

File Management and Audit for Incoming and Outgoing Employees in HRM

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Abstract - This document shows employee testing and selection for incoming employees in an organization. We used the matured HRM methodology of Dabur India as an HR intern in the company from Feb 24 – Mar 31, 2022. We also do analysis for exit employees or outgoing employees in the organization by using Dabur Pulse HRM methodology by which we send exit interview letters to employees with valid personal email addresses, resignation dates, and last working dates. For new joining employees or incoming employees, we check Employee code, Name, Father’s Name, Job title, Grade, Work location, Date of joining, Department code, Mobile, etc. We maintain a checklist such as passport photos, qualification certificates, last employment details [offer letter, experience letter, payslip, bank statement, and resignation mail], interview assessment sheet, medical check-up reports, PAN card, background verification, AADHAR card, vaccination certificate, resume, offer letter and appointment letter. We analyze the correctness of the HRM file system by running an independent audit on the employee management system just like in Dabur House Kolkata between Feb-Mar 2022.

Key Words: HRM, employee, database, test, verification, dataset

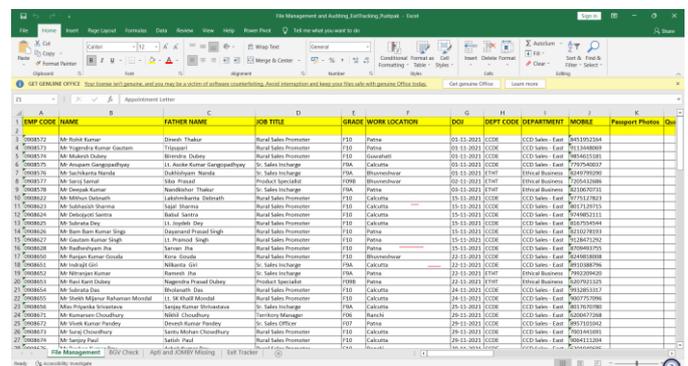
1.INTRODUCTION

This document shows the application of Pulse HRM in the analysis of the Dabur HRM database for job titles such as Sr. Sales Incharge, Sales Officer, Rural Sales Promoter, Territory Manager, Product Specialist, Area Sales Manager, Sr. Sales Officer, etc in varied work locations such as Kolkata, Patna, Ranchi, etc. For new joining employees, once you review your applicants’ resumes as HR Generalist, the next step is selecting the best candidates for the job. This usually means scanning down the applicant pool by using the screening tools we cover as HR interns from IEM Kolkata in the Dabur Kolkata office. We do tests, assessment centers, and background and reference checks. Then the HR manager can interview likely candidates and decide who to hire. A selection test is, basically, a sample of a person’s behavior and knowledge skills. Using a proper test or any selection tool we can do checking for reliability and validity. We use Evidence-Based HR to validate a test. We propel through employee datasets in database networks through the following known steps: analyze the job, choose the tests, administer the test, relate your test scores and criteria & cross-validate and revalidate.

2. Computerized and Online Employee Testing in HRM

As we can see computerized and/or online testing of incoming and outgoing employees is increasingly replacing conventional paper-and-pencil and manual tests. Many FMCG firms like Dabur take aptitude tests offline to screen applicants. Dabur does in-depth interviews and background checks for recruiting the right candidates. The different types of tests of cognitive abilities are intelligence tests, specific cognitive abilities, tests of motor and physical abilities, measuring personality and interests, the big five personality tests, and achievement tests. We use work samples and simulations for employee selection. The work sampling technique tries to predict job performance by requiring job candidates to perform one or more samples of the job’s basic tasks. Work sampling has several advantages. It measures actual job tasks, so it’s harder to fake answers. The work sample’s content – the actual tasks the person must perform – is not as likely to be unfair to minorities (as might a personnel test that possibly emphasizes middle-class concepts and values). Work sampling doesn’t delve into the applicant’s personality, so there’s almost no chance of applicants viewing it as an invasion of privacy. Designed properly, work samples also exhibit better validity than do other tests designed to predict performance.

Table -1: File Management in Dabur – Pulse HRM Tool



EMP CODE	NAME	FATHER NAME	JOB TITLE	GRADE	WORK LOCATION	DOJ	DEPT CODE	DEPARTMENT	MOBILE	Passport Photos	Out
2018172	Mr Anshu Kumar	Shanku Phular	Rural Sales Promoter	F10	Patna	05-11-2021	05206	CCD Sales - East	9431992344		
2018173	Mr Anshu Kumar Ghosh	Tapan	Rural Sales Promoter	F10	Patna	05-11-2021	05206	CCD Sales - East	9431992344		
2018174	Mr Anshu Kumar Ghosh	Bhadracharya Ghosh	Rural Sales Promoter	F10	Goverdhan	05-11-2021	05206	CCD Sales - East	9431992344		
2018175	Mr Anshu Kumar Ghosh	Dr. Anshu Kumar Ghosh	Sr. Sales Incharge	PKA	Kolkata	05-11-2021	05206	CCD Sales - East	9431992344		
2018176	Mr Anshu Kumar Ghosh	Dr. Anshu Kumar Ghosh	Sr. Sales Incharge	PKA	Bhadracharya	05-11-2021	05206	CCD Sales - East	9431992344		
2018177	Mr Anshu Kumar Ghosh	Dr. Anshu Kumar Ghosh	Product Specialist	PKA	Bhadracharya	05-11-2021	05206	CCD Sales - East	9431992344		
2018178	Mr Anshu Kumar Ghosh	Dr. Anshu Kumar Ghosh	Sr. Sales Incharge	PKA	Patna	05-11-2021	05206	CCD Sales - East	9431992344		
2018179	Mr Anshu Kumar Ghosh	Dr. Anshu Kumar Ghosh	Sr. Sales Incharge	PKA	Patna	05-11-2021	05206	CCD Sales - East	9431992344		
2018180	Mr Anshu Kumar Ghosh	Dr. Anshu Kumar Ghosh	Sr. Sales Incharge	PKA	Patna	05-11-2021	05206	CCD Sales - East	9431992344		
2018181	Mr Anshu Kumar Ghosh	Dr. Anshu Kumar Ghosh	Sr. Sales Incharge	PKA	Patna	05-11-2021	05206	CCD Sales - East	9431992344		
2018182	Mr Anshu Kumar Ghosh	Dr. Anshu Kumar Ghosh	Sr. Sales Incharge	PKA	Patna	05-11-2021	05206	CCD Sales - East	9431992344		
2018183	Mr Anshu Kumar Ghosh	Dr. Anshu Kumar Ghosh	Sr. Sales Incharge	PKA	Patna	05-11-2021	05206	CCD Sales - East	9431992344		
2018184	Mr Anshu Kumar Ghosh	Dr. Anshu Kumar Ghosh	Sr. Sales Incharge	PKA	Patna	05-11-2021	05206	CCD Sales - East	9431992344		
2018185	Mr Anshu Kumar Ghosh	Dr. Anshu Kumar Ghosh	Sr. Sales Incharge	PKA	Patna	05-11-2021	05206	CCD Sales - East	9431992344		
2018186	Mr Anshu Kumar Ghosh	Dr. Anshu Kumar Ghosh	Sr. Sales Incharge	PKA	Patna	05-11-2021	05206	CCD Sales - East	9431992344		
2018187	Mr Anshu Kumar Ghosh	Dr. Anshu Kumar Ghosh	Sr. Sales Incharge	PKA	Patna	05-11-2021	05206	CCD Sales - East	9431992344		
2018188	Mr Anshu Kumar Ghosh	Dr. Anshu Kumar Ghosh	Sr. Sales Incharge	PKA	Patna	05-11-2021	05206	CCD Sales - East	9431992344		
2018189	Mr Anshu Kumar Ghosh	Dr. Anshu Kumar Ghosh	Sr. Sales Incharge	PKA	Patna	05-11-2021	05206	CCD Sales - East	9431992344		
2018190	Mr Anshu Kumar Ghosh	Dr. Anshu Kumar Ghosh	Sr. Sales Incharge	PKA	Patna	05-11-2021	05206	CCD Sales - East	9431992344		
2018191	Mr Anshu Kumar Ghosh	Dr. Anshu Kumar Ghosh	Sr. Sales Incharge	PKA	Patna	05-11-2021	05206	CCD Sales - East	9431992344		
2018192	Mr Anshu Kumar Ghosh	Dr. Anshu Kumar Ghosh	Sr. Sales Incharge	PKA	Patna	05-11-2021	05206	CCD Sales - East	9431992344		
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2018199	Mr Anshu Kumar Ghosh	Dr. Anshu Kumar Ghosh	Sr. Sales Incharge	PKA	Patna	05-11-2021	05206	CCD Sales - East	9431992344		
2018200	Mr Anshu Kumar Ghosh	Dr. Anshu Kumar Ghosh	Sr. Sales Incharge	PKA	Patna	05-11-2021	05206	CCD Sales - East	9431992344		

Table -2: File Checklist Management in Dabur – Pulse HRM Tool

Table -3: Background Verification Check [BGV] in Dabur – Pulse HRM Tool

Table -4: Employee Aptitude Test File in Dabur – Pulse HRM Tool

For Dabur HRM methodology we used EXCEL based employee dataset analysis as shown in Tables – 1 to 5. Pulse HRM Website is shown in Fig -1. Another important method of job selection for factory or FMCG or Retail companies is Management Assessment Centers. A management assessment center is a 2- to 3-day simulation in which 10 or 12 candidates perform realistic management tasks (like making presentations) under the observation of experts who appraise each candidate’s leadership potential. The center itself may be

a simple conference room, but more likely a special room with a one-way mirror to facilitate observation.

Table -5: Exit Employee Tracker File in Dabur – Pulse HRM Tool

Let us now consider the simulated tasks as: The in-basket: This exercise confronts the candidate with an accumulation of reports, memos, notes of incoming phone calls, letters, and other materials collected in the actual or computerized in-basket of the simulated job he or she is about to start. The candidate must take appropriate action on each item. Trained evaluators then review the candidate’s efforts.

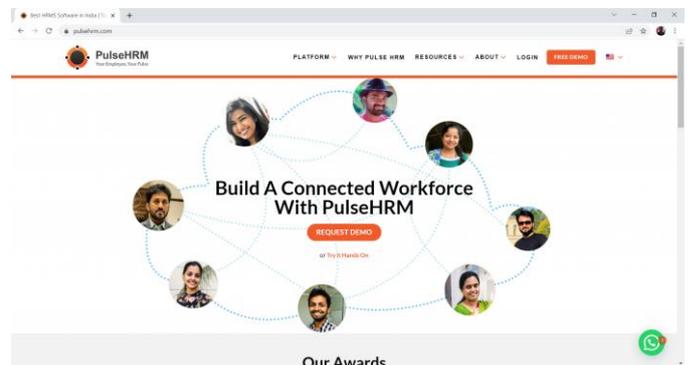


Fig -1: Pulse HRM used in Dabur HR in Kolkata [Feb-Mar 2022]

The next HR method is leaderless group discussions. Here trainers give a leaderless group a discussion question and tell members to arrive at a group decision. They then evaluate each group member’s interpersonal skills, acceptance by the group, leadership ability, and individual influence. Just like in the Dabur HR intern selection process from IEM Kolkata, we had 1 round of aptitude tests with nearly 50 questions, then followed by an HR test having nearly 50 questions, followed by a group discussion on social media, and then followed final face to face interview. The next method is Management Games. Here participants solve realistic problems as members of simulated companies competing in a marketplace. They must have to decide, for instance, how to advertise, and how much inventory to stock. We now focus our attention on situational and video-based situational testing. Situational tests require examinees to respond to situations representative of the work. The video-based simulation presents the candidate with several online or PC-based video situations, each followed by one or more multiple-choice questions. For

instance, the scenario might depict an employee handling a situation on the job. At a critical moment, the scenario ends and the video asks the candidate to choose from several courses of action.

Another approach in HRM is the miniature job training and evaluation method. This method means training candidates to perform several of the job's tasks, and then evaluating the candidates' performance prior to hire. The approach assumes that a person who demonstrates that he or she can learn and perform the sample of tasks will be able to learn and perform the job itself. This approach tests applicants with actual samples of the job, so it's inherently content-relevant and valid. The big problem is the expense involved in the individual instruction and training. Let us now discuss the evaluation of assessment methods on 4 key criteria such as validity, adverse impact, costs (develop/administer) & applicant reactions. Validity can be high, low, or moderate. The adverse impact can be high, low, or moderate. Applicant reactions can be somewhat favorable, more favorable, or less favorable. Assessment methods are in short called cognitive ability tests, job knowledge tests, personality tests, biographical data inventories, integrity tests, structured interviews, physical fitness tests, situational judgment tests, work samples, assessment centers, and physical ability tests.

The most popular method to check employee competency in getting a job is background investigations and another selection method by 3rd party organizations. One of the easiest ways to avoid hiring mistakes is to check the candidate's background thoroughly. The important HR tools to consider are background investigations and reference checks, pre-employment information services, honesty testing, graphology, and substance abuse testing. There's usually no reason why even supervisors in large companies can't check the references of someone they're about to hire, as long as they know the rules. Most employers therefore check and verify the job applicant's background information and references. In one survey of about 700 HR managers, 87% said they conduct reference checks, 69% conduct background employment checks, 61% check employee criminal records, 56% check employees' driving records, and 35% sometimes or always check credit. Commonly verified data include legal eligibility for employment (in compliance with immigration laws), dates of prior employment, military service (including discharge status), education, identification (including date of birth and address to confirm identity), county criminal records (current residence, last residence), motor vehicle record, credit, licensing verification, Social Security number, and reference checks. With diploma mills proliferating, it's necessary to check academic backgrounds. Some employers are checking executive candidates' civil litigation records, with the candidate's prior approval. There are 2 main reasons to check backgrounds – to verify the applicant's information (name and so forth) and to uncover damaging information. Lying on one's application isn't unusual. A survey found that 23% of 7,000 executive resumes contained exaggerated or false information. Most employers at least try to verify an applicant's current (or former) position and salary with his or her current (or former) employer by phone (assuming you cleared doing so with the candidate). Others call the applicant's current and previous supervisors to try to discover more about the person's motivation, technical competence,

and ability to work with others (although again, many employers have policies against providing such information). Some employers get background reports from commercial credit rating companies for information about credit standing, indebtedness, reputation, character, and lifestyle.

Using Pre-employment Information Services for background verification is a leading role of HR Recruiter or HR Generalist. It is easy to have employment screening services check out applicants. Numerous firms do this. Top providers include Kroll Background Screenings Group (www.Krollworldwide.com), Hirecheck (www.hirecheck.com), ChoicePoint (www.choicepoint.com), and First Advantage (www.FADV.com). They use databases to access information and matters such as workers' compensation and credit histories, and conviction and driving records.

Today the use of Psychometric Assessments has become very common. Organizations are increasingly using Assessment Tools in their day-to-day HR activities. May it be Selection, Promotion, Training, or even Counseling. The use of Assessment Tools has become wide & varied. To complement this trend Grey Cells© has re-compiled 11 Psychometric Tests in a Simple & Lucid manner, making them Fast, Effective & User Friendly. These Tests are Practical, Objective, and Positive Assessment methods designed to measure different aspects of Personality.

The Polygraph and Honesty Testing is a suitable HR method for making selection decisions for new joining employees. Honesty testing is a very touchy issue in employee selection decisions. In the United States, some firms still use the polygraph (or lie detector) for honesty testing, although the law severely restricts its use. In India, such testing is to be used only by the law enforcement authorities under strict guidelines from the Human rights Commission. Hence, they are not used for selection. The polygraph is a device that measures physiological changes like increased perspiration. The assumption is that such changes reflect changes in an emotional state that accompany lying. In the United States, complaints about offensiveness plus grave doubts about the polygraph's accuracy culminated in the Employee Protection Act of 1988. With a few exceptions, the law prohibits employers from conducting polygraph examinations of all job applicants and most employees.

Usage of Paper-and-Pencil Honesty Tests in recruitment for incoming employees is used widely. The Polygraph Protection Act triggered a burgeoning market for paper-and-pencil (or online) honesty tests. They are psychological tests designed to predict job applicants' proneness to dishonesty and other forms of counterproductivity. Most measures attitudes regarding things like tolerance of others who steal, acceptance of rationalizations for theft, and admission of theft-related activities. Tests include a Phase II profile. London House Inc. and Stanton Corporation publish similar tests. Psychologists initially raised concerns about paper-and-pencil honesty tests, but studies support these tests' validity. One early study illustrates their potential usefulness. The study involved 111 employees hired by a convenience store chain to work at store or gas station counters. The firm estimated that "shrinkage" equaled 3% of sales, and believed that internal theft accounted

for much of this. Scores on an honesty successfully predicted theft here, as measured by the termination of theft. One large review of such tests concluded that the “pattern of findings” regarding the use of such tests “continues to be consistently positive.

With or without testing, there’s a lot a manager or employer can do to screen out dishonest applicants or employees. We need to clarify the following aspects of procedures. For instance, asking blunt questions, listening, rather than talking, doing a credit check, checking all employment and personal references, using paper-and-pencil honesty tests and psychological tests, testing for drugs, and establishing a search-and-seizure policy and conducting searches.

Graphology refers to the use of handwriting analysis to determine the writer’s basic personality traits. Graphology thus has some resemblance to projective personality tests, although graphology’s validity is highly suspect. In graphology, the handwriting analyst studies an applicant’s handwriting and signature to discover the person’s needs, desires, and psychological makeup. Graphology’s place in screening seems schizophrenic. Studies suggest it is generally not valid, or that when graphologists do accurately size up candidates, it’s because they are also privy to other background information. Yet some firms continue to use graphology-indeed, to swear by it. It tends to be bigger in Europe, where “countries like France or Germany have one central graphology institute, which serves as certifying authority.

Avoiding discrimination in recruitment and exit employee database processing is extremely important. We are now extremely focused on improving productivity through HRIS by using automated applicant tracking and screening systems.

Fig -2: JOMBAY system used in Dabur HR

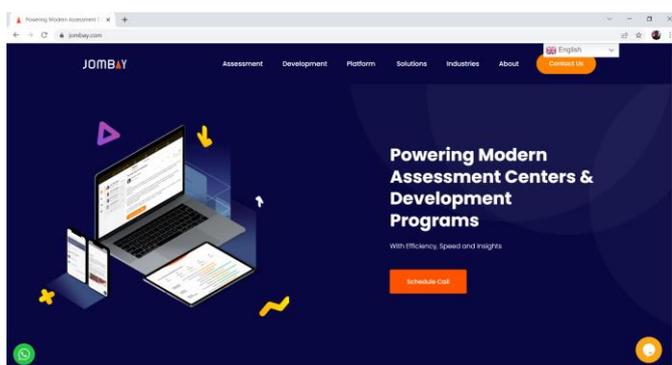


Fig -3: JOMBAY system used in Dabur HR – Web Browsing

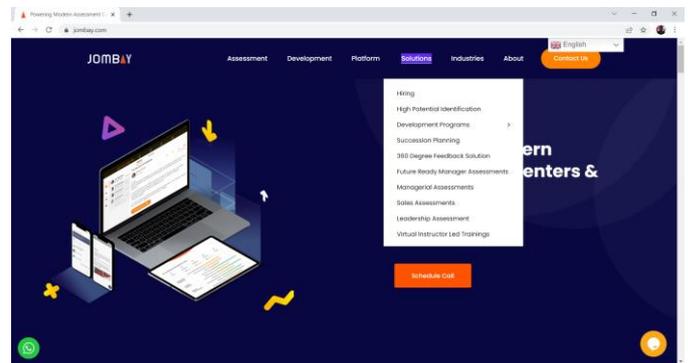


Fig -4: JOMBAY system used in Dabur HR – details

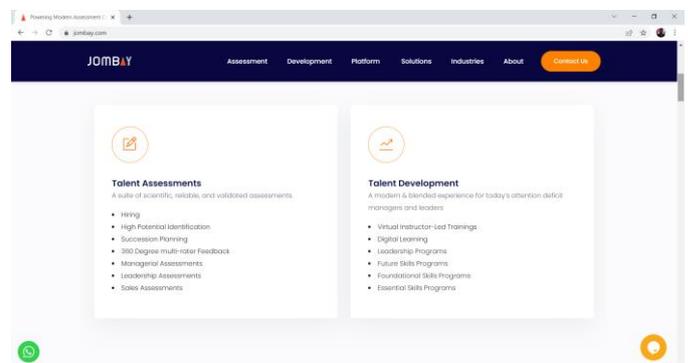
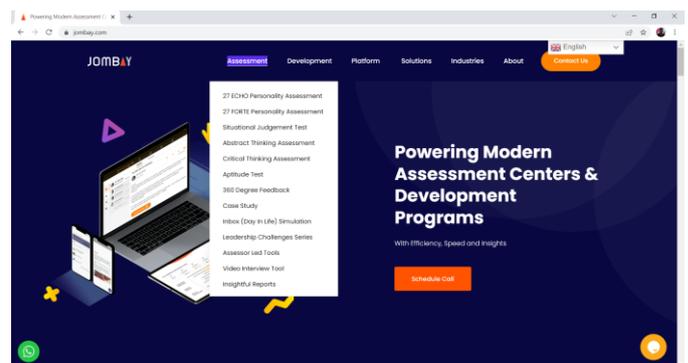


Fig -5: JOMBAY system used in Dabur HR – Tests



3. CONCLUSIONS

Dabur HR systems analyze employees critically as per their skills and training attended to create an onboarding plan for them. We deal with both incoming & outgoing employee records just like Inbound/Outbound BPO call monitoring. This is essential for Dabur Product Development, Dabur Product Pricing & Dabur Product Management. We are driven by a value-driven HR management system with tools.

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BIOGRAPHIES



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