

Internship Report
on
Measuring the Effectiveness of Recruitment:
The Case of Safe Water Advisor Project

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Submitted to
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Date of Submission: 7th December 2022

Declaration

I do hereby declare that the internship report entitled “Measuring the Effectiveness of Recruitment: The Case of Safe Water Advisor Project” has been prepared based on three months’ internship activities at Pureit under Unilever Bangladesh Limited and it is an original work done by me.

The report is a unique one that is not submitted anywhere for any purpose. The data and information that are mentioned here are also collected and organized by me. I am solely responsible for any kind of misleading or manipulation of data or information in this report.

Finally, this report is submitted to the School of Business and Economics, United International University for the partial fulfillment of the requirements of the Degree of Bachelor of Business Administration.

Student ID: 111 172 075

School of Business and Economics

United International University

Letter of Transmittal

December 7, 2022

MS Nasrin Akter

School of Business and Economics

United International University

Subject: Submission of the internship report on “Measuring the Effectiveness of Recruitment: The Case of Safe Water Advisor Project”.

Dear Madam,

I am pleased to submit my internship report on the “Measuring the Effectiveness of Recruitment: The Case of Safe Water Advisor Project” I have tried to gather the most accurate information available. This report gave me the prospect to have a brief knowledge of the recruitment frameworks and parameters of effective recruitment, and it is a great achievement to work under your active supervision, care, and guidance.

I tried my best to incorporate all the information that I collected during the internship period. I wish the report would fulfill your expectation and standard. I must mention here that, I am extremely grateful to you for your valuable supervision, tireless effort, and continuous attention in preparing this report.

I, sincerely hope that you will be satisfied with this report. If you have any queries, I will be pleased to answer that. I hope and pray that you would be gracious enough to accord approval to this report.

With best regards,

Fariya Amin

Student ID: 111 172 075

School of Business and Economics

United International University

Executive Summary

Unilever Pureit, the world's largest selling water purifier is the signature brand that falls under the life-essentials category of Unilever Bangladesh Limited (UBL). One of the key drivers of this business are the Safe Water Advisors (SWA) who act and advise the people as the face of the brand in different retail, whole-sale, modern trades, and other regular and occasional touchpoints. So, efficiency in recruiting and managing these SWAs are very crucial for the success and growth of Unilever Pureit. In this study, the recruitment process of Safe Water Advisors, recruitment frequency, training modality and process, the returns on investment (ROI) from these recruits, relevant problems and solutions have been identified and illustrated along with some recommendations for the future. On an average, it takes around a month to complete the recruitment process including application screening, interviews, selection and training. So, if the right candidates are not hired or trained through an effective recruitment process, the recruited SWAs will not be able to perform well in their roles or help to achieve the sales targets. As a result, the attrition rate will be higher than usual and the employee satisfaction level will be lower. Moreover, when these SWAs will not be able to drive revenues, the cost related to the entire recruitment process will incur financial loss as the return on investment will be negative or significantly low. This is why the effectiveness of recruitment process for the SWAs is very important to measure on a regular basis. In addition to driving the effective recruitment process, it is also important to identify the new avenues by conducting research in order to maintain the recruitment efficiency based on rapidly changing business and human resource skills requirements. In order to keep the recruitment cost lower which is an important factor for recruitment, it is essential to determine the best medium of sharing hiring advertisements, organizing assessments at a rented space or online, assessment process and structure, training process and modality, etc. in such a way so an organization can find the most suitable talents in a cost-effective way.

Acknowledgment

At the very beginning, I am thankful to Almighty Allah for giving me the opportunity to accomplish my internship program at Unilever Bangladesh Limited and additionally giving me the ability to complete my internship report in the scheduled time despite various difficulties. It gives me immense pleasure to thank a large number of individuals for their cordial cooperation and encouragement which have contributed directly or indirectly to preparing the report. Firstly, I would like to thank my family, friends, and my well-wishers for encouraging me throughout this process. I would also express my sincere gratitude to my line manager for assigning me various responsibilities while being attached to that organization. Succeeding that, I am grateful to my honorable academic supervisor, for his tremendous support and wholeheartedly cooperation throughout the internship period. Without his kind direction and proper guidance, this report would not have been possible.

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List of Abbreviation

UBL	Unilever Bangladesh Limited
GKK	Germ-kill Kit
SWA	Safe Water Advisors
ROI	Return on Investment
RM	Recruitment Methods
JA	Job Advertisement
OLR	Online Recruitment
RO	Recruitment Outcomes
ICS	Information Credibility and Sufficiency
USLP	Unilever Sustainable Living Plan
RO	Reverse Osmosis
UV	Ultraviolet
MFM	Micro-fiber Mesh
R&S	Recruitment and Selection

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Chapter 1: Introduction

1.1: Introduction

In this report, effective recruitment process for the Safe Water Advisors and its overall impact in driving the business objectives have been discussed. When the recruitment process is ineffective, it takes longer time to find and recruit the right candidates for the role and the cost goes higher. Moreover, the role remains vacant for a longer duration which results in lower revenue generation. Sometimes, the other employees working in the same role need to work overtime and tackle additional responsibilities that may increase the attrition rate and employee dissatisfaction rate. In addition to these, if the organization fails to choose the right candidates, the recruited people cannot perform according to the expectation. As a result, even after making huge expenses after them, the company do not get a good return on that investment and incur financial losses. Again, even after recruiting the good-fit employees, if proper training is not provided, then it takes time for the recruited candidates to learn by themselves and perform accordingly in their role. Finally, compensation and incentives are also an important factor in order to keep the employees motivated at their work.

1.2: Scope of Report

Safe Water Advisors are the highly trained official sales representatives of Unilever Pureit. In different flagship sales outlets, specially in consumer durable outlets and modern trades, safe water advisors try to create awareness about safe drinking water through providing different information, present the benefits of water purifiers, share, and demonstrate the water purification processes of the available devices of Unilever Pureit, and close the deals by selling

the devices to the customers if they are interested. Besides these regular channels, they also participate in different campaigns and expo where they represent the brand and educate potential customers about the benefits of Unilever Pureit. Currently, more than 800 safe water advisors are actively working at 9 different channels across 13 different territories of UBL. Besides educating consumers, these safe water advisors have significant contributions to drive the tertiary sales or offtakes.

Here, the recruitment process of these SWAs, the training and development process for the SWAs, their compensation and benefits, retention rate and performance, etc. have been illustrated and analyzed. Moreover, some recommendations have been also proposed with the key problems identification.

1.3: Objectives of the Study

The primary objective of this study is to measure the effectiveness of recruitment of the Safe Water Advisors, one of the key levers in the Unilever Pureit's business.

The secondary objectives are to identify the following:

- Role of agencies in recruiting and training the SWAs
- Compensation and benefits of the SWAs
- Cost per candidate
- Retention rate of the SWAs
- Key problems causing the SWA attrition and possible solutions

1.4: Research Methodology

For this study, quantitative research approach has been considered primarily. Moreover, some qualitative data have been used that as well were collected through direct interviews. During the interview, a few open-ended questions were asked that has been enclosed in the appendix. The secondary data have been collected from the relevant stakeholders as well as the recruitment agencies. After collecting the secondary data, it has been analyzed using Microsoft Excel.

1.5: Scope of Research

This study discusses about different parameters and process of SWA recruitment and selection, compensation and benefits, training and assessment methods, performance evaluation, retention rate and ROI. It further discusses the core problems causing SWA attrition and a few recommendations that can solve the problems.

1.6: Limitations

Though the primary and secondary data have been collected and analyzed for all SWAs rather than choosing a smaller sample size, due to the time limitation of the study, only last 20 months (1 year and 8 months') data have collected and analyzed. Moreover, to measure the effectiveness of recruitment, more parameters could be analyzed such as job satisfaction, correlation between different parameters and SWAs, etc. if there was no content limitation of the paper.

Chapter 2: Literature Review

A lot of researches have been already conducted on the effectiveness of recruitment processes.

A few recent papers are reviewed in the following:

2.1: Effectiveness of Recruitment Processes

According to Hanut, Tantri, ..., Dian (2020), an effective can reduce the turnover over an organization. Several factors such as cost per candidates, volume of applications, required time to fill in the vacant position, quality of employee, tenure of working, etc. affect the effectiveness of recruitment process significantly. The study reviewed highly efficient ways of recruiting employees in order to obtain most competent employees.

2.2: A Study on Effectiveness of Recruitment Process in HCL Technologies-BPO

Chennai

In this study, Aiswarya M (2013) highlighted the significance of outsourcing for effective recruitment. When the organizations delegate its non-core functions to the external companies that are specialized in providing that particular service, this process is known as outsourcing. Outsourcing not only enables an organization to ensure effective recruitment process, but also to access intellectual capital of other organizations, focus on core competencies, reduce vacancy fill-up time and reduce the overall cost. Currently, most of the developed companies are outsourcing their most of the non-core operations to abroad in the developing countries and efficiently managing the tasks and recruitments.

2.3: Recruitment methods, Recruitment outcomes and Information credibility and sufficiency

In this research, Ashutosh and Jeegneshkumar (2020) shared how a recruiter sets the recruitment strategy based on different expected outcomes such as number and quality of applicants, post-joining job performance, absenteeism, satisfaction of the applicants, etc. According to the authors, the core objective of this study was to explore recruiter's intention to use different recruitment methods (RMs) like job advertisements (JA), online recruitment (OLR) and social media in reference to the recruitment outcomes (RO). Moreover, the role of information credibility and sufficiency has been studied as well while conducting the research.

2.4: Costs and Efficiency of Online and Offline Recruitment Methods: A Web-Based Cohort Study

In this paper, Tina, Anders, ... Ellen (2017) made a cost and efficiency comparison among different traditional as well as modern recruitment methods. According to the authors, the main goal of this study was to evaluate online and offline recruitment methods in terms of efficiency (number of recruited participants) and costs per participant. In this research, various online RMs such as job placement on different websites, social media and career websites had been considered while among the offline or physical RMs included press releases, posters, and flyers. The final sample size of this research was more than 7,500 and found different number of expenditures per recruits through different RMs.

2.5: The Effectiveness of Recruitment Advertisements and Recruitment Websites: Indirect and Interactive Effects on Applicant Attraction

In this study, Matthias and Rüdiger (2014) made a comparison among online and offline RMs focusing on its effectiveness of attracting applicants. Here, the authors tried to find among the websites or OLRs and printed ads, which can create stronger impacts on application attraction.

2.6: Optimization of the Recruitment Process as a Necessary Condition for the Development of the Organization

Khodyrieva (2022) has analyzed the methods of candidate selection, tried to identify the main trends and key problems in the modern business conditions that are stopping or slowing down the growth of the organizations. Then the author provided recommendations for their solution to ensure sustainable development of the modern organizations and increase the overall economic potential.

2.7: Recruitment and selection services: Efficiency and competitive reasons in the outsourcing of HR practices

Andrea (2018) had conducted this research to identify the relationship between recruitment efficiency and outsourcing recruitment process. Though the investigation, a predictive model has been developed based on a few efficiency drivers that are rooted in transaction cost economy. After testing the model using a sample of 276 medium and large enterprises, the author identified how efficiency motivations play highly significant role in order to decide about the outsource administrative recruitment and selection (R&S) practices. The author also explored how competitive issues are considered more for the strategic side of R&S activity.

Chapter 3: Company and Brand Overview

3.1: Overview of Unilever Bangladesh Limited

Unilever Bangladesh has been one of the most popular names for the household brands. Besides its products from home-care segment, they also have top demanding brands that belong to beauty and personal care, food and beverage, and life-essentials. Though most of these products are being manufactured in Bangladesh, they are also importing different products from their international brands.

3.1.1: Unilever Sustainable Living Plan (USLP)

Since the company's inception, Unilever Bangladesh always prioritized on crafting sustainable sourcing and living plan. In their new plan called the USLP or Unilever Sustainable Living Plan, Unilever included the following goals in 2018:

- “More than one billion people can benefit from their efforts to make them healthier and happier”
- “To reduce the environmental impact of their products by half”
- “All agricultural raw materials are sourced sustainably, and the livelihoods of people are improved throughout the value chain”

3.1.2: Mission, Vision, and Core Principles

Unilever has a common mission, vision and core principles all over the world that are reflected in their overall business across the globe.

Mission:

"Our goal is to enhance the quality of life for everyone we come into contact with. Brands that help people feel good, look good, and get the most out of life are the foundation of our everyday offerings."

Because of the dedication to follow the mission, organizational simplifications, and increased understanding of consumer preferences over the last five years, it has grown rapidly as an organization.

Vision:

"Our vision is to expand while decreasing our impact on the environment and raising positive social impact."

UBL's company has always been characterized by a sense of meaning that allows them to stay connected to their founding enterprises while also pursuing social objectives in the communities where they work, such as health, hygiene, and livelihoods.

Sustainable goals like USLP also help strengthen their business by promoting growth and trust while decreasing risk and cost.

Core Principles:

These are our guiding principles:

- "Purpose, values, and principles are just a few of the core values at the heart of Unilever's business model."
- "As a result of this sense of responsibility, operations are carried out by the highest standards of ethics."
- "People and society: Unilever strive to make a positive impact through its brands, commercial operations and relationships with customers and stakeholders."

- “Insisting on a consistent level of dedication: Constantly exploring new avenues to better manage their environmental impact, which ultimately helps to promote their long-term business model.”
- “Unilever collaborates with suppliers whose values are in line with their own. Thus, it is possible to maintain a high level of transparency, accountability, and integrity in the company's dealings with customers, employees, and the environment.”
- “The company's Corporate Purpose, for example, is driven by a Code of Business Principles that establish operating guidelines for all personnel. A framework of good governance and corporate governance is established.”

3.2: Overview of Unilever Pureit



Figure 1: Pureit Digital and Print Advertisement Sample

Unilever Pureit, the consumer durable brand of Unilever, is the most selling water purifier across the world. Since Unilever Pureit started its business in Bangladesh, the demand is growing rapidly along with Unilever's efforts to make clean drinkable water accessible to all.

Unilever launched the Classic 23 Liter device back in 2010. Within these last 12 years, Pureit has been the most trusted and common water purifier brand in the country. Currently the brand has a portfolio of four water purifiers here. The first one – Pureit Classic 23 Liters is still the largest device in the entire portfolio that purifies the water using 4 steps.

The maximum retail price of the device is BDT 4,999. This purifier has a GKK that can identify and remove invisible germs like virus and bacteria. Then there is micro-fiber mesh that can remove visible dirt. The activated carbon of this device can remove the harmful parasites and pesticides. The polisher removes the chlorin and other dissolved materials and make the water clear, transparent, and tasty.



Figure 2: Unilever Pureit Classic 23 Liter Device

Besides this device, Unilever has also three electric water purifiers: Pureit Mineral Ultima RO+UV+MF, Pureit Marvella Slim RO+UV+MF, Pureit Classic Mineral RO+MF, etc.



Figure 1: Unilever Pureit Mineral Ultima RO+UV+MF

Pureit Mineral Ultima RO+UV+MF is one of the most modern devices in the portfolio. The MRP of the device is BDT 31,500. This device purifies water in seven steps. Reverse Osmosis (RO) and Ultra-violet (UV) technology is integrated with this device.

Pureit Classic Mineral Ultima RO+MF is another electric device in the portfolio. The MRP of this device is BDT 24,500. This device also purifies the water in 7 steps including reverse osmosis, ultra-violet, and microfiber mesh.



Figure 2: Unilever Pureit Classic Mineral Ultima RO+MF



Pureit Marvella Slim RO+UV+MF is the latest addition to the portfolio. The MRP of the device is BDT 27,500. Besides advanced 7 stage of purification process, hi-speed purification process, etc., the device is getting popular rapidly.

Figure 3: Pureit Marvella Slim RO+UV+MF

Team Structure of Water & Air Wellness



Figure 4: Hierarchy of Water and Air Wellness, Unilever Bangladesh

Chapter 4: Recruitment Process Efficiency Analysis

4.1: Current Recruitment Process for SWAs

Unilever Bangladesh has outsourced the recruitment process of SWAs to two agencies:

Market Access Providers Limited and Sky Tracker. The entire recruitment process for the SWAs is managed by these two agencies in an ad-hoc basis. After recruitment, these SWAs work under the third-party (agencies) and also managed by them

The recruitment process followed by them has been illustrated in the following:



SKY TRACKER

JOB OPENING

**BE A PROUD SAFE WATER ADVISOR
OF A RENOWNED MULTINATIONAL COMPANY
BEING UNDER PAYROLL OF MAPL**

Apply Now

If you are Passionate, Dedicated, Smart and willing to pursue first-hand experience of dealing with customers.

Location: All divisional districts and other major towns

Minimum Educational Qualification:
For students attending honors or degree (minimum HSC/Diploma completed)

Minimum Requirements: Hardworking, ability to work under pressure, smartphone user, having good communication skills, can pronounce Bangla & English sentences without any local dialect.

Age: 20-25 Years

Key Responsibilities: Communicating with prospective customers at both outdoor and indoor environments, lead generation, sales conversion etc.

Salary: BDT 10,000/month

Incentive: BDT 5000+

Festive Bonus: 50% salary in 2 Eids

The advertisement features a blue background with a white and blue water purifier on the left and a man and a woman in blue uniforms holding water bottles on the right. The SkyTracker logo is in the top right corner.

Figure 5: SWA Job Advertisement by SkyTracker

4.1.1: Pre-hiring Stage – CV Collection

Firstly, in the pre-hiring stage, the job circulars are usually posted by the agencies in different social media groups, pages, and online job-posting sites. Besides this, they also place CV boxes on different outlets where PureIt is available. Also, they collect CVs using the university networks. Thus, a large CV bank is created, maintained, and get updated regularly.

4.1.2: Pre-hiring Stage – CV Shortlisting Process

Firstly, the agencies sort CVs based on the educational background and current location of the applicants.

4.1.3: Hiring Process – Interview

After shortlisting the CVs, two phases of interviews are conducted. Firstly, the candidates need to appear for an initial interview. After that, the candidates who pass need to appear for the second level of interview. The first level of interview is usually conducted by the hiring agencies, then the second level of interview is conducted by Unilever's management.

4.1.4: Hiring Process – Selection Parameters

The following parameters are usually evaluated by the agencies and management while selecting the candidates:

- (1) Educational background of the candidates
- (2) Experience of the candidates
- (3) Presentation skills of the candidates
- (4) Extrovertness of the candidates
- (5) Sales skills of the candidates

4.2: Post-hiring Stage

After hiring the candidates through interviews, they need to go through rigorous training sessions, after-training assessments, etc. that are conducted and executed jointly by the agencies and management. Also, the documents are usually verified along with their consents are taken according to the terms and conditions.

4.2.1: Post-hiring Stage – Training

Training is a very basic yet one of the most important and crucial steps in the post-hiring stage. Though the key task of a SWA is to sell the products, but intensive product knowledge is required besides the basic sales skills.

There are three levels of trainings that are provided to the new SWAs after recruitment. The levels of recruitments have been illustrated in the following:

The level 1 training usually takes 5 days with interviews at the end of training. They get introduced to the business, get product knowledge, understand job roles, ongoing promotional offers, etc. and then have a field attachment program. In level 2, the SWAs get trained regarding different types of sales trainings, soft skill training, competitor analysis, etc. In level 3, they also get to see the live demos on device installations and servicing at consumer household. They also need to appear for exams after these training.

Multiple types of trainings such as refreshment trainings, advanced skills development training, performance improvement trainings, etc. are organized on a monthly basis for the existing SWAs twice or thrice. Some of these trainings are held online while the important and interactive ones are held physically. Besides the expert trainers, the managers also remain

involved throughout this training duration.

The training process of different levels has been illustrated in the following tables:

The level 1 training usually takes up to 6 days as described in the following:

Training Flow Chart - Level 1 (6 Days)					
SL	Day	Time	Platform	Subject	Responsible Person
1	Day 1	Full Day	Physical	Field Attachment	SWA
2	Day 2	Full Day	Physical	Field Attachment	SWA
3	Day 3 (3 Hours virtual training, 3 hours Attachment training)	30 minutes	Physical+Online	Self Introduce and Ice Breaking	TL/CM
		15 minutes		WOW SWA/JD of SWA	
		30 minutes		About Unilever & MAPL	
		15 Minutes		Water facts	
		20 minutes		Purification Technology	
		10 minutes		Pureit SKU's	
		50 minutes		About Classic device	
		10 minutes		Questionnaire/Role Play	
		3 hours		Field Attachment	SWA
4	Day 4 (3 Hours virtual training, 3 hours Attachment training)	30 minutes	Physical+Online	Recap Previous days session	TL/CM
		20 minutes		About TDS & Terminologies	
		15 minutes		Membrane Based Technology	
		15 minutes		Game time, like wordwall	
		1 hours		About Premium Device	
		15 minutes		Difference between Classic & Premium	
		10 minutes		KPI	
		15 minutes		Questionnaire	
		3 hours		Field Attachment	SWA
5	Day 5 (3 Hours virtual training, 3 hours Attachment training)	1 hour	Physical+Online	Recap Previous days session	TL
		10 minutes		About Booster Pump And PRV	
		10 minutes		Service & Careline	
		10 minutes		Offers	
		30 Minutes		ODPEC	
		20 minutes		Contact and Leads	
		10 minutes		About Pureit Apps	
		10 minutes		Grooming	
		20 minutes		FAQ	
		3 hours		Field Attachment	SWA
6	Outlet Attachment		Physical+Online	Recap Previous days session	TL/CM
			Physical+Online	Exam	TL/CM
			Physical+Online	Final Interview	STM/TM/BDE
Final Interview (Area office)					

Table 1: Level 1 Training Module for SWA

After passing the interview of Level 1 Training, the participants receive certificates. Then, after a week, the two-days long level 2 training session starts as described below:

Training Flow Chart - Level 2 (2 Days)			
Day	Time	Subject	Responsible Person
Day 1	3 Hours	Sales Techniques	TM/BDE
		Soft Skill	
		Exam	
Day 2	3 Hours	Competitor Information	TM/BDE
		Exam	

Table 2: Level 2 Training Module for SWA

After passing the interview of Level 2 Training, the participants receive another certificate. Then, after another week, the three-days long level 3 training session starts as described below:

Training Flow Chart - Level 3 (3 Days)		
Day	Subject	Responsible Person
Day 1	Live Device Demo, Spare parts	Coordinator
Day 2	Customer house Visit (Installation+complain)	PPO/PPRO Attachment
Day 3	Recap & Assesment	TM/BDE

Table 3: Level 3 Training Module for SWA

After passing this, the SWAs get the level 3 certificates and become completely ready to perform their regular tasks.

4.2.2: Post-hiring Stage – Document Verification

For the security and recording purposes, the national ID card/passport/driving license/university id, birth certificate, educational certificates, etc. need to be submitted and verified.

4.3: Compensation and Benefits

Currently, each of the SWAs receives a basic payment of ten thousand taka. In addition to this, if they can achieve their sales target, they receive a minimum of eight thousand taka. They receive their transportation allowance at actual. Also, they receive two festival bonuses yearly which is equivalent to 50% of their basic salary. The current compensation and benefits plan

of the SWAs have been illustrated in the following table:

Topic	Duration	Amount
Salary	1 Month	BDT 10,000
Incentive	If Achieved Target's	BDT 8,000 (Minimum)
TA Bill	30 Days	At actual
Festival Bonus	Minimum 6 month	50% of Gross salary

Table 4: Compensation and Benefits of SWAs

4.4: Efficiency Metrics and Analysis of the Recruitment Process

4.4.1: Efficiency Metrics for Recruitment

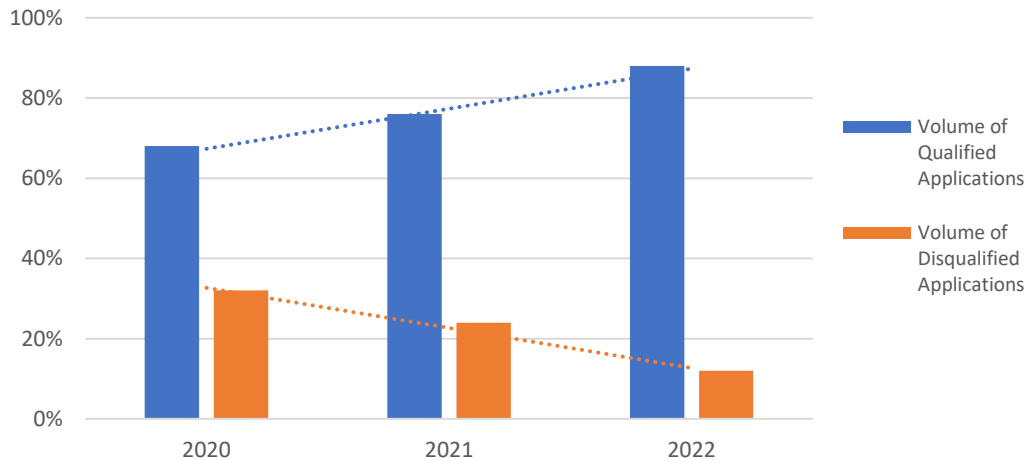
There are different parameters that are used to measure the efficiency of the recruits.

Some of these parameters are described in the following:

- (1) Number of Qualified Applicants:** Whether enough number of applications have met the required criteria for the role or not – this is one of the efficiency metrics for recruitment.
- (2) Cost per Candidate:** The total recruitment costs need to be as low as possible – this is one of the efficiency metrics of recruitment.
- (3) Vacancy Fill-up Time:** As long a role is vacant, the services cannot be produced. So, this is also harmful for the organization. As much low the vacancy fill-up time is, that much efficient the recruitment process is.
- (4) Retention Rate:** High retention rate means highly efficient recruitment process – so this is also important to consider while recruiting the employees.
- (5) High Performance:** If the recruitment process is efficient, the performance of the recruits is also expected to be high.

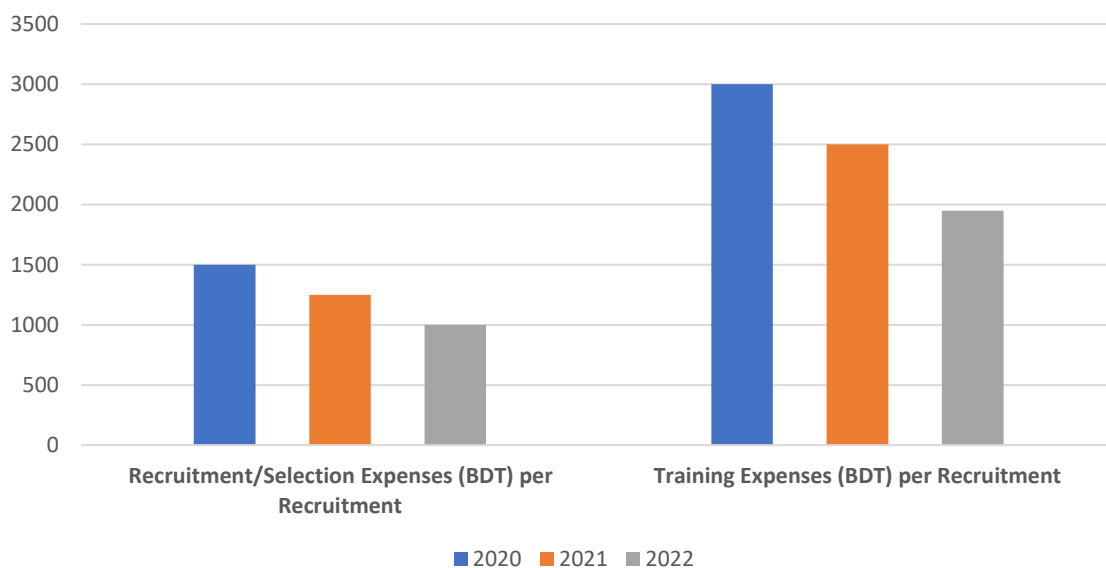
4.4.2: Efficiency Analysis of the Current Recruitment Process

(1) **Number of Qualified Applicants:** According to internal data, approx. 88% of the applicants on average are qualified for the job role based on their current skills and experience level. In the past three years, it has seen a linear growth due to the continuous recruitment efforts.



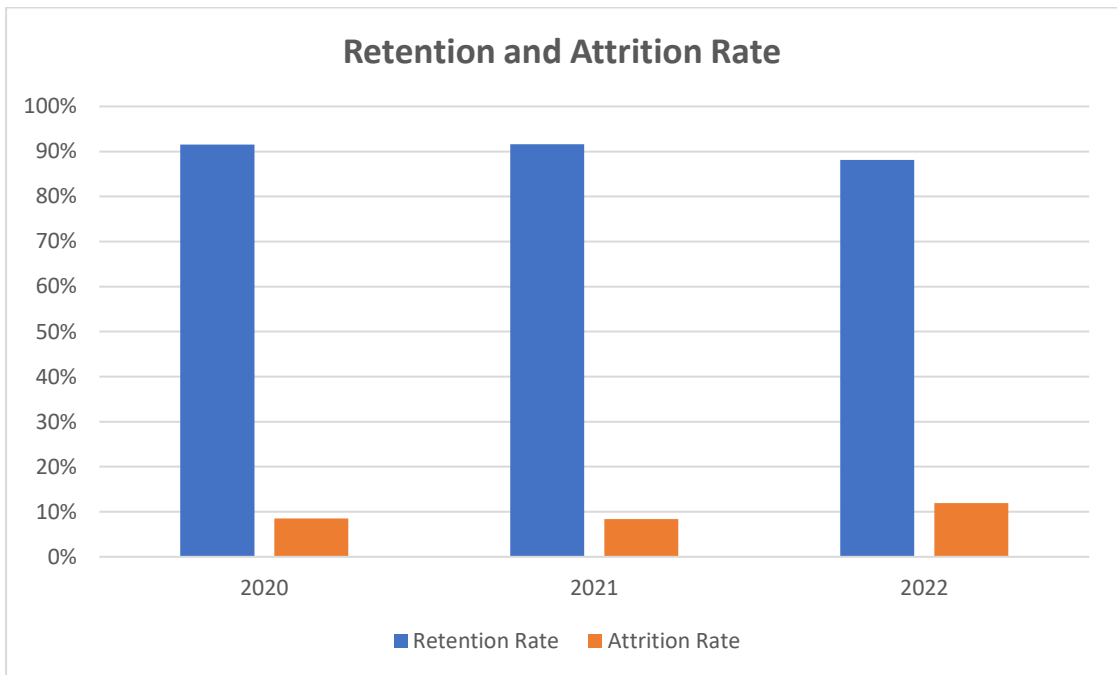
(2) **Cost per Candidate:** Per annum, the recruitment cost per candidate is decreasing. On average, currently 2,900 Taka are being spent approximately for recruiting and training a candidate. Previously, three years ago, the recruitment expense per candidate was approximately 4,500 Taka.

Average Expenses per SWA for R&S and Training



(3) Vacancy Fill-up Time: Due to the dynamic recruitment process, it takes around 0 to 7 days to fill-up a vacancy. The applicants pool remains always ready. So, once any SWA resigns by providing one-month notice period, the selected new SWA receives training (Level 1 to Level 3) for that month and joins immediately after completing the training. However, the vacancy fill-up time can take up to 30 days based on the unavailability of qualified applications in the CV pool.

(4) Retention Rate: In 2020, the average the retention rate of SWAs was 91.5%. However, in this year, the retention rate dropped and became 88.1%.



Chapter 5: Findings and Recommendation

5.1: Key Findings

After analyzing the key parameters for measuring the recruitment efficiency of Unilever Pureit for SWAs, the following issues have been identified:

The number of qualified applicants is good enough for the case of SWAs. So, it can be said that the recruitment posts and notes are reaching to the potential candidates efficiently. But in order to shortlist or assess these huge number of applicants, specially those who are not qualified, it takes a lot of time and cost that is making the recruitment quite ineffective. So, here the problem is processing the huge number of applications in an efficient way that is less time consuming.

Secondly, though the cost per candidates (Both the R&S and Training) are decreasing, but it is still quite high. Initiatives need to be taken in order to lower down these expenses.

Next, though now the vacancy-filling time is around a week or less. But sometimes, specially when a SWA leaves immediately without any prior notice due to unavoidable circumstances or accidents, it takes around a month or more to fill up that vacancy. This issue should also be resolved in order to make the recruitment process more efficient.

Besides this, another issue is the increasing attrition rate of the SWAs. Though the retention rate is quite good if it is benchmarked against the sales roles in different organizations, still it needs to get higher or remain stable in order to increase recruitment efficiency.

However, on the contrary, if an employee is retained over a long period of time, due to their high experience, the salaries and costs will go up and it may lower down the return on investments.

5.2: Recommendations

In order to resolve the key issues identified and increase the overall recruitment efficiency, firstly, a smart filtration technique needs to be used. Multiple-choice questions can be used in the application portal (based on the recruitment criteria), and applicants who are not a good fit for the role can be filtered out based on those answers. As a result, fewer number of CVs need to be assessed that will save time and money, making the entire recruitment process more efficient.

Secondly, in order to reduce the overall cost, recorded training sessions can be shared with the selected candidates and only the after-training assessment or evaluation can be kept for the in-person session. In this way, the trainers won't need to provide their time and a lot of costs can be saved in this way.

Followed by these, in order to avoid the sudden resignations, strict policies need to be implemented. However, if a SWA needs to resign suddenly due to unavoidable reasons or accidents, to tackle that moment, we need to keep a few backup SWAs prepared and trained (Based on the frequency of such occurrence) in order to keep the time to fill up vacancy at its minimum. Hence, the business will not face any negative impact or lose revenues.

Besides all of these, while recruiting, besides monitoring the knowledge, skills and experience of the applicants, their attitude, behavior and culture also need to be evaluated. In this way, we may prevent hiring people with negative mindsets that can be harmful for the organization in the long run and also cause higher attrition. The proper job-fit candidates with positive mindset will result in higher retention rates.

Finally, a proper compensation and benefit plans need to be designed, with allowing some customizations in order to retain the employees. In order to retain the experienced employees, regular skill-development and training programs need to be ensured so that with experience,

the SWAs can perform better, achieve higher targets and enjoy higher incentives so that besides their increased salaries, they can bring more revenues for the organization.

Chapter 6: Conclusion

Recruitment process is very significant for all the organizations. A good employee is expected to perform good. Their good performance can contribute significantly to the revenue growth of the organization. It is also very important to retain this high-performing employees – and efficient recruitment strategy is the starting point, and it has high level of impacts on the expected outcome. If the recruitments process is inefficient, an organization won't be able to recruit good-fit employees. Moreover, the cost per recruit will go higher due to the inefficiency in recruitment.

To conclude, every single organization should always monitor the efficiency of their recruitment process in order to drive their revenues and grow as an organization.

Appendix

Sample Questionnaire for Primary Qualitative Interview (With Agency):

- (1) What steps do you follow for recruiting the SWAs?
- (2) Please explain different levels of training that are provided to the SWAs.
- (3) What is the basic compensation and benefits plan for the SWAs?
- (4) How many people usually apply for the role on-average?
- (5) What are the key reasons behind the attrition of SWAs according to your opinion?

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