

INTERNSHIP REPORT
ON



The Recruitment and Selection Procedure of Aarong



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Subject: Submission of Internship Report.

Dear Madam,

I have prepared an Internship Report on “The Recruitment and Selection Procedure of Aarong” which I am submitting along with this letter. It was an energizing experience working under your supervision and preparing this report further enhanced my insight about how to prepare and write a report.

I am confident that this report will help you to understand the reason about my selection of the topic and to obtain an insight into the actual recruitment and selection process of Aarong. I have tried my best to follow your guidelines in preparing this report. I have presented what I do believe to be most important information to make my report as specific & coherent as possible.

I hope that this report will fulfill your requirements. Thank you for your kind consideration and guidance. I hope my effort would satisfy you.

Sincerely yours,

Mahmudul Hasan Munna

ID# 09104007

Acknowledgement

I have many thanks to make, when preparing the research paper, my respected supervisor Nisbat Anwar (DGM of HR of Aarong) provided proper guidance and invaluable comments on each of the sections of the report. She greatly improved the readability of the text. I would like to thank Tahmina Hossain (HR Officer of Aarong) and Md. Golam Saklain (HR Officer of Aarong) for their unconditional help.

My sincere thanks go to my supervisor Faria Rashid for letting me choose this topic and providing with his guidance and support which bring out an outcome of this report. I appreciate her co-operation and sacrifice of valuable time.

I would also like to thank my parents for supporting me and encouraging me in every possible way from the very beginning till the end of my work. Last but not the least, I thank the Almighty for keeping me healthy and fit and enabling me to complete my report on time.

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Executive Summary

As Aarong is the leading fashion house of Bangladesh, for conducting their business operations they need qualified staffs that would help them to run the business. This organization has a Human Resource Department (HR department) which ensures inflow of qualified human resources in the organization. Besides, this department performs some other activities. The core activities of HR department of Aarong are recruitment and selection of staffs, transfer of staffs, maintaining record of attendance of staffs, leave management, performance appraisal related activities, orientation prior to joining, placement of new staffs, job separation, and grievance management, approve loan, arranging travel authorization, providing allowances, arranging temporary staff salary, preparing visiting card and maintaining procedures of Aarong health care service.

I did my internship in the HR department of Aarong. The HR department is consists of two departments. They are recruitment and selection, and training. I used to work with recruitment and selection department. I was assigned some responsibilities related to recruitment and selection of staffs. My duties & responsibilities as an internee was screening CV"s, short listing, inviting candidates to attend interview session, checking out documents of selected candidates, checking out performance appraisal forms, checking out the leave matter of the staffs, preparing ID card and give to the employee, preparing appointment letters for newly joined staffs, preparing personal employee files, preparing confirmation letters, preparing transfer letters and preparing experience letters, preparing doctor slip, preparing power point slide for selected candidates, doing update the employee information and their job descriptions etc. In this report the recruitment and selection activities of HR department of Aarong is concentrated on. Around the year recruitment and selection is done by Aarong HR department for Aarong. When staffs leave the organization, new positions are introduced or due to increase in responsibility, some departments need more people. The overall recruitment and selection activities of Aarong HR department go through a certain procedure. Those are detail described in the report.

Introduction

According to the academic rule, the BBA (Bachelors of Business Administration) students have to complete an integrated course called internship at the end of their BBA program as a partial requirement. The main objective of internship program is to have practical experience of professional job relative to the student's major or minor concentrated area. Often interns are paid for the time they work; in some instances, they are not. During the period of working with a company students are given the opportunity to learn something about particular business as well as make a contribution to the company by performing some job responsibilities and duties. I did my internship in the leading fashion house of Bangladesh, Aarong. I was placed in the Human Resource Department of Aarong. My internship started on 19th January, 2013 and ended up on 25th April, 2013. During this three months period I worked in the recruitment and selection department of the HR department of Aarong as an internee. I had some specific job duties and responsibilities. I performed those job duties and responsibilities and achieved practical experience.

Objectives

Two types of objectives are involved in the internship program. They are broad objective and another is specific objective. These two types of objectives are as follows:

- **Broad Objective**

The broad objective of this report is familiarizing with the practical professional world. To gain a practical experience related to major concentrated area is the broad objective of internship program.

- **Specific Objectives**

Except the broad objective there are some other objectives. These objectives are specific objectives. The specific objectives of internship program are given below:

- To accomplish the educational requirement.
- To have knowledge about the organization that means Aarong.
- To know about Aarong's overall human resource related operations.
- To gather comprehensive knowledge about recruitment and selection process.
- To achieve some practical experience on recruitment and selection process.

Scope

The report has the scope to cover different aspects of HRM, which includes HR practices like recruitment, selection, and staffing procedures, selection devices, job analysis, job design, training & management development and compensation and benefit administration. It is part of my academic program to learn HR practices of Aarong and AAF to understand real life scenario of business. To conduct this research gathers information from employees of Aarong at Head Office basically the HR people

Methodology

The data I have presented in the internship report are collected from various sources. The sources are mentioned below:

Primary Data Source

Primary data are those data which is originated by the author for the specific purpose of describing or analyzing something. I collected information by doing face to face conversation with the recruiters of Aarong. Besides, I presented some information related to my job responsibilities and duties by doing those jobs practically.

Secondary Data Source

Secondary data are data collected for some purpose other than the main facts. Secondary data are quick source of background information. I also collected information from secondary data source. The sources are:

- ✓ Internet
- ✓ Finalcial statements
- ✓ Interview with the HR (Human Resource) personnel
- ✓ Books

Limitations

For preparing this report some difficulties have been faced. These difficulties can be considered as limitations. The limitations are as following:

- **Unavailability of Updated Information:** The organogram presented in this report is as of 2008. They are working on creating new organogram. And they were still working on it till my internship ended up.
- **Restriction on Publishing Information:** There is some financial data presented in this report. These data are not accurately published. The amounts are changed by the organization. So there was restriction on publishing confidential data.
- **Unwillingness to Reveal Confidential data:**
The authority provided restriction to use some confidential organizational data. So confidentiality of data is another important barrier that had been faced during preparing the report.

The Organization

Chapter 1

Introduction

Aarong is the leading fashion house in Bangladesh and pioneer in promoting the fashion industry of Bangladesh. Aarong has established in 1978, inspired by the principle of *“To provide a stable and gainful source of employment for the underprivileged rural artisans, lift up the traditional identity and the commitment of quality service”*. Quality, originality and uniqueness are three basic characteristics of Aarong. It's BRAC NGO's support enterprise. Basically alone with Ayesha Abed Foundation (AAF), Aarong is conducting all its operation. The main goal of Aarong is helping the marginalized people of Bangladesh. Besides protecting and promoting Bangladeshi products and designs which contain the essence of Bangladeshi culture and beauty into every piece. The key values of Aarong are quality products and services, concern for people, especially for producers, promoting and creating demand for Bangladeshi crafts and craft-related skills, teamwork, gender equity, creativity and innovation and environmental consciousness. Aarong represents the global village. According to this organization, lack of working capital, marketing support and opportunity for skills development are the three main obstacles for gainful employment in the rural areas. As it is a social enterprise, it provides some services to those low income and marginalized people in the rural areas for overcoming the three obstacles. Most of the people in Bangladesh live in the rural areas. They are the most disadvantageous and marginalized people and for these people Aarong has developed a ground. Aarong is supporting more than 2000 villages by utilizing their artistic skills and helping in earning a living. Nearly sixty five thousand rural artisans and handicraft producers works for Aarong. Most of them are women percentage 85%. At present Aarong have 13 production centers and 653 subcentres across the country. For the valuable contribution of these artisans and handicraft producers Aarong has more than 100 product lines. Aarong's product range includes men's products, women's products, children's products, home textile, home accessories, jewelry products, leather products and so on. At present Aarong have 11 domestic outlets in Dhaka (Uttara, Dhanmondi, Gulshan, Moghbazar, Wari, Mirpur), Chittagong (Sholashahar, Haliashahar), Sylhet, Moulvibazar and Khulna. Except these outlets this organization has 1 franchise outlet in London. Aarong provides the local and international public opportunity of owning a Bangladeshi handcrafted product. It is playing the role of representative of Bangladeshi culture to the outside world. This organization has export market since 1984. Aarong exports their products to Italy, U.K., Spain,

Canada, Japan, Australia etc.. 85% of the buyers of export market are leading fair trade buyers and 15% of the buyers are commercial buyers including London outlet.

Naming

The word 'Aarong' is a Bengali word which means 'a village fair or market'. A village fair is a great event in the life of villagers. In a village fair artisans and craftsmen get the opportunity to show their talents and display their handcrafted traditional products for selling. The name Aarong represents the organizations commitment towards promoting traditional Bangladeshi products and designs which are handcrafted by rural artisans and handicraft producers around the country. And the products have the essence of Bangladeshi culture and beauty into every piece. Keeping these thoughts in mind, the organization has named 'Aarong'.

Logo

The logo of Aarong is the image of a peacock. It is amazingly beautiful because of the glowing, luminous, diversified colorful patterns in its tail. Through this logo Aarong communicates that its products are as eye-catching and as unique as a peacock. Moreover, it wants to emphasize on its natural, eco-friendly products through the symbol. There are two colors in the Aarong's logo. One is black and another is orange. Black represents professionalism and orange represents energy.



Figure: Logo of Aarong.

History

In 1976, BRAC - a Bangladeshi NGO dedicated to lessen poverty and empowering the underprivileged people, started a small initiative to promote sericulture among the women of Manikganj. Later, Aarong was born in need of helping the disadvantaged, poor silk farmers of Manikganj. Their visionary goal to change the lives of deprived artisans and underprivileged rural women by enlivening and encouraging their arts and crafts. First, their target buyers were a few merchants of Dhaka. Soon enough, Aarong started to grow and spread throughout the whole country, from one single shop to the biggest Bangladesh's biggest retail chains. Now, Aarong has a big family of 65,000 artisans with versatile artists including weavers, potters, brass workers, jewelers, jute workers, basket weavers, wood carvers, leather workers and more. It should be mentioned that among these artisans, 85% of them are rural women which shows positive indications towards empowering women. Today, it can be easily said that Aarong has become the biggest platform for the little independent groups and family-based initiative for selling their crafts in the national and international market. Aarong is sort of working as the interfacing bridge through which rural artisans and women can sell their home-made products and bring food to their table.

At present Aarong has grown into a flourishing international enterprise making the local, ethnic crafts available to the international market. Aarong has successfully included into its wide and diverse spectrum of beautiful crafts from silks, handloom cotton, endi to terracotta, bamboo, jute and much more. Today, Aarong has eleven outlets spread across the major metropolitan areas of the country - in Dhaka, Chittagong, Khulna, Moulvibazar, Sylhet and one in London, UK.

Aarong's Mission Statement

All Aarong team members should work as ONE team towards achieving our mission given below: **“Be the best socially responsible enterprise empowering people to realize their potential by creating appeal for a Bangladeshi lifestyle experience.”**

Aarong's vision

“Aarong's vision is a just, enlightened, healthy and democratic Bangladesh free from hunger, poverty, environmental degradation and all forms of exploitation based on age, sex, religion and ethnicity.”

Aarong has a vision to establish them as world's one of the famous fair trade fashion house, and to remain market leader throughout its business. Aarong expanded its business in international arena. Aarong has a dream to develop more artisans of Bangladesh and make them self-dependent and attract more and more international customers towards Bangladeshi culture.

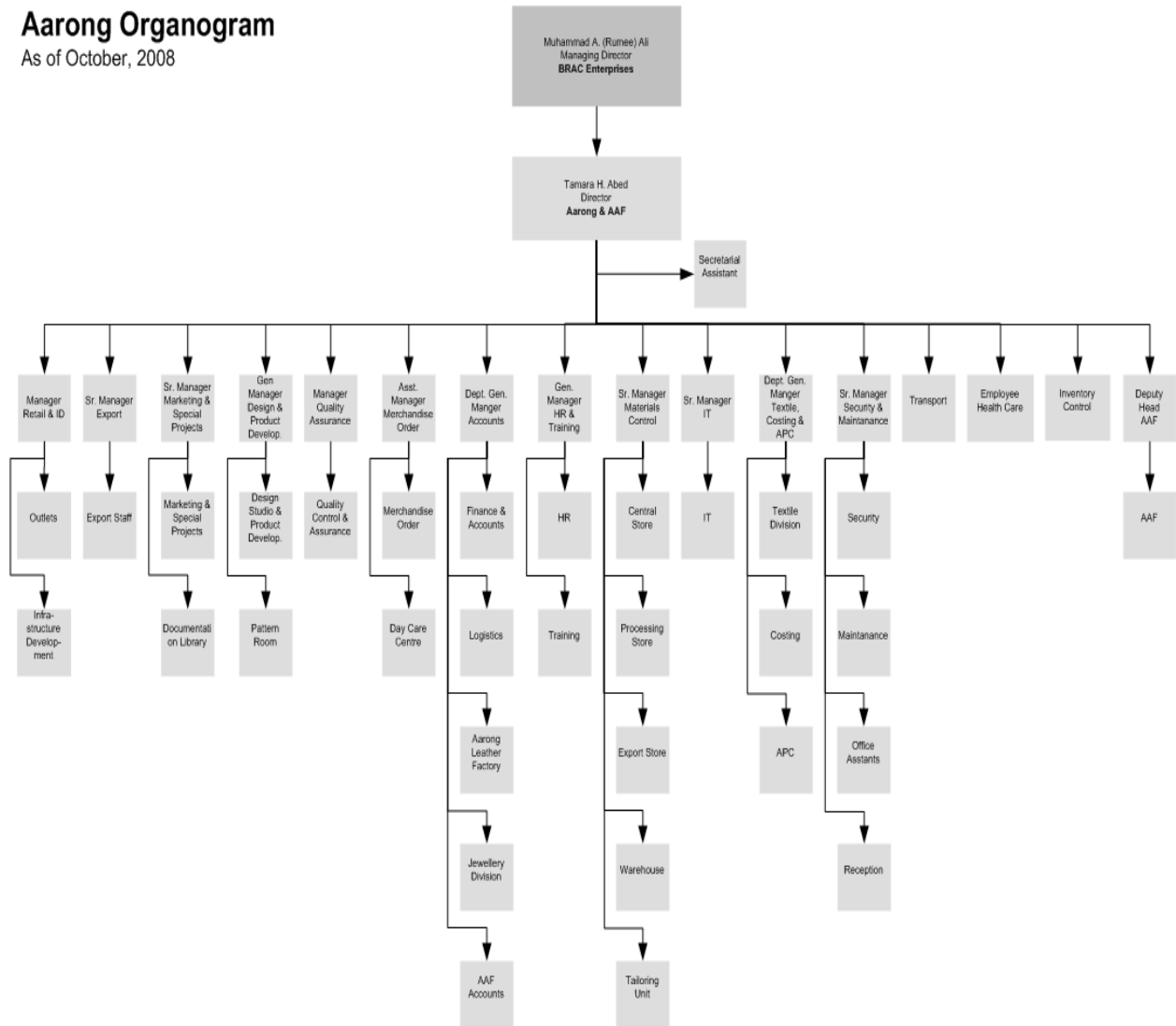
Outlets of Aarong

Aarong today, is one of the strongest brand ambassadors for Bangladeshi cultural heritage. At present Aarong has 65,000 artisans who are working in 13 production centers and 647 sub centers, 2200 employees are working in the corporate level and has 12 Local outlets and 1 international franchise outlet. The outlets of Aarong are:

<p><u>6 in Dhaka</u></p> <ul style="list-style-type: none"> ✚ Flagship Outlet, Uttara ✚ Dhanmondi ✚ Gulshan ✚ Moghbazar ✚ Wari ✚ Mirpur 	<p><u>6 outside of Dhaka</u></p> <ul style="list-style-type: none"> ✚ Sholashahar, Chittagong ✚ Halishahar, Chittagong ✚ Sylhet ✚ Moulvibazar ✚ Khulna ✚ Comilla
<p><u>3 Clearance outlets</u></p> <ul style="list-style-type: none"> ✚ Rangpur ✚ Bogra ✚ Rajshahi 	<p><u>3 Overseas Outlet</u></p> <ul style="list-style-type: none"> ✚ London

Aarong Organogram

As of October, 2008

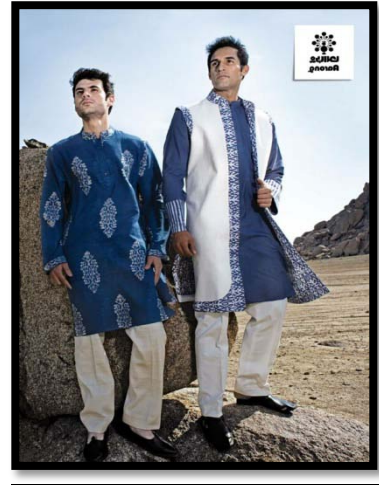


Product/Service Offerings

Aarong is leading fashion house in Bangladesh. Though Aarong was born in need of helping the disadvantaged, poor silk farmers of Manikganj, soon enough Aarong started to grow and spread throughout the whole country, from one single shop to the biggest Bangladesh's biggest retail chains. Besides, since 1984 this organization has export market. With growth, the product lines of Aarong have also grown. At present Aarong have more than 100 product lines. The products of Aarong are as follows:

Men's Products:

- ✚ Traditional
- ✚ Executive Shirts
- ✚ Maanja
- ✚ Fotua
- ✚ Short Kurta
- ✚ T-shirts
- ✚ Stoles/Shawls



Women's Products:

- ✚ Traditional
- ✚ Western
- ✚ Nightwear
- ✚ Shawls/Scarves
- ✚ Shoes
- ✚ Bags
- ✚ Fabrics



- Children's Products**
- Home Textile Products**
- Home Accessories**
 - ✓ Bed
 - ✓ Table
 - ✓ Living
 - ✓ Kitchen
 - ✓ Lamps
- Jewelry Products**
- Leather Products**
- Terracotta Products**
 - ✓ Decorative
 - ✓ Dining
 - ✓ Lamps
 - ✓ Plant Accessories
- Bamboo/Leaf Products**
 - ✓ Living
 - ✓ Dining
- Metal Products**
 - ✓ Decorative
 - ✓ Living
 - ✓ Lamps
- Candles**
- Jute Products**
- Ceramics Products**
- Food Products**
- Herbal Products**

HR Activities of Aarong

Chapter 2

Description/Nature of HR activities of Aarong

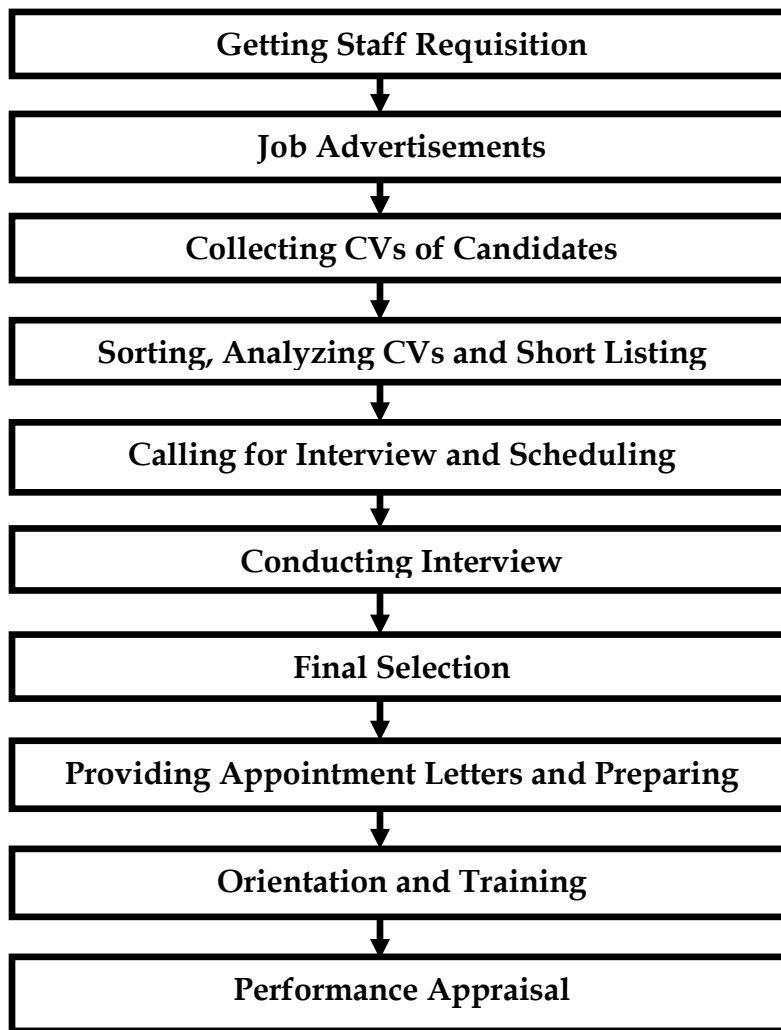
Aarong is the leading fashion house in Bangladesh. For conducting their activities they need qualified human resources. The HR department of Aarong ensures right people, at the right place, at the right time, doing the right job. Besides, Aarong's Human Resource Department (HR Department) has huge range of activities. The nature of the core jobs performed by HR department of Aarong is as follows:

- **Recruitment and Selection**

The main job of HR department is ensuring right people at the place at the right time doing the right job. In Aarong when staffs leave the organization, new positions are introduced or due to increase in responsibility, some departments need more people. At that time HR ensures inflow of qualified staffs within the organization. The HR department of Aarong is responsible for doing all the recruitment and selection related activities. After getting staff requisition from any department, HR department takes approval the director/Managing Director/Chair Person. After that all the all the recruitment and selection procedure are done by HR department. Some of the activities that are performed here are job advertisement design and placement, CV collect, CV sorting, interview call and scheduling, interview process, selecting salary, and benefits and so on.

Overall Recruitment and Selection Procedure of Aarong

Aarong is the pioneer in promoting the fashion industry of Bangladesh. To run their business they need lots of staffs. For conducting recruitment and selection activities, this organization established HR department. The main job of HR department is ensuring right people at the place at the right time. The HR department of Aarong is responsible for doing all the recruitment and selection related activities of Aarong, and Ayesha Abed Foundation. That means HR department of Aarong ensures inflow of qualified staffs within these two organizations. For doing recruitment and selection of staffs, they have to go through a certain procedure. The recruitment and selection process of Aarong is shown in a diagram below:



The recruitment and selection process of Aarong are described below:

Getting Staff Requisition

Getting staff requisition from any department is the first stage of recruitment and selection process. It is actually a formal demand from any department for wanting new staffs. In Aarong when staffs leave the organization, new positions are introduced or due to increase in responsibility, some departments need more people. Then the respective department prepares a staff requisition. In the staffs requisition the number of staffs required, job description and job analysis, qualification of staffs, and sources of recruitment are mentioned. The printed staff requisition is approved by that respective department's head. The approved staff requisition is

given to the HR department of Aarong for recruitment and selection of required staffs. After getting requisition from any department for taking new staffs, HR department takes approval the director/Managing Director/Chair Person. Taking this approval is the first job of HR department and then they start working according to their procedure.

Job Advertisements

For drawing pool of candidates job advertisements are given. Job advertisements are prepared based on the requisition got from the department. Aarong provides advertisements in the news papers and internet. Based on their target candidates they chose the advertisement media. If they need staffs for administrative level such as MIS Office, HR Office, they choose internet. If this organization needs staffs of lower grade such as Sales Associate, Cook, they publish advertisements in the news papers. They publish their advertisements on websites named 'www.bdjobs.com' and 'www.prothom-alojobs.com', and in the one of the popular newspapers named 'prothom-alo'. Sometimes Aarong needs area based staffs such as for Sylhet Aarong staffs belong to Sylhet area was required. In this situations in local news papers of that area advertisement are published by Aarong. Generally before fifteen days of deadline of submitting CVs advertisements are published. In the job advertisements name of positions, number of vacancies, job descriptions, educational requirements, qualities of the candidates, salary, job location, address of Aarong's head office and web address for emailing CVs and deadline of submitting CVs are mentioned.

Collecting CVs of Candidates

After the deadline of submitting CVs the HR department of Aarong collects all the CVs. When they place job advertisements in the website, they download those CVs from the website one by one and save the soft copies of CVs in a folder. If they place job advertisements in the newspaper and CVs are told to mail, the Tejgaon post office collects all the CVs sent for Aarong head office. Then after deadline of submitting CVs the authority of the Tejgaon post office sends all the CVs all at once in the head office of Aarong. This way CVs are collected through mail and email in Aarong.

Sorting, Analyzing CVs and Short Listing

CV plays a significant role in the recruitment and selection process. In the CV the candidate mentions all the information required by the organization. After collecting CVs all the CVs are analyzed. But if there is more than one vacant position, all the CVs are sorted based on the positions. For example, Aarong needs staffs for IT Officer and HR Officer. First they collect CVs and then separate the CVs based on the positions for which the CVs are submitted. After sorting out CVs, they analyze those CVs. By considering the job descriptions, educational requirements, qualities of the candidates all the CVs are analyzed. If the candidate matches the criteria, CV of that candidate is taken; otherwise, CV is not taken. Against one position, the HR department selects at least twenty candidates for taking interview. They are shortlisted candidates. Among the CVs dropped or submitted best qualified CVs are selected for interviewing.

Calling for Interview and Scheduling

An interview date, starting time of interview and venue is fixed up by the interviewers. Then the shortlisted candidates are called for informing interview date, time and venue. The candidates are place in different time slots that means a specific number of students are placed in a specific time slots. For example, in thirty min five candidates would be placed for interview. The shortlisted candidates are called and informed about interview date, time and venue. In addition with this, if the candidate is required to bring something with them such as educational certificates, it is also mentioned. Then a database of interview schedule is prepared. In the schedule name, father's name, educational qualification, address and time of interview is mentioned. This schedule is prepared for interviewers.

Conducting Interview

The purpose of the screening interview is to identify tentatively viable employment candidates. Besides interview is the best way to judge a person. Generally one personnel from HR and one personnel from the department in which the staff is required take the interview. Sometimes more than two personnel conduct interview. For example, incase of taking interview of IT Officer, the

head of the IT department and Head of the HR would conduct the interview. On the specific date interview is taken. On the interview day the interviewers are given printed copy of interview schedule before the starting the interview session. On time the interviewers start taking the interview and sequentially they take interview of each candidate.

Final Selection

Usually one interview is taken, but sometimes two interviews are taken for selecting candidates. Experience, motivation, past track record, initiative/drive, appearance: neatness & proper attire, team player, comportment (manner, behavior, attitude), leadership quality, communication skill, confidence, punctuality, IT knowledge, flexibility and time management these are the criteria based on which marks are given. Each candidate is interview, observed by the interviewers and marks is given on these factors. The the marks are summed up. The candidate or candidates who has got the highest marks, get selected for the respective position for which he was interviewed. If two interviews are taken for any position, after first interview some candidates are initially selected based on highest marks. Then second interview of those initially selected candidates is taken, they are again marked on some criterias and the same way final selection is done. The finally selected candidates are called and informed over phone about their selection and joining date. In addition with this, the selected candidate is told to submit photocopy of his educational certificates and national ID card befor two or three days of his joining in the HR department.

Providing Appointment Letters and Preparing Files

After joining in the workplace an appointment letter is provided from the organization. It is actually deed of working conditions. In Aarong before two or three days of joining a newly joined staff provides his or her documents such as photocopy of his educational certificates and national ID card to the HR department. Then HR department prepares an appointment letter for the respective new staff. At the joining day the new staff first get the joining letter and sign the appointment letter. Then the HR department make two photocopies of the appointment letter and the main copy is given to the respective new staff. After that HR department prepares a file for that newly joined staff where one copy of the photocopied appointment letter and provided documents of the respective staff are kept. Another photocopied appointment letter is sent to the

finance department for salary purpose.

Orientation and Training

Orientation is the process whereby a new employee is familiarized with the organization, job, work group, and the terms and conditions of employment. And for achieving a standard level training is provided to employees. Programs offered in this area may be directly related to employees' jobs or they may be oriented to career-related topics. Aarong's training department is responsible for providing training for new comers. The newly selected staffs must have to participate in the training before starting their jobs. At the joining date when the staffs join at the work place, that time they are given this training. Actually it is orientation training. At the beginning of the training the staffs are given an orientation. And then they are explained company history, important policies, procedures of work, codes of conduct etc.. Basically this training is provided on the joining day. This training is generally takes a few hours. But, in some cases, the duration of training is one or two days. Besides, except this orientation training, the administrative staffs are given training time to time on various topics.

Performance Appraisal

For improving the performance of employees performance appraisal is given. In this organization performance appraisal is given to all regular staffs who has a PIN (Personal Identity Number). The job of a newly joined staff is not confirmed before one year. The newly joined staffs who has provided one year of continuous service are entitled to get performance appraisal. The newly joined staffs will get a PIN immediately after joining and after one year of continuous service he or she will be evaluated by his or her co-workers on job knowledge, quality of work, quantity of work, time management, flexibility, interpersonal relations, approaches to work, hard working, communication and discipline these factors. If the evaluation result is satisfactory, he or she will be confirmed as a permanent staff. Besides, he might get promotion, special allowance, and yearly increment if he or she provides extraordinary performance. And if the evaluation result is not satisfactory, the job of the staff will be demoted or terminated.

This is overall recruitment and selection process of Aarong. For doing recruitment and selection activities they go through these stages mentioned above.

- **Transfer**

Transfer means moving or shifting staffs from one place to another place for job purpose. All the transfer related activities are performed by HR department in Aarong. In Aarong two types of transfer are seen. One is voluntary transfer and another is professional transfer. Sometimes staffs move from one department to another department for personal or physiological problem. It is voluntary transfer. Besides, staffs moves from one location to another location and it is decided by the management from where to from and where to place. It is called professional transfer. After getting the staff's request or department head's request for transfer, HR department is responsible for doing all the activities of transfer such as transfer approval from department head and director, prepare transfer order, issue transfer order and file, and so on.

- **Leave**

In Aarong there are different types of leave facility for staffs. Those leave includes regular/earned leave, sick/accidental leave, maternity leave, paternity leave, higher study leave, extra ordinary leave, transfer leave and compulsory leave. Each sort of leave requires different rules. For example, in case of regular/earned leave, it is 20 days for administrative staffs, 24 days for outlet and field staffs, 42 days for service staffs in a year. In case of paternity leave, it is 7 days with pay leave for confirmed staffs and 7 days without pay leave for non-confirmed staffs. The paternity leave must be taken within one month and it is applicable only for two children. This way each types of leave has different rules and it varies depending on staff's type. HR department maintains all the rules as they are authorized to perform all the leave related activities to avoid misuse of these leaves. The leave related activities in Aarong are providing leave form, taking approval from the staff's head of the department, input data in the HRMS (Human Resource Management system) and other activities.

- **Performance Appraisal**

For improving the performance of staffs performance appraisal is given. In this organization performance appraisal is given to all regular staffs who hold a PIN (Personal Identity Number). The staffs who has provided one year of continuous service and their provided service is satisfactory, are entitled to get performance appraisal. Once in a year, generally in December HR department do evaluation of the performance of each staffs and in January of next year performance appraisal is given to selected staffs. The recommendations for performance appraisal are change in designation, promotion, appointment (temporary to regular), confirmation, termination/dismissal, and special allowance. Before one month of the appraisal, HR department sends performance evaluation form and listing of staffs to each department for performance assessment. If needed, HR department do meeting with department's head. This process ends up with issuing performance appraisal letters to the selected staffs. HR department handles the whole procedure.

- **Confirmation**

In Aarong the job of every confirmed staff is confirmed if she/he has provided one year of continuous service and the provided performance is satisfactory. If the performance of the staff is not satisfactory, the job will be terminated after completion of probation period of the staff. The duration of probation period of sales associates is six months and for corporate staffs it is one year. First HR department of Aarong sends listing of staffs and confirmation form to each department before one month of confirmation. Then HR department do follow up to ensure that the forms are filled within right time, check the form after submission whether those are filled up in the right way or not and rectify if necessary. Then HR department approved those forms by the Director/Managing Director/Chair Person. Then input those data into HRMS (Human Resource Management System), payroll and EDMS (Employee Database Management System). Lastly, the Aarong HR department issues confirmation letter to the selected staffs.

My Job Responsibility

Chapter 3

Specific Responsibilities of the Job

As per the academic rule I must have to do three months internship. I did my internship in Aarong. It is situated in the 346 Tejgaon Industrial Area, Aarong Centre, and Dhaka. The internship period started on 16th of January, 2013 and ended on 19th April, 2013. During this internship period I used to work in Human Resource department (HR DEPARTMENT) of Aarong. I had some responsibilities related to recruitment and selection. The specific responsibilities of mine during this internship period are given below:

- **Preparing Database**

The HR department of Aarong is doing recruitment and selection throughout the year. When advertisements for any vacant position are placed in media (websites, newspapers etc.), lots of CVs are submitted by interested candidates. Among those CVs only selected candidates CVs are recorded, filed and preserved. There is no record of other CVs. So there is no estimation of how much CVs they are getting and how much qualified candidates are applying against each position. So they have no idea about how successfully they are drawing or attracting qualified pool of candidates. That is why my one of the job responsibility was preparing records of past CVs and filing those CVs according to the classification of database.

Sl No.	Position	Department	Name	Father's/Husband's Name	Qualifications	Address
1	Service/Sales	Aarong Outlet	Ahmadul-Jil Asser	M.A. Hassan Tawon	H.S.C	Fatma
2	Service/Sales	Aarong Outlet	Seda Akter	Md. Golam Akter	H.S.C	Scholar
3	Service/Sales	Aarong Outlet	S.M. Eramul Haque	Md. Abdul Razzaq	H.S.C	Bathura
4	Sales Assistant	Aarong Outlet	M. Moinur Rahman	Md. Mostafiz Zaman	H.S.C	Chattogram
5	Service/Sales	Aarong Outlet	Schag Chandia Saha	Lata Sripada Kuster Saha	H.S.C	Jamtilla
6	Service/Sales	Aarong Outlet	Md. Mofazzal Mah	Md. Faruk Msa	H.S.C	D.Bassa
7	Service/Sales	Aarong Outlet	Md. Saikat Hossain	Md. Dewar Hossain	H.S.C	Shrimangh
8	Service/Sales	Aarong Outlet	Rahim Akter	Md. Ali Akter	H.S.C	Shrimangh
9	Service/Sales	Aarong Outlet	Lata Akter	Lata Akter Lata Akter	H.S.C	Bakermattara
10	Service/Sales	Aarong Outlet	Lata Akter	Md. Akter Akter	H.S.C	Bathura
11	Service/Sales	Aarong Outlet	Razi Momen Akter	Kazi Akter Akter	H.S.C	Dhaka
12	Service/Sales	Aarong Outlet	Weston Akter	Mohammad Abdul Matin	H.S.C	Narokoma
13	Service/Sales	Aarong Outlet	Rasana	Dua Khun	H.S.C	Chattogram
14	Service/Sales	Aarong Outlet	Shahul Islam Akter	Nurul Islam Akter	H.S.C	Eranga
15	Service/Sales	Aarong Outlet	Maha Uddan	Md. Akter Hossain	H.S.C	Bazari
16	Service/Sales	Aarong Outlet	ANUR RAZZAQ	Mohimur Ali	H.S.C	Dhaka
17	Service/Sales	Aarong Outlet	M. Rami Hossain	Md. Anwar Haque	H.S.C	Chattogram
18	Service/Sales	Aarong Outlet	Md. Akbar Hossain	Md. Akter Hossain	S.S.C	Shrimangh
19	Service/Sales	Aarong Outlet	Tahsin Faris	Md. Saikat Hossain	H.S.C	Mogura
20	Service/Sales	Aarong Outlet	M. Momen Akter	Md. Dewar Haque	H.S.C	Dhaka

Figure: Records of previous CVs.

- **Recruitment and Selection Related Responsibilities**

Around the year recruitment and selection is done in Aarong. Advertisements are placed in news papers, generally in ‘Prothom Alo’ and in the websites named ‘bdjobs’ and ‘prothom-alojobs’ before 15 days of the deadline. In case of news paper advertisements interested candidates send their CVs through mail and for online advertisements interested candidates send their CVs through email. When the deadline of submitting CV is over, all the CVs are opened or downloaded. After that those CVs are classified based on position, counting and prepare a database of summary of CVs. Then all the CVs are checked. Based on the job description, experience requirements, job requirements mentioned in the job advertisements, candidates are short listed and the database is updated. Those personnel who are responsible for taking interview and selecting candidates would fix a date for interview. Before two or three days of interview date, short listed candidates are called over phone and informed about interview date and timing. Then an interview schedule is prepared mentioning candidate’s name, father’s name, address, time of interview etc.. On the interview day that interview schedule is printed and provided to the interviewers & in the reception booth. The interviewers take interview and select candidates. Then those selected candidates are informed about their selection and joining date over phone. Then lastly in the database the number of selected candidates is inputted. Some times more then one interview is taken for selection purpose. Except taking interview and selecting candidates, I performed all the responsibilities mentioned above during my internship period.

Interview for HR Officer								
Venue: 346, Tejgaon I/A, Aarong Centre, 5th Floor								
Dated: October, 2011								
Time: 9:30am-10:00am								
SI No	Name	Father's Name	Qualification	Address	Time	Selected	Not Selected	Remarks
01	Sanjida Sultana	Mr. Altaf Hossain	M.B.A	Fabna	9:30am			
02	Nadia Afroz	S.A. Tariq	M.B.A	Dhaka	9:30am			
03	Subarna Bera	Ganesh Chandra Bera	M.B.A	Dhaka	9:30am			
04	Anindita Rahman	Moubar Rahman	B.Com	Dhaka	9:30am			
05	Sazia Afrin	Momunul Haque Bhuyan	M.S.S	Dhaka	10:00am			
06	Syeda Saima Huque	Syed Mansurul Haque	M.B.S	Dhaka	10:00am			
07	Sayma Akhter Khatun	Lata M.A. Goftan	PGDIP	Sydet	10:00am			
08	Lutfan Nahar	S.M. Abdul Hakim	PGDIP	Jessore	10:00am			
09	Mst. Shamima Afroz	Md. Altaf Hossen	M.Sc	Bogra	10:00am			

Figure: Job Advertisement and Interview Schedule.

- **Preparing Appointment Letters**

After joining in the workplace an appointment letter is provided from the organization. It is actually deed of working conditions. When the selected sales associates and café staffs join their work place that means outlets of Aarong, after some days they are provided with appointment letters as per the organization's policy. My responsibility was preparing appointment letters for sales associates and some other posts like café staffs, helper etc.. I prepared appointment letters for sales associates of Aarong Gulshan, Aarong Dhanmondi, Aarong Maghbazar, Aarong Wari, Aarong Mirpur, Aarong Uttara, Aarong Moulvibazar, Aarong Aarong Sholoshahar, Aarong Khulna, Aarong Sylhet, Aarong Moulvibazar and for some café staffs of different outlets.

- **Preparing Files of Appointed Sales Associates and Keep in Folder**

Files are prepared for documentation purpose. In Aarong the HR department keeps record of each staff. They have EDMS (Employee Database Management System) software where they record all the data about the staffs. Besides, they prepare files for each staff. After preparing appointment letters for sales associates, those appointment letters are sent to the outlets. The sales associates sign those appointment letters and again those signed appointment letters are sent to the HR department. Then the signed appointment letters are photocopied and prepare three copies of it. One copy is send to the outlet for provided to the respective sales associate, one copy is sent to the finance department and one copy is used for filing. The signed appointment letter, resume, filled up information collection form, photocopy of educational certificates, and photocopy of national ID card etc. are filed. For maintaining those files according to the badge number all those files are kept in folders and preserved. Ten files are kept in a folder. I prepared files for sales associates and café staffs for whom I prepared appointment letters and kept those in folders.

- **Preparing Confirmation Letters**

In Aarong every regular staff has to start their job as a temporary worker. After that they have to complete their period of probation. The period of probation for corporate staffs is one year and for sales associates and café staffs, it is six months. When a staff completes his/her period of probation and his/her performance is satisfactory, his/her job will be confirmed. Through confirmation letter they are informed about their confirmation. One of my job responsibilities was preparing confirmation letters for selected staffs who are entitled to be confirmed.

- **Preparing Transfer Letter**

Sometimes staffs are transferred from one department to another department or one place to another place. In this organization transfer letter is issued before one week of the joining date at the new work place. One copy of the transfer letter is given in the previous work place, one copy is sent in the new work place, one copy is provided to the respective staff and one copy of that transfer letter is used to prepare documentation in HR department. When I was doing internship in Aarong, some staffs were transferred from one place to another place. My responsibility was preparing transfer letters for them.

PROJECT

Chapter 4

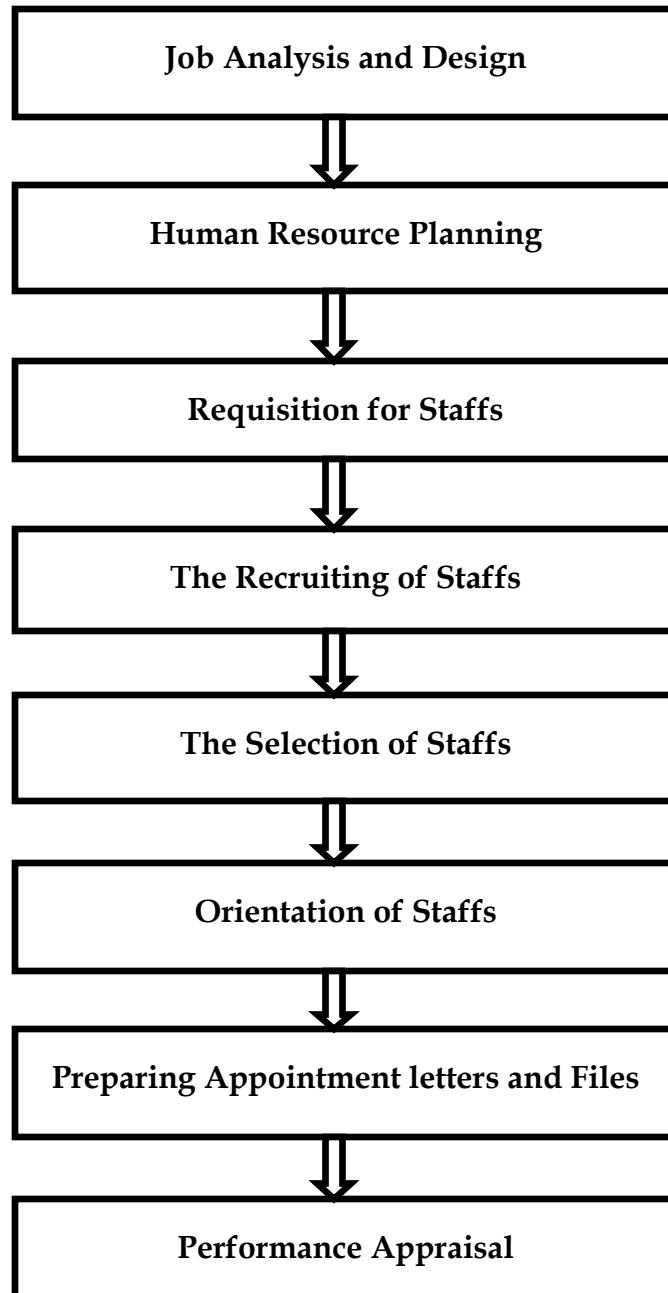
The Recruitment and Selection Procedure of Moulavibazar Outlet of Aarong

The human resource management system is an organization comprises all processes, activities, and tasks concerned with the acquisition, utilization, development, and rewarding of people in the workplace. The human resource management system is composed of six major subsystems or processes and they are: personnel research, staffing, compensation, employee and labor relations, safety and health, and training and development. As an intern, I worked with the HR (Human Resource) department of Aarong. There are two departments which are included in the HR department of Aarong, the recruitment and selection department and another is training department. I worked in the 'Recruitment and Selection Department'. Basically, I worked on the project of recruitment and selection for staffing new Moulvibazar Outlet of Aarong. So the staffing system can be related to the recruitment and selection of Moulvibazar Outlet project.

Although staffing is closely related to other human resource management functions, it can be viewed for purpose of analysis and study as a separate system with own activities and objectives. The basic components of staffing are: Job analysis and design, Human Resource Planning, Recruiting, Selection, Performance Appraisal, Career Planning and Development, Human Resource Administration, and Effective Evaluation.

The recruitment and selection process of Aarong Moulvibazar Outlet goes through several stages. The recruitment and selection process was a little bit different from theory. The components of staffing and some other stages are seen in the recruitment procedure. The process is described in this part in relation to basic components of staffing.

The recruitment and selection procedure of Moulvibazar Outlet of Aarong are shown in a diagram below:



1) Job Analysis and Design

The activities associated with ascertaining the duties of a job and determining the skills required to perform those duties are referred to as job analysis. And job design is primarily concerned with how to perform in an organization should be divided into pieces that can be handled by individual employees. Job analysis consists of four major components. Based on the Moulvibazar project of Aarong, the components are described in this part.

In Aarong the job analysis and design part is done by the retail department. Before three months of the date of opening the new outlet of Aarong in Moulvibazar, they did the job analysis. Their working procedures are:

- Job Identification

Before any job can be analyzed it is necessary to determine how many and what kind of job exist in the organization. To do this, a list of all positions is compiled. Once the list of positions has been compiled, then is to develop a list of jobs. After the tentative list of jobs has been completed, it is good practice to standardize job titles, so that they conform to universally accepted and recognized titles. Before this Moulvibazar Outlet, Aarong has opened several outlets. So, the respective authority of retail department identified the jobs required to open the new outlet. Based on their past experience and observation they got the idea about the group of tasks related to each job. Then they compiled those tasks and determined jobs for the new outlet. They also had clear idea of about the job titles as they handle all the outlets. The jobs identified for Moulvibazar Outlet are:

- ✓ Outlet Manager
- ✓ Outlet Supervisor
- ✓ Accountant
- ✓ Sales Associate
- ✓ Office Assistant
- ✓ Store Assistant

- ✓ Store Helper
- ✓ Maid
- ✓ Security Guard
- ✓ Cleaner

- **Collection of Data on Job Duties and Responsibilities**

After determining which jobs exist in an organization, the major task of analysis begins ascertaining the specific duties, responsibilities, essential functions and marginal functions of each job. The retail department of Aarong has handled these responsibilities before. There are eleven outlets of Aarong in four different cities of Bangladesh. There are many staffs who are working there. They also have some job duties and responsibilities decided by retail department. The retail department's authority decided that the job duties and responsibilities of Moulvibazar outlet of Aarong would be same as the job duties and responsibilities of staffs of other outlets of Aarong.

- **Determination of Needed Human Qualification**

One of the most difficult parts of job analysis is determining the skills, abilities, experience and other qualifications needed to perform a job. A great deal of judgments, discretions, and expertise is required of the individual performing the job analysis. The retail department of Aarong decided that the staffs of Aarong Moulvibazar outlet need not to have any job experience mandatorily. But, only for Outlet Manager, Outlet Supervisor and Accountant positions job experience in Aarong outlets was required besides specific educational qualification. The age limit of candidates must be within 18-28 years of age and the candidate must be living in Moulvibazar district. In addition to this their educational qualifications for each position are as mentioned here.

Position	Minimum Qualification Required	Position	Minimum Qualification Required
Outlet Manager	Master Degree	Store Assistant	Bachelor Degree
Outlet Supervisor	Bachelor Degree	Store Helper	S.S.C.
Accountant	Bachelor Degree	Maid	Class 8
Sales Associate	H.S.C.	Cleaner	Class 8
Office Assistant	H.S.C.	Security Guard	S.S.C.

▪ **Preparation of Job Description and Job Specification**

The final phase of job analysis is to prepare written documents that enumerate the duties, responsibilities and functions of the job and specify the skills, abilities and other qualifications needed to perform the job. After identifying the jobs, deciding the job duties and responsibilities and determining the needed human qualifications, the retail department prepared a printed document. In the printed document all the jobs, job duties and responsibilities and needed human qualification for Moulvibazar outlet were mentioned. This document was job description and job specification for staffing Moulvibazar project.

Job Analysis Method

There are various types of job analysis methods. For preparing the job analysis of Moulvibazar Outlet, the retail department of Aarong followed observation method. It is one of the traditional job analysis methods. It refers to the process of observing employees as they perform their jobs. The analyst simply watches the worker and records information about various tasks being performed and the kinds of skills used to perform them. At the time of preparing the job analysis for Moulvibazar project of Aarong, the authority of retail department observed their staffs of various outlets. By observing those staffs, they identified the jobs. They considered the jobs of all outlets and found out the essential jobs that were common in each outlet. Then they determined all the job duties and responsibilities related with these jobs. For doing this they

analyzed each job they identified before. Then they took decision on the minimum qualification that was essential to carry out those jobs. They considered the qualifications of the staffs of existing outlets. Besides, they considered the availability of qualified candidates in the Moulvibazar district. After that, they took decision on the qualifications of needed staffs. Finally they prepared the job analysis in a printed form. So, through observation method the retail department of Aarong prepared the job analysis.

Human Resource Planning

Determining the number of employees that an organization will need in the future and the kinds of skills those employees must possess is the task of human resource planning. There are three basic phases of human resource planning. According to the human resource planning of staffing Aarong's Moulvibazar outlet those three phases are described below:

- **Requirements Forecasting**

This phase concern with identifying the number and kinds of employees the firm will need at future dates to meet its objectives. For requirement forecasting of Moulvibazar project the retail department of Aarong used subjective techniques. Among two techniques of subjective techniques, they followed managerial estimates. This is essentially a bottom up approach to determining personnel requirements. It is based on the premise that each individual manager in an organization is the person most knowledgeable about the number and kind of people needed to run his or her unit effectively at various levels of activity. The respective authority of retail department who were responsible for doing these considered that how many product lines they were going to sell in that Moulvibazar outlet and how many people are required to handle those activities. Calculating the minimum number of staffs was needed for maintaining those activities. Before opening this outlet, they successfully opened some other outlets. So they had an estimation of minimum how many staffs are required at the starting level to run that outlet. So based on their past experience the management of retail department decided that they will be needed the following number of staffs for each position:

Position	Number of Staffs	Position	Number of Staff
Outlet Manager	1	Store Assistant	1
Outlet Supervisor	3	Store Helper	1
Accountant	1	Maid	1
Sales Associate	45	Cleaner	5
Office Assistant	1	Security Guard	4

- **Availability Forecasting**

The second phase of human resource planning is availability forecasting. This phase entails the determination of the availability of qualified people of staff the organization of the future. This phase provides the organization with knowledge of how many and what kind of employees will needed and when they will be needed. The demand of employees may be met by obtaining people from within the company or resorting to external sources of supply, or both that have to decide in this phase. The respective management of retail department of Aarong decided that they would recruit both from internal source and external source.

An internal source means many of the employees who will be needed for future positions are already employed by the institution. Through transfer and promotion these individuals can be shifted laterally to other jobs or elevated to positions of greater responsibility. The respective management of retail department of Aarong, decided that for Outlet Manager, Outlet Supervisor, and Accountant positions they would use internal source. By promoting and transferring qualified applicants they would recruit internally for Moulvibazar outlet. They decided they would give promotion to a Sales Associate, an Assistant Manager and a Cashier consecutively as a Supervisor, an Outlet Manager and an Accountant. As they have some experience, they would be able to manage the new Moulvibazar Outlet efficiently.

Since not all demands for human resources can be met internally, the organization will, from time to time, have to resort to external sources for skilled workers. The respective authority decided that for Sales Associate, Office Assistant, Store Assistant, Store Helper, Maid, Security Guard, and Cleaner they would recruit from external sources. As they are recruiting experienced

staffs for higher positions of Moulvibazar outlet from internal source, they would be able to manage this staffs recruited from external source in an efficient way.

2) Requisition for Staffs

Requisition means a formal request of something that is needed. Employee requisition refers to the formal demand made for recruiting and selecting employees for an organization. As the respective management of retail department were responsible for doing job analysis and human resource planning, after performing their responsibilities comes the responsibility of HR department of Aarong. After conducting the job analysis and design and human resource planning, the retail department provided staff requisition to the HR department of Aarong. The details of Job analysis and design and human resource planning were given to the HR department of Aarong in a printed form which was approved by the Director and Head of the Retail department of Aarong. Human Resource Planning was the last responsibility of retail department of Aarong for Moulvibazar project. Then after getting the staff requisition for Moulvibazar outlet, the HR department started working on this project for recruitment and selection of Moulvibazar project.

3) The Recruiting Process

Recruiting involves locating individuals, with appropriate qualifications and in sufficient numbers, and encourages them to apply for jobs with a particular organization. The basic purpose of recruiting is to ensure a sufficient pool of applicants from which the most qualified individuals may be selected. For the Moulvibazar project the both internal and external source would be used as per the decision of retail department. The recruitment sources for Moulvibazar project are as follows:

- **Internal Source**

Internal sources mean many of the employees who will be needed for future positions are already employed by the institution. As mentioned before for the Moulvibazar project, for some specific positions internal recruitment would be done. For Outlet Supervisor, Outlet Manager and Accountant positions internal recruitment was done. The staffs were promoted and transferred to the Moulvibazar outlet. A Sales Associate was promoted as Outlet Supervisor, an Assistant Manager was promoted as Outlet Manager and a Cashier was promoted as Accountant for the Moulvibazar outlet.

Internal Recruitment Method

For the Moulvibazar project the recruiters followed job posting and bidding system for recruiting internally. The purpose of job posting is to communicate job openings to employee. Job bidding permits individuals in the organization to apply for any job for which they have qualification. This internal recruitment method was used by HR department of Aarong for internal recruitment. At the time of recruiting internally, the HR department of Aarong sent notice to every outlet about the vacancy in the Moulvibazar outlet. The notice was hanged in the notice board of every outlet. In the notice the job analysis and design and required number of staffs were mentioned. Besides it was also mentioned that selected staffs would get promotion and would be transferred to the Moulvibazar outlet. Interested staffs were told to apply for their interested position.

- **External Source**

External recruitment is done when a company is permanently expanding its workforce. As per the decision, externally recruitment would also be done for Moulvibazar outlet. For Sales Associate, Office Assistant, Store Assistant, Store Helper, Security Guard, Maid and Cleaner positions external recruitment had done. Large number of staffs among the total staffs had taken from the external source for Moulvibazar outlet.

External Recruitment Method

There are some most common methods for recruiting externally. For the staffing the Moulvibazar outlet two external recruitment methods had been used. They are:

❑ Advertising

One of the most widely used recruiting methods is advertising, primarily in newspapers. For recruiting externally the HR department of Aarong provided advertisements on some news papers. The reason is newspaper advertising is usually the most cost-effective approach. It is inexpensive and generates most responses. So to reach their targeted potential candidates HR department of Aarong chose these two newspapers for publishing job advertisements.

❑ Employee Referrals

Many organizations have found that their employees can assist in the recruitment process by actively soliciting applications from friend and associates. It is employee referrals. For various positions for Moulvibazar project, some Outlet Managers, Outlet Supervisors of Aarong send CVs of their relatives and friends through email and mail for vacant positions of Moulvibazar outlet of Aarong.

4) The Selecting Process

Selecting is the process of choosing from a group of applicants that individual deemed to be best qualified job opening. Selecting is, at best, a difficult process because it requires making judgments about people. An organization's success in its recruiting activities significantly affects the efficiency and effectiveness of selection. There is a selection process of HR department of Aarong. For Moulvibazar outlet the HR department of Aarong followed a selecting process. The selecting process of Aarong of Moulvibazar project is described below:

- ✓ **Collecting CVs of Candidates**
- ✓ **CV Analysis, Sorting and Short Listing**
- ✓ **Calling For Interview and Scheduling**
- ✓ **The Screening Interview**
- ✓ **Providing Training**
- ✓ **Final Selection**
- ✓ **Employee Orientation**
- ✓ **Preparing Appointment Letters and Preparing Files**

5) Performance Appraisal

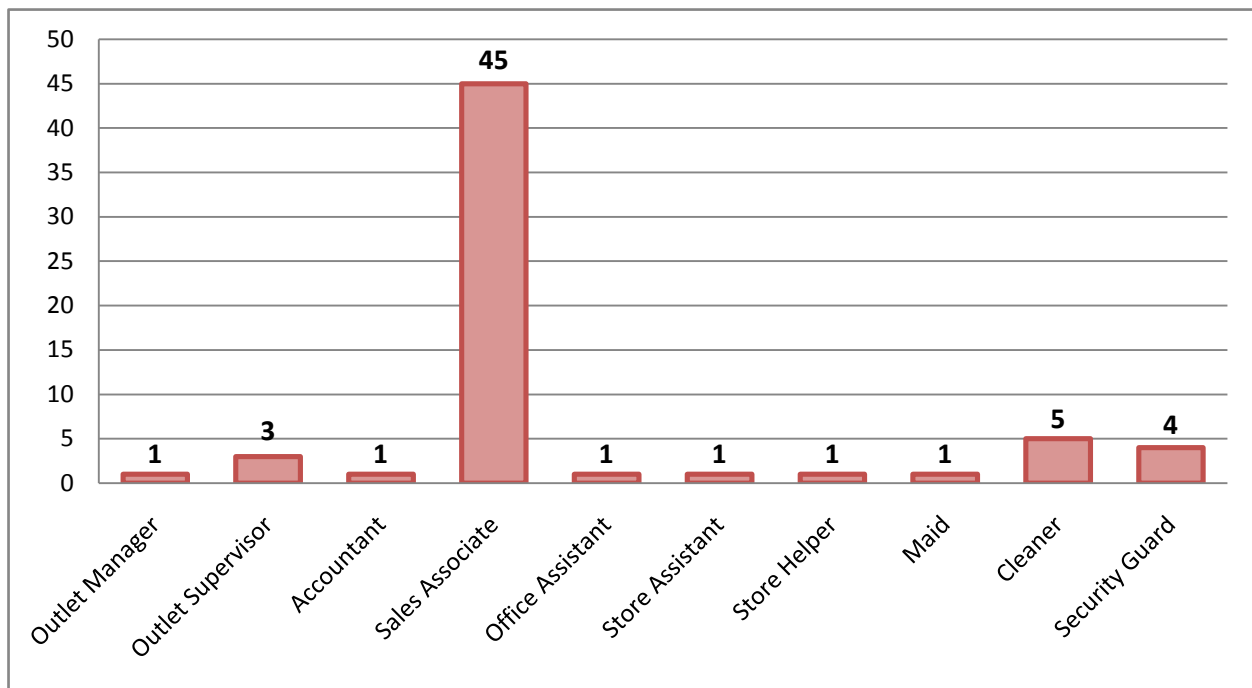
Performance appraisal is basically concerned with determining how well employees are carrying out their assigned tasks. It is also frequently used to identify candidates for promotion or pay increase. It typically includes an assessment of the individual's need or potential for further development. The performance appraisal for Outlet Supervisor, Outlet Manager and Accountant will be happened after one year of their joining. And the performance appraisal for sales associates will be happened after six months of their joining date. Before one months of their performance appraisal, performance evaluation form will be sent to the Moulvibazar Outlet. According to the rules those forms will be filled up and will be returned to the HR department of Aarong. If their performance is satisfactory their jobs will be confirmed. And if their performance is not satisfactory, the staffs' jobs will be terminated.

Analysis

For the Moulvibazar project CVs have been collected through internal and external source. Job advertisement has been published in local news papers of Moulvibazar and interested candidates send their CVs in the mentioned address. For some specific positions recruitment is done using external source such as Sales Associate, Office Assistant, Store Assistant, Store Helper and Maid. For other positions staffs from other outlets of Aarong has been transferred that means recruitment is done using internal source. There is a database of CVs which are collected from internal and external source. An analysis of the database is given below:

▣ Number of Staffs Required for Each Position

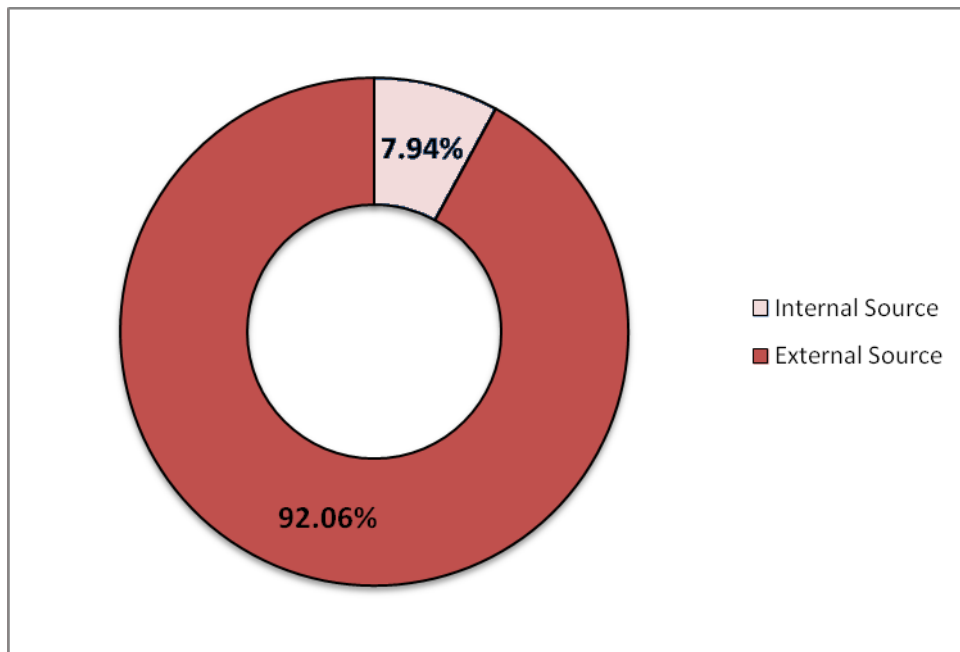
Position	Number of Staffs	Position	Number of Staff
Outlet Manager	1	Store Assistant	1
Outlet Supervisor	3	Store Helper	1
Accountant	1	Maid	1
Sales Associate	45	Cleaner	5
Office Assistant	1	Security Guard	4



For Moulvibazar project there were 10 positions. For each position there was specific number of staffs required by the organization. Aarong required 1 Outlet Manager, 3 Outlet Supervisor, 1 Accountant, 45 Sales Associates, 1 Office Assistant, 1 Store Assistant, 1 Store Helper, 1 Maid, 5 Cleaners and 4 Security Guards for Moulvibazar Outlet of Aarong.

▣ Staffs Required from Internal Source and External Source

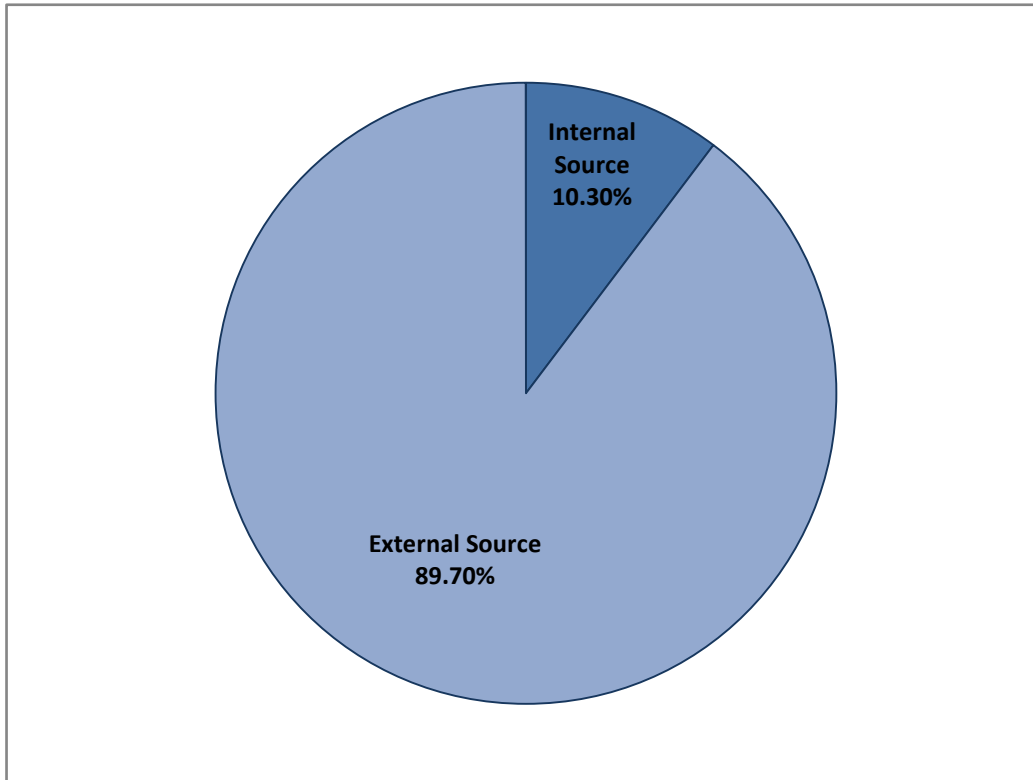
Source	Number of Staffs	Percentage of Staffs
Internal Source	5	07.94%
External Source	58	92.06%



Recruitment and selection for Moulvibazar outlet was done both from internal source and external source. This organization required on total 63 staffs for Moulvibazar project. Among these total 63 staffs, internally they required 5 staffs and externally this organization required 58 staffs. In a percentage form 7.94% staffs was required internally and 92.06% staffs was required externally.

▣ CVs Collected from Internal Source and External Source

Source	Number of CVs	Percentage of CVs
Internal Source	28	10.30%
External Source	244	89.70%

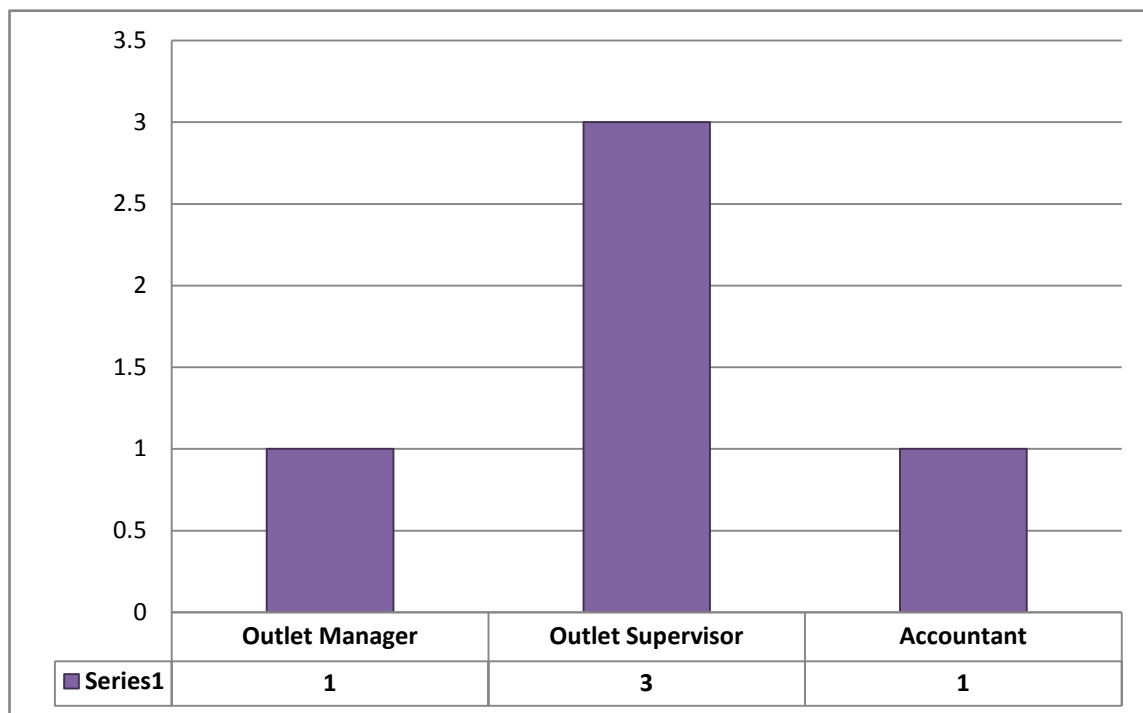


As it was decided that both internal and external recruitment would be done, CVs were collected from both internal and external source. The HR department collected on total of 272 CVs from both sources. Among these 28 CVs were collected from internal source and 244 CVs were collected from external source. If these amounts are said in percentage form, 10.30% of total CVs were collected from internal source and 89.70% of total CVs were collected from external source.

Internal Recruitment

▣ Number of Staffs Required for Each Position

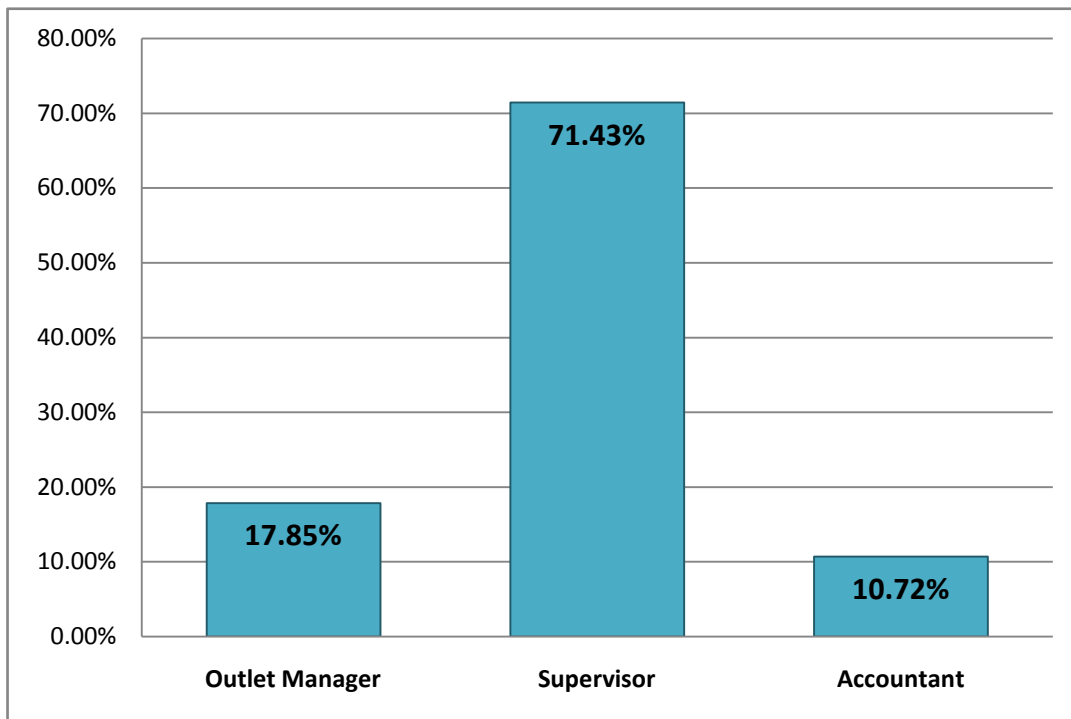
Position	Number of Staffs Required
Outlet Manager	1
Outlet Supervisor	3
Accountant	1



The respective authority decided to recruit internally for three positions. The positions were Outlet Manager, Outlet Supervisor and Accountant. For Outlet Manager they required 1 staff, for Outlet Supervisor they required 3 staffs and for Accountant they required 1 staff. In a column chart the number of staffs required internally for Moulvibazar outlet of Aarong is shown above. Only for filling up these positions internal recruitment was done. By giving promotion and transferring existing staffs these positions were filled up.

▣ CVs Collected for Each Position

Position	Number of CVs	Percentage of CVs
Outlet Manager	5	17.85%
Outlet Supervisor	20	71.43%
Accountant	3	10.72%

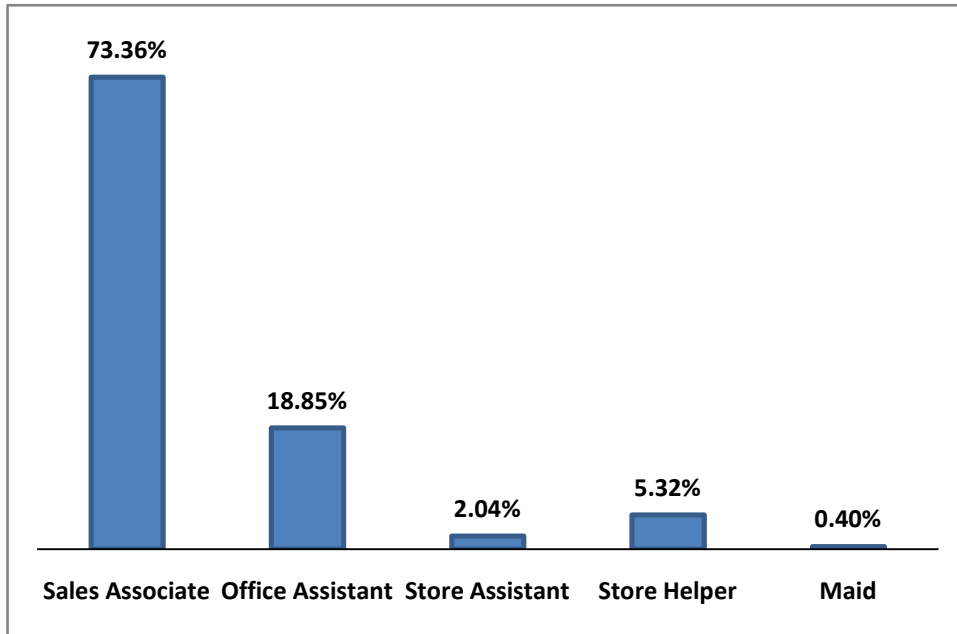


The existing staffs who were interested for Outlet Manager, Outlet Supervisor and Accountant positions submitted their CVs. HR department of Aarong collected those CVs through internal source. For Outlet Manager they got 5 CVs, for Outlet Supervisor they got 20 CVs and for Accountant they got 3 CVs. That means 17.85% CVs collected for internal source were for Outlet Manager position, 71.43% CVs collected from internal source were for Outlet Supervisor and 10.72% CVs collected from internal source were for Accountant position.

External Recruitment

▣ CVs Submitted for Each Position

Position	Submitted CVs	Percentage
Sales Associates	179	73.36%
Office Assistant	46	18.85%
Store Assistant	5	2.04%
Store Helper	13	5.32%
Maid	1	0.40%

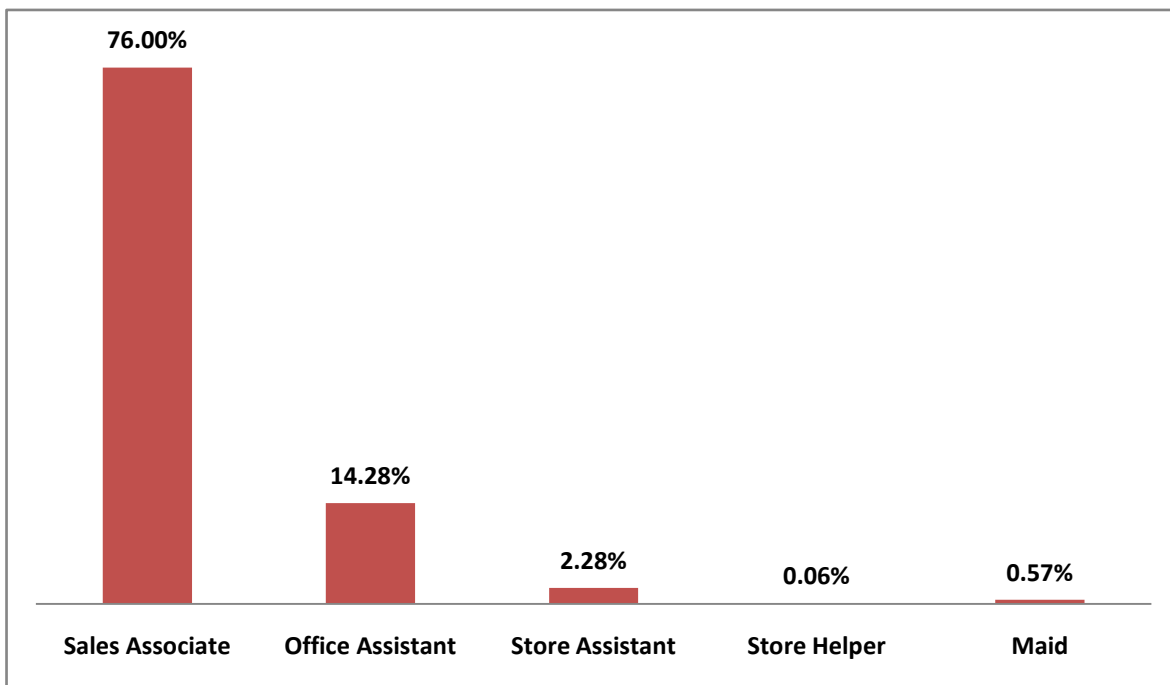


In the new Moulvibazar outlet of Aarong there required 45 Sales Associates, 1 Office Assistant, 1 Store Assistant, 1 Store Helper and 1 Maid. Against each position a few number of CVs has been sent. The total number of CVs sent by interested candidates against each position is numbered 244. For Sales Associate 179 CVs, Office Assistant 46 CVs, Store Assistant 5 CVs, Store Helper 13 CVs and Maid 1 CV have been sent. If it is calculated in a percentage form, 73.36% of total CVs has been sent for Sales Associate position, 18.85% of total CVs has been sent for Office Assistant position, 2.04% of total CVs has been sent for Store Assistant position,

5.32% of total CVs has been sent for Store Helper position and 0.40% of total CVs has been sent for Maid position.

▣ The CVs Shortlisted for Each Position

Position	Shortlisted CVs	Percentage
Sales Associate	133	76.00%
Office Assistant	25	14.28%
Store Assistant	4	2.28%
Store Helper	12	0.06%
Maid	1	0.57%

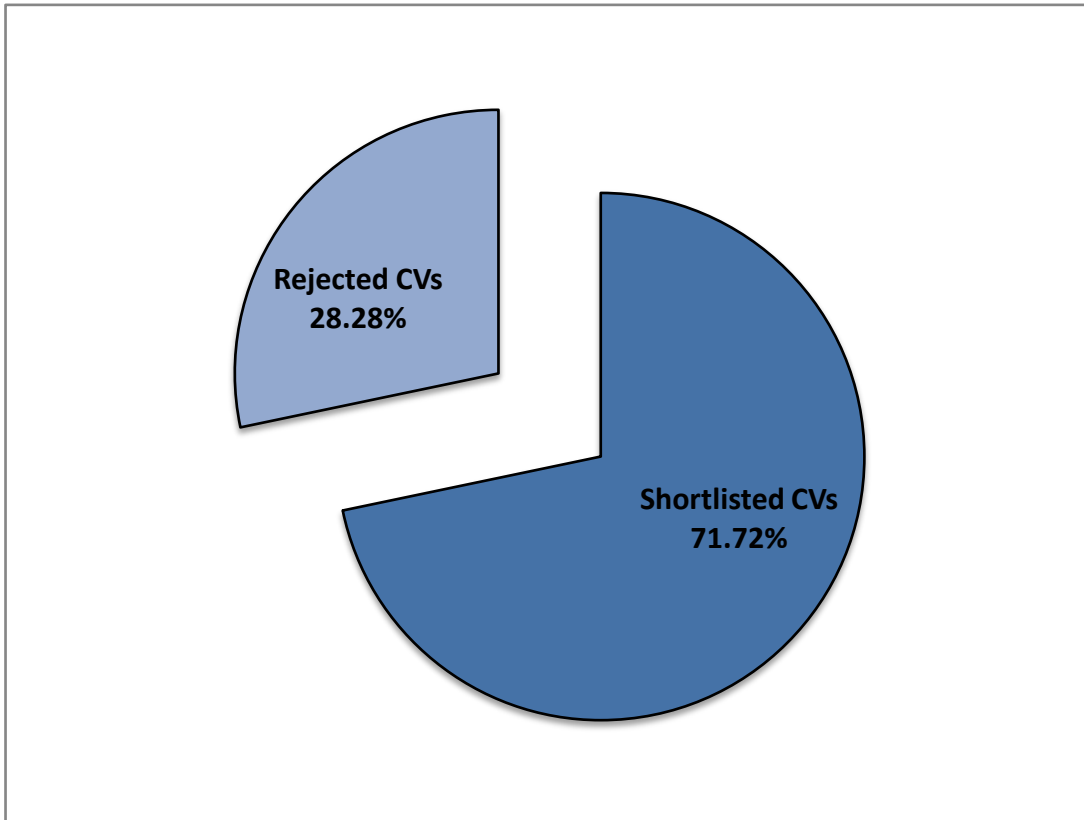


After getting CVs all the CVs are checked. If the candidate is from Moulvibazar and Sylhet district, above 18 years of age and matches the qualifications mentioned in the job advertisement then the respective candidate is being called for informing the interview time and date. When the candidate is informed about the interview schedule and agrees to attend the interview, he/she is considered as shortlisted candidate. Among all the 244 candidates, 133 were shortlisted for Sales Associate position, 25 were shortlisted for Office Assistant position, 4 were shortlisted for Store

Assistant position, 12 were shortlisted for Store Helper position and 1 was shortlisted for Maid position. In a percentage form the numbers would be consecutively 76.00%, 14.28%, 2.28%, 0.06% and 0.57% among the total percentage of CVs.

▣ The Portion of CVs Which Had Been Rejected

CVs	Number of CVs	Percentage
Rejected CVs	69	28.28%
Shortlisted CVs	175	71.72%

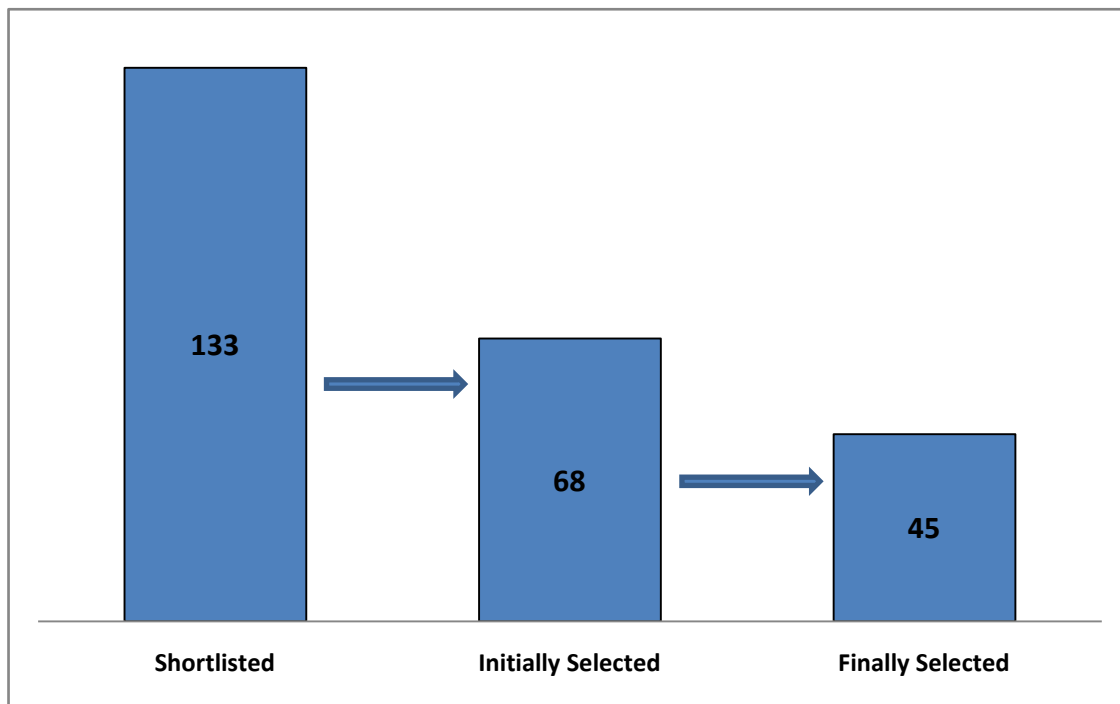


Due to lack in job qualification, educational qualification, being below age limit and situated in the other areas except Moulvibazar and Sylhet some CVs have been rejected. On total 69 CVs has been rejected among the 244 CVs which is 28.28% of the total CVs. 46 CVs for Sales

Associate position, 1 CV for Office Assistant position, 1 CV for Store Assistant position and 1 CV for Store Helper have been rejected.

▣ Number of CVs up to Final Selection for Sales Associate

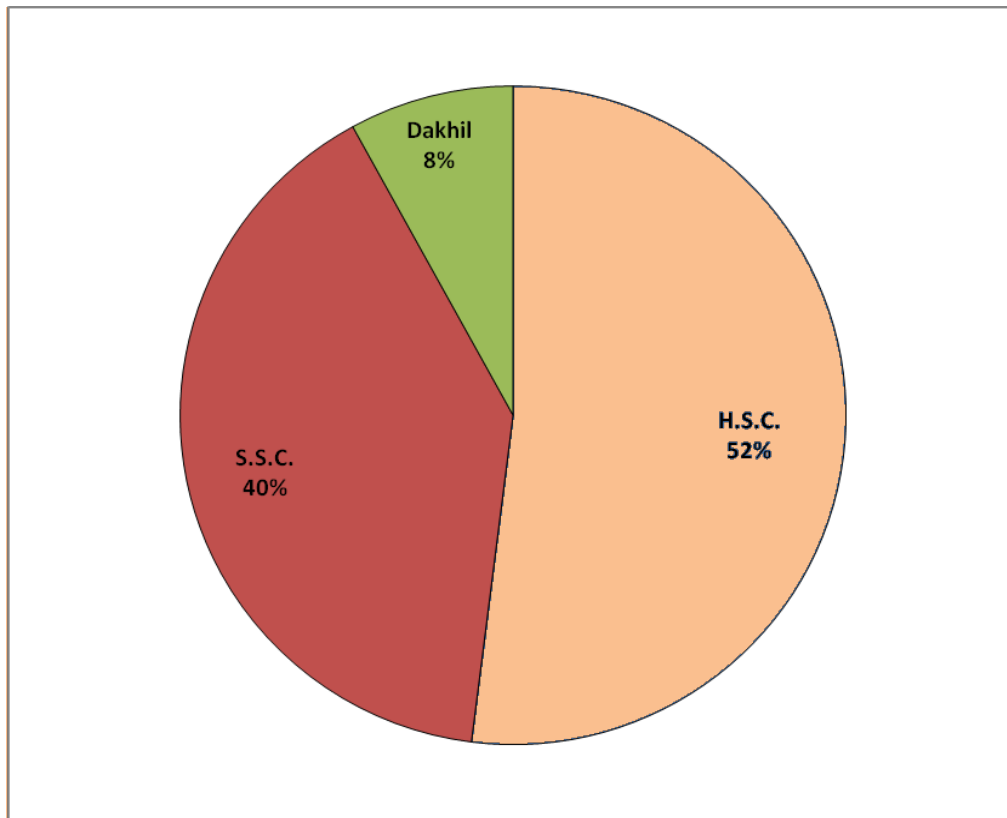
Type of CVs	Number
Shortlisted CVs	133
Initially Selected	68
Finally Selected	45



After taking interviews of the 133 shortlisted, initially 68 were selected for training. Those 68 candidates were minimum H.S.C. pass. After taking training those 68 candidates sit for an assessment exam. The marks of interview session and the marks of the assessment exam are added up and based on the marks finally 45 has been selected as Sales Associates for Moulvibazar Outlet of Aarong.

❏ Office Assistant

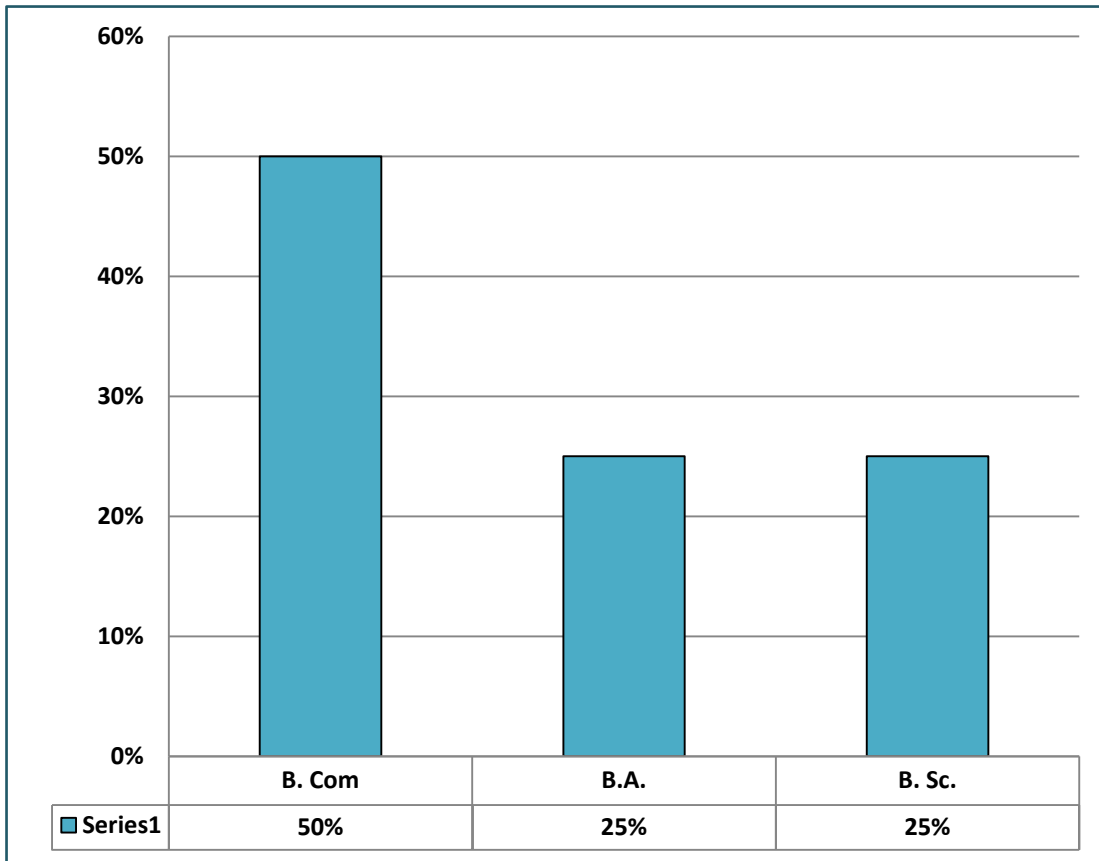
Degree	Shortlisted CVs	Percentage
H.S.C.	13	52%
S.S.C.	10	40%
Dakhil	2	08%



The minimum requirement for office assistant was S.S.C. pass and 1 office assistant was required for Aarong Moulvibazar outlet. Among the 46 candidates 25 were shortlisted. Among those 13 were H.S.C. pass, 10 were S.S.C. pass and 2 were Dakhil pass. That means 52% of the shortlisted candidates were H.S.C. pass, 40% among the shortlisted candidates were S.S.C. pass and 08% of the candidates were Dakhil pass. In case of this position there was available qualified pool of applicants

▣ Store Assistant

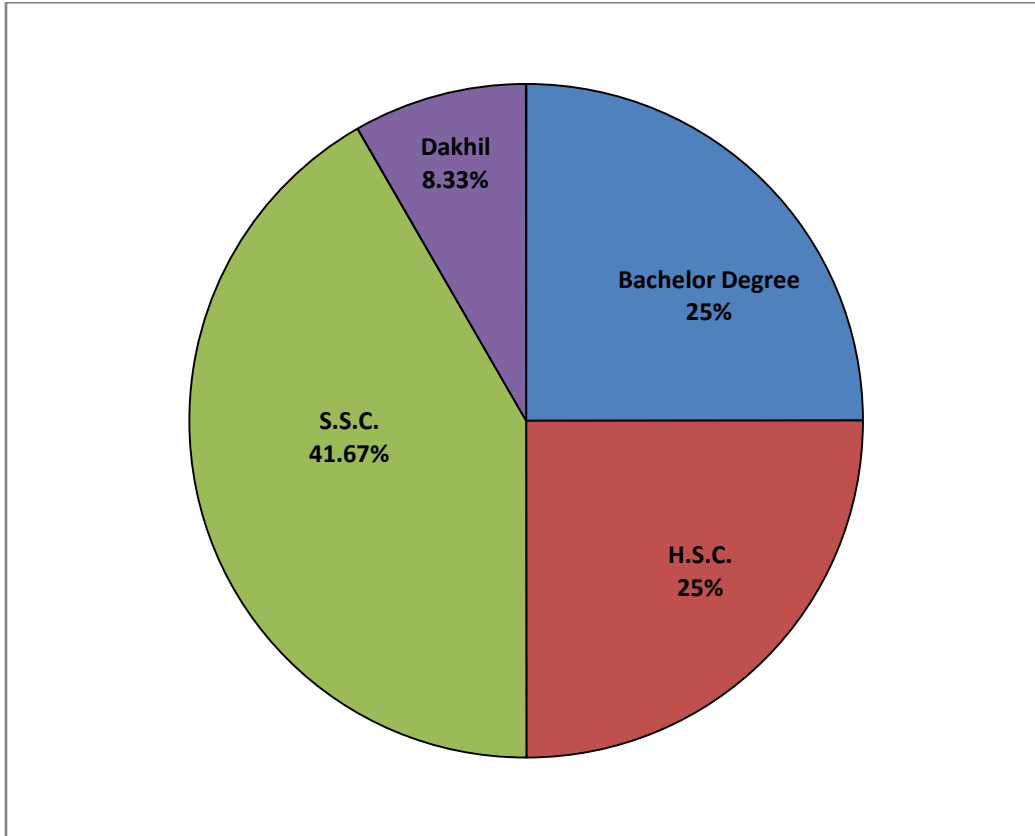
Degree	Shortlisted CVs	Percentage
B.Com	2	50%
B.A.	1	25%
B.Sc.	1	25%



For office assistant the minimal educational qualification required was bachelor degree. The shortlisted 4 candidates have bachelor degree. 2 of the shortlisted candidates were B. Com pass, 1 of the shortlisted candidates was B.A. pass and 1 of the shortlisted candidates was B. Sc pass. All of the shortlisted candidates were according to the requirement. So, 50% were B. Com pass, 25% were B.A. pass and 25% were B. Sc pass in case of Store Assistant if the numbers of shortlisted candidates are expressed in percentage.

▣ Store Helper

Degree	Shortlisted CVs	Percentage
Bachelor Degree	3	25%
H.S.C.	3	25%
S.S.C.	5	41.67%
Dakhil	1	08.33%



For new outlet of Aarong Moulvibazar, 2 Store Helpers were required who would be at least S.S.C. pass. Among 13 candidates 12 were shortlisted. Among them 3 were doing bachelor, 3 were H.S.C. pass, 5 were S.S.C. pass and 1 was Dakhil pass. In percentage form it would be consecutively 25%, 25%, 41.67% and 8.33% among the shortlisted candidates for this position. So there were available qualified candidates for the position of Store Helper.

Findings

The recruitment and selection procedure at new Moulvibazar outlet of Aarong was successful. The management of retail department of Aarong prepared job analysis and design and human resource planning. Then they provided requisition for staffs to the HR (Human Resource) department of Aarong. According to the decision of retail department HR department did the staffing activities. They provided notice to each outlet for recruiting internally. And they published news paper advertisements to the local news papers of Moulvibazar area. Besides, they use employee referrals as external recruitment method. The HR department of Aarong successfully did their recruitment activities. For this they were able to draw satisfactory number of candidates. For 54 positions they got 272 CVs from interested candidates. It is a good achievement, because in the Moulvibazar area most of the people do not know about the fashion house 'Aarong'. After collecting CVs they analyzed each CV and matched every criterion mentioned in the job analysis and design. They got qualified pool of candidates. For Sales Associate the minimum educational qualification requirement was H.S.C. pass. Among the short listed candidates for Sales Associate 2 were doing masters, 3 were doing bachelor, 118 were H.S.C. pass, 5 were S.S.C. pass and 5 were Dakhil/Alim pass. And for Office Assistant position educational qualification requirement was minimum S.S.C. pass. Among the short listed candidates 52% of the shortlisted candidates were H.S.C. pass, 40% among the shortlisted candidates were S.S.C. pass and 08% of the candidates were Dakhil pass. So from analysis part it is seen that for all positions they got interested candidates who are more qualified than educational requirement. The HR department successfully recruited candidates beyond their requirement. Then is the part of selecting the staffs. The respective authority of HR department and retail department went Moulvibazar for interview. They took interview of each candidate and judged every candidate. Based on highest marks they chose best candidates. In outlets of Aarong the Sales Associates has to play very important role. They handle customers. Upon them the image of Aarong is depending on. If their performance is good, customers will be satisfied. So best of the best candidates are selected for Sales Associate position. For Sales Associates for Moulvibazar Outlet the authority initially selected 68 candidates and then provided training to those candidates. The marks of interview and training evaluation were added up and best marked 45 candidates were selected for Sales Associate position. Then on due date all the selected staffs

joined in the Moulvibazar Outlet of Aarong and they were given orientation. The HR department prepared appointment letters and prepared files for each staff. After specific time period the Human Resource department of Aarong will evaluate their performance for giving performance appraisal. The recruitment and selection procedure at new Moulvibazar outlet of Aarong was successful. The recruiters were able to meet all the requirement of the retail department. The HR department perfectly chose recruitment source, recruitment method, successfully draw pool of qualified candidates and selected best candidates. For better performance they provided training to the Sales Associates. For the contribution of HR department of Aarong all the vacant positions were filled up by qualified staffs. If this recruitment procedure is viewed theoretically, all the basic components of staffing are present here except evaluation of staffing function. Hope in future this component will be available. The new Moulvibazar Outlet is running successfully. And the performances of the staffs are quite good. So the HR department of Aarong successfully did the recruitment and selection of staffs of new Moulvibazar outlet of Aarong.

Recommendations

From the critical observation of the job role and responsibilities of HR department (Human Resource Department) of Aarong, some problems have been identified. For each problem some recommendations are suggested. Those recommendations are given below:

- Aarong HR department should talk to the bdjobs website authority to solve the technical problem. They have an official website for collecting CVs (**hr.outlet.aarong@brac.net**). They should mention this website in their job advertisement to send their CVs as a backup as they are aware of the technical problem of bdjobs website. Moreover they can mention their mailing address in the job advertisement and collect hardcopies of CVs of job candidates.
- For avoiding information unavailability at the time of preparing appointment letters and confirmation letters they can record all the information of staffs in the HRMS (Human Resource Management System) software. Instead of filing they can entry all the necessary information about staffs in that software. Moreover, HR department of Aarong faces problem in counting salary of temporary staffs due to unavailability of information, they should record the information of temporary staffs in their HRMS software. Besides, their attendance should be recorded properly.
- At the time of providing performance evaluation form to each department they can provide rules of filling up those forms and last submission date in a printed paper with those forms. Moreover before providing performance evaluation forms to departments, HR department of Aarong can arrange one day training for evaluators on how to evaluate the performance of staffs and how to fill up those forms.
- The punching machine problem is continuously occurring for taking attendance in Aarong. They should sort out the problem. If needed they can introduce other system such as magnetic name card system or they can use both punching machine and attendance/working register. When any staff would give objection about punching

machine or attendance problem, then the working/attendance register can solve the problem.

- The staffs don't fill up the leave form properly. At the time of taking leave form, the HR department personnel responsible for leave management should provide instruction for filling up the leave form. If possible the respective staff might fill up the form instantly and the staffs responsible for leave management can check the form whether the form is properly filled up or not.

Conclusion

Aarong has recently celebrated 34 years anniversary, since it founded on 1978 it has come a long way Aarong today symbolizes cultural and traditional heritage of rural Bangladesh in art and craft. It not only makes people conscious about the fashion but also make some poor villagers self-sufficient. It introduces Bangladeshi fashion to outside world. Aarong keep our tradition stable in the gathering of western fashion and make it popular. It acknowledges our new generation to our tradition.

Last year Aarong has a profit of 35 cores it export a huge amount of products to the foreign country which also helps to improve our GDP rate. In near future I hope that the profit rate will rise in double. Now Aarong has its franchisee in London.

What started as a small operation to strengthen the very poor lifestyle of village woman has now become a giant fair trade organization that helping Bengali folklore and culture lives to its same old pride and honor. Aarong currently provides a livelihood for around 39,000 rural artisans under the Ayesha Abed Foundation, and around 24,000 individual artisans under Producers; 63,000 artisans and about 600 staff at the outlets and about 600 at Aarong Central Services, out of whom 85% are women.

After 34 years Aarong now stand as carrier of Bengali legacy. Although other than Dhaka it only operates ion two divisions, in future it has a plan to open its outlet in other divisions too. Already it export in foreign countries and have a franchise outlet in London, from this point the future of Aarong's future is very bright, Although it has very long way to go and I feel honored that I had a chance accomplish my internship with Aarong.

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Appendix

Questionnaire

Respected sir/madam,

As a part of my internship research report on “**Recruitment & Selection Process of Aarong**” I would like to gather some information from you which will help me in a depth study of the Report. I would be obliged if you co-operate with me in filling this questionnaire. Since the questionnaire is being used for academic purpose, the information gathered from you will be strictly confidential.

1. What are the sources of recruitment and selection in Aarong?
A. Internal B. External C. Both
2. Which method do you prefer for recruitment and selection?
A. Direct Recruitment & Selection B. Indirect Recruitment & Selection C. Third Party
3. When do you prefer to go for manpower planning?
A. Yearly B. Quarterly C. Any time
4. What are the sources for external sourcing among the following?
A. Data Bank B. Casual Application C. Placement Agencies D. Campus interviews
5. What are the sources for internal sourcing among the following?
A. Contractual B. Interns C. Part time
6. What forms of interview do you prefer?
A. Personal interview B. Board interview C. Video Conferencing D. Other
7. How do you rate the HR practices of Aarong?
A. Very Good B. Good C. Average D. Bad
8. The attitude of HR manager in Aarong Limited?
A. Excellent B. Very Good C. Good
9. Candidate’s willingness to join the Company.

A. Reputation of the Company B. Working Environment C. Salary Package E. Career Growth

10. According to you what is the most reliable type of interview.

A. Behavioral B. Situational C. Structured D. Stress

11. Do you conduct any of these tests?

A. Psychometric test B. Medical test C. Reference test check D. Other

12. Are you satisfied with the present method being followed by the company for recruitment and selection?

A. Yes B. No