Grameen Phone	Percentage of Share (%)
Telenor	62.0
Grameen Telecom	38.0



1.2.2 Human Resource Structure

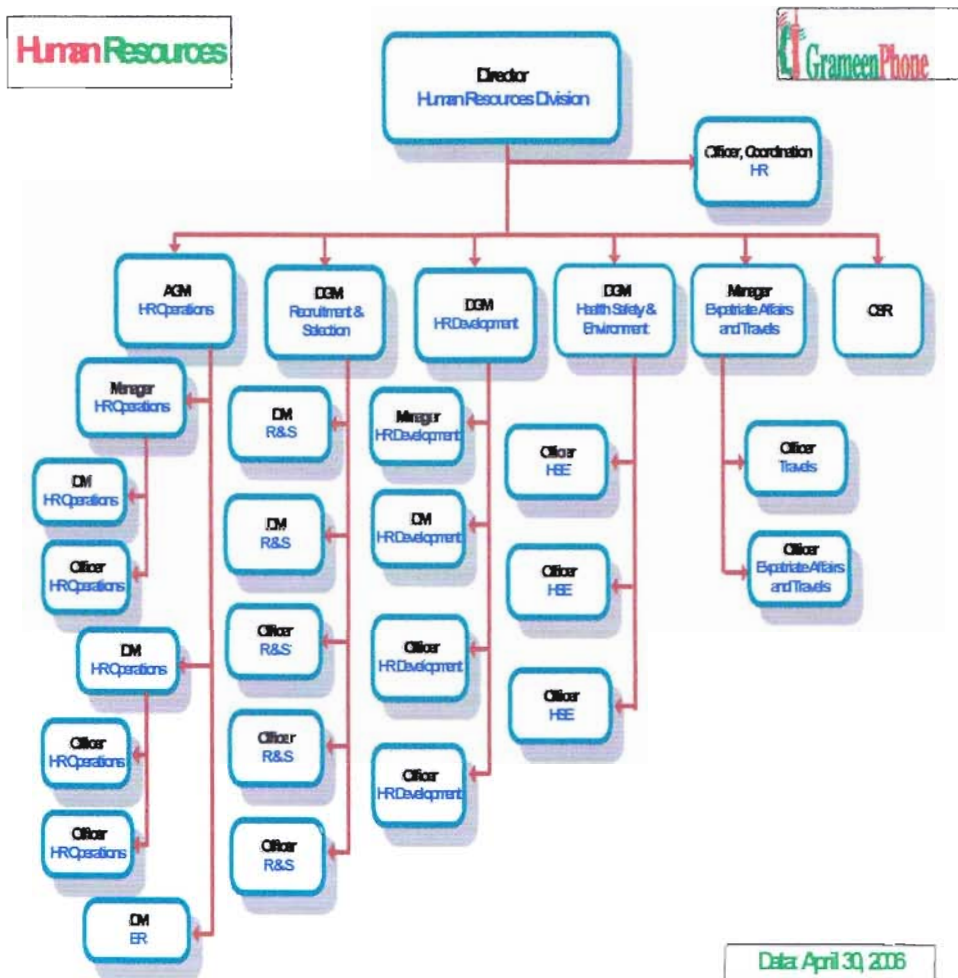


Fig: 1.2.2 Distribution of Employees of Different Divisions

1.3 Objectives of Recruitment & Selection Department:

Recruitment and Selection department focus on some objectives. They are given below:

1. In the Recruitment process the fairness taken seriously.
2. Place right person in the right place in the job sector.
3. The steps taken are efficient and effective.
4. Planning is realistic for the recruitment process.
5. The methods taken are standard.
6. Human Resource Division very much focuses on development process of the employee.

1.4 Methodology:

The Report is prepared on the basis of Resourcing & Employer Branding Department of GrameenPhone Ltd. Different books, statements, annual report and manual helped me to prepare the report. After collecting data from the interview and material, the data was first carefully scrutinized. Then the data was organized as required. In order to make the study effective and efficient, the subject matter of this report is divided into primary data and secondary data.

A. Primary data:

1. Face to face interview and conversations with the big officials.
2. Take expert opinion from the officers.
3. Support from official record.
4. Observations of the department.

B. Secondary data:

1. Annual report of the company.
2. Relevant papers and publications.
3. Web base support from the internet

1.5 Limitations:

In case of any research limitations is must. I have faced some limitations which are given below:

1. In a short period of time of few months it is so difficult to give sufficient a good report.
2. The Annual Report of Grameen Phone Ltd did not provide much information that is very much needed to complete the report.
3. The major limitation factor for this report is to maintaining confidentiality.
4. No comprehensive in-depth study of the cellular company could be found in the web.

2.1 Human Resource Division of GrameenPhone

The vision of Human Resource Division is “Ensure improved business performance and competitive advantage by attracting, developing and retaining people in a winning culture that builds organizational capabilities to meet strategic objectives.”

The division is divided into four departments.

1. Resourcing & Employer Branding
2. HR Operations
3. HR Development
4. Health Safety and Environment (HSE)
5. Expatriate & Travel Support.

The department activities are briefly described below:

1) Recruitment and Selection:

- People sourcing
 - Ensuring employment requisition is compliant with budget
 - Preparing job advertisement and selecting media
 - Preliminary short listing
 - Developing test material
 - Interview facilitation
 - Database management
- Internship program
 - Providing opportunity to find potential employees & increases Company goodwill in the educational institutions and job market
- Branding GP in job market
 - Participating in job fair/ workshop/seminar/corporate presentation
- Part time/contractual employee management
 - Recruitment/selection/salary arrangement/contract extension

2) HR Operations

- HR Policy and Research
- Annual Performance Appraisal: Facilitate the process
- Personnel Management Information System & Leave
- Provide Insurance related support
- Job descriptions, Personnel Record Keeping
- Employee benefits
- HR Routines: Employee confirmation, job separation, transfer, disciplinary actions, office circular, ID card mobile phone related activities, business card, support event management, attendance, mobile directory etc.
- To ensure the employees believe they are equitably treated, motivated, fairly rewarded, and given the opportunity to contribute as well as develop personally will yield higher levels of productivity.
- Playing a vital role in reducing stress & takes initiatives to increase employee interaction by providing cost effective facilities to the employees and arranging sports & cultural events

3.HR Development

- Conduct Training Need Assessment
- Prepare Training Calendar for the Company
- Revise and conduct New Employee Orientation programs
- Organize and conduct In-house training programs
- Organize tailored made programs, arrange training in the local and foreign institutions
- Publish monthly HR Newsletter
- Logistic support to company workshop/seminars
- Maintain and update Training Database
- Prepare reports, training agreement and record keeping of all training and employee development initiatives
- Evaluate the effectiveness of orientation/training programs

4) **Health, Safety and Environment (HSE)**

Medical consultancy service

- For GP employees and their families, Expatriates and Support staff
 - In-house: through GP clinic at GP head office
 - Over Phone: round the clock
- Health, Hygiene & Safety Awareness and preventive Activities
 - First Aid and HSE Training: For Employees, support staffs, contractors and suppliers
 - In House Training on Health and Safety: For employees, support staff and other stakeholders
 - Vaccination
- Health insurance plan for employees and their spouses
- HSE Inspection, Follow-up and maintaining OSH system in GP
- Research activities on HSE
- Fulfillment of Social Commitment

5) **Expatriate & Travel Support Department:**

- Support the Expatriate from the beginning to end.
- Help them about the work permit, VISA.
- Arrange all type of travel help for internal people of GP like VISA, Air Ticket, Hotel booking.
- Guest who came here in Bangladesh to visit in GP, expatriate arranges all their perspective supports.
- Domestic tickets for internal people are also arranged from here.

2.2 Recruitment and Selection Process of GrameenPhone

GrameenPhone provides equal employment opportunity for all Bangladeshi citizens. It is the policy of the Company to attract, retain and motivate qualified and skilled employees within the company. To do this, the Company offers competitive compensation package and provides equal opportunity for career development to all employees. It is believed that in order to achieve the Company's goal, there must be efficient and high caliber human resources. Therefore, the company pays maximum attention and efforts in recruiting highly qualified and competent employees who are willing to face challenges in achieving Company's goal. The role of HR in respect to attracting, retaining and motivating qualified and skilled employees is enormous. The formulation and implementation of a sound employment policy have great impact in the fulfillment of desired objectives.

2.2.1 Guiding Principles

One thing GrameenPhone always wants to make sure about hiring employees is quality. So GrameenPhone has some employment policies and these employment policies are based on the following guiding principles:

1. Fairness: GrameenPhone tries to utilize available human resources at its best. The company does not discriminate against any job seeker and employee on the basis of race, color, religion, sex, age, national origin or any other factor that does not pertain to the individual's ability to do the job. Each employee is entitled to fair wages and job opportunities in return for their job, skills, commitment, loyalty, personal interest and best efforts. The company applies each employment policy in a fair, uniform and consistent manner.

GrameenPhone employment policies are strict in the sense that they do not allow any favor, nepotism or preferential treatment to any one. Any sort of interference or attempt of interference during the implementation of any step of the hiring process by any quarter is seriously dealt according to the Company Policy.

2. Right person at the right job: The Company tries hard to ensure best match of skills and thus recruit right and competent persons at the right job at the right time.
3. Efficient and effective: At all stages of recruitment process, all out efforts are given to ensure that the steps are efficient and effective.
4. Realistic Planning: With the rapid expansion of GrameenPhone operation in the cellular service, appropriate HR planning is given due importance.
5. Standard Method: The steps and procedures being followed during the course of recruitment, selection and placement conform to the standards of the Company.
6. Development Focus: Where qualified human resources are not readily available. and even their hiring is subject to cost, therefore, GrameenPhone attempts to develop employees from

within. The company is committed to develop its Human Resources to achieve the Company's vision and goals and will explore and use the available development opportunities.

2.2.2 Human Resource Planning

Human resource planning is the process of getting the right number of qualified and competent people into the right job at the right time. Putting another way, HR planning is the system of matching the supply of people internally and externally with the openings the company expects to have over a given time frame. The quality of the candidate and his/ her expertise are deciding factor how GrameenPhone will succeed in achieving its visions, objectives and tasks.

Human Resource planning in GrameenPhone is a part of the company's overall plan. The main objective of HR planning in GP is to project future human resources need. As the core job of GP is to render mobile phone service to the people the respective divisions and department project the Human Resources need in the following process.

- i) Analyze the future volume of work of the organization and calculate the future staff demand.
- ii) Assess current human resource inventory.
- iii) Assess the future human resource inventory based on extrapolation. For this purpose the manager consults employee turnover rate (given in the annex), leave trend, training schedule etc.
- iv) Considering above facts human resource manager projects staff deficiency in future and take necessary planning to fill-up the expected vacancies.

Following the above procedure the departments prepare a list of expected vacancies up to forthcoming 3 or 4 years. In the beginning of the year the management announces the annual budget as well as the budgets for all of the divisions. Then the divisions compare the budget with the projected manpower requirement and alter as necessary.

2.2.3 Entry level Management

Requisition

While requesting for filling the replacement of existing vacant position or new position, the concerned department will fill up recruitment Requisition Form and send the same to HR.

Existing Position: Respective department will inform the HR of any vacant position so that HR can co-ordinate the other offices of the vacant position. Whenever needed, the head of R&S will review the available records and database if there is any qualified and suitable candidate available from Grameen Phone's internal sources or prospective external candidates already identified earlier.

New Position: For a new position each Department follows the following procedures:

- I. New employee position has to be discussed with Director HR well in advance. In case a new position needs to be created, then the department head will submit a request to Director HR for approval with proper justification attaching with a detailed job description.
- II. Upon the approval of director, Hr recruitment process will begin or wherever possible internal transfer or promotion will be made to fill up the vacant position.
- III. All new appointments must be accordance with the approved department budget and must be approved by head of HR and the Managing Director of GrameenPhone.
- IV. It is the function of HR to ensure consistency throughout the Company in regard to the creation of any new position. HR reviews and ensures that a position with similar responsibility is placed in the same grade level.

Job Analysis

A job analysis is a systematic exploration of the activities within a job. This is used to define the duties responsibilities and accountabilities of a job. GP has systematic job analysis, which consists of job specification, job description and job evaluation. Recruitment process ideally begins with the analysis of job description and person specification for that job. A job description

and analysis of person specification provide the foundation for stipulating the job title and salary scale of the position.

Job Description & Job Specification

GP has structured job description, which includes the job title, the duties to be performed, the authority and responsibilities of the jobholder. For example the duties of the Head of Recruitment & Selection are to recruit and select right candidates for the company as per business need. It is written in the job description that the person has to be at minimum Manager Level and will supervise two Deputy Manager and two officers; under the Director, Human Resources.

Job specification defines the education, training, experience and competencies required by the jobholder. The job specification is vital, because the key part of the job specification, established at the beginning, is used in structured selection interview.

The job specification of GP is mainly prepared by a committee and written in the service rule of GP. The following information is specified in the job specification.

- There are minimum educational as well as experience qualification for every post from MD to Assistant. For example for lateral entry an applicant for the post of manager should be a Masters and should have 7 years of experience in similar positions.

- There are also required qualifications for promotion in a certain post.

Job Evaluation

The compensation package of GP is based on the job evaluation. At the time of establishment analyzing all the characteristics of every post the compensation package has been developed. In this process the jobs with common demands in terms of skills, education and other personal characteristics are placed in the common compensation group according to the service rule of GP.

Sources of Recruiting

The environment in which an organization operates has a great influence on its recruitment process. The factors that regulate GP's recruiting sources are:

- The supply of workforce in our economy has impact upon the recruitment sources of GP.
- The effectiveness of the past recruiting sources determines the future recruiting source of GP.

Some of the recruiting sources used by GP are discussed below:

Advertisement

After getting the requisition form from the departments, HR then advertises the job into the people. There are several types of sources that GrameenPhone uses for their job advertisement. Such as:

Online Recruitment Advertisement

Modern information technology such as website [http:// www.grameenphone.com](http://www.grameenphone.com) has also been utilized for advertising job vacancy for different positions. Since Grameen phone is the one of the most attractive employer of the country it use an elaborate search of talent through its website. Before introduction of talent search program GP used advertisement heavily but now GP can reach to the potential employees through websites. Even GP made an agreement with the bdjobs.com for online fill-up of employment application form. They offer the potential employees the facility of use Internet and filling application in their office.

Table 2: Steps in online recruitment advertisement:

- Share advertisement text with the concerned department.
- Post job advertisement in GP visit www.grameenphone.com
- Circulate internal vacancy advertisements

-Assist outside candidates to submit online applicants who have no internet connections.

Newspaper Advertisement

The company gives advertisement in national dailies to attract the talents from the job market. A vacancy announced is occasionally circulated by publishing advertisement in the national newspapers. The newspapers that are widely circulated are chosen for publishing advertisement, one in English and one in Bangla. Advertisement to be published in the national dailies is attractive. It indicates the position, nature of appointment, location, major areas of responsibility, terms & conditions, age limit, minimum education level, work experience, job requirements, special requirements. The concerned department sends a job description to HR with manpower requisition in a prescribed format. HR drafts the advertisement based on job specifications of the position and sends the same to line manager for their inputs, if any and confirmation of the advertisement. The market communication section is responsible for designing and layouts before sending an advertisement to newspapers.

Job Fairs

This is a new kind of talent hunt in our country and getting popular day by day. GrameenPhone occasionally participates in the job fairs organized by different universities. GP announces vacancies there and collect CVs from the prospective candidates.

Internal recruiting

There is a common slogan of GrameenPhone, "GROW WITHIN". It is Grameen phone's policy to give preference to appoint internal candidates provided that the employee is suitably qualified for the vacant or new position and also meets the existing and future requirements. Appointments may be made by the promotion, up gradation or transfer with the approval of the authority. No one is allowed to apply for appointment during probationary period. Promoting internal employees on the basis of succession planning may also be looked into. Any change of job will not compromise on Grameen Phone's commitment to the need for professional competence and

standards for excellence. As a usual procedure, job vacancies in Grameen phone have to advertise through internal notices to the concerned departments. Some times the internal candidates are not 100% competence for the post. In that case, GrameenPhone trained them and makes 100% competence for the post.

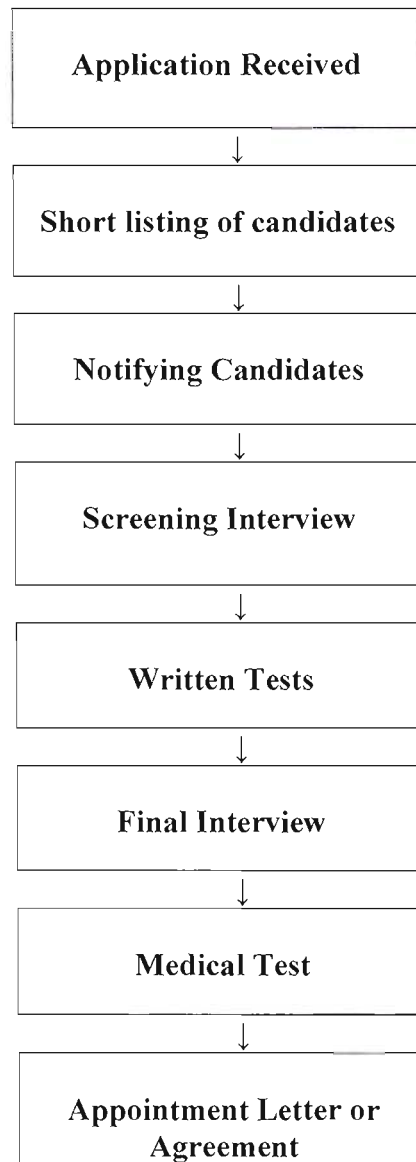
External recruiting

A successful external recruiting effort requires careful planning and coordination. In most medium and large organizations, the HR professionals do most of the recruiting. These people may be personnel generalists who spend some of their time performing recruitment activities or full-time recruiters who specialize in seeking and screening potential new employees. A separate recruiting function with at least one full time recruiter tends to exist in organizations that have a continuing need to recruit a minimum of fifty to one hundred exempt employees each year. Recruiters may make hiring decisions for some lower level jobs, but ordinarily they locate, evaluate and refer the most qualified to the manager for the unit in which the vacancy has occurred. This manager, called the hiring manager, makes the final hiring decisions, often in consultation with other managers. In order to find the right kind of candidates, recruits must work closely with hiring managers throughout the recruitment process.

2.3 The Selection process:

Selection process includes series of specific steps used to decide who should be hired. Selection process begins when recruitment ends subject to sufficient number of applicants obtained who are willing and able to do hold the job. The purpose of the selection interview is to collect information about a candidate and assess how far he/she can perform in the job.

This is the activities from receiving the application to physical examination required for effective recruitment decision. The selection process of GP has mainly 8 stages in selection process.



1. Application Receiving:

HR department collects job applications against each vacancy announcement. There is a minimum time period for application receiving. All application are sequentially numbered in HR. Application are not accepted after the deadline. Under special circumstances, applications after deadline may be accepted provided written permission is given by the concerned department head.

It is GrameenPhone policy to attract as many applicants to apply. provided they meet the pre-requisites of the job. However, those who have been regretted within last six months period are

not allowed to apply for whatsoever position in Grameen phone and a candidate cannot appear for more than two tests/ interview at a time.

2. Short Listing of candidates:

Short listing is done on the basis of appraising information on the application form in the light of job specifications of a job being advertised. How far a candidate meets the job criteria is critically reviewed. The short-listing methods are usually qualitative one where managerial judgment plays an important role.

Short listing depends on the nature of job. Before short listing of candidates for tests, job criteria are set by HR and line manager. There are general and technical job criteria that a candidate has to meet for consideration of next step of selection. HR determines general criteria while line manager determines technical criteria. Although both the type of criteria are important, however, it is the nature of job that determines which type of criteria should give more weighted than the other.

Short listing is done by evaluating the following:

- 1. Educational qualification:** Whether the candidate has the required educational qualification.
- 2. Relevant job experience and required skills:** How far candidate's most recent job experiences and skills match the job requirements of the position in question.

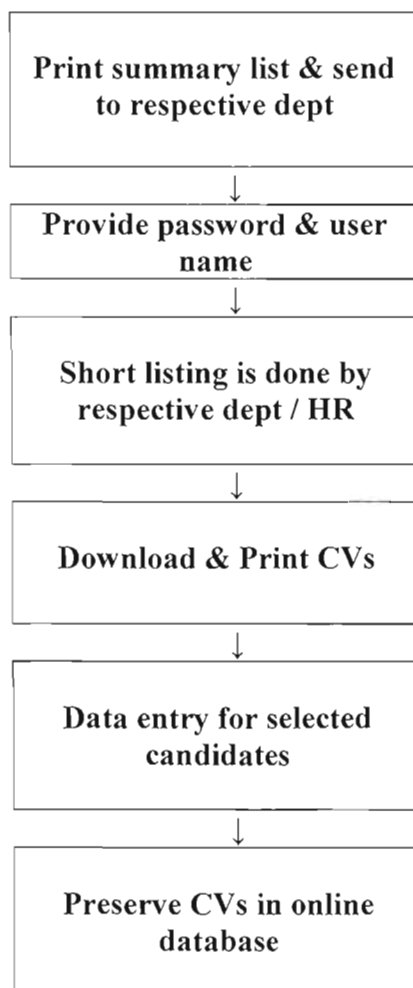
The candidate may have irrelevant job experiences and skills which are not considered during short listing.

The following situations may provide some guideline during short listing:

Situation	Short listing decision
Highly relevant job experience and meets all or most job criteria and length of past job experience fully or fairly satisfactory.	Should be considered.
Moderately relevant job experience and meets most or fairly moderate level of job criteria and length of past job experience is fully or fairly satisfactory.	May be considered subject to the number of candidates based on above are not up to the desired number.

Irrelevant job experience, meets little job criteria and length of past job experience is fairly satisfactory or unsatisfactory.	Should not be considered.
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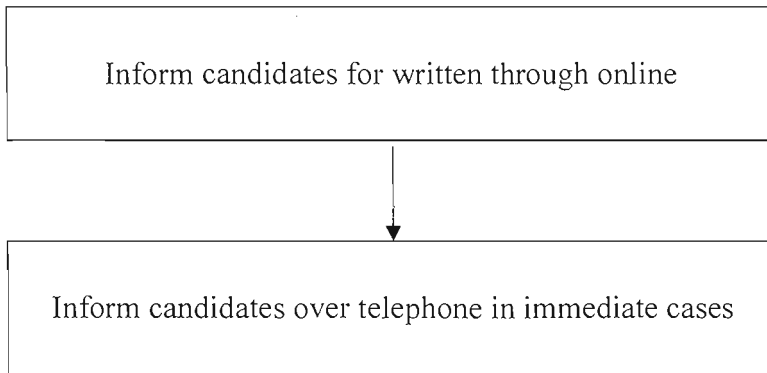
Steps in receiving of applications and short listing at a glance:



3. Notifying candidates:

After the short listing is completed, the human resource department take initiative to notify the selected candidates. They inform selected candidates for written test through online. In immediate cases they inform the selected candidates over telephone.

Figure: steps followed in notifying candidates:



4. Screening interview:

After making the short list of the candidates, if there is a huge pool of candidates for the particular job then the HR department arranges a screening interview. HR department inform the candidates about the screening interview by giving them phone calls and by sending e-mail. But it doesn't occur every time. Screening interview only occurs when there is a huge pool of candidates.

5. Written tests:

After the screening interview the selected candidates sit for the written tests. Written tests questions are drafted by HR. A set of questions of technical nature are drafted by line manager and sent to HR confidentially from which few will be included on a random basis by HR. While finalizing test question, HR sticks to job requirements of the position and maintains relevance, consistency and standard on the pattern of questions. The type of question depends on the nature of the position. Usually a combination of multiple and narrative type of questions are set in the written test. All multiple type of answers are exclusively checked by HR. HR also examines the non-technical narrative part of the written answer papers while the technical part is checked by the line manager. The compilation of score obtained in written tests is done by HR. It is the responsibility of HR to select and call candidates for subsequent tests based on the performance of written tests. Candidates who have qualified in the written tests are invited for the next selection test.

Interview:

After the written test the selected candidates get a call for the interview. Selection interview is an in-depth discussion between interviewer and interviewee. It is a pre-planned activity that does not just happen. Planning and structuring interviews particularly defining the criteria to be used are very important steps in selection. There are several distinct stages of selection interview:

Interview Preparation: Before interview begins, the interviewer must be fully prepared. They should select method, be familiar with the job requirements, skills that are sought in a candidate, applicants' background.

Establish rapport: when the candidate has just arrived, interviewer creates a comfortable situation making the interviewer easy and relaxed by means of small talk, smiles and a relaxed posture.

Conduction of the interview: This is the main part of the interview session. At least 80% time should be allocated for conduction of interview. At this stage, interviewer asks several job related, behavior-oriented, structured-unstructured and probing questions to assess suitability of the candidate. A minimum of 20 minutes time should be spent for each interview although for many positions more than 20minutes time may be required.

An interview Board or selections Committee are formed comprising of the following personnel:

- Line Manager,
- Departmental Head,
- A person from HR.

The board level member's grade level must be above the grade level of the position being interviewed.

The interview board members usually ask questions that are relevant to the performance of the job including questions regarding required skills. There are some key words to begin with questions such as tell, how, what, why, have you, are you etc. The type of questions may be mixed of open-ended, behavior-oriented; competency based and stress type questions. The nature of question will vary according to the nature and level of position.

In the end, the interview board members try to get the answer to some key question:

- a) Can the candidate do the job?
- b) Will the individual do the job?

c) How will the individual fit with the Company?

Closing and Evaluation: At this stage an indication is given that the interview is about to be closed. The interviewers evaluate the performance of the candidate by using an assessment form and record their overall impression based on notes taken during the interview session. In the assessment form there are flexibility, commitment, attitude, communication skills and comments. The interview board members rank all candidates and recommend candidate who is best suited to them. The basis of preliminary selection is marks obtained in oral tests and their judgment about the candidate's suitability for the position. The minimum acceptable score in the oral test is 5 in the 1-10 rating scale. A consensual recommendation is made and forwarded to HR along all papers for next course of action. The board members sign the employment Approval Form.

6. Final interview:

After the interview some times there will be a final interview also. In the final interview, the head of HR and the respective directors will be present in the board, who again test the interviewee's knowledge, skills, experience, competencies, attitude and also about their present employer organization etc. here the candidate is informed about the facts regarding the responsibilities of the job, location of posting, challenges he/ she has to face.

In addition, his/her Personal problems related to the locations, family etc are consulted in this interview. In the final interview emphasis is mostly given on the choice and preference of the selected person. If these do not match with requirement of the organization, he/she has the liability to reject the job offer. The interview board members rank all candidates who is best suited to them. The basis of preliminary selection is marks obtained in oral tests and their judgment about the candidate's suitability for the position.

A consensual recommendation is made and forwarded to HR along with all papers for next course of action. The board members sign the Employment Approval form.

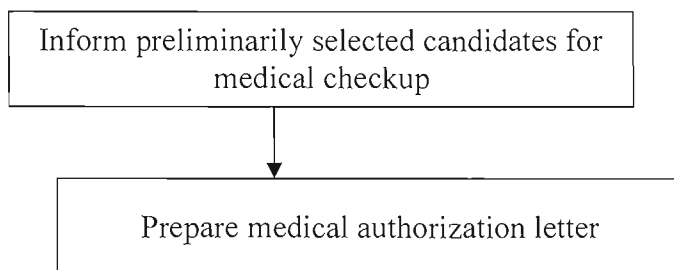
7. Medical Test:

In GrameenPhone, the job offer is contingent on passing medical examination conducted by the Company nominated diagnostic center. The medical examination is conducted once preliminary decision for recruitment is made but the employee offer has not yet given. The purpose for a

medical examination is to obtain information on the health status of the applicant being considered for employment and to determine whether the applicant is physically and mentally capable of performing the job. The cost of medical examination is bared by the company.

GrameenPhone issues an authorization letter to the medical center mentioning the name of the applicant. In prescribe confidential format, the center prepares a report on the candidate's health status and tests findings with a final comment that the applicant is physically and mentally fit for employment or not. There are two types of medical tests. For part time and contractual employee they only check up their blood group and the HBSag. If the HBSag becomes negative that means he/she is medically fit and if the HBSag becomes "Positive" that means he/she is not medically fit. In that case GrameenPhone refers him/her to the HSE to consult with the company's doctor. But in the case of full time employee, they need to do the full check up of their body.

Medical check up:



Final selection and joining:

Based on positive report on health status from the medical center and positive reference check, the candidate is selected for appointment. At this stage, the selected candidate is offered employment with Grameen phone provided that all information is favorable during the finalization of appointment. The offer of employment will state the major terms and conditions of employment with the GrameenPhone. Any offer of employment must be contingent upon the final reference check with the present or last employer. Personal Form has to be filed up by the finally selected candidates. The form contains detailed information about the new hire and the information will be part of HR database. The information provided in this form must be true and complete, failure to provide correct information is subject to disciplinary action to Company

policy. For joining, GrameenPhone has two kind of joining package. One is temporary and the other one is full time joining package. During the joining selected candidates has to fill up this joining package. In the temporary joining package, there is a joining report, ID card form, Mobile requisition form, secrecy and loyalty declaration form, Codes of conduct, Confirmation of Codes of conduct, Information Protection policy and the Confirmation of information protection policy and the employee database form. But for the full time employee, including those forms they have additional form of transportation.

8. Appointment letter or Agreement

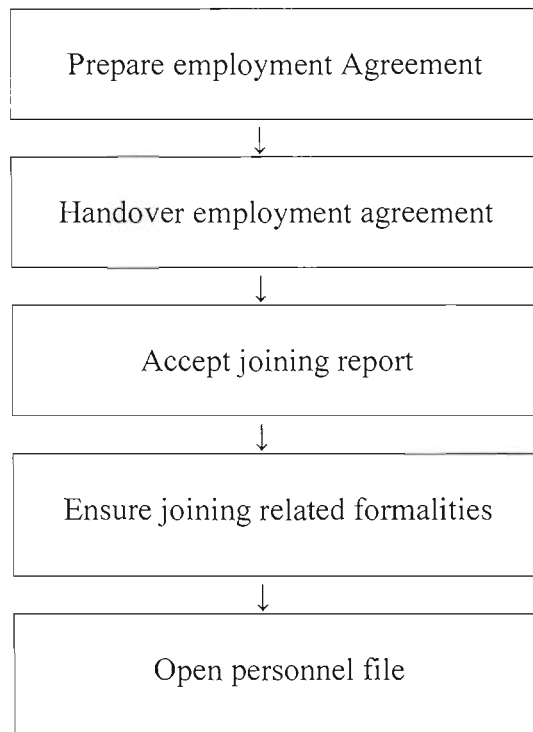
The appointment authority of GrameenPhone issues an appointment letter to the selected candidate for regular job and short-term contract employees. The appointment letter must include:

- Job title, Grade and salary.
- Nature of appointment.
- Name of section or department.
- Effective date of appointment.
- Probationary period, conditions of confirmation and notice period.
- Ending date of employment {applicable for part time or contract employee}.

The appointment letter or agreement and job description will become valid only after signing by the respective signing authority and the employee, in the space provided for the purpose.

It is expected that at the time of handing over appointment letter, HR will let the employee know about the company, its policies, compensation, terms and conditions, professional standards of conduct and pertinent information in brief.

Steps in appointment and placement at a glance:



Release order

Persons who are employed with another organization must provide release letter to HR at the time of joining with GrameenPhone. Under no circumstances, employees joining will be accepted without release order being produced from the last employer. GrameenPhone avoids potential legal complicity arising due to non-acceptance of resignation by the person's previous employer.

2.4 MID OR SENIOR LEVEL MANAGEMENT:

When a vacancy occurs at the mid or senior level, there are some steps followed to recruit appropriate person for the vacant post.

INTERNAL RECRUITING:

Promotion from within

The potential successors are identified and developed to meet the requirement of the future vacancy. The prospective candidate is groomed to fill the probable vacancy that may arise in the future.

Circulars within the group

Any vacancy at this level is made known to all employees. If any person feels him /she fit for the post, she /he may apply for that. Interviews are arranged if she /he are thought to have the potential to meet the requirements.

EXTERNAL RECRUITING:

The mid or senior level managers are recruited through employment Agency. An agency finds and preserves applicants, referring those who seem qualified to the organization for further assessment and final selection. An agency can screen effectively only if it has a clear understanding of the position it is trying to fill. Thus it is very important that an employer be as specific and accurate as possible when describing a position and its equipment to an employment agency. In case of mid or senior level recruiting, the persons with the experience in other multinational companies are preferred. The reputation of the candidate in her/his field is also checked. She/he must be familiar with the ongoing corporate culture.

Interview

The selection of the top or mid level management doesn't require any written test. The director of the concerned division interview the candidate, in the interview board divisional heads ask the candidate questions regarding the working condition in the current company she/he is working in. If the candidate is found suitable for the vacant post, she/he is offered the job. The expectations from both the candidate and the company are discussed and both the parties attempt to come to an agreement regarding the job offer.

Graded Staff

Preference is given to employees working for the company, while recruiting non-management staff. Promotion from within is usually preferred. External recruitment would therefore be made only for positions where it is deemed necessary due to the nature of the job, and the prevalent practices and in conformity with the company requirements. Grameen phone takes help from the support service provider in case of non-management staff recruiting. Support Service Company gives offer letter to Grameen Phone fulfilling the requirements of the organization, GP goes through an investigation. Based on the investigation Grameen Phone takes the decisions about recruiting. The finally selected persons go through the pre-employment medical check-up and other essential for procedures before she/he is given the offer letter.

2.5 OTHERS:

Re-employment

Employees, who left GrameenPhone, may be considered for reemployment if he/she meets the job requirements.

All reemployment with GrameenPhone are subject to approval by the director HR/Management. Such candidate may be considered only if there is a vacancy and subject to his/ her favorable performance record in the past and also if he/ she meets the company's current job requirements. Reemployment will not be automatic and the applicant has to go through the recruitment process and compete with other candidates who have applied for the post.

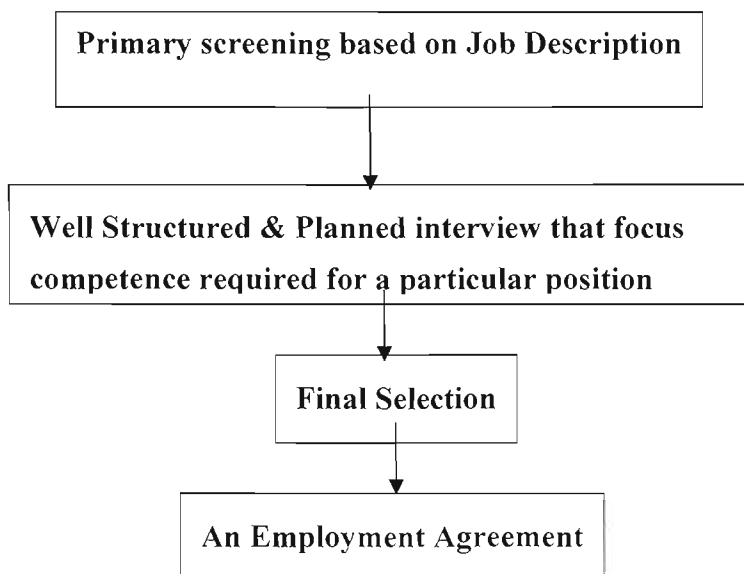
An employee who was Dismissed or terminated or whose previous service record is unsatisfactory is not eligible for re-employment with GrameenPhone.

Part-time Job

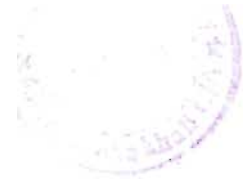
Whether any one is a professional seeking greater challenges or a student embarking on an exciting new career, GrameenPhone will enhance his/her potentials and even help him or her to discover them. If one is a full-time or a part-time student wishing to gain both work experience and financial support, then GrameenPhone is just the place to apply.

GrameenPhone follows comprehensive and extensive selection procedures in its search for talent. The testing methods are effectively designed in order to accurately evaluate the required competence and skills for particular jobs.

Its procedures for recruitment involve the following steps:



Selection process of part-time employees



CVs for part-time jobs are taken from our online CV Bank as well as hard copy that are submitted to us for part-time employment.

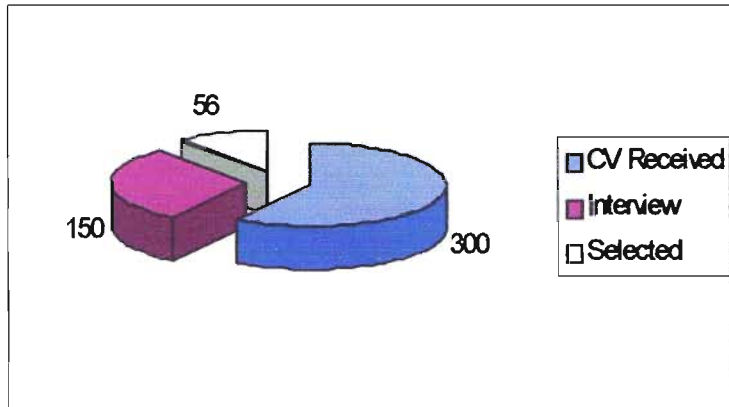


Table-III: Recruitment of Part time Employees

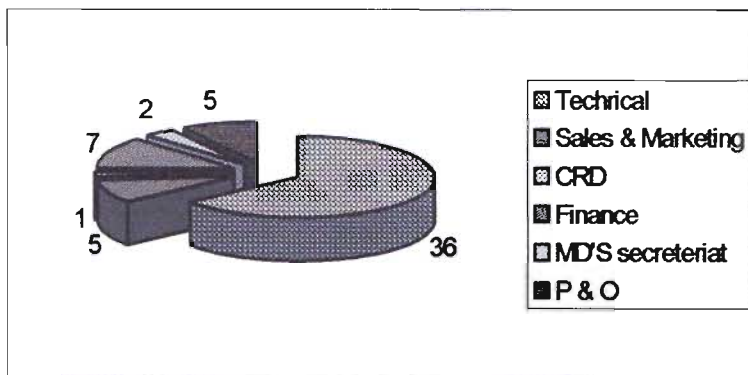


Table-IV: Distribution of Part –time Employees in Different Division

Internship

Internship marks the end of one's education and, more often than not, decides future by indicating the beginning of his/her career. This in-depth study requires special attention since it may mark the beginning of one's life as a professional. GrameenPhone offers students the perfect opportunity to gain on-the-job experience by supporting and guiding them during their internship programs in many of its functional areas. After all, GP knows that today's students could become tomorrow's most efficient employees. GP hosts a steadily increasing number of students seeking practical experience through internships. It collects list of interns from various Universities and look out for the appropriate opportunity to find provisions for interns in the company. Candidates are then called for interviews which may be paneled and sequential. Interns are selected on the basis of interview findings which evaluate the necessary qualifications required for the following of its functional departments: marketing and sales, customer relations, finance, human resource and technical division. Students conducting internships at GrameenPhone are offered a token pay. There are few non paid interns also. An internship program lasts for a maximum duration of 3 months.

2.6 Personal file:

GrameenPhone opens a personal file on each individual employee, starting from the date of his/her appointment.

Contents of Personal File

A personal file contains the following contents:

1. Requisition Photocopy,
2. Advertisement Copy,
3. CV,
4. Written test copy,
5. Score sheet,
6. Approval form,
7. Medical letter,
8. Medical report,
9. Agreement,
10. Educational Certificates, 3 Copy color pass port size photos and job release letter.
11. Joining forms and company letter.

Access to Personnel Information

The personal file is treated as a confidential document. All personnel files are maintained by HR officer or the assigned person as delegated except the one that belongs to him/ her. All personnel documents are confidential and therefore, access to employee's personal file is restricted to the employees. Access to selective computerized information is allowed up to certain level. Upon requests, employees' confidential information may be shared with their respective supervisory authority. On written request of an employee, HR Director may allow the employee to see his/her selective personnel documents. GrameenPhone office ensures the proper maintenance of all documents with regard to the employees so that these can appropriately serve the purpose of audit/ legal requirements and be used as reference for future action.

2.7 Comparative Analysis:

In this report I will compare the process of Recruitment and Selection of GrameenPhone with AKTEL. I tried my best to collect information to compare both the companies but Because of Information protection policy, could not provide the information in detailed. I am comparing GrameenPhone with AKTEL as this two companies share similar structure.

Requisition:

While requesting for filling the replacement of existing vacant position or new position on GrameenPhone, the concerned department will fill up recruitment Requisition Form and send the same to HR. On the other hand AKTEL also filling the replacement of existing vacant position or new position.

Position Advertising:

GrameenPhone and AKTEL both give Advertising for their vacant position. GrameenPhone is flexible in advertising for both External and Internal Position. On the other hand AKTEL Prefer Internal Advertising then External. They give External Advertising but wants about 4 to 5 years experience. They are so strict about fresher.

Experience:

Grameenphone choose both experience and fresher candidates for their desired post. If any candidate is not experience but he can prove himself on the written test and interview Grameenphone give them chance. On the other hand because of restriction in AKTEL to give advertising for fresher, they only accept experience people. AKTEL prefer Experience of 4 to 5 years.

Job Fairs:

This is a new kind of talent hunt in our country and getting popular day by day. GrameenPhone occasionally participates in the job fairs organized by different universities. GP announces vacancies there and collect CVs from the prospective candidates. AKTEL also participate on the job fair but their restrictions for fresher again rise.

Short Listing of candidates: Short listing is done on the basis of appraising information on the application form in the light of job specifications of a job being advertised. Relevant job experience and required skills are checked and then select them for Interview. On the other hand AKTEL also do the same thing but the different is they just select from short listing who are experienced.

The Selection Process: Selection process includes series of specific steps used to decide who should be hired. Selection process begins when recruitment ends subject to sufficient number of applicants obtained who are willing and able to do hold the job. Selection process involves screening and appraising the applicants in a systematic manner. GrameenPhone takes both written test and interview. On the other hand AKTEL prefer direct interview in all their vacant post before taking any candidate.

Re-employment:

Employees, who left GrameenPhone, may be considered for reemployment which should be approval by the director HR/Management. Such candidate may be considered only if there is a vacancy and subject to his/ her favorable performance record in the past and also if he/ she meets the company's current job requirements. Reemployment will not be automatic and the applicant has to go through the recruitment process and compete with other candidates who have applied for the post. An employee who was Dismissed or terminated or whose previous service record is unsatisfactory is not eligible for re-employment with GrameenPhone. On the other hand AKTEL also consider of re-employment but they should give relevant reason about why they left AKTEL and now for what reason they are interested again to join. They also have to be in the requisition process. And to face the tests which are required.

Problem Findings & Recommendations

3. Problem Findings

From the whole Recruitment process of GrameenPhone we find some problems which we can take necessary steps to make the recruitment process more efficient and effective. These Problems are discussed below:

1. GrameenPhone R&EB Department are not that much well developed & up-to-date. The world business is facing new competitions day by day to achieve their goal. So they need a well developed recruitment process.
2. GP do not study their past employment needs to control the future needs. They also do not use Trend analysis & Ratio analysis to determine the probable vacancy.
3. GP started online recruitment system but there is no initiative to control the CV dropping system. People who have dropped their CV's but they don't check it for more then 6 months & I think it creates problem on the recruitment process.
4. It becomes a tough job for the HR employees to short list them because the applicant's pool is very large and sometimes the advertisements are not specific and clear to the applicant. So who do not have the proper qualification for that particular post also apply and these thing create huge problem for short listing because HR needs to go through all the CV's and found a huge no. of applicant for a post.
5. In this advertisement site another problem is technical problem of online CV bank of GP. As a result duplication of CV takes place.
6. As Grameen Phone allow every one to apply for any post, there are so many application are piled up. If the candidates found that the information provided by the candidate is not sufficient or clear they just throw it away. But I think they should change this style of

throwing out CV's. Because there are possibilities of the existence of potential candidate among those who are rejected in case of delivering incomplete information. The HR is spending so many times to rejecting those unwanted CV's one by one, just to give them a satisfaction for their being qualified enough to apply in Grameen Phone.

7. The main problem in Grameen Phone, as there are lots of candidates apply for the post it is so difficult to take interview of all the candidates in one day. So, they might loose temperament and that might effect on the perfect selection.

3.2 Recommendations

The issues that are discussed in the whole Recruitment and Selection procedure are discussed below with recommendations as suggestions for improvement.

1. Grameen phone's Recruitment and selection department needs to be developed and up-to-date. The world business is facing new competitions day by day to achieve their goal that's why they need proper guideline for Recruitment and Selection department. Because Recruitment and Selection departments work to choose the best graduates for the company's future. If we saw the past situations we can get many obstacles, this department needs to study those obstacles to solve and give proper guideline by the seniors.
2. Grameen Phone depends on the qualitative statistics regarding future recruitment to assess the Human Resource need for the organization. They can use trend analysis and ratio analysis to determine the probable vacancy. They should study their past employment needs to control the future needs. So, Human Resource planning is too much needed for the improvement of Recruitment and selection system.
3. Grameen phone's Recruitment and selection department should also take necessary steps for the students who have completed H.S.C and started his/her graduation program and on that time he/she on 2nd or 3rd year, they should get chance for the part-time job with their study. GrameenPhone follows comprehensive and extensive selection procedures in its search for talent.
4. The organization can promote their image further more by participating in the job fairs all over Bangladesh. Thou it is so difficult to continue job fair in all over Bangladesh in at a

time. that's why they can continue it part by part. It means they can choose Sylet or Chittogong or khulna or Borishal or Dhaka. Because people of all professions are always try to settle in Dhaka so they can choose Dhaka at the last period.

5. Grameen Phone should emphasize on the internet recruitment more so that the people don't need to come to the office to drop his/ her CV's or they don't need to mail either. They already started the internet recruitment but they should take initiative to control the CV dropping system. People who have dropped their CV's but they don't check it for more then 6 months, should deleted from the system. Because I think it crates problem on the recruitment procedure.
6. It becomes a tough job for the HR employees to short list them. The organization should control the size of the applicant's pool. They should use more clear and specific statements in the Ad. I already said that construction of the Ad is very important. They should attract attention to the Ad, or reader may just miss or ignore it. They should develop interest in the job. They also can make their ads more creative.
7. In this advertisement site another problem is technical problem of online CV bank of Grameen Phone. As a result duplication of CV takes place. Human Resource Division's Recruitment and selection department of Grameen Phone should take necessary corrective measures to avoid such duplications.
8. As Grameen Phone allow every one to apply for any post, there are so many application are pilled up. If the candidates found that the information provided by the candidate is not sufficient or clear they just throw it away. But I think they should change this style of throwing out CV's. Because there are possibilities of the existence of potential candidate among those who are rejected in case of delivering incomplete information. The HR is spending so many times to rejecting those unwanted CV's one by one, just to give them a satisfaction for their being qualified enough to apply in Grameen Phone.
9. In the interview candidates are to be so good in listening. It is must that a candidate is feeling uncomfortable in the interview. So we should take necessary steps that can make an interviewer comfortable to sit for interview. But the main problem in Grameen Phone. as there are lots of candidates apply for the post it is so difficult to take interview of all the candidates in one day. So, they might loose temperament and that might effect on the

perfect selection. Grameen Phone must ensure that in one interview board there shouldn't be more than 8 to 12 candidates in one day. So, that can maintain the quality.

3.3 Conclusion

This is the age of Globalization but information technology is the base for that. In this globalization scenario, all the companies are competing with each other in order to increase their own market share. As a result the level of competition is increasing tremendously. There is great demand of cellular phone in our country. Basing on the telecommunication sector where huge demands were GP Human Resource Management has played vital role in providing energetic, efficient and effective labor force. The department has evolved over the years. It has introduced modern and new ideas in Human Resource Management; a simple example is the recruitment through internet. But still it is changing with the expansion of the organization. Through it has some problems like, very few managerial training; lack of sound structure in some parts, obstacles in many parts, need to study about the probable vacancy. GrameenPhone provides equal employment opportunity for all Bangladeshi citizens. It is the policy of the Company to attract, retain and motivate qualified and skilled employees within the company. To do this, the Company offers competitive compensation package and provides equal opportunity for career development to all employees. It is believed that in order to achieve the Company's goal, there must be efficient and high caliber human resources. Therefore, the company pays maximum attention and efforts in requiring highly qualified and competent employees who are willing to face challenges in achieving Company's goal. The role of HR in respect to attracting, retaining and motivating qualified and skilled employees is enormous. The formulation and implementation of a sound employment policy have great impact in the fulfillment of desired objectives. Finally regarding recruitment and selection Grameen phone should plan future recruitment procedure and strategies along with Human Resource Management, bearing in mind for better inter organizational communication, gender balancing, forecasting the supply of internal and external candidates, keeping records of skill and qualification inventory or history form, Equal opportunity benefits and steps for Diverse work force. Thus Grameen Phone can be

recognized not only as profit maximizing organization but also as reputed socially and globally responsible organization along with efficient and effective Human Resource as Human capital.

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Web Directories:

- career.grameenphone.com
- www.grameenphone.com
- www.aktel.com
- www.bdjobs.com

Person I met:

1. Mohammed Aklus Uddin
Officer, HR, Aktel Ltd
2. Khalid bin siddiq
System engineer, Aktel Ltd