



Daffodil
International
University

Internship Report On
RECRUITMENT AND SELECTION PROCESS OF
DATASOFT SYSTEM BANGLADESH LIMITED.

Submitted to:

Dr. Khadiza Rahman Tanchi

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Letter of Transmittal

To

Dr. Khadiza Rahman Tanchi

Associate Professor

Daffodil International University

Dhaka, Bangladesh

Subject: Submission of the internship report on “Recruitment and Selection Process of Datasoft System Bangladesh Limited.

Dear Madam,

I'm thus presenting my Internship Report, which is a piece of the BBA Program educational plan. It is a significant privilege to work under your dynamic help and oversight.

This report depends on, the "Selection and recruitment process of Datasoft System Bangladesh Limited under the oversight of Mrs. Anima Rahman the Assistant General Manager of Datasoft System Bangladesh limited (Human Resource Department).

The fact that much simple however makes information not. I have utilized data I have found from collogues, individual experience, web lastly all information assists with getting the objectives of my endeavor report.

Additionally, I would like to Assurance that I adhered to every one of the guidelines that you expected to track down in my report. As of now, I would be significantly thankful in case you recognize my venture report and

Sincerely,

Kabery Chakraborty Swarna

ID: 183-11-5980

Department of Business Administration

Daffodil International University

Certificate of Supervisor

This is to certify that the internship report on " Recruitment and selection process " prepared by Kabery Chakraborty Swarna ID 183-11-5980, a student of Bachelor of Business Administration Major in HRM, is recommended for submission and presentation.

Kabery worked with Datasoft system Bangladesh limited as an intern. Kabery bears a good moral character and a very pleasing personality. It has indeed been a great pleasure working with her.

I wish her success in life.

Regards

Khadiza Rahman Tanchi, PhD

Associate Professor (HRM)

Department of Business Administration

Faculty of Business and Entrepreneurship

Daffodil International University

Acknowledgment

First, with extraordinary delight, I would like to want to broaden my true appreciation and appreciation for my folks for the genitals they have given me. I would want to likewise thank the group of Datasoft System Bangladesh limited for the consideration and backing they gave me throughout the position.

I again would like to thank my kindred learners from the team for their great organization during the preparation and their hard work during the internship period.

I additionally would want to thank my External guide and Internal guide both university and the organization and in addition to all Datasoft Employees and staff for their great suggestions, inspiration, and support for doing well in my work.

I should reference the magnificent healthy workplace and team responsibility of this association that has empowered me to manage a ton of things.

I have done my internship report on ' Recruitment and Selection process of the company “. I should give extraordinary thanks to the HR director and his Team and individual partners of the organization for offering me the opportunity to complete my entry-level position as an intern period in such a grandiose affiliation.

Executive Summary

The main component of human resource management is hiring and selecting employees. It serves as the entrance point for candidates who want to work for the company. Finding open positions, posting job ads, and evaluating applicants are all steps in the recruitment process. The selection process, however, begins after the hiring process and entails selecting the best candidates for the open position as well as training them, and assessing their performance.

The study's goal is to better understand the company's hiring and selection procedures. The techniques utilized by the company are to keep its dedicated staff and to draw in new talent both from within and beyond the organization. To determine whether the employees are aware of the company's operations, communication channels are examined. At the conclusion, feedback is gathered to learn how the employees regard the business.

I completed a three-month internship with the well-known software company "Datasoft System Bangladesh Limited" as part of my BBA degree. I learned a lot and got significant experience working as an intern at "Datasoft System Bangladesh Limited" in the area of human resources. So, I've finished my internship report on the recruiting and selecting practices of "Datasoft System Bangladesh Limited" based on what I've learned and experienced from the organization. I have tried to study and concentrate on the "Datasoft System Bangladesh Limited" main human resource functions in this research as well as the value-added services they offer to their staff. I went into detail in the report on the types of activities I have engaged in. The services include candidate assistance throughout the interview process, data entry, job posting, and CV screening.

I have also tried to assess the advantages of these services in my report, as well as the things I have learned from the organization. According to my perspective, the capacity process was beneficial and the experience there will be useful in the future. Working with several firm departments has taught me a lot about HR. An excellent learning opportunity was working primarily with the company's recruitment and selection department.

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Chapter 1

Introduction

1.1 Introduction

As an internship requirement for the Daffodil International University Bachelor of Business Administration degree. Datasoft System Bangladesh Limited assigned me to do my internship there. My program began on May 22nd, 2022, and ended on August 22nd, 2022. I was given the assignment of managing human resources for Datasoft System Bangladesh Limited, and Mrs. Anima Rahman, the company's HR Generalist, served as my organization's supervisor. 'Recruitment and Selection Process at Datasoft System Bangladesh Limited' was the topic of my project. My academic supervisor, Mrs. Dr. Khadiza Rahman Tanchi, an Associate Professor at Daffodil International University, provided this advice, and my organizational supervisor approved the initiative.

1.2 Background of the Study

The Human Resources division is key for an organization in the top lane of the profitable road. In this internship report, also I've included information on my experience working in the HR department at Datasoft System Bangladesh Limited, which is ranked the top software firm in the country. Additionally, I've started a survey on the hiring and selection process to provide the details of how effectively the HR Department is run.

1.3 Objectives of the Study

Broad Objective: The Main objective of this study is to identify the overall recruitment and selection process of Datasoft System Bangladesh Limited.

Specific Objectives:

- a. To investigate the recruitment and selection processes of Datasoft System Bangladesh Limited
- b. To assess and compare the Datasoft System Bangladesh Limited's current hiring and selection process against the standard.
- c. To investigate the recruitment and selection strategy followed by Datasoft System Bangladesh Limited
- d. To analyze the sources of recruitment of Datasoft System Bangladesh Limited
- e. To find out the problems and possible recommendations to solve the problem.

1.4 Scope of the Study

According to this report, Datasoft System Bangladesh Limited has some specified methods for hiring and choosing employees. It explores the whole IT Company's culture in even more context. Not all features have been covered in this report. The Datasoft System Bangladesh Limited Human Resource Division usually concentrates on the hiring process and company benefits benefit etc. for employees.

Methodology

Both sorts of information sources are analyzed in the process of making this report. My organizational supervisor Mrs. Anima Rahman was candidly interviewed to acquire information for this report.

Started with 20 employees from several departments and survey questions to get to understand what the company's employees think. All the data collected by some sources are below:

Sources

- Articles
- Website
- Journals
- HRM Books

Limitations of the Study

The study is constrained by the following restrictions, which are listed below:

Some content was kept confidential and made public as per the organization's policy for further interpretation.

As a result of the time restrictions, the representative sample size was limited and only consisted of a limited percentage of the organization's personnel, which does not accurately represent the circumstances.

Chapter 2

Organizational Overview

2.1 History of Datasoft System Bangladesh Limited

In 1998, DataSoft began its adventure with 25 carefully chosen individuals out of 1288 applicants to create a resource pool to serve both the domestic and international markets. The first batch members are currently working abroad with creative ideas and dedication, promoting Bangladesh and themselves in the process.

The DataSoft project Chittagong Custom House Automation is one of the best. The automation reduced the entire process from 42 steps to just 6 steps, as shown by the BOOT model. This increased the custom house's revenue from Tk. 12,100 to Tk. 25,300 crore. Additionally, it eliminated 80% of the time needed for bespoke processing and decreased the costs of conducting business by at least 70%. This project experience and company concept are being taught as business case studies at Australia National University.

2.2 Overview of Datasoft System Bangladesh Limited

DataSoft Systems Bangladesh Limited is the first software company in Bangladesh to be documented as a CMMI Level 5 Software Development company. Only **377 companies across the world have been recognized as CMMI level 5 companies. Accredited as a CMMI level 3 company since 2009, DataSoft has always been ahead of its game in comparison to other local firms. On April 24, 2014, DataSoft started its journey as a CMMI Level 5 company, and with that, it introduced a new era in the IT Industry of the nation.

Superbrands is a multinational media, communications, and publishing company that has operations in over 90 nations. Superbrand provides customers with considerable emotional and/or physical benefits over its rivals, which customers (consciously or subconsciously) demand, recognize, and are ready to pay more for. In 2012, DataSoft received the Superbrands Bangladesh designation.

The international standard ISO 9001 outlines the specifications for a quality management system (QMS). Since 2010, DataSoft has held the ISO 9001:2008 certification. Every one of their products is designed by ISO 9001:2008 standards.

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Bangladesh designation.

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2.3 Vision Statement of Datasoft System Bangladesh Limited

Their vision is to Power by innovation, guided by integrity, and deliver quality solutions to build The Digital Delta.

2.4 Mission Statement of Datasoft System Bangladesh Limited

- Their mission is to maintain the leading software solution provider to ensure the customer's benefit, as well as for shareholders and employees.
- Their aims developing, disseminate, and exploit the remarkable experience, expertise, and knowledge of all their people.
- Another mission of data soft is developing a distinctive competence in process of development and project management

2.5 Core Value of Datasoft System Bangladesh Limited

- Customer Satisfaction is paramount to business success
- They understand customer satisfaction very well. So, they are striving to exceed customer satisfaction.
- Datasoft is result oriented

Therefore, they strive for continuous improvement through ambitious, achievable goals.

- They are committed to innovate
because innovation can change how their clients do business
- Great teams build great companies
As a result, they work to find, cultivate, and keep top talent.
- Aspire to Lead
By setting the standards that others emulate
- Honest and Fair

In their interactions with clients, business partners, stockholders, and one another.

2.6 Objective of the company

To continue being the top provider of software solutions while protecting the interests of clients, investors, and staff. enhancing, sharing, and utilizing all their employees' extraordinary experience, skill, and knowledge.

2.7 Code of Conduct

The trust concept served as the foundation for the development of the dataset Standards of Business Conduct.

The business places a strong emphasis on the value of trust in all aspects of its operations, including interactions with clients, regulators, coworkers, investors, and representatives. The code of conduct also provides a procedure to assist staff in reaching challenging judgments that adhere to Microsoft's standards and values.

Microsoft presents an easy-to-read, aesthetically pleasing paper that reflects the company's ideals to its employees. The business emphasizes that all employees, including managers, executives, and board members, are subject to the obligations outlined in the code of conduct.

- Short
- y Arranged
- Visually Attractive
-

2.8 Management Structure of Datasoft System Bangladesh limited

Managing Director	Chief Executive Officer	President	Director, Admin & Human Resource
Mahboob Zaman	Azad Chowdhury	M Manjur Mahmud	Dil Afroz Begum

Numbers of Employees

There are more than 200 employees at Datasoft.

These are their main divisions:

- Program, IoT Head
- Microfinance Product & Service Head
- Customer Care Senior Executive
- Business Development Senior Executive
- Implementation & Support Senior Executive
- Banking Business Practices Head
- Software engineer
- Senior Software engineer
- Software Developer
- Account Executive
- Database Administrator
- MFI Key Account Executive (Quality Assurance & Support) team
- HR Admin
- HR Generalist

Chapter 3

Theoretical Background

3.1 Introduction to Human Resources Management

Human Resource Management was originally known as personnel or people management. Its function was fairly constrained in the past. HRM is a systematic method of managing people within any firm or organization. It is a critical component of any organization's management.

The hiring, assessing, educating, and compensating of employees are the core duties of the personnel department. Any problems that staff members have while performing their jobs for an organization are handled by the human resources division. HR is concerned with work practices and how they impact the effectiveness of the organization.

Human Resources Management today is concerned with:

Anything to do with managing people within a company or organization. This includes decisions, strategies, principles, operations, practices, functions, activities, and the methods used to manage employees.

The types of relationships people have at work, as well as anything that influences those relationships positively or negatively.

Ensuring that employees are happy with their working conditions. This results in better services and product production, which aids the company's success.

Human Resource Management is now an essential component of any business. This department is required in every company or organization. It appears to contribute to worker morale by improving relations between employees and their employers and constantly striving to enhance them. The HR department also provides employees with any assistance they necessitate to improve their performance.

3.2 Concept of Recruitment

The process of finding the most qualified and potential candidates for a post is called

recruitment. The department of human resources makes every effort to draw the most qualified candidates to the company. Since it won't be possible to fill any specific post without identifying candidates choosing the right applicant for the job won't be simple.

Therefore, recruitment operates as a company's support tool, allowing it to fill open positions with potential candidates and use them as a supply of personnel. The majority of the time, this process begins with: Creating a Requisition, planning a Vacancy, and Attracting Potential Candidates Through Various Media, such as Advertisements, Newspaper ads, etc., and concludes with Application Submission.

3.3 Concept of Selection

In Human resource management, selection refers to choosing the right candidates from the pool of eligible candidates to fill the vacant job positions in the organization.

According to R.M Hodgetts, "Selection is the process in which an enterprise chooses the applicants who best meet the criteria for the available position ".

Consequently, we can conclude that it is a procedure in which job applicants are split into two groups: those who will receive job offers and those who are not.

3.4 Recruitment VS Selection

Recruitment	Selection
<ol style="list-style-type: none">1. Finding potential candidates and encouraging them to apply for the current or upcoming position is known as recruitment.2. Inviting a growing number of candidates to apply for the open position is the goal of the recruitment process.3. This process key factor is this process is gone through Job Advertising on different job search sites.	<ol style="list-style-type: none">1. In the hiring process, candidates who've already made the shortlist are given jobs within the company.2. The basic goals of the selection process are to choose the ideal candidate and reject the others.3. The key factor is this process goes through by appointment of the best candidates.

Objectives of Recruitment

Recruitment goals aid businesses in assembling effective teams and hiring competent employees. Businesses or recruiters define recruitment targets to make sure they choose the best candidates for open positions.

There are some objectives are mentioned below:

- It helps to create planning for different kinds of recruitment such as skilled, semi-skilled, and professional requirements.
- Finding the real needs of the firm is also beneficial.
- An organization can adjust new hires with innovative ideas.
- Identifying exceptional talent.

3.6 Process of Recruitment

The recruitment process is an important aspect of human resource management. It cannot be done without proper strategic planning. Recruitment is defined as a process that provides an organization with a pool of qualified job candidates from which to choose. Companies must implement proper staffing plans and forecasting before recruiting. The forecast will be based on the organization's annual budget and its short- to long-term plans, such as the possibility of expansion.

The HR department tries its best to identify the qualified potential candidate for any specific position. They are some assessments that most of the HR department of the organization follow

- Need Assessment
- Defining the position description
- Checking the recruiting options
- Advertisement
- Screening and Short-listing Applications
- Written & Computer skill test

- Selection interview (3-tier)
- Employment decision (Application Bank)
- Pre-employment medical check-up
- Offer letter
- Orientation

3.7 Methods of Recruitment

The methods used by an organization to reach out to potential job seekers are referred to as recruitment methods. In other words, these are methods of contacting potential candidates. It is important to note that recruitment methods differ from recruitment sources.

There are two types of Methods of Recruitment

1. Internal Methods
2. External Methods

Process of Selection

Selection is the process by which we nominate and then choose the best people for the organization.

Some selection criteria are followed by an organization.

➤ Short Listing:

The advertisement responses are sorted and screened. CVs and cover letters are both evaluated. The style and language of writing, the emphasis placed on the areas requested in the advertisements, and the quality of the letter (whether it is specifically tailored to the advertisement or just a standard response) are all judged in the cover letter. Candidates on the shortlist are invited to a written test and a computer skill test (depending on the department in which he or she is hired).

➤ Interviewing:

The hiring process is not always quick and simple. It may take a while to get through the hiring procedure. Getting a job offer after one interview is usually a thing of the past. Currently, a lot of businesses have a lengthy interview process that begins with screening interviews, which frequently occur over the phone, is followed by in-person interviews, and then.

➤ Screening interview:

A sort of job interview called a screening interview is done to see if the candidate has the skills required for the position the organization is looking for. If the hiring process does not begin with open interviews, where several candidates are vetted at an open ring event, a screening interview is often the first interview.

➤ Background Check:

An employment offer can be subject to a credit and/or background check. Or, a corporation might run a background check while extending an offer of employment. They might not receive a job offer or the job offer might be withdrawn depending on what the employer discovers during the background investigation.

➤ Offering the role:

An offer letter outlining the compensation package, job responsibilities, and utilities that the company would provide is sent to the candidate when all the paperwork and a health check-up are completed. Even at this point, the chosen candidate has the option to decline the employment offer. He or she is free to discuss any issues that might develop with the wage structure, other facilities, etc. It is always possible to speak with HR about anything pertinent.

➤ Verbal Offer:

Once the medical and reference checks have been effectively performed, the candidate is verbally offered the post. The following topics ought to be covered in the discussion:

We notify the candidate that the Human resources hope to offer him or her a role.

Congratulate the candidate

Inform them of the compensation package being offered.

Ask them if they are happy with it.

Check to see if they express vocal acceptance of the position.

Inform them that we will send them an official letter of offer and an inaugural package.

➤ Study Framework:

The process of recruitment is critical for any type of organization.

stimulation of modern technology and widespread adoption of all systems and controls. In any firm, human resource management continues to be crucial. Therefore, it is impossible to obtain the best return on investment without using a fair, modern, and successful recruitment and selection process.

Chapter 4

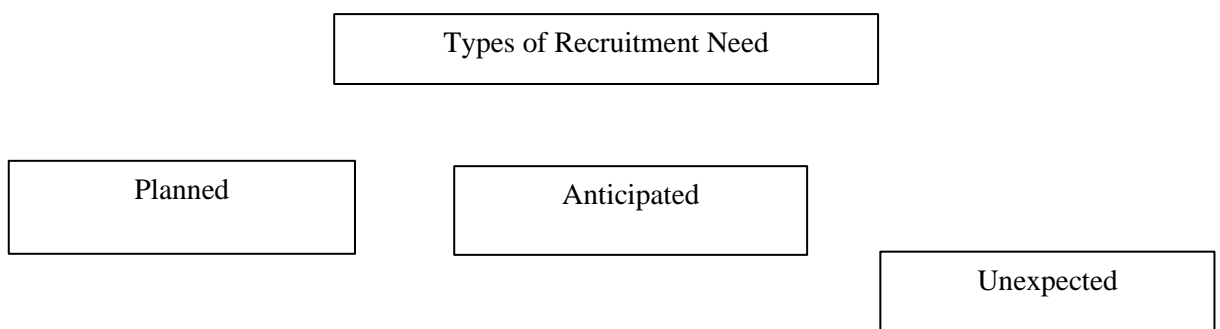
Recruitment & Selection Process of DATASOFT SYSTEM BANGLADESH LIMITED

4.1 Current Recruitment System of Datasoft

Datasoft System Bangladesh's limited current recruitment system has three ways. Most of the time depends on the manpower necessary.

It includes the needs of requirements.

Their current recruitment system is as follows:



1. **Planned:** This regular way of recruiting process. It needs that increase through organizational rules and policies based on retirement ideology.
2. **Anticipated:** Needs that are becoming more urgent because of internal and external forecasting; patterns that a company can envision by looking at market trends.
3. **Unexpected:** The need that arises in response to unexpected circumstances, such as unexpected loss, accidents, illness, resignation, etc.

When the organization needs to accomplish long-term goals, that's when planned recruitment occurs. The HR department refers to a system of group schedules to maintain organizational practice. This could be done on a monthly or annual basis.

And there are certain undesirable retirements, such as resignation, emergency leave, unavoidable circumstances, etc. In these situations, the HR team replaces the vacancies including one or more working applicants from inside the company who are committed

and deserving of such

4.2 Recruitment & Selection Strategy of DATASOFT

Datasoft Company has two types of recruitment and selection strategies.

1. Pre-recruitment
2. 2. post-recruitment

There are also some processes in pre-recruitment. These are:

- Screening the CV
- Identify the profile for the position
- Create interviews for the applicants
- Inform candidates about the interview
- The interview's implementation

In Datasoft their interview session also consists of the variable round.

- Aptitude – This assessment helps to determine the candidate's cognitive ability or personality
- Group Discussion – In this process, a group of candidates is asked to discuss various types of topics.
- Personal Round – In this step candidate communicate with a recruiter in the face to face
- Technical Round - In this steps candidate show their technical ability this is conducted by the team leader.
- HR round – This is the process where the HR generalists of data soft try to find out candidates' general information about core qualifications and candidates' compensation expectations.
- Managerial round- After successfully passing all these stages HR sends the Candidate to the Managerial board after that they will decide whether the candidate is suitable for this position.

In Post- Recruitment also has some criteria:

- The selection of the candidate
- The issuance of the offer letter
- The completion of the joining procedures

- The induction programs
- The development of the internal system and email IDs,
- The issuance of identification cards and visitor passes
- The monitoring of their performance.

4.3 Sources of Recruitment

There are two ways of the recruitment process. They are:

1. Internal Source
2. External Source

Internal Sources of Recruitment

It is the process of looking for candidates to fill open positions within the company (within the organization). Both cost and time are saved in the process. The following are internal sources for hiring:

1. Transfers
2. Promotions
3. Ex-employees
4. Circulars
5. Intranet and Advertisement
6. Employee Referral
7. Dependents of diseased, retired, disabled and present employees

External Sources of Recruitment

It is the time-consuming and expensive process of recruiting employees outside of the company that can lead to the discovery of fresh skills for the business, assisting in the maintenance of a firm's equilibrium. These are the outside resources for hiring:

1. Newspaper
2. BD jobs
3. Search on the internet
4. Internship opportunity
5. Job fair
6. Employee exchange

4.4 Recruitment Methods of Datasoft

Datasoft System Bangladesh Limited has two types of Recruiting methods. These are

1. Pre- recruiting process
2. Post-recruiting Process

RECRUITMENT PROCESS OF Datasoft

1. Technical Positions
 - Personal interview.
 - Written technical tests on SQL, HTML, and SDLC.
2. Non-Technical Positions
 - Personal Interview.
 - Written test on Software and Coding topic.

PRE- RECRUITMENT PROCESS AT Datasoft

4.5 Recruitment Process

Details about Datasoft Internship Recruitment Drive

- After completing Their internship period all the interns are invited to the recruitment process
- All the interns who performed great in their team are asked to submit their CVs to the HR team.
- All the candidates must carry their updated CVs with passport-size photographs.

The Recruitment Event schedule could be followed as:

1. Pre-Placement Talk with Datasoft Introduction Presentation

- All applicants who are participating in the recruitment drive must attend.
- Candidates who do not make an appearance for the placement discussion won't be permitted to participate in the recruitment process.

2. Recruitment Process Round

- Technical Position
 1. Round One – Written Test on basic computer knowledge, HTML, coding, and Computer Language.
- Non- Technical Position
 2. Round Two –Personal Interview
 - 3.

3. Rules for Aptitude Test

- Answers must be written on the reverse of the resume or CV.
- Candidates are not allowed to do rough work on the question paper.
- Start time and time must be mentioned where the answer was written.

4. Rules for Personal Interview

- Candidate must be fluent in the compulsory language – English
- Candidates must be mentioned on the CVs in which position they are applying for. In which team do they work during the internship period?

POST Recruitment ONBOARDING PROCESS AT Datasoft

Type of Employment	Full Time
Roles and Responsibilities	To be mentioned the Job position in Job Offer Letter
Minimum Period to be Served	6 month or 1 year
Reporting Location	Nearby Regional office

Joining Formalities	<ol style="list-style-type: none"> 1. Discussion about salary and other compensation benefits. 2. Once roles and responsibilities are established, an employee undertaking with a joining assurance payment of Tk 25,000 is signed. Upon completion of the candidate's six-month probationary period, the payment will be refunded. 3. Confirmation of joining dates and the appointment of the reporting head to a reputable reporting location.
Documents to be submitted	<ol style="list-style-type: none"> 1. Identify proof with a photo (NID card) and two copy 2. Address proof – two copies 3. Academic proof – (recent mark sheet of undergraduate degree and SSC, sc) 4. Employee Undertaking (Original & Photocopy) 5. Character certificates 6. 3 Passport size photographs
Joining Formalities Deadline	30 Days from the Date of the Result Declaration
Joining Date Probation period	Within 3 to 6 months

The positions in Datasoft are:

1. Software Developer
2. Implementation Engineering
3. IoT Engineer
4. Client Co-Ordinator
5. Human Resource Co-Ordinator
6. Business Development Executive.

Chapter 5

Findings and Recommendations

5.1 Findings

1. Datasoft essentially hires male employees rather than female ones, since the management would prefer to have male representatives rather than female representatives.
2. Most workers believe that when hiring and selecting new employees, experience and skills are more important than educational background.
3. In shortlisting, the Datasoft system in Bangladesh selects candidates randomly, and sometimes they don't follow the proper way of shortlisting.
4. Datasoft System in Bangladesh still accepts hard copies of a job application as well as softcopies.
5. The question used by the management of the dataset system Bangladesh to conduct the employment test ate too easy as most of the candidates pass the examination.

5.2 Recommendations

According to the preceding, I have a few recommendations for Datasoft System Bangladesh Limited:

1. If female candidates are sufficiently qualified for the post, Datasoft Company should hire more of them. In the organization, equality
2. The HR department of this organization should investigate candidates' histories, including their educational background, work history, and references listed on their resumes.
3. To effectively perform the shortlisting process, Datasoft System Bangladesh Limited should take into account the academic standing, accomplishments, and appearance of candidates.
4. They should receive only soft copies of the job applications so that they can save enough time for shortlisting process.
5. To perform the employment test, Datasoft System Bangladesh Limited's HR department needs to develop original and creative questions. As a result, only competent applicants will advance to the following round of the hiring process.

5.3 Conclusion

These, organizations are assisting the selection and recruitment process suitably. Employees agree on a set of facts, including staffing, restructuring perception strategies, utilization of HRM as an expert, using various sources, preparation and advancement measures, and providing a sufficient pool. The selection and hiring process as a whole is roughly trending in the right direction.

Assuring that the enrollment and selection cycles are carried out is a vital step forward for associations. Clear notice of the candidates' actions or undertakings is used in the selection process. In comparison to internal enrolment, representatives find external sources to be significantly more ideal. Furthermore, the necessary personnel framework also plans the recruitment strategy.

A majority of the population also strongly agrees with the staffing measure; thus, it is often assumed that the selection and recruitment measures are going well in these settings. Even though there are unquestionably more truths in this report, the mechanism for recruiting and selection should be modified or altered to improve.

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