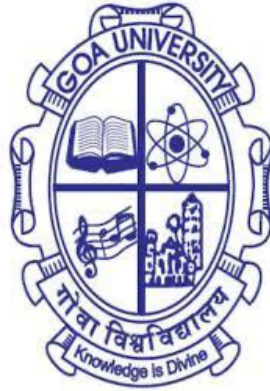


Internship Report

Dissertation submitted to the Goa University



By

Miss. Misbah N Shaikh

Roll No-1826

Goa business school

Goa University

DECLARATION

I, Misbah Shaikh, hereby declare that the project work entitled 'Detailed Overview of Summer Internship' submitted to Goa university, IMBA is record of original work done by me. I solemnly declare that to the best of my knowledge, no part of this report is submitted in any previous application. All sources of knowledge used have been duly acknowledged.

ACKNOWLEDGMENT

It has been a great pleasure for me to undertake this project as it has helped me shape my morale and my understanding of business ethics to the best level. For this, I would firstly like to express my sincere gratitude to my internal guide Mrs.

Albino Thomas and my course coordinator kavin, for being the truest source of guidance throughout my 9 weeks of internship at Vivanta Goa Panaji. I would also like to extend my gratitude to Mr. Jonathan Sequeira (Learning and Development

Manager) who found me worthy enough of providing me with this wonderful opportunity of going through the real world experience. My deepest thanks goes

to Mr. Marcelino Sequeira (Restaurant Manager), Omkar Ghag (Restaurant Manager), Mr. Sabir Shah (Food and Beverage Manager), Mr. Dipankar Ghosh (Supervisors) as this project would not have been completed without their enormous help and worthy experience. They were always standing strong behind me whenever I needed help.



ABOUT THE COMPANY

As SMG- Shaikh Muktar Group enters its 26th year of existence, we continue to be driven by Passion to excel beyond expectations, aligning our Performance to achieve success, and Progress in our quest to build an empire strengthened by integrity and business excellence.

The Shaikh Muktar Group or SMG as we are known; is a conglomerate incorporated in 1995 with its headquarters based in the state of Goa, India. What began with the purchase of a wheel loader way back in 1978 grew into a tyre remoulding business by 1989. Since then we have grown from strength to strength with diversified interests in mining, infrastructure, construction, engineering, power, automobile and hospitality services under the mantle of the Shaikh Muktar Group.

Since our inception, we have grown to expand our operations in these varied sectors across India and overseas, servicing both a domestic and an international clientele. SMG as it stands today is a force in itself with a pan India presence.

At our core lies the philosophy that we settle for nothing short of excellence in all our undertakings. Driven by this motivation, WE strive to create opportunities where most see none, while tapping potential as it presents itself in various avenues; because we believe; innovation, a pursuit of perfection and sound business acumen are the game changers in a competitive, ever changing global market space. And staying on top of competition is a way of life for us at SMG.

We envision a holistic and inclusive growth at SMG through the capitalization of our core strengths of excellence, innovation and dynamism, to reach out to the world and contribute to sustainable development for all.

Vision

At SMG we aspire to be a leading force in the mining, infrastructure and services industries through diversity and dynamism, to fuel value creation for all our stakeholders through passion, performance and perfection in our operations, products and services.

Mission

In the pursuit of leadership in the fields of mining, infrastructure and services industries we strive to:

- Create and seek out opportunities in new business avenues
- To anticipate change and respond with suitable agility
- Identify, develop and establish new mines
- Infuse investments in the infrastructure and services sectors
- Observe best practises in corporate governance to ensure stakeholder satisfaction and employee commitment
- Achieve a group turnover of by 2020.

Values

Values lie at the heart of everything we do at SMG.

As an organisation we are driven by:

- Integrity
- Entrepreneurship and innovation
- Leadership
- Customer satisfaction
- Product and service excellence
- Respect for people
- Promptness of action and delivery of services
- Environmental consciousness
- Safety
- Corporate Social Responsibility

HUMAN RESOURCES

The key focus of the HR philosophy at SMG is to align our Human Resources with the business of the organisation and to provide and promote an encouraging and professional working environment.

- 1.** Treat all employees with dignity and respect.
 - 2.** Build and sustain a performance driven culture which is conducive to the complete participation of each individual employee at his/ her full potential, and to thereby encourage full involvement in and commitment to Company goals.
 - 3.** Develop employee knowledge & skills to meet future organizational demands while nurturing and promoting talent. Also improve the skills of managers and supervisors to be cognizant of handling interpersonal relations.
 - 4.** Enhance organizational efficiency by fostering teamwork, mutual co-ordination and understanding between groups and work units.
 - 5.** Formulate an employee reward and recognition policy that is just, transparent and merit based.
 - 6.** Create and support a work environment that fosters trust, talent, and general well-being, where employees have the opportunity to rise up the ranks within the organization and progress in their careers and achieve their personal and career goals.
 - 7.** Provide and practise a culture of safety that is subject to stringent adherence and undergoes continuous up gradation of the standards of safety and hygiene.
 - 8.** Improve the quality of work life of our employees and that of their families by establishing effective two-way communication and responding to their needs and concerns.
 - 9.** Be Good Corporate Citizens and carry out various welfare activities to develop the communities in which we operate.
-

Introduction

In this chapter, thesis objectives and company introduction will be discussed to give readers an understanding of diary-based thesis concept, reasons why I chose to write my thesis with this type. Moreover, the company introduction and internship description will be demonstrated.

Thesis Objectives

The paper is written as a diary-based thesis, reflecting on my three-month internship at SMG, Verna Goa. It describes my weekly tasks and responsibilities. My tasks mainly included recruitment and selection for interns to make sure InterNations have a smooth circulation of interns every half a year. Based on given task report, I give my personal feedback and suggest changes to improve InterNations' recruitment and selection process.

Diary-based thesis is a report to display progress of a task. It solely reports activities to readers from an unbiased viewpoint. Based on the report of tasks, the writer analyses key points and suggests improvements.

I chose diary-based thesis because it gives me freedom to speak out personal thoughts and feedback, while other traditional research methods tend to seek for facts and focus more on theories. Diary based thesis requires me to observe and analyse to improve every activity during my internship. It also allows me to concentrate on fulfilling internship tasks at work, without worrying to carry out interviews and analyse data. Thanks to diary-based thesis type, I could finish my internship with flying colours and learnt to the full.

The thesis includes four chapters as followed:

- Introduction: this chapter includes introduction of diary-based thesis, the company, and internship tasks
- Recruitment and Selection Theory: in this theory chapter, definitions of recruitment and selection will be explained. After understanding the concepts and the importance of theory from business viewpoint, recruitment and selection methods are analyzed
- Reflections and Developments Through Diary: Key activities will be discussed on weekly basis. Then, based on internship tasks, I give my reflections upon my tasks and give suggestions for development.
- Conclusion: through 13-week report, I summarize my personal developments and developments for InterNations.

Internship Description

- Bachelor's or master's students who are enrolled during the entire internship period
- Have to complete mandatory internships
- Have experience with MS-Office and Internet applications
- Are fascinated to learn Web 2.0 applications
- Have good social skills and reliability
- Possess good organization and calm traits

Moreover, Human Resources intern specifically need to:

- sustain ongoing correspondence with applicants through all stages of the recruitment process-
- schedule and coordinate interviews and calls
- create overviews of candidates for the purpose of recruitment planning
- maintain job portals for the purpose of intern recruiting
- post recruitment advertisements on various portals
- stay in continual contact with partners and universities
- prepare onboarding plans for new team members
- prepare off-boarding documents for leaving interns

Recruitment, Selection and Induction

Recruitment and selection process flow will be presented in this chapter. getting and keeping the best not only makes sense in terms of treatment of employees as customers of the management process, but it also makes economic sense. Unmotivated, unqualified employees will lead to poor work performance, thus affecting the whole organization in the long term. That is to say, wise recruitment and selection decisions are of great necessities.

Not only recruitment and selection are crucial for the company success, but induction phase also plays an essential role in associating new employees with new workplace. In induction, or so called socialization, newbies are shown where things are placed, who to ask when needed, how everything is processed in the company, so as to help them work more efficiently later on. Another purpose of induction is that new employees have a chance to learn more about companies' mission, vision, health and safety, and general matters. In the induction phase, companies and new hires have an opportunity to sit down exchanging expectations from both sides, for instance what companies expect them to do and what expectations new employees cherish to pursue while working at the firm. Leaving new hires uncared after selection will result in them being discouraged and leaving the company. Socialization plays a necessary role in embracing company's culture in new comers and reducing —the risk of change.

Recruitment

Recruitment acts as a communicational bridge between companies and people. It involves finding consensus and generating trust and relationship between one another, which eventually results to selection.

The following list is an overview of included subchapters under recruitment:

Definition of Recruitment: here I break down recruitment definition.

Recruitment Methods: this section will only include popular methods that work for SMG specifically such as internal recruiting, employees' referrals, online recruitment and recruiting through colleges and internships

- Job posting channels: job posting channels will cover only social media channels that InterNations heavily relies on when posting job ads. Other job posting channels or methods like newspapers advertisements, customers and agency recruitment are still effectively working for different companies.

Definition of Recruitment

Recruitment is defined as a process in which companies create job vacancies for specific positions in order to select appropriate candidates. This includes establishing job posts on different websites and appealing candidates who are qualified and suitable to apply for the positions.

Recruitment Methods

Recruitment methods are of great importance to companies because suitable recruitment methods result in right applicants and vice versa.

The following are methods to help recruitment successful. Companies often use a combination of different methods, rather than relying on one. This list of methods includes internal recruiting, employees' referrals, college/internship recruitment, and online recruitment. Under each category, definition, advantages and disadvantages of the method are explained thoroughly.

Internal Recruiting

Internal recruiting means companies hire current employees from one department for another. With internal recruiting, companies have a chance to save a large amount of money in recruitment agencies and job advertisements. A job vacancy can be mentioned in staff channel or in company newsletter.

Moreover, organizations give their employees opportunities to climb up the ladder, thus stimulating their passion for better work performance and professional career development.

Giving preference to internal recruits, particularly for promotions, has the great advantage of providing existing employees with an incentive to work hard, demonstrate their commitment and stay with the organisation when they might otherwise consider looking for alternative employment. The practice sends a strong signal from management that existing employees are valued and that attractive career development opportunities are available to them. Failing to recruit internally may thus serve to put off good candidates with potential from applying for the more junior positions in an organization.

Another advantage is that existing employees already have ground knowledge of company culture and policies, thus taking much less time to adapt to new working environment and less effort in induction. For vacant positions that are hard to recruit, internal recruiting appears to be advantageous because companies can retain talents. Then again, this kind of recruiting automatically opens up a new position which needs filling in. Moreover, limited number of people applying for the positions may cause trouble. Even though good enough people are employed, best fit candidates are not taken into consideration.

Recruiting internally is an effective and efficient way that InterNations has been applying. In order to keep employees within the company, InterNations offers them positions in different departments so that they have a sense of challenge and personal development.

Employees Referrals

Employees' referrals mean that companies recruit new people through recommendation of current employees. It was studied that people hired via employees' referrals tend to work at the company for longer period of time and express better loyalty than those hired by different methods. Referrals from current employees work so well because they already have a sense of how it is like to work at certain organization. Therefore, people they refer to will most likely share similar characteristics that organizations are looking for, thus staying longer at the job.

Conversely, there are certain downsides towards this kind of recruitment.

Recruiting new employees through word-of-mouth seems to create discrimination and lack of diversity of workplace

Recruiting through colleges/internships

Companies have a chance of recruiting suitable, potential employees from college students. Students are the ones constantly seeking for job opportunities. Therefore, it is time saving and wise to turn to schools for future hires.

Another way to enter a large pool of job seekers is via career fairs at colleges and universities. Making companies available and open for new talents suggests students to apply for the company. Besides, recruiters can even scan CVs on the spot to look for potentials and attract more people by giving all benefits of working at the organization. Furthermore, offering internships to students also counts as a way of filling vacant positions. Training interns will probably benefit companies in the long run since after graduation, they have a higher chance of coming back to internship companies to work full-time. By this, companies have got a trial period of interns' work performance before offering permanent job offer.

Online Recruitment

Online Recruitment means that companies recruit via online channels. Corporates can post job vacancies economically on different websites such as Monster, LinkedIn, Top Jobs, Net Jobs, etc. and on social media in order to find suitable candidates with little money spent. Online recruitment has been recently utilized for cost-free effective recruitment method.

Recruiting via social media, companies have an upper hand on checking candidates' backgrounds online, thus giving a pre-idea of their personalities and living styles. In this sense, organizations shorten their recruitment process.

Recruitment Channels on Social Media

Posting job vacancies on social media means building a social relationship with your potential candidates by engaging them with topics the companies are discussing about. Once they get connected with your employer brand, they will turn into your applicants.

Print and radio advertisements could be used for recruiting. However, as technology advances and most candidates are available on social media. Also, speaking from SMG's viewpoint, candidates engage better to job ads on social media. Therefore, job advertisements on social media, career sites work more effectively. Social media include Facebook, Instagram, Twitter, LinkedIn and any other kinds of media that companies are active on. Sir, showed that employers and job seekers has come to consensus on LinkedIn as a professional site to look for jobs and research about companies and applicants meanwhile Twitter and Facebook serve a more personal purpose.

Companies use their company website as a career portal, apart from other social media channels. The following table explains reasons for candidates to check companies' social media when applying for a job. Though the majority of job seekers look for company culture and information on their social media, there are a rising number of job seekers who visit companies' social media to look for career opportunities

Job advertisements should include company name and brief introduction, job title and main responsibilities, required competencies, salary, benefits, application method, opportunities and possible challenges and statement of essential matters like opportunity equality.

Company name and swift introduction of what the company is and what kind of benefits it can bring as an employer play an important role since people need to know which organization they are applying for. Good employer branding can become a strong selling factor.

Job title and main responsibilities are necessary to mention in job advertisements so that candidates have a brief idea of what the job involves.

Companies need to include required competencies because they act as a pre-selection phase. Based on competencies the job requests, candidates can determine whether they are a good fit for the position or not. Thus, mentioning skill requirement in good detail benefits hiring process tremendously in term of cost efficiency and time management.

Opportunities and challenges can be included to give candidates a head-up of what the position requires. For instance, the job involves traveling to different regions, which may become a hindrance for some people. In other cases, the job appears to be more attractive if the job brings opportunity to achieve something or a challenge to overcome.

Application method is especially emphasized so that people know who and how to sign up for the position. Different organizations have distinct ways for job application such as contacting specific person, sending email with application form and CV, and showing up for a certain interview event.

In job advertisements, it is of great importance to underline how beneficial to work at particular companies and what core value the company acts on. —Recruitment is your opportunity to highlight what your organization has to offer. What is your brand as an employer? Has your company been recognized for being a positive place in which to work?

Research by Insight series revealed that job advertising quality had a major influence on whether job seekers would apply for the role or not. The research findings are displayed in Table 3 below. Almost all respondents stated that job description (99%) was the most influencing factor while viewing job advertisements, followed by salary/benefits and company description (98% and 92% consecutively).

Selection

After posting job vacancies and attracting applicants, suitable selection methods cannot be left out. Based on certain nature of the jobs, companies decide appropriate selection methods. This chapter includes definition of selection, application forms, application

screening, selection methods and job offer. Details of each section will be presented in-depth under each category.

There are many steps calculated in selection process. When applications land in talent pool, shortlisting or application screening begins. Different methods of shortlisting will be presented below. Only mostly used shortlisting methods are explained as they work better at SMG. Then, there comes job offer section. After evaluation tests and a couple of interview rounds, InterNations are ready to make final offer to suitable candidates.

Definition of Selection

Selection is a procedure in which employers decide to employ or not employ any applicants. This decision can be made based on candidates' test result, interview performance and based on analysing their characteristics against job requirement. This decision can be made based on candidates' test result, interview performance and based on analysing their characteristics against job requirement.

Application Forms

Companies also use application forms as a tool for candidate assessment. Application forms scan candidates' applications to elect applicants with suitable work experiences, background, and education. They ensure that applicants pass the minimum job requirements.

Depending on the length and difficulty of application forms companies give out determines the number of application returns. In the markets where labour is in shortage, too lengthy or difficult application forms will deter applicants to fill in their submission.

Application forms should be well-structured and carefully designed so that they avoid sensitive issues. For instance, application forms are designed to be age neutral and mention issues such as data protection, proper assistance for disadvantaged people, equality and diversity management and some other legal matters.

SMG collect applications via application forms online which are concise and focused. Application forms consists of personal information such as name, email address and phone number. Candidates are able to attach CVs and relevant documents like reference letters and cover letters in the application forms. Online applications land on InterNations's talent pool which will be presented extensively in the chapter Reflecting and Developing Work Through Diary Process.

Shortlisting

Once application forms land in companies' talent pools, companies start screening or shortlisting applications. Shortlisting appears to be challenging in the event of a large pool of applicants or too small number of applicants. There are three approaches to shortlist a pile of applications.

The first way requires HR managers to sort out applications themselves and pick out a few best candidates, then discuss with one another to come to agreement. They need to decide on which criteria more important than others, then score applicants' CV and application forms based on those criteria.

The second approach refers to hiring a scoring system — The third one suggests making use of software system to shortlist candidates. When people apply online, companies systems will automatically scan key words in their application forms. This kind of approach turns to be of great significance in the event that application forms contain multiple choice questions instead of open ended ones, where criteria are precisely defined.

Shortlisting Methods

Different types of tests are as well applied to evaluate candidates, such as cognitive ability test, physical tests, personality tests, honesty tests and so forth. Under each method, definition and purposes of the method will be discussed. The list below will not present every selection method but only focuses on the ones which work for InterNations. Of course companies use various tests to evaluate suitability of candidates such as personality tests, honesty tests, drug tests and so on. However, attainment tests and ability tests are efficiently used along with interviews at SMG.

Cognitive ability tests

Cognitive ability tests are the tests that aim at determining one's capability on particular field based on job requirements. These tests purpose is to assess candidates based on job-specific tasks. For instance, people applying for IT position have to pass a math test. These tests aim at testing mental capabilities of candidates and evaluating how well candidates perform specific job requirements.

Attainment tests

Attainment tests are the tests to check what candidates already have knowledge on. To illustrate, in some companies, interviewers ask their applicants to prepare a PowerPoint presentation and present in the interview. (Torrington, Hall, Taylor & Atkinson 2011, 191.)

Interviews

As far as it is concerned, interviews are the most common tool to assess applicants. There are different types of interviews like individual interviews, panel interviews and group interviews. The following individual interview is called structured interview. Structured interviews are concentrated on job requirements and job analysis so that interviewers assess job abilities of candidates instead of picking up on personal questions.

A structured interview which is directly built on job study should be carried out in order to determine best suitable candidates. In structured interview, three types of questions are typically applied:

- Situational questions: candidates must answer to specific work related situations given by interviewers

- Job knowledge questions: determine whether candidates have a ground knowhow of the job
- Worker requirements questions: evaluate whether candidates are willing enough to fulfil tasks under general job environments.

Structured interview helps interviewers to follow a consistent track, thus assessing candidates more accurately. Sometimes interview questions range from structured to unstructured ones which allow candidates to express their minds freely and interviewers hold little control. The combination between these two kinds of questions should balance well so that testers take control over the interview questions while give interviewees certain freedom to speak their minds.

There are some topics which interviewers should not mention in the interview such as children related questions, age, mental or physical incapability, height/weight, maiden names, citizenship, criminal records, smoking, and HIV positive.

Interviews can be carried out in form of one-on-one, panel or in groups. In the event of one-on-one interviews, one interviewee will be questioned by one interviewer. This type of interviews appears to be less stressful for candidates. However, it raises the controversy whether the decision given by one interviewer is valid and unbiased enough. Therefore, companies adopt panel interviews where one interviewee is interviewed by several members of recruitment team. In this sense, the decision made by a collective of people rather than one person in charge; however, it can be an oppressive factor from candidate's viewpoint. Panel interviews are also applied at International to gain more insights of interviewers over candidates. More often, two hiring managers interview candidates and decide together.

More often, to save time and maximize the chance of choosing best fit candidate, companies apply group interviews in which contestants together perform a task and based on it employers evaluate their ability in teamwork, leadership, confidence, sociability and competitiveness. Group interviews are suitably used in situation that companies have a large number of applicants but such short period of time to select people. Interviewees express their anxiety, stress over this type of interview since they have to on one hand show their worth to employers and at the same time compete with fellow applicants, which more or less affect their performance in the interview.

Telephone interviewing

Telephone interviewing are often used by companies in the occasion they need to speed up the selection process and interviewing in person takes too much time and geographically inconvenient.

Phone interviewing should be well structured and fairly monitored like face-to-face interview. It is supposed to evaluate candidates, not simply a chat on the phone. More often, this appears to be the phase before interview-in-person. From candidates' point of

view, phone interviewing seems intimidating since they do not have experiences with those.

Recruiters ask about applicants background, experiences, and job qualifications to measure whether they are a right fit for the job or not.

Telephone interviewing is not applied at SMG. However, on the occasion of poor internet connection or Skype disconnection, interviews are conducted by phone.

Group methods

Group methods cannot be left out when considering selection methods. Studies indicate that group methods are effective to measure one's ability to get along with others, communicate well, make an impact on others' work, analyse things in a logical way, determine their roles in group work, and apply their past experiences in solving new issues. While those tests mentioned above assess a candidate individually, group tests can assess them collectively. Based on situation given out for the group, each group has different scenarios and solve problems in different ways. Each aspirant needs to expose them- selves in a way that can best express their abilities as well as work in harmony with others.

Recommendation letters

Letters of recommendation are considered to be a tool of selection. They are written by previous employers. Companies often use recommendation letters to look back on candidates' former employment record as a proof to predict future success.

Recommendation letters tends to speak out on behalf of applicants who they are, what personalities they possess and how their work performance in previous experience.

They act as a plus point in candidates' applications, which helps employers to select applicants easier.

Work sampling/portfolios

Work samples or work portfolios are pieces of work which represent candidates' capabilities. Work sampling or portfolios can be accepted as a selection tool, especially for job positions in art and photography. Employers expect interviewees hand over their portfolios during interviews. It goes without saying that people polish their portfolios with a view to having higher chance of getting hired.

Job Offer

HR department will handle job offers with chosen candidates via phone, email or directly in person. Candidates will have a chance to discuss and negotiate salaries and benefits to come

up with mutual consensus. Candidates will be given a deadline when they need to get back to the company with their decision.

Those candidates who didn't get chosen should also receive a proper rejection for them not to feel left out of the recruitment process. Also it is vital for companies to show their professionalism in rejection letter by not hurting them verbally and communicating well about appropriate time for rejections.

Contracts at SMG are compiled in English. In the contracts, contractual issues and clauses such as position and place of work; work period; salary; vacation days; sick leave days; termination terms; travel and other expenses; working hours; confidentiality; side activities; and company security. At the end of any contracts, signatures of both parties are signed.

Induction

After being selected, induction cannot be left out in the procedure. In this subchapter, definition of induction and induction methods will be discussed. Under definition of induction, a brief introduction of Onboarding and Orientation, and distinction between induction and the other two terms are drawn to give readers an understanding of all three definitions.

Definition of Induction

—Employee induction is the act of installing a new employee into a position within an organization. It can refer to anything from a ten-minute —welcome abroad speech to a three-day training programme.

Induction can be used as orientation with the same meaning. However, orientation refers to more job-oriented and to making sure new employees are capable of performing the job well. Orientation is a short activity to help new employees to know more about the company and the job.

Induction can take a few days to a few weeks depending on how companies decide on the length. Meanwhile, on-boarding begins much earlier before employee joins the company and lasts longer than induction. Onboarding occurs during recruitment and selection process.

Induction Methods

In new employees' induction, there includes a few following things:

- Introduction to the company, its mission, vision, organizational structure and guiding principles.
- Greetings from colleagues
- Job description and performance expectation
- Safety practices and security introduction
- IT introduction and cyber security
- Meeting other department colleagues
- Lunch with the team
- Necessary contact details
- A buddy to shadow work for new person
- The company's tool introduction
- Regular team meetings

Each company carries out induction differently and there are more activities added in induction session. However, the list above consists of induction activities that InterNations covers. These activities are implemented on the first day of new employees. Some are done with department team and supervisor. Some are carried out by HR team such as IT introduction and safety practices.

This chapter focuses on reporting weekly activities I performed during my internship. It consists of 6 Months report . After listing key activities on weekly basis, I will give personal thoughts and suggestions to develop InterNations's recruitment process.

My main task that covers throughout my internship was checking emails and Personio for candidates updates and messages. Personio introduction is mentioned below under calendar week eight. Personio talent pool contains all open job vacancies. Since my role on Personio was HR Responsible; thus, I was only able to view internship positions, not full-time positions. There were at least five internship vacancies open on Personio in departments: Online Marketing, Public Relations, Human Resources, Social Media, Community Support and Business Solutions. Steps of recruitment for each department will be listed below. I started my work day by checking Outlook email, going to Personio to reply to candidates' messages. If applicants were qualified, I moved them to the next bucket in the talent pool, scheduled written evaluation tests, scheduled interviews and also sent internship offer email to them.

Recruitment process

Recruitment procedures were covered during induction week. SMG is proud of concise and transparent intern recruitment and selection process. The following is flowchart of SMG recruitment process. When applications land in Personio — SMG's HR tool to keep track of

candidates and employees, SMG needs to contact applicants within 2 weeks. In the occasion that candidates' applications land in SMG's email, HR interns forward their CV and their email address to Personio email (smg-jobs(at)m.personio.de). HR managers will process and move them to Personio page.

A complete application includes CV, cover letter and mandatory internship certificate. In the occasion that any of these documents is missing, InterNations cannot proceed with their applications.

After assuring their studying status, CVs and cover letters should be taken into consideration. Since the main language at work is English, all candidates need to pursue proficiency in English in order to perform daily tasks. By looking at their CVs and cover letters, the company decides which candidates are qualified enough to carry on. Internship positions such as Public Relations or Social Media require higher proficiency in English, if not native speakers, due to their work nature to write professional articles, and press releases. Online Marketing job mainly involves researching data and monitor ads' and campaigns' performance by analyzing the relevant data; thus, applicants need to have software skills.

After confirming their internship requirement matches, candidates' availability was checked to see whether their time matches company's need. If all criteria match, written tests are scheduled.

Written tests

Different positions require different kinds of tests. All tests can be completed virtually at candidates' comfortable environments and be sent back on time.

Online Marketing intern positions include managing numbers and campaigns on Facebook and Display for SMG ads to appear on specifically targeted groups. Therefore, Online Marketing test is an Excel test to evaluate candidates' analytical skills. Meanwhile, tests for other departments are written tests to evaluate written communication skills.

Public Relations and Social Media intern positions require to fulfil 1 test. The nature of Public Relations and Social Media jobs is to write press release and articles, the second test evaluates their job-related written communication skills.

HR intern sends test invitation to candidates with suggested time and date. Once candidates confirm test date, HR intern adds test reminder to Personio calendar which is linked to Outlook calendar and will be reminded. The test reminder includes HR manager and Senior HR Manager so that they can send the tests in case HR intern is absent.

The first writing task applicants need to complete is English test, also called Important Decision. English test applies to Social Media, Public Relations and Community Support. Except for Online Marketing which has an excel test evaluated by Online Marketing manager, the rest of written tests are evaluated by Editorial Office team.

When Editorial Office team has graded tests, HR intern downloads the test, saves it with candidate's name and department and uploads graded test back on Personio as a pdf file. If the tests come out above 3 (acceptable), HR intern requests review from department managers to look at that candidates' tests and schedules interviews. Hiring managers of those departments will review applicants' profiles and test results to decide whether they want to interview those applicants or not.

Leadership certificate

Interns host any interns' project will get a leadership certificate at the end of their intern-ship. The certificate is prepared by HR intern. The certificate includes intern's full name, month of the project the intern leads, signatures of both CEOs (Malte and Philip).

As the leaving PR intern led an interns' project, I needed to prepare her a leadership certificate as well.

Interns' projects

Interns work together on a project every month. Topics of projects are suggested by full time employees. Interns have meetings to discuss about the project every Tuesday afternoon. When I joined, the current project was to come up with quizzes for Social Media about Expat Insider, one of the world's largest and most comprehensive surveys on lifeabroad. I created the meeting reminder on calendar, added all interns and supervisors as recipients and conference room. The reason to add supervisors in reminder email is to inform them of their interns' activities. I also was in charge of keeping track of attendance and added attendance list on Confluence – internal portal – under the correct project.

Team Meeting and Management Board Meeting

Every Wednesday of the month, the company has staff meeting for two hours in the morning. Team Meeting is set up by Sir – SMG's CEO. In the meeting, CEO and Heads of each department present their department updates and company news. Also new employees and interns have a chance to introduce themselves to the whole employees. Team joins the company meeting as well so that everyone is on the same page of what happens to each department and what will happen next.

A few days before Team Meeting, Management Board has a meeting to go through company's news and align with management decision before announcing them to staff in Team Meeting.

I needed to prepare PowerPoint slides for MBM (Management Board Meeting) and Team meeting. PowerPoint slides should follow SMG's guidelines and formats. I was in charge of adding HR news into PowerPoint slides, informing of leaving members, new team members and

joining team members. Each section follows certain styles and animations. Blocks for leaving team members should appear on the slide at the same time and be arranged in ascending order of time. New team members and joining members can be divided into different segments if there are so many.

Training sessions for interns

SMG get interns' dedicated training session every month. Intern training sessions happen every third Thursday afternoon of the month. Hosts of interns' training sessions are full-time employees working at InterNations. Topics are decided by hosts. Training session on the same topic can be implemented again once every 6 months to a year. Interns can also suggest topics that benefit their professional development and work life. I created reminder email on Outlook for interns, supervisors and the trainer. In the email body, I informed interns of the trainer and the topic. If any trainers had specific requirements or pre-training preparations for interns, I would include them in the email message as well. After creating email reminder, I updated on Confluence about date of training session, topic and training host.

I prepared topics for training sessions a month prior to implementing dates. I sent email to potential host for the following month to ask if they have time to facilitate interns' training session. It usually took me a couple of trials until someone agreed to host as everyone was busy with their regular tasks.

Training session

Along with the activity, we had training sessions on top of regular monthly sessions to focus on volunteering and communication. Training sessions serve as learning activities where interns spoke out what skills they wanted to develop. We set up training sessions on top of regular training sessions which took place monthly. Therefore, we had another training session called —Intercultural CommunicationII. This is an extra training session hosted by Research and Development Manager. She had psychology backgrounds and followed up with a master's degree. She participated in a few company's projects and helped with Community Management team setup. Before the session, she asked interns to do a small survey related to personalities. The survey asked multiple choice situational questions such as working alone vs. working in a team; open communication vs. reading between the lines, etc. In the end, the system patterned up answers and produced points for four evaluating types. Four types included Contexts, Environment, Risks, and Collectivism. During the session, the trainer asked participants to do activity first before explaining theory behind it. She asked us to write down words related to cultures: what factors makes cultures different. As we were writing ideas down, she posted them on a white board. Ideas we came up with were posted according to our perception. For instance, food, drinks and clothes are things we can touch and taste, which are easily differentiated from one culture to another.

Meanwhile, in some others, it is definitely rude to be straightforward. They tend to refer to things with high contexts and require perceivers to read between the lines. That is the reason why misunderstanding happens, especially in an international company. This training session

taught us how to stay aware of those hidden iceberg parts and find mutual grounds to agree on. At the end of the session, the trainer revealed results of the questionnaire but nicely put together in a chart. There we could all see where we stood in intercultural communication.

Personio and job posting

I checked Personio to reply to candidates every day. At the moment, there were a few internship positions open such as Social Media, Community Support, Business Solutions and Public Relations. PR and Community Support are two positions I never closed as their teams included three and four interns. Moreover, as one PR intern terminated her contract earlier, I had to find replacement as soon as possible. Thus, I posted job ads on university channels and emailed personally to an universities that SMG had direct contact with. This university usually saved us with finding immediate replacements in case of emergencies. I sent a few tests out for candidates in Social Media and Community Support.

Conclusion

Through 13 weeks of internship, I have grown tremendously in a professional way. In this chapter, my key findings for personal development will be discussed with the aim of helping myself to see my strengths and development areas for future improvement. Also, key findings for InterNations to improve their business management structure will be interpreted.

Key Insights on Personal Development

During my internship at SMG, the nature of the job in HR field and the company has taught me significantly. I went extra mile to discover my talents in talent acquisition side of HR by being responsible for all internship vacancies, guaranteeing a smooth circulation of interns in the company and also by taking over a few more tasks to get out of my comfort zone.

I discovered a new horizon of IT recruiting which would be my focus area in the future. Participating in IT interviews requires me to understand IT terms and meanings with a view to asking in-depth questions to candidates. This is my development area to research on. For my personal development, I wish to pursue courses in IT to understand how all technical programs harmoniously work together in order to recruit best suitable persons for suitable positions.

I had a chance to be in charge of the whole recruitment steps for a full-time position in PR, which served as a crucial advancement in my professional path. I learnt a great deal of interviewing experiences and handling candidates. Observing interviews and coordinating interviews are totally different. I appreciated that I did not pass an opportunity to experience both.

I took ownership of my tasks and took care of them from start to finish. I handled different tasks at the same time and turned stressful situations to memorable ones. I realized my talents to work more productively under stress.

Apart from aspects I have grown in HR field, active sourcing is my focal area but did not have a chance to practice and learn during my internship. Nowadays, not only candidates find suitable companies, but also the other way around. Companies actively search for suitable matches. With the help of technology and targeted tools, I believe I will familiarize with outbound hunting techniques.