

HRM Process of Recruitment and Selection: Case Subija Services Oy

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<p>The primary purpose of this study is to produce a recruitment and selection process description, document templates, and guidelines for Subija Services Oy. The organizational performance will improve with the correct recruitment and selection guidelines. An effective HRM process saves time and money by hiring the right candidate.</p> <p>Seven different project tasks were created to achieve the project outcomes. The tasks were to research related theory, analyze the current HRM process, develop a new HRM process, prepare document templates and guidelines, and evaluate the project outcomes.</p> <p>The project management method that was used in this thesis were literature review and qualitative interview. The theoretical concept was built around recruitment and selection as a part of HRM underpinned by Finnish legislation. The qualitative interview was conducted to gather information about the current HRM practices of Subija. The recruitment and selection process were minimal, and the managers preferred to prepare a visualized document for future use. Based on prior practices, a new form of document templates and guidelines was produced for Subija, and all the challenges faced by the company were minimized.</p> <p>This thesis recommended further research projects of induction process for the company in continuation of this project.</p>	
Keywords Recruitment, recruitment process, selection, selection process, job description, interview template, recruitment and selection guidelines	

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1 Introduction

This thesis is a product-based study for the degree program in International Business. The focus of this thesis is on providing recruitment and selection guidelines for the commissioning company Subija Services Oy.

In this chapter, the background of the project is described. And it will continue with the project objective, project tasks, the scope of the project, benefits to stakeholders. And at the end of this chapter, key concepts and the case company are presented.

1.1 Background

Recruitment and selection are a part of the Human resource management process. Recruitment and selection is a skilled and costly process in which even the most minor organization needs to be structured and organized. (Elearn 2009.) Recruitment and selection guidelines are a summarized document for a company to thoroughly conduct the recruitment and selection process. The commissioning company does not have recruitment and selection guidelines to date.

The commissioning company does not have proper recruitment and selection guidelines to follow. The primary purpose of this thesis is to provide guidelines and processes to follow while recruiting and selecting of employees. The purpose of selection is to find the best fit for the organization, and it is the most crucial element in the management of the people to maximize the effectiveness of Human Resource (Elearn 2009,1).

Since the author is working in the commissioning company, she believes that the recruitment and selection guidelines are crucial. And the author needs to have those tools to improve her performance in the company.

1.2 Project Objective

This thesis aimed to produce a recruitment and selection process description, the document templates, and guidelines for HRM processes of recruitment and Selection for Subija services OY. The outcomes of the thesis are to use these templates and guidelines in the future to familiarizing new employees with their job.

The project objective (PO) was to produce document templates and guidelines of recruitment, selection for the Subija services Oy. To achieve these outcomes, the project objective was divided into 7 different project tasks (PT).

PT 1. Preparing the theoretical framework for the project.

PT 2. Analyzing the current HRM processes of recruitment and selection and establishing the development needs.

PT 3. Developing the new HRM process of recruitment and selection.

PT 4: Preparing document templates.

PT 5: Writing guidelines for staff conducting HRM processes of recruitment and selection.

PT 6: Presenting the outcomes to the commissioning company and receiving feedback.

PT 7: Evaluating project outcomes.

Table 1 represents all of the projects tasks, theoretical framework, project management methods, and outcomes of all the project tasks (PT)

Table 1. Overlay Matrix

Project Task	Theoretical Framework	Project Management Methods	Outcomes
PT 1. Preparing the theoretical framework for the project.	Recruitment and selection theories.	Literature review	Theories (Chapter 2)
PT 2. Analyzing the current HRM processes of recruitment and selection and establishing the development needs.	Qualitative interview	Qualitative interview of management representatives.	Analysis of the current HRM processes and development needs. (Chapter 3)
PT 3. Developing the new HRM process of recruitment and selection.	See PT 1	See above	Description of new HRM outcomes. (Chapter 4)
PT 4. Preparing document templates.	Job description, selection criteria, the interview question template	Producing documents in words	Document template (Chapter 5)
PT 5. Writing guidelines for staff conducting HRM processes of recruitment and selection.	Recruitment and selection guidelines.	Producing documents in Powerpoint.	Recruitment and selection guidelines. (Chapter 6)
PT 6. Presenting the outcomes to the commissioning company and receiving feedback.	See PT 1-5	Presentation to management using project outcomes.	Finalizing recruitment and selection guidelines from the feedback given by the managers. (Chapter 7)

PT 7. Evaluating project outcomes.	Project evaluation criteria.	Feedback from the company	Project evaluation. (Chapter 8.3)
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Being an international student and the study of this thesis focus on the Finnish company, it fulfills the GLOBBA's requirement. On the other hand, this company is based in Finland, and their business is to import goods and varieties of products in Finland and sell them here in the Finnish market. They import from various parts of the world, such as Asia, the United Kingdom, and another part of Europe, and provide it in their two stores in the Capital region in Finland.

1.3 Project Scope

This study focused on recruitment and selection. The HRM processes involved in hiring new employees are recruitment and selection. The author focused on recruitment and selection in this study. But due to vast HRM processes: induction, training, the performance of employees, motivating employees, maintaining the relationship with employees are excluded. All of these topics are after the selection process. The study focused on developing well-structured recruitment, selection guidelines.

The author collected data for this thesis by doing interviews. The number of interviewees will be a maximum of two. The product of this thesis was explicitly only for Subija services Oy.

1.4 Benefits

This thesis provided the commissioning company the recruitment process guidelines and selection process guidelines for future use. The job description and interview template were beneficial for the company. Human Resource Management staff had easily accessible documents which they could follow, and the entire recruitment and selection process was efficient and fruitful.

This study provided an efficient recruitment process for all existing employees and prospective employees that provided a fair and equal process for both. It also encouraged current employers to offer more information to potential applicants about applying for a position.

1.5 Key Concepts

Human Resource Management (HRM) "a comprehensive and coherent approach to the employment and development of people. HRM can be regarded as a philosophy about how people should be managed, which is underpinned by many theories relating to the behavior of people and organizations." (Armstrong 2014,1.)

HRM system is a set of activities that fit together and interact to achieve a purpose. Proper functioning Human Resource (HR) system leads to achieving HR goals. (Armstrong 2020, 13.)

Recruitment is an organizational ability to appeal to a suitable, competent candidate for a vacancy.

Selection is the post recruitment phase. Selection is the process of choosing the most capable candidates from those who came through the vacancy (O'Meara & Petzall 2013, 9).

1.6 Commissioning Company

The commissioning company for this thesis was Subija Service Oy. Subija is a Finnish company founded in 2012 domiciled in Helsinki. The company imports and sells African Asian products to Finland. It specializes mainly in food products and has a wide range of cosmetics and kitchen items directly from the source. (Basnet 2021.) All the products are imported from all over the world, mainly from Asia, Europe, and the UK. The company has two stores located in Hakaniemi and Herttoniemi. The company has a warehouse at Herttoniemi where all the paper works, and marketing purchases are made. The company turnover was 1.26 million, and net sales increased by 4.1%, with an operating profit margin of 0.3% as of 2019 (Finder 2021). The company had ten employees and three interns to date. Recently, due to the current pandemic, the company had to discontinue the contract of 2 employees. At the moment there are three employees and one intern working in the company. (Kafle 2021).

1.7 Project Management Method

The project management methods included the seven project tasks that are completed to achieve the project outcome. In the following table 2, all the data sources, data collection methods, and data processing methods are explained in accordance with the project tasks

Table 2. Overview of project management method

	Project task 1	Project task 2	Project task 3	Project task 4	Project task 5	Project task 6	Project task 7
Data Source	Theoretical Literature	Company CEO Assistant	PT1 and PT 2 outcomes	Pt1/PT2/PT3 outcomes	PT1 to PT4	Meeting	Evaluating project outcomes and project management. (Chapter 8)
Data Collection Method	Literature review	Qualitative Interview	Applying data from PT1 and PT2 and preparing documentation in Word	See above	See above	Feedback discussion	
Data processing methods	Literature Review (Chapter 2)	Qualitative/thematic analysis (Chapter 3.1)	Description of new HRM process (Chapter 4.1)	Producing documents in Word (Chapter 5.1)	Producing document in PowerPoint (Chapter 6.1)	Presentation and analysis of feedback and finalizing the guidelines. (Chapter 7.1)	
Task Outcomes	Theoretical Framework (Chapter 2)	Analysis of the HRM processes and development needs. (Chapter 3.2)	Description of new HRM process (Chapter 4.2)	Document templates (Chapter 5.2)	Recruitment and selection guidelines for staff (Chapter 6.2)	Finalizing recruitment and selection guidelines from the given feedback. (Chapter 7.2)	
Project Outcomes	Templates and guidelines of recruitment and selection for Subija Services Oy (Attachment 2,3,4 and 5)						

2 Recruitment, selection as a part of HRM

This chapter builds a theoretical framework for the project, which is task one, as shown in Table 1. This task included, familiarizing the author with the theories related to HRM processes of recruitment and selection and the laws required in those fields. These are the central concept for this thesis. Further, it will discuss the process of recruitment and selection in HRM. Figure 1 illustrates the three main components of the theory and their relationship to each other. Employment legislation underpins the recruitment and selection process.

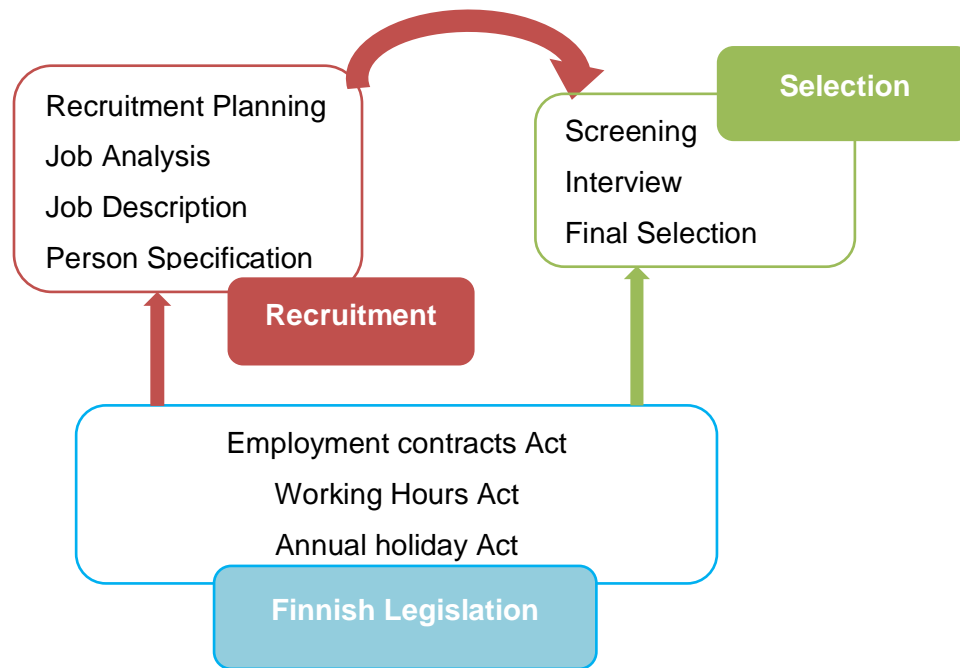


Figure 1. Theoretical Framework.

Recruitment and selection are part of the Human Resource process to find, hire and train new employees. The talent in this global market is nowadays very vast and competitive. Not having an excellent strategic process in a company, managers will not attract appropriate candidates into the company.

2.1 The Purpose and Management of Recruitment and Selection

The recruitment and selection process are interrelated. Each of the criteria cannot be successful without another. These are one of the most important functions of the Human Resource (HR) department. (Chungyalpa & Karishma 2016, 5.) This process includes hiring and selecting a suitable candidate in a company. The recruitment and selection process differs for each company, but the following process is common practice among companies. (Chungyalpa & Karishma 2016, 1.)

The recruitment process requires a company to recognize the needs of the company. After identifying the position to be filled, an advertisement can be produced to attract talent with particular skills, knowledge, and experience for the job. In today's context, only education and experience will not be enough. If the recruitment process is well briefed about the position and its duties, candidates can evaluate themselves if the job is suitable for them. (Leonard 2018.)

According to Bernard O' Meara & Stanley Petzall (2013, 6)

"Recruitment refers to an organization's ability to:

- Attract a suitably qualified pool of applicants for a vacancy
- Attract staff in a cost-effective manner
- Attract staff promptly so that appointments are made quickly
- Provide a shortlist of candidates to proceed to the selection phase".

There are many steps that a company needs to follow before selecting a candidate. Below are mentioned few steps to ensure successful recruitment without any difficulties.

2.1.1 Recruitment Process

Recruitment planning is the first phase of the recruitment process. In this process, the vacant positions are analyzed. It is vital to plan this phase to attract the best talent from the pool of candidates (Breaugh 2009). Identifying vacancies in the company is the initial process in recruitment planning. It determines whether the company requires new employees to fulfill specific responsibilities. This phase also includes job analysis, where a company analyses the duties and responsibilities of a particular job. This phase leads the company towards a suitable candidate to fulfill its requirements.

Job analysis is the process of collecting information about the duties, responsibilities, skills needed for a job and collecting skills the knowledge required for a particular job (Rashmi 2010).

A job description is a document in which an employee's duties and responsibilities are stated. It is a foundation of jobs; they need to be prepared according to specific guidelines. (Adhikari 2015.) What tasks to be done, objectives, and how they should be performed are written in a job description. Frost S wrote in an article that this type of documents is helpful for the applicants to identify the company needs.

A person specification is the details of the potential candidate to perform the task stated in the job description. "Job description, person specification documents are essential for the recruitment process." (Rashmi, 2010)

2.1.2 Selection Process

The phase after recruitment is selection. Those who successfully filtered through the recruitment process will enter this phase. Information is already gathered in the recruitment phase through applications, but in this phase, both employers and candidates share information to determine suitability between both parties. The selection phase consists of interviews, cross-references of experience mentioned in the application, finalizing training and education for the successful applicant, and job offer. (Mearea & Petzall 2013, 10.) The selection phase is crucial. "It determines if the offer of employment is made, the terms and conditions of employment and the committing of financial and other resources" (Mearea & petzall 2013, 11). Final selection is the phase after the recruitment process where the final selection of candidates is made. Reference checking, physical examination falls under the selection process. Physical examination is only done if required by the company.

Screening is the next phase where applicants are sorted according to their education, work, and experience. Here all the candidates who do not meet the company's requirements are removed. By doing this, only limited talents are processed further for selection. Screening can be done by various methods, such as comparing job description and person specification with the CV provided (Fáilte Ireland 2013).

The interview is the next phase, where all the remaining candidates are interviewed for the final selection. This is a very commonly used method of hiring new employees and used by all organizations. The main goal is to find the perfect candidate. (Chungyalpa & Karishma 2016, 2.) This phase is very important to all the organization, and mostly they are benefited from it.

Final selection is the last phase of the selection process. Here a company selects an applicant that is the best fit for the company as per their requirements.

A suitable candidate for the job is selected after passing all the phases mentioned above in selection process. The relation of recruitment and selection in the HRM process is shown in figure 2 below.

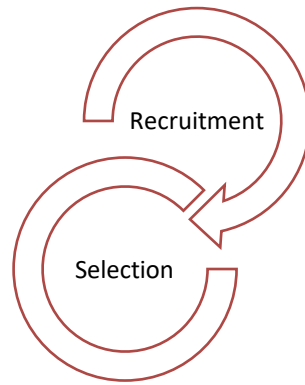


Figure 2. HRM Process.

2.2 Finnish Legislation

The laws and regulations between employer and employee are essential in today's business. Law that binds employee and employer is necessary for an organization to give their best performance, from which both parties will be benefited. Finnish labor and occupational safety legislation are applied to every employee working in any organization in Finland. (Expat Finland s.a.) For an employment relationship in Finland, different laws are required, which are as follows (Lexology 2019).

Employment Contracts Act (55/2001)

“Act applies to contracts (employment contracts) entered into by an employee, or jointly by several employees as a team, agreeing personally to perform work for an employer under the employer's direction and supervision in return for pay or some other remuneration.” Employment Contracts Act (55/2001). According to chapter 1, section 3 Employment contract can be oral or in written form or electronic, and it can be valid indefinitely unless it has been made for a fixed term with a justified reason. In chapter 1, section 4, it is mentioned that a trial period can be agreed upon between employer and employee maximum of six months if the contract is permanent. Sick pay leave, family leave, maternity leave, childcare leave, lay off all fall under the Employment Contract Act.

Working Hours Act (605/1996)

This Act applies to all work performed under an employment contract referred to in section 1(1) of the Employment Contracts Act (55/2001). According to chapter 2, section 4, The time spent on work and the time an employee is required to be present at a place of work at the employer's disposal are considered working hours. Resting period can be according to section 28 if the working hour is more than six hours in a day and if the employee is not needed to continue the work, then the employee must give a one-hour rest period to an employee within the shift. The working hour shall not exceed eight hours a day or 40 hours a week, according to chapter 3, section 6. But can be agreed to a maximum of 52

hours a week mentioned in section 6 if both parties agreed to it. Overtime hours are always should be consensual. The maximum amount of overtime during four months is 138 hours, though 250 hours must not be exceeded in a calendar year according to chapter 4, section 19. Each workplace must have a work schedule indicating the beginning and end of employees' regular working hours, as mentioned in chapter 7 Section 35.

Annual Holidays Act (162/2005)

This Act applies to all work carried out as a part of an employment relationship or public-service relationship. In chapter 2, sections 5 and 6, it is mentioned that how long an employee is obligated to have annual holidays and how it is calculated. Employees have the right to additional leave days to compensate for periods of absence from work due to sickness or accidents, as mentioned in section 7 a (346/2019). According to section 8, employees who work under 35 hours a week are obliged to have two weekdays of leave for each calendar month. In chapter 3, section 9, a general provision on holiday pay if an employee has the right to receive at least his or her regular or average wage for the time of his or her annual holiday. Annual holidays can be agreed upon between employees and employers as laid in this Act, chapter 5, section 21.

The Act on Protection of Privacy in Working Life (759/2004)

According to chapter 1 section, 1 of this Act is to promote the protection of privacy and other fundamental rights safeguarding the protection of privacy in working life. As mentioned in section 2, this Act lays down provisions on the processing of personal data concerning employees, tests, and examinations on employees and the related requirements, technical surveillance in the workplace, and retrieving and opening employees' electronic mail messages. The employer can collect personal data only with the employees' consent stated in section 4 of this Act. Further, this Act mentions laws about data collecting about an employee's health condition, processing personal credit data, drug use data, camera surveillance in the workplace, retrieval and opening of electronic mail that belongs to the employer.

Personal Data Act (523/1999)

"The objectives of this Act are to implement, in the processing of personal data, the protection of private life and the other basic rights which safeguard the right to privacy, as well as to promote the development of and compliance with good processing practice." Personal Data Act (523/1999). This Act generally talks about how to use one's data according to law. Processing of Sensitive data should always be prohibited. Only or how to process sensitive data such as personal identity numbers.

Occupational Safety and Health Act (738/2002)

It falls under Employment Contract Act chapter 2 section 3. According to this chapter, the employer must ensure occupational safety and health to protect employees from accidents and health hazards. According to chapter 3 section, 2 Employees shall observe the care and caution required by their work duties and working conditions and apply all available means to ensure their safety and the safety of other employees at the workplace.

Non-Discrimination Act (1325/2014)

This act applies to both private and public activities. According to chapter 2, section 7, the employer's duty to promote equality, the employer must assess the realization of equality in the workplace and consider the needs of the workplace. While giving an advertisement about the open position in a company, an employer may not unlawfully require that applicants have personal characteristics according to this Act. Different treatment in the organization is not justified. According to section 14, employer actions are considered discrimination if the employer does not take any action even after being informed about the harassment.

3 Analyzing the Current HRM Processes of Recruitment and Selection

This chapter analysed the current HRM processes from recruitment to selection of Subija services Oy. This is project task 2, as mentioned above in table number 1. Here, the first chapter presents the project management methods for completing this task, followed by the second chapter with the task results.

3.1 Recruitment and Selection Methods

As mentioned above, Subija service Oy is a small business established a few years ago by four partners and has had ten employees. Currently, four employees are working in this company. Being an employee of this company, the author has gone through the recruitment and selection process. The methods applied in this project were based on personal experience while recruited in the company, the author did not go through all the recruitment process. There was a need of vacancy in the company and because of the studies and experience author had, the company managers directly asked, if she was interested. Orientation and training were started shortly after an informal interview. Another method used was the qualitative interview given by the company management representative. Among the four management teams of the company, the interview was provided by the company's assistant CEO for this research. Unfortunately, the company CEO is on parental leave and was unable give an interview, and the author had to make an appointment with the assistant CEO to collect the information.

The author prepared qualitative interview questions, which can be found in Attachment 1. Here the author categorized recruitment and selection questions and asked about the current recruitment and selection methods and if they are satisfied with the existing methods. The qualitative interview was held on 24 April 2021. The interview lasted 35 minutes.

The language of this interview was Nepali, which is the native language of the interviewer. Because of the language used, the discussion was only recorded in audio form and was not recorded in the text. All the data were written in accordance with the interview.

3.2 Results of Existing Document Analysis

The author has to emphasize again that the Subija service Oy is a small company. The management team has been calling for a meeting and then decides the need for a vacancy, and afterward, they follow the methods. Although all the methods were reliable

and valuable, they were documented. The methods that the company carried out every time for the recruitment were:

3.2.1 Preparation for Recruitment

Preparation for the recruitment, by analyzing the needs of the vacant position in the company. The need for the vacant position was determined according to the company's needs and job requirements in a meeting (Kafle 2021). To date, besides the managerial duties, all the management team members had been doing all the tasks related to sales, marketing as well. If the workload is overflowing for the managers and according to the tasks that need to be fulfilled, the vacancy announcement is made on two platforms, social website and in the employment and economic development office translated from Finnish Työ- ja elinkeinotoimisto (TE-toimisto).

3.2.2 Review of Applications

The company CEO and assistant CEO handled all the duties regarding applications. They often had a meeting and set a job description for the position, and according to the description set, they reviewed the application in search of specific talent and skills required for the job. Skills that the managers thought essential for the job, such as customer service or handling the job. Two particular jobs were necessary for the company: Warehouse employer and salesperson. There was a document where they had stated the job description for a salesperson but not for the warehouse employer. The job description of a salesperson included the essential work that needs to be done by the employee.

3.2.3 Conducting a Phone Interview

Based on the interview, Subija services always conducted a phone interview with the shortlisted applicants. Conducting a phone interview helps the company know their personality and nature, according to Kafle J. If a telephone interview was conducted, it always helped the company know about the applicants more as they were always less prepared for such interviews, Mr. Kafle told the author in the interview. The phone interview was a way of taking the personality test of the interviewers by the company. After this method, the management teams again set a meeting, finalize the applicants, and calls for a final interview where the company decides to hire the employee. The interview question was not documented either.

Hence, there were no recruitment and selection methods, and the author analyzed all the methods according to the interview given. The steps were clear but without proper job

descriptions, interview templates, and methods for recruitment and selection. In general, the company had all the necessary methods before hiring a new employee. As stated above, the company's methods were good enough if all the methods were documented. The only thing that the author found inappropriate is not recording all the necessary documents. Preparing a job description and interview templates is very important for a company to have well-organized recruitment and selection methods. Managers of Subija were following their current methods according to the decision they made after a meeting. The procedure was straightforward for them. If any conflict happened, they always called for a meeting and found a solution. If there was a proper method documented for the company, everyone had a set of documents to go through, and no one gets conflicts regarding the recruitment and selection methods. Not only for this management team, but it will also be beneficial for future representatives.

4 Developing New HRM Process

The following chapter describes the process of recruitment and selection of Subija services Oy. Project task 3, as mentioned above in table 1, is completed in this chapter. The first sub-chapter explained how the current recruitment and selection process is visualized, and the second chapter mentioned how the document for the recruitment and selection process is prepared and finalized.

4.1 Recruitment and Selection Process

The following figure 3 is a visual representation of the current recruitment and selection process of the company. As the process told by the interviewer, the author of this thesis visualized the current process and made it understandable for any new managerial post employee in the future.



Figure 3. Recruitment and selection process.

Subija services Oy followed the recruitment and selection process as shown in figure 3 the above figure. According to Kafle J, the company followed the procedure of recruitment and selection as the company needed. The author analyzed the process and, it is very well-formatted for the company. But, due to lack of documentation, the time taken for the whole process to complete is usually more.

According to Kafle J in the interview, Subija Service Oy first recognized the vacancy for a job and then set a job description in a meeting of managers. When the job vacancy is announced, and an application was received, they shortlisted the candidates according to the job description. The next step is to interview the applicants by phone call, in which they screened them based on the call made. The company conducted the final interview for the selected applicants and offered them the job. It was a helpful and straightforward procedure for the company, as told by the interviewer. The error in this process was, there was no interview template, and no job analysis was in document form. This problem was solved in chapter 5 by preparing a job description and interview template for the company.

4.2 Final Process

The author designed the recruitment and selection process of the company as per the manager's request. Managers and the author organized a meeting and discussed the process that needs to be made. The meeting took place in the Subija services premises. According to the managers, the current approach has been feasible for the company. The final document of the recruitment and selection process can be found in attachment 2. The document mentioned the process that has to be gone through to complete the recruitment and selection process. The process includes:

4.2.1 Job Vacancy

The management is responsible for determining the hiring needs. It is the first step towards recruiting new employees in a company is knowing the need for a job. The nature of the job determines if the company should be hiring part-time or full-time. According to the requirements, the company starts its second process.

4.2.2 Job Analysis

In this step, the company determines the job description and person specification. A job description is a compilation of duties and responsibilities, qualifications and skills for a job. A job description is what a company wants an employee to do, and a person specification is what type of person a company wants for a job (Fáilte Ireland 2013, 6).

4.2.3 Vacancy Announcement

After finalizing the job description for a position, an advertisement is given for the vacant position in the media. It gives the applicants a clear vision of the position and attracts them (Victoria State Government 2020,11.) A vacancy announcement consists of a title, job description, and person specification.

4.2.4 Screening Application

After receiving the applications, screening is started by the management. It helps in shortlisting best-fit candidates for the job. Management should have pre-determined screening criteria to shortlist the applicants. Screening criteria arise from the job description and person specification, and comparing them with the CV is a way of screening candidates. For example, if customer service experience is a criterion, anyone who doesn't have those experiences is screened out.

4.2.5 Interviewing Applicants

Management is also responsible for interviewing applicants. They should have a pre-prepared interview template in the company. It is a non-biased way to interview all the selected applicants. Although subija services do not have them in a paper format, visualized and improved interview templates can be found in attachment 4. And the design of the interview template is explained in chapter 5.1.

4.2.6 Selecting and Appointing Candidates

After the interview, the company selects the best fit candidate for the job, and all the legal paperwork is done. Tax papers, resident permits, passport details, and licenses are required for this phase to be completed. An employment contract could be signed in this phase, or an offer letter can be provided.

5 Preparing Documents and Templates

The following chapter produced documents and templates for the company. In the first subchapter, job description and interviews templated are produced, and how it is documented is described, and in the second subchapter, final documents are presented.

5.1 Setting Job Description and Interview Question Templates.

The job description required for the company is minimal. According to the interview, they have only hired two positions to date, sales representative and warehouse worker. According to the managers of Subija, duties and responsibilities required for the job are mentioned in the job description while making a vacancy announcement. The author had a meeting with the company manager and discussed the job description they have had currently in the office. The author made some additional suggestions that must be included in the job description. Moreover, the author also suggested that job description and person specification is essential while screening the candidates. It is an important and effective way of shortlisting the applicants.

According to Mr. Basnet one of the managers of the company, interview question is asked in general. According to him, applicants for any positions are somewhat expected to know about their product base. Although, they do not have had any templates to date. The company had a general questionnaire for the applicants to select a potential employee. The author collected these questions and produced an interview template, including all the questions provided by the managers and with some additional question to improvise it. Currently, the company has been conducting an informal interview via phone calls and an individual interview with the selected candidate. The author created a general interview template for the company to not miss out on information from the candidate and the selection process goes smoothly.

Job descriptions and interview templates have three different categories. Job description includes duties and responsibilities, skills and competence, and education and experience. Furthermore, the new interview template included general questions, skill-based questions, and experience-based questions.

5.2 Final Documentation

The job description was prepared in general without being focused on a particular position. It is simple and easy to use for the company. It has been reformulated according

to the feedback given by the company in chapter 7.2. Interview templates have three main categories. They are general or personal information, skilled questions, and questions about the experience. The author also included some valid answers to the questions to help the management to understand. The job description and interview template can be found in attachments 3 and 4, respectively.

6 Designing Guidelines

This chapter is to develop and produce a booklet for the company about recruitment and selection guidelines. This chapter task 5 is shown in table 1. This chapter includes the process of creating a booklet and the final procedures. The following sub-chapters are formulated to explain producing the final documents and presenting the final document.

6.1 Recruitment and Selection Guidelines

This booklet included a cover page, table of contents, and recruitment and selection guidelines. It was prepared in PowerPoint and was presented and given to the company for future use. It briefly explained the importance of correct recruitment and selection in the company. Explained the whole process involved while recruiting and selecting a new employee and described how to use the documents produced in attachments 2,3, and 4. It was a simple yet essential document for the company. It was prepared, considering the current situation of the company. The document was straightforward to follow and understandable for any new management employee.

6.2 Final Guidelines

Guidelines for recruitment and selection were presented in PowerPoint. Attachment 5 includes all the final guidelines for recruitment and selection. It was converted in pdf format and combined with this thesis. It had all the necessary documents that an organization needs to complete its recruitment and selection process.

7 Presenting the Outcomes to the Company.

This chapter presents project task 5, as shown in table 1. The task was to deliver outcomes of project tasks 4,5 and 6 to the company managers. The tasks were a new recruitment and selection process as shown in chapter 4.2, job description and interview templates shown in chapter 5.2, and the booklet, which included final guidelines of recruitment and selection as mentioned above in chapter 6.2. The first chapter shows the preparation of the presentation, and the following chapter includes feedback from the managers.

7.1 Preparation of Presentation to the Company

The presentation was given on 8 April 2021. There were three managers present since one manager was on his holiday, the presentation was sent via e-mail so that he would not miss anything and give additional feedback. The author printed all the documents mentioned above in chapter 7 and gave them to the managers to follow. The author chose the printed version to explain the details of the contents. This way, managers could point out any changes they wanted to make, which was a success. The presentation focused on the recruitment and selection process. Furthermore, the job description and interview templates were discussed. Moreover, the author also stated some facts and examples about screening criteria and how it could be done in the company.

7.2 Presentation Outcome and Feedback

The managers appreciated the work and all the documents that were produced for the company. Not having background knowledge about HRM and its system, it was very fruitful for the company to have those documents prepared. In the future, they will have the best use of it, but as of now, one of the managers felt that the company is growing, and until they are professionally hiring the candidates, they wouldn't need to use such documents. However, there were some changes made according to their advice. Job description and interview templates had some changes after the presentation. In the interview template, one question was added, and in the job description, some minimal changes were made. The managers were significantly influenced by the screening methods and screening criteria that they would implement immediately.

8 Conclusion

This chapter is the review of the thesis project and all the project tasks. It will illustrate every task the author has to complete to have an outcome. Further, it includes the recommendation to the company, future projects that can be done, and finally, with some self-reflection of learning.

8.1 Key Outcomes

The objective of this thesis was to produce document templates and guidelines of recruitment and selection for the Subija services Oy. To achieve these outcomes, the project objective was divided into 7 different project tasks.

The first project task focused on producing the theoretical framework. In the theoretical framework, the focus was on recruitment, selection, and Finnish legislation. The theory was built around recruitment planning and job analysis, which includes the job description and person specification in recruitment. Further, in selection theory, the selection process is illustrated, consisting of screening, interview, and final selection.

The theory was based on the company's requirements, as the project, for the company is only based on recruitment and selection. The theories explained the purpose of recruitment and selection and how they are crucial for a company even in its initial phase. Further, it illustrated the process of recruitment and selection. However, these theories are pinned by Finnish legislation required for the new recruitment, which is also presented in the first task. It includes the Employment contracts act, Working hours act, Occupational safety acts, Personal data act, Annual holiday act, and non-discrimination act.

The second project task focused on analyzing the current HRM process of recruitment and selection. For this task, the qualitative interview was conducted with the company's assistant CEO, and all the data were analyzed according to the interview. The methods used to analyze the documents are the interview given by the manager and based on the author's personal experience, currently working in the company. The company had all the processes needed for a small business to recruit a new employee. The management always had a meeting in-between to follow the HRM process, but it was never illustrated in a document.

Additionally, the company had only ten employees hired to date, including the interns. They always practiced their way of hiring, which was time-consuming and hard to follow. Although they had the same pattern over the years, this was challenging for them to keep

up with the process. The company's process till now was preparation for recruitment, where they analyze the need for vacancies and vacancy announcement was made, secondly the review of application where screening was done, and lastly, conducting a phone interview. With this analysis, the author produced a new and visualized HRM process where all the steps were separated and easy to follow. To overcome the challenges they faced, a new process was needed, which can be found in chapter 4.1.

The third project task was to develop a new HRM process for the company. This task focused on the development and visualized form of the HRM process. Chapter 4 described the procedure the company should follow to recruit a new employee. The processes were as follows:

- Job Vacancy, where management will determine the needs for hiring.
- Job analysis, where the company determines the job description and person specification.
- The vacancy announcement is made on all the social media platform and the employment and economic development office (TE-toimisto)
- The screening application, where all the applications were screened, compared CV with Job description and person specification and conducted a phone interview to determine candidate personality.
- Interviewing Application one on one interview is conducted using the interview template provided in attachment 4.
- Selecting and appointing candidate is the last phase of this process where the company finalize its candidate and goes forward with the employment contract or an offer letter.

In the **Project task four**, documents and templates were prepared to help with the recruitment and selection process. The recruitment process job description and interview templates were needed as per the company request, and the author produced both documents, which can be found in attachments 3 and 4. Job description and interview templates are necessary for the company to go through the proper HRM process, but Subija did not have any. Although, every time while making a vacancy announcement, they always prepared an instant job description, and they never had any interview templates. The author and the company managers had a meeting after producing both documents to make sure all the components are incorporated. The job description was produced in general and divided into three categories: duties and responsibilities, skills and competence, and education and experience. Similarly, the interview template was also created and revised and is divided into three different categories. It includes general questions, skill-based questions, and experience-based questions.

Project task five was to produce a booklet for the company designing guidelines for recruitment and selection. This chapter focused on preparing briefly explained documents that would be easier to follow even for a new employee in a managerial position. This task allows a new employee to understand the importance of the correct HRM process. The

booklet produced includes the process of recruitment and selection and all the necessary templates needed while recruiting. Furthermore, it also briefly explained how to use the templates effectively. If someone needs to recruit a new employee in the company, could go through this booklet and follow the instruction provided and have a successful recruitment and selection process. It was designed in a PowerPoint and can be found in attachment 5.

Project task six was mainly focused on presenting the final documents to the company. The presentation was done by giving the templates produced for the company and explained through each process and detailed explanation of job description and the interview template. The booklet was also presented in detail. The presentation was also sent via e-mail to the manager who was not able to attend. All the managers gave feedback and had some recommendations which were already revised. The managers were delighted with the outcomes of this project and willing to use the guidelines right away and going to implement them effectively.

Project task seven was evaluating project outcomes which were discussed and reported in chapter 8.3.

8.2 Recommendations and Further Research and Projects

While analyzing the current process and documents of the company in chapter 3, the author realized there are many development areas. Although the process and job description, and interview questions were used while recruiting, the company never documented anything till now, which was not the best way to implement the HRM process. The author strongly recommends that all the documents produced for the company take into use immediately. When they get new management employees, the managers should make sure that they were given these templates to read and follow the instructions. Any new hiring process will be cost and time effective only if they followed the guidelines.

Furthermore, research for the induction process can be done, which is essential in the company after hiring a new employee. Different training and development programs can be introduced in the company to retain competent employees.

8.3 Project Evaluation

This chapter is the final project task numbered seven, as mentioned above in table 1. After receiving positive feedback from the company about the presentation and outcomes of the project, the author found this project a success. The company was willing to use all

the templates and guidelines provided immediately. To analyze the current process, a qualitative interview template was formulated for project task 3. The interview was conducted with only one of the managers and was recorded. Thus, it was reasonably easy to follow the recordings and analyze the current process.

Furthermore, all the products of this thesis were pleasing to the company and the author. The completed recruitment and selection process, job description, interview template, and guidelines for the company were valuable and useful for the company. In the span of 2 months, all the necessary consulting and meetings were done to complete this project. The company managers provided the author with time and gave suggestions on what they wished to get out of this project and were happy with the results. The thesis advising sessions were beneficial and helped in every step of this project. With the advisor's help and full cooperation from the company managers, this project was completed smoothly.

Overall, the author and the company both were satisfied with the outcomes of the project. All the works were appreciated, and they committed to following the instructions provided effective immediately.

8.4 Reflection of Learning

The author learned different theories related to recruitment and selection. Although working in the same company for two years, the author never realized the importance of the HRM process in a company. Because of this project, the author found out the process and guidelines are essential for a company to have a successful recruiting experience and select the best employee. Moreover, it gave many new experiences, such as conducting an interview, analyzing the outcome from the recorded interview. Visualizing a new set of documents through the interview was a completely new and fun experience.

Working with the company managers for this project was very smooth. They agreed with every meeting the author wanted and were very cooperative. All the managers even used their way of suggesting ideas via social media in their own time as well. It was a very personal and professional project for the author. Working in the same company gave an insight into what is needed for the company and what can be done for the company. The author further wanted to work on the commissioned project. The only factor that was holding the author back is the time limit. The author wished there was enough time to research the theories more and develop the process in more depth. The author also wanted to include the induction process in the project, however, could not because of the limited time frame.

Finally, being a student of HR, the author was glad to do such a project for a company that needed it. Going through all the project tasks and the project outcomes, the author was well satisfied with this thesis. The feedback from the company was positive, and the managers were pleased with the product. This project welcomed different other projects in the company, and the author would be very pleased to help with upcoming projects in the future.

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Attachments

Attachment 1. Qualitative Interview questions with the Company Partners.

Question 1. Can I have permission to record this interview? And would you like to reveal your name in the document?

Question 2. Could you please state your position in the Company and your duties?

Question 3. Recruitment

Question 3.1 What are the methods that are used to recruit a new employee?

Question 3.2 How do you analyze the need for the vacant position?

Question 3.3 Do you prepare a job description for open positions?

- If no, do you have any challenges because of that? What are the challenges?
- If yes, how useful have you found them? Is there something that needs developing?

Question 3.4 Do you prepare selection criteria?

Question 3.5 How do you advertise your open positions? (recruitment channels)

Question 3.6 How do you get your applications for the open positions?

Question 3.7 Does the company have any documents to follow the process?

Question 4. Selection

Do you get enough applications for open positions?

Question 4.1 If you get many applications for the position, what method do you use for screening before inviting selected candidates for the interview?

Question 4.2 Who is responsible for doing the interview?

Question 4.3 What are selection methods do you currently use?

Question 4.4 Do you have existing interview question templates?

Question 4.5 Do they ask for and check references?

Question 4.6 Do they feel that the recruitment and selection process has been successful? Question 4.7 Are you satisfied with the qualities of your hires?

Question 5. How long does it take for all these phases to be completed?

Question 6. Would you like to share any of your bad practices?

Question 7. Do you have documents that you are happy with and don't want to change? If yes, what is it?

Question 8. What is the problem with the current process, and what areas do you want to improve?

Question 9. Is there any more information that you want to share? Do you have any suggestions for me?

Attachment 2. Recruitment and selection process



Figure 1. Recruitment and selection process.

Step 1. Job Vacancy: This phase focuses on analyzing the company's need for the job.

Step 2. Job analysis: Drafting Job description and person specification based on the job description.

Step 3. The third phase focuses on vacancy announcement: Announcement for the position in the social media platform and TE website.

Step 4. Screening process: This phase focuses on screening the applicants.

- Shortlisting applicants by comparing CVs according to the job description and person specification.
- Telephone Interview

Step 5. Final Interview: In this phase, face-to-face interviews are conducted, and the decision will be made.

Step 6. The final phase of the process is selecting and appointing the candidate: Signing the employment contract and start the induction process.

Attachment 3. Job description for Subija services Oy

Subija Services Oy is a Finnish company founded in 2012 domiciled in Helsinki. The company imports and sells African and Asian products to Finland. It specializes mainly in food products and has a wide range of cosmetics and kitchen items directly from the source. All the products are imported from all over the world, mainly from Asia, Europe, and the UK. The company has two stores located in Hakaniemi and Herttoniemi. We are looking for a cheerful sales representative to assist our valued customers. A good sales representative should meet the below descriptions:

Job Title: Sales Representative, Wholesale Worker

Job Location: Helsinki

Duties and responsibilities:

1. Customer service
2. Handling social media
3. Product knowledge (Asian and African food items)
4. Negotiating with customers
5. Customer relationships
6. Travelling (one destination to another for deliveries)
7. Maintenance of premises
8. Market analysis

Skills and Competencies

1. Basic computer application knowledge (Company's software program)
2. Communication Skills
3. Negotiating skills
4. Language skill
5. Stress management
6. Physically healthy
7. Goal-oriented
8. Motivation
9. Team player
10. Quick learner

Education and experience

1. High school degree/ Bachelor's degree in business (marketing specialization / sales/ business/ HR)
2. Sales experiences (additional benefit)
3. Apart from English and Finnish, Hindi, Nepali, Urdu will be added advantage.

If you are interested in working in our company and being a team player, You can send us your CV with your profile via e-mail in subijiaservices@gmail.com

Application Period

Attachment 4. Interview Template

Interviewee:

Interviewer:

Date of Interview:

Place of Interview:

General Questions

Question 1. Could you please state your Name and address?

Question 2. Why are you interested in this particular position?

Question 3. What are your career goals?

Question 4. Why Us (The company)?

Question 5. Have you got any general ideas about our product base?

Skilled Questions

Question 6. What motivates you to work? (Salary or Praise)

Question 7. What are your most vital areas of expertise? (Language, Software skills, Customer service, social traits)

Question 8. How flexible are you with working hours?

Question 9. If you are supposedly having a bad day, how you keep up with your work with a smile on your face?

Experience Questions

Question 10. Do you have any prior experience?

Question 11. Have you faced any problematic situations while dealing with a client? If Yes, how did you handle it?

Question 12. What did you like or dislike most about your previous job?

Question 13. If selected, when can you start?

Question 14. What is your expectation from us?

Attachment 5. Recruitment and selection guidelines for Subija Services Oy



RECRUITMENT AND SELECTION GUIDELINES FOR SUBIJA SERVICES OY

BY ITISHREE GHIMIRE

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ABOUT US

SUBIJA SERVICES OY IS A FINNISH COMPANY FOUNDED IN 2012 DOMICILED IN HELSINKI. THE COMPANY IMPORTS AND SELLS AFRICAN, ASIAN PRODUCTS TO FINLAND. IT SPECIALIZES MAINLY ON FOOD PRODUCTS BUT ALSO HAS WIDE RANGE OF COSMETICS AND KITCHEN ITEMS DIRECTLY FROM THE SOURCE. ALL THE PRODUCTS ARE IMPORTED FROM ALL OVER THE WORLD, MOSTLY FROM ASIA, EUROPE, AND THE UK. THE COMPANY HAS TWO STORES LOCATED IN HAKANIEMI (INDIAN MARKET) AND IN HERTTONIEMI (SOLU KAUPPA).



IMPORTANCE OF CORRECT RECRUITMENT AND SELECTION

RECRUITMENT AND SELECTION IS A CORE ELEMENT OF HRM FOR A COMPANY. IT IS BENEFICIAL FOR THE ORGANIZATION TO PERFORM WELL. MOREOVER, EVENTUALLY, WITH A WELL-FORMULATED RECRUITMENT PROCESS, ORGANIZATION PERFORMANCE WILL IMPROVE WHEN THE BEST CANDIDATE IS SELECTED. AN EFFECTIVE PROCESS SAVES TIME AND MONEY BY HIRING THE RIGHT CANDIDATE.

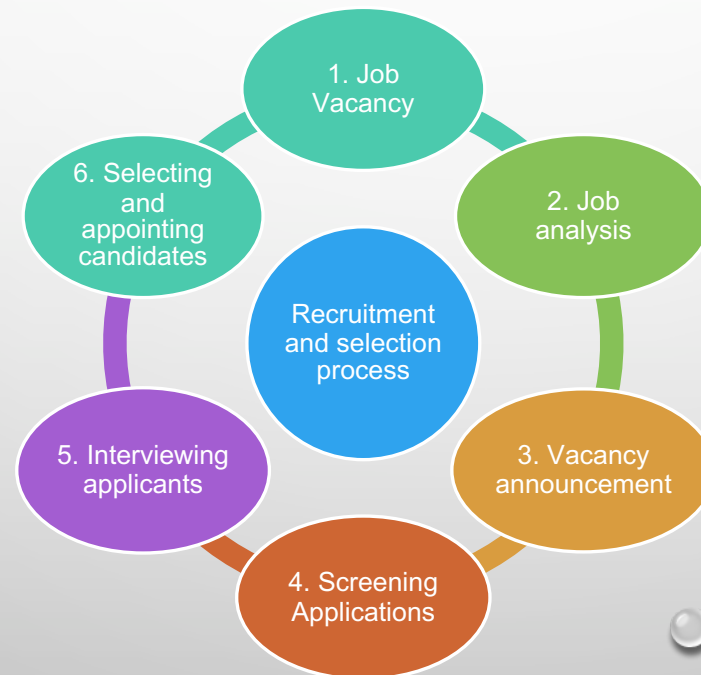
THE PROCESS

RECRUITMENT PROCESS

- NEED FOR VACANCY
- JOB ANALYSIS
 - JOB DESCRIPTION
- VACANCY ANNOUNCEMENT

SELECTION PROCESS

- SCREENING APPLICATION
- INTERVIEWING APPLICANTS
- SELECTING AND APPOINTING CANDIDATES.



USE OF TEMPLATES

THE WHOLE PROCESS FOR RECRUITMENT AND SELECTION IS SHOWN ABOVE. TO ESTABLISH THE BACKGROUND, THE COMPANY HAS TO ANALYSE THE NEED FOR THE VACANCY. AFTER THE REALIZATION OF POSITION TO BE FULFILLED, JOB ANALYSIS SHOULD BE DONE ACCORDING TO THE JOB DESCRIPTION TEMPLATE. A VACANCY ANNOUNCEMENT SHOULD BE DONE IN ACCORDANCE WITH THE POSITION TO BE FULFILLED AND THE JOB DESCRIPTION AVAILABLE. THE RECRUITMENT PROCESS WILL NOW BE COMPLETED AND SELECTION PROCESS WILL START. IN THE SELECTION PROCESS, SCREENING OF APPLICATION IS DONE, SHORTLISTING THE APPLICANTS BY COMPARING CV WITH JOB DESCRIPTION AND PERSON SPECIFICATION. AFTER SCREENING, ONE ON ONE INTERVIEW SHOULD BE ARRANGED AND INTERVIEW CAN BE TAKEN FOLLOWING THE INTERVIEW TEMPLATE AVAILABLE TO THE COMPANY. AFTER COMPLETING THIS PHASE THE COMPANY CAN FINALIZE ITS BEST SUITABLE CANDIDATE AND PROCEED WITH THE APPOINTING AN EMPLOYEE. FIGURE 2 IS THE BEST ILLUSTRATION OF GETTING A SUITABLE CANDIDATE THROUGH CORRECT RECRUITMENT AND SELECTION PROCESS.

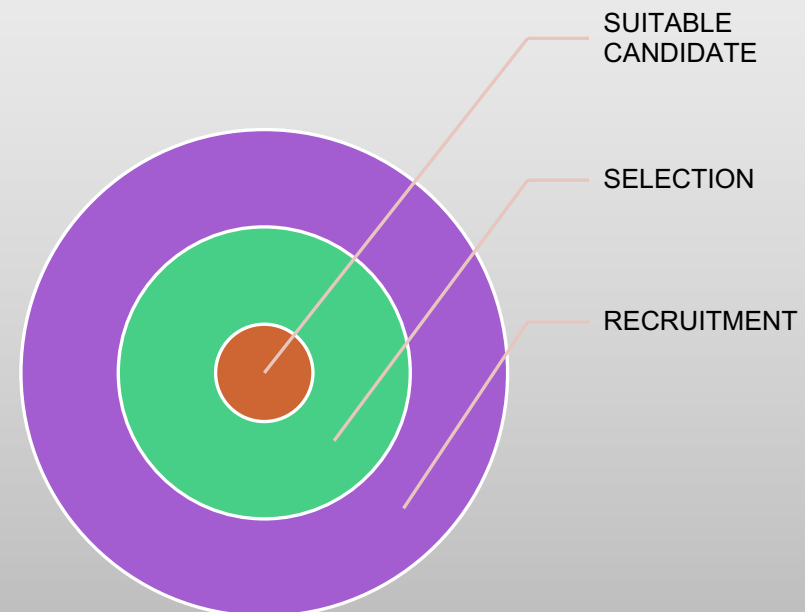


Figure 2 Best candidate selected through recruitment and selection process.

“BRINGING THE ORIGINAL TASTE AND FLAVOR FROM DIFFERENT PARTS OF THE WORLD, MAINLY AFRICAN AND ASIAN. AUTHENTIC FOOD AND PRODUCTS DIRECTLY FROM THE SOURCE SO, NO ONE MISSES THE TASTE FROM BACK HOME ”