

The Recruitment and Selection Procedure of Aarong



The Case Study of New Moulvibazar Outlet

**The Recruitment and Selection Procedure of
Aarong:
The Case Study of New Moulvibazar Outlet**

INTERNSHIP REPORT

The Recruitment and Selection Procedure of Aarong:

The Case Study of New Moulvibazar Outlet

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Letter of Transmittal

January 2, 2012

Afsana Akhtar

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Subject: Submission of Internship Report.

Dear Ms.:

I have prepared an Internship Report on “The recruitment and selection procedure of Aarong: The case study of new Moulvibazar outlet” 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 activities in Aarong for Moulvibazar project. 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,

Sharifa Tanjim

ID# 08104127

Acknowledgement

Acknowledgement is made to the courtesy of all who have kindly provided prints and given permission for reproduction of all the sources. Copyright materials are acknowledged at the reference list of the internship report.

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 Afsana Akhtar (Assistant Professor, BRAC Business School, BRAC University) for letting me choose this topic and providing with her 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.

Whilst every effort has been made to trace the owners of copyright materials, in a few cases this has proved impossible and I take this opportunity to offer my apologies to any copyright holders whose rights I may have infringed.

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Executive Summary

Aarong has established in 1978 with the visionary goal to change the lives of deprived artisans and underprivileged rural women by enlivening and encouraging their arts and crafts. Aarong represents the global village even in the naming. The Bengali word 'Aarong' means 'a village fair or market'. The products of Aarong have the essence of Bangladeshi culture and beauty into every piece. So the organization has named 'Aarong'. Aarong was established to help the marginalized people of Bangladesh. The reason is 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. 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. Besides Aarong is a protecting and promoting Bangladeshi product and designs which contain the essence of Bangladeshi culture and beauty into every piece and pioneer in promoting the fashion industry of Bangladesh. At the beginning 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 retail chains of Bangladesh. Now Aarong has more than 100 product lines. Aarong provides the local and international public opportunity of owning a Bangladeshi handcrafted product. At present Aarong have 11 domestic outlets in Dhaka, Chittagong, Sylhet and Khulna and 1 franchise outlet in London. Since 1984 this organization is exporting their products in Italy, U.K., Spain, Canada, Japan and other countries. The target customers of Aarong are middle and higher socio-economic classes, expatriates, foreign visitors (tourists and business travelers) and Bangladeshis living abroad. Though they have more than 100 product lines, maximum profit is earned from women's wear, men's wear, children's wear, jewellery, leather, household (textile, non-textile) and others. Others includes food, herbal products, stationary, toys and furniture. Day-by-day this organization's sales are increasing as well as profit. As Aarong is the leading fashion house of Bangladesh, for conducting their business operations they need qualified staffs who 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 attendance of staffs, leave management, performance appraisal related activities, confirmation of staffs, job separation, 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. The responsibilities of mine as an internee was preparing database of previous CVs and CVs collected from job fair of BRAC University, recruitment and selection related responsibilities, preparing appointment letters of newly joined staffs, preparing files of newly appointed sales associates and keep in folders, preparing confirmation letters, preparing transfer letters, and preparing experience letters. 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, and Ayesha Abed Foundation. When staffs leave the organization, new positions are introduced or due to increase in responsibility, some departments need more people. Then HR department does all the activities for staffing. The overall recruitment and selection activities of Aarong HR department go through a certain procedure. First the HR department of Aarong gets requisition for staffs from any department where the staffs are required. In the requisition the job description and specification, qualifications, and number of staffs required are mentioned. Based on the staff requisition they publish advertisements on websites or newspapers. After the deadline of submitting CVs, CVs are collected. By considering the job descriptions, educational requirements, qualities of the candidates all the CVs are analyzed. If the candidate matches the criteria or requirement, CV of that candidate is taken; otherwise, CV is not taken. This way CVs are being shortlisted. Then an interview date, time and venue are selected by the interviewers. The shortlisted candidates are called for informing their interview date, time and venue. If they are required to bring something with them such as original educational certificate, it is also mentioned. After that a database of interview list is prepared mentioning name, father's name, educational qualification, address and time of interview. On the decided interview date, the interviewers conduct the interview of shortlisted candidates. In the interview the candidates observed by the interviewers and marks is given on some factors. Then those marks are added up

and based on highest marks final selection is done. The finally selected candidate is informed about his/her final selection, joining date etc. over phone. Moreover, the finally selected candidate is told to bring photocopy of his/her educational certificates and national ID card before two or three days of joining date. Appointment letter of the respective new staff is prepared. At the joining day the new staff first get the joining letter and sign the appointment letter. Then the newly joined staff will get a orientain training. The duration of this training is generally a few hours and then the staff starts working. After one year of the new staffs joining, his/her performance will be evaluated and will be given performance appraisal. This is the overall recruitment and selection procedure of Aarong. After this part, a case study is presented in this report on recruitment and selection procedure of new Moulvibazar outlet of Aarong. I took part in this Moulvibazar project. This whole project is described in relation to theory of staffing. The retail department of Aarong provided staff requisition for this project. The job analysis and design, and human resource planning was done by the respective authority of retail department. The retail department identified the jobs such as Outlet Manager, Sales Associate etc., determine the job duties and responsibilities, determined the needed human qualification and prepared job description and job specification. By observing all other outlets of Aarong they prepared the job analysis and design. Next they did the human resource planning for Moulvibazar project. Based on their past experience the management of retail department decided that the number of staffs they would be needed. And the respective management of retail department of Aarong decided that they would recruit both from internal source and external source. Then from the retail department staff requisition was sent to the HR department of Aarong mentioning the job analysis and design, and human resource planning. After getting the requisition the HR department started the recruitment process. It was decided that for Outlet Supervisor, Outlet Manager and Accountant positions internal recruitment would be done. The staffs would be promoted and transferred to the Moulvibazar outlet. And for Sales Associate, Office Assistant, Store Assistant, Store Helper, Security Guard, Maid and Cleaner positions external recruitment had been done. Large number of staffs among the total staffs would be taken from the external source for Moulvibazar outlet. A notice of vacancy in the Moulvibazar outlet was sent to each outlet for recruiting internally and job advertisements in the newspapers were published for recruiting externally. Besides, some Outlet Managers, Outlet Supervisors of Aarong referred their relatives, friends for vacant positions. Then the selecting process began.

All the CVs from internal source and external source were collected, analyzed for requirement matching, sorted according to positions and shortlisted. All the candidates were called and informed about the interview date and time, venue and they were told to bring all of their original educational certificates with them. Then database of interview schedules were prepared. All the candidates for Outlet Supervisor, Outlet Manager and Accountant positions for Moulvibazar outlet were interviewed on the same day in the head office of Aarong and final selection was done in that day. Then interviews for Sales Associate, Office Assistant, Store Assistant, Store Helper and Maid positions were taken on Moulvibazar in two days. Here except Sales Associate position final selection were done for all positions. For Sales Associate position initially some candidates were selected. Those initially selected candidates were provided training. Based on the interview marks and training evaluation marks final selection was done for this position. The finally selected candidates were informed about their selection and the date of their joining in the work place. First, the internally recruited staffs that means Outlet Supervisor, Outlet Manager and Accountant joined in the Moulvibazar outlet joined and they were given a formal orientation. Then after a few days the externally selected staffs that means Sales Associate, Office Assistant, Store Assistant, Store Helper and Maid joined in the work place and they were given an informal orientation. The HR department prepared appointment letters for newly joined staffs of Moulvibazar and the staffs signed those appointment letters. Then files were prepared for every staff. After specific time period the performance of these staffs would be evaluated and performance appraisal would be given. Then analysis of database for Moulvibazar recruitment and selection is given. Based on the observation a discussion on the recruitment and selection procedure at new Moulvibazar outlet of Aarong is done. The HR department perfectly chose recruitment source, recruitment method, successfully draw pool of qualified candidates and selected best candidates. So it can be said that the recruitment and selection procedure at new Moulvibazar outlet of Aarong was successful. And some recommendations are given which could be done for this project such as providing training to the Sales Associates time to time, evaluation of staffing function and so on.

Introduction

According to the academic rule the BBA (Bachelor of Business Administration) students must have to complete an integrated course called internship at the end of their BBA program. 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 have done double major in Human Resource Management and Marketing. I was placed by CSO (Career Service Office) of BRAC University, in the Human resource department of Aarong. My internship started on 20th September, 2011 and ended up on 19th December, 2011. 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. It was a great experience working as an internee in Aarong.

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.

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

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.

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 retail chains of Bangladesh. 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.

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 retail chains of Bangladesh. 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**
- Women's Products**
- 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

✓ Decorative

✓ Personal Accessories

Ceramics Products

Paper Products

Wood Products

✓ Decorative

✓ Living

✓ Table

Glass Products

✓ Table

Nakshi Kantha Products

✓ Decorative

✓ Fashion

✓ Bed

✓ Table

✓ Personal Accessories

✓ Decorative

✓ Fashion

✓ Bed

Food Products

Herbal Products

Services

Aarong provides services to the disadvantaged artisans and under privileged rural women who works for Aarong. Aarong has formed with the goal of bring about positive changes and helping the rural marginalized people. For doing this they identified lacking in three areas. Those areas are: working capital, marketing support and opportunity for skill development. According to Aarong these three basic facts are causing obstacles for productive employment in rural areas. To fill up these lacking, this organization provides some services for their workers and suppliers. Those services are as follows:

- ✓ To promote efficiency and productivity instant payment on product delivery.
- ✓ For artisans doing marketing communication and making availability of information.
- ✓ To ensure reasonable value for efforts given by producers reaching out to them in remote areas.
- ✓ Product development through product design and support.
- ✓ To increase product quality and marketability provide training and education in skills development.
- ✓ If necessary paying in advance for purchase order.
- ✓ For making the producer aware of importance of quality maintaining quality control.

Key Values of Aarong

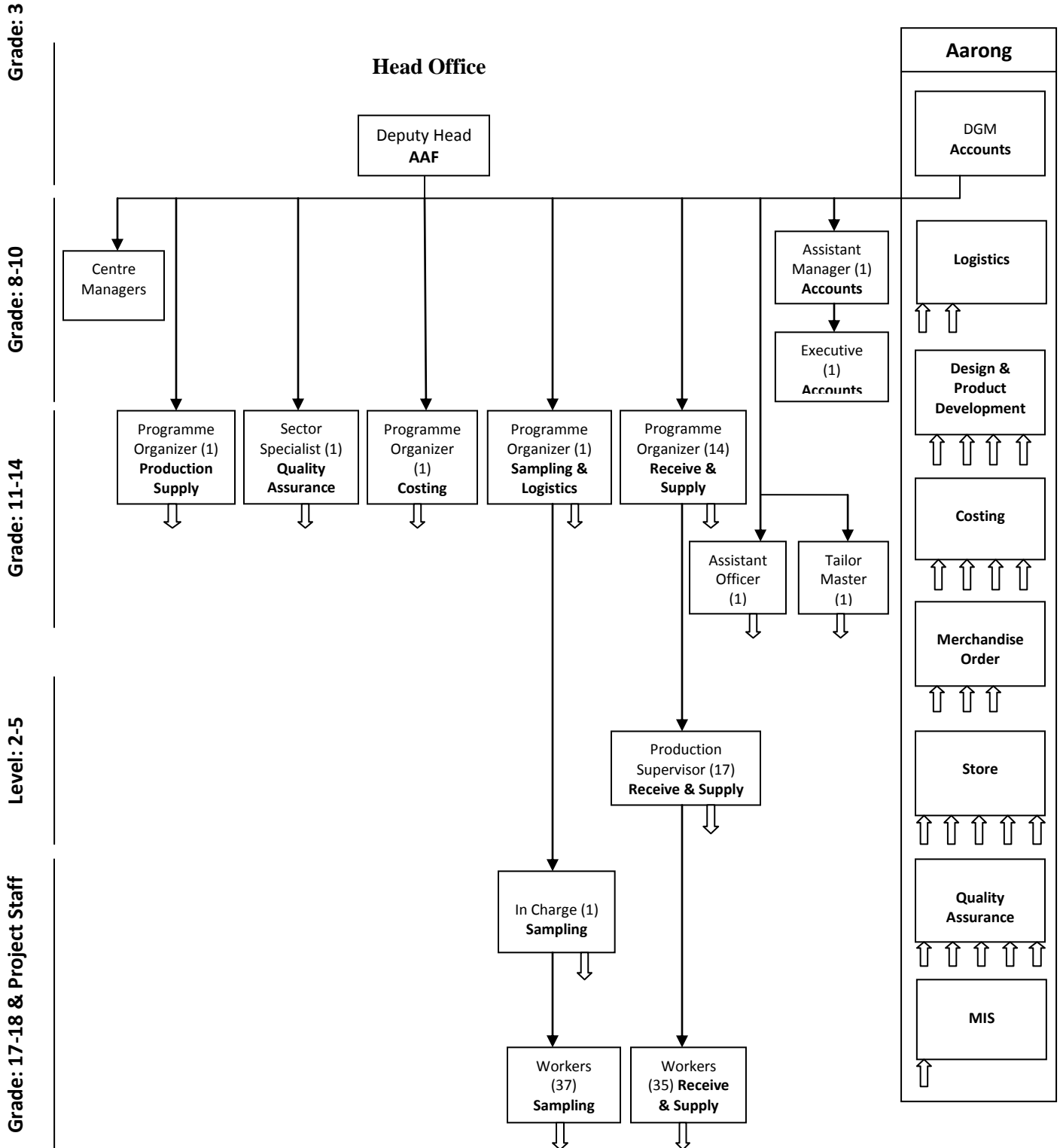
- ❑ Being Visionary
- ❑ Ownership
- ❑ Integrity
- ❑ Continuous Improvement
- ❑ Empathy

Operational Network Organogram

AAF Organogram

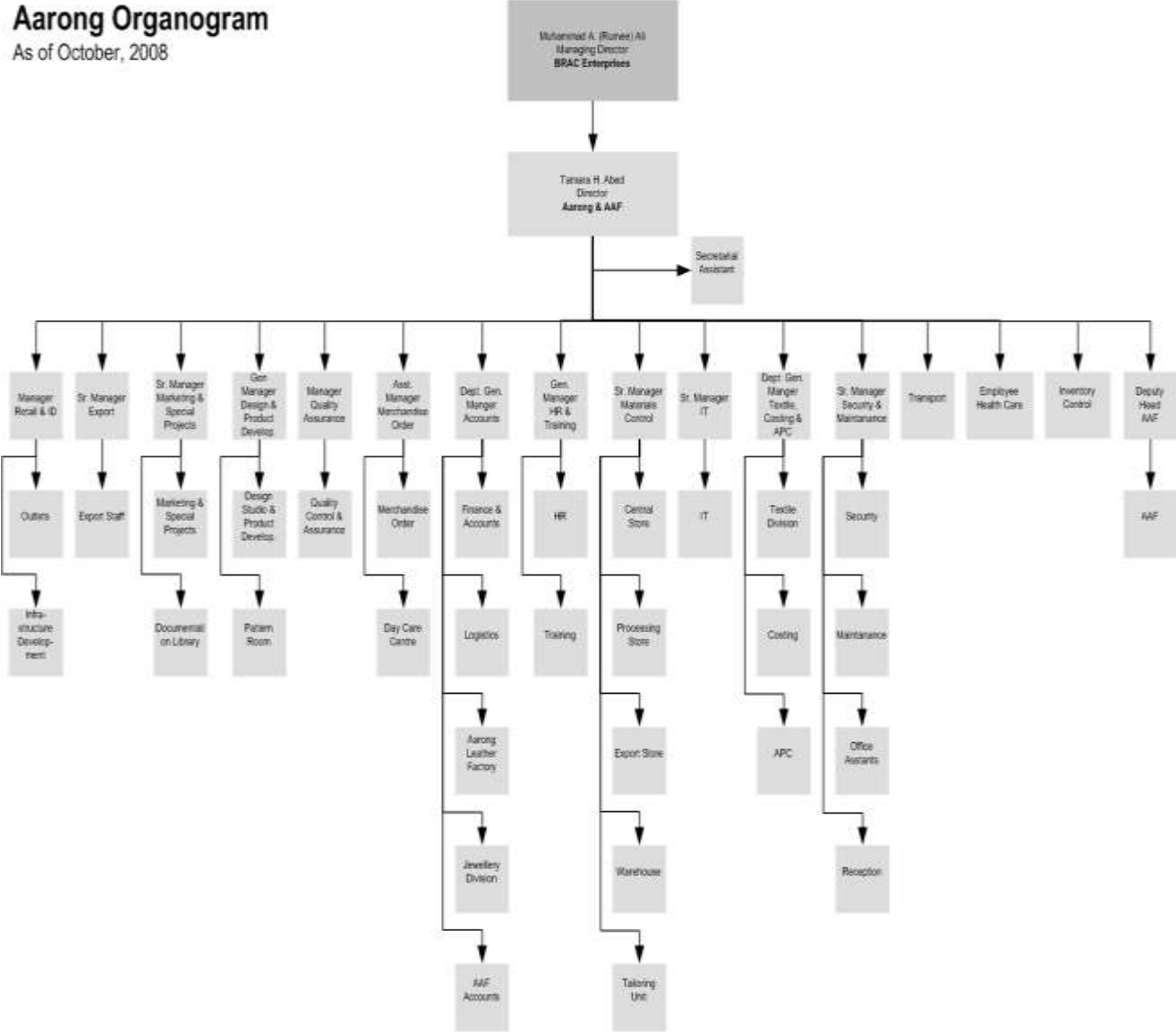
Head Office

As of September, 2008



Aarong Organogram

As of October, 2008



Mission and Vision for the Future

Aarong's Mission Statement

“To make “Aarong” the best in the world in providing a unique Bangladeshi lifestyle experience which promotes Bangladeshi pride while empowering people and protecting the environment.”

Vision of Aarong

“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.

Today's Aarong

Aarong has established by BRAC in 1978 and this organization fulfilled 30 Years in 2008. This organization works towards BRAC's goal of poverty alleviation through economic and human capacity building and empowerment of women. It markets Bangladeshi crafts made by artisans and rural women, including those supported by BRAC poverty reduction program. The profit generated from Aarong is either reinvested for its expansion or ploughed back to BRAC for development initiatives. Aarong is a retail chain established to support rural artisans finds market for their products. Aarong too, had an aligned vision with BRAC on poverty alleviation through capacity building and empowering people. The profit generated from Aarong is either reinvested for its expansion or ploughed back to BRAC for development initiatives. In its 32 years of journey, Aarong has created value for thousands of rural artisans and Millions of satisfied customers. 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 11 Local outlets and 1 international franchise outlet. The outlets of Aarong are:

- ✓ Aarong Flagship Outlet, Uttara
- ✓ Aarong at Dhanmondi
- ✓ Aarong at Gulshan
- ✓ Aarong at Moghbazar
- ✓ Aarong at Wari
- ✓ Aarong at Mirpur
- ✓ Aarong in Sholashahar, Chittagong
- ✓ Aarong in Haliashahar, Chittagong
- ✓ Aarong in Sylhet
- ✓ Aarong in Moulvibazar
- ✓ Aarong in Khulna
- ✓ Aarong in London

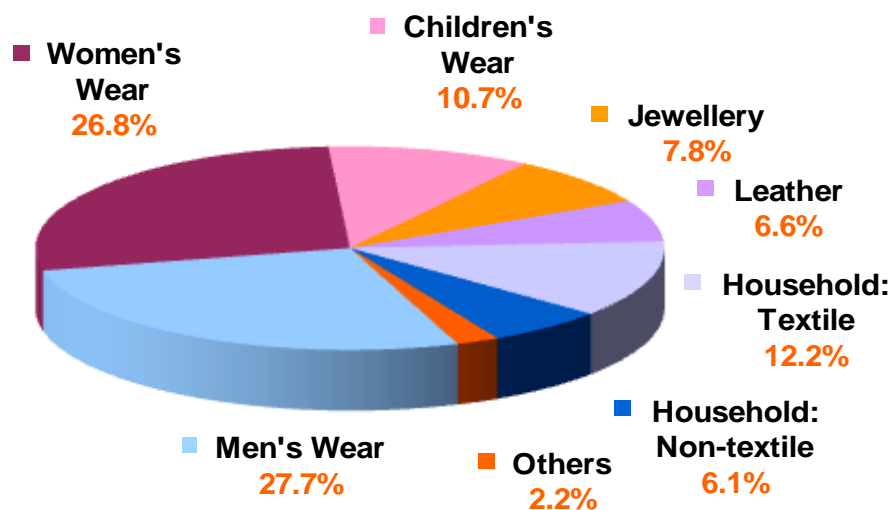
The Target Customers of Aarong

Target customers are the customers for whom products are produced. Aarong also has target customers. As the price of the products is comparatively high, all classes and types of people can not afford the products of Aarong. The target customers of Aarong are mentioned below:

- Middle and higher socio-economic classes
- Expatriates
- Foreign visitors (Tourists and Business Travelers)
- Bangladeshis living abroad (NRBs)

Key Product Lines of Aarong

As mentioned before Aarong has more than 100 product lines. But their key product lines are women's wear, men's wear, children's wear, jewellery, leather, household (textile, non-textile) and others. Others includes food, herbal products, stationary, toys and furniture. Maximum portion of profit come from these sectors. The percentage of these key product lines among the total product line are shown in a graph:



Aarong's Domestic Market

Aarong's domestic market includes those 11 outlets across four cities in Bangladesh. Day-by-day this organization's sales are increasing as well as sales growth. As of October, 2010 the domestic market situation of Aarong is given below:

Outlets	Sales (Crore Tk.)	Sales Growth %
Gulshan	65.20	16
Dhanmondi	68.75	14
Moghbazar	29.27	29
Uttara	24.28	26
Rankin St.	17.33	38
Ctg: sholoshahar	27.15	42
Ctg: Halishahar	7.40	45
Sylhet	13.39	18
Khulna	8.34	39
Mirpur	9.87	12

Aarong's Export Market

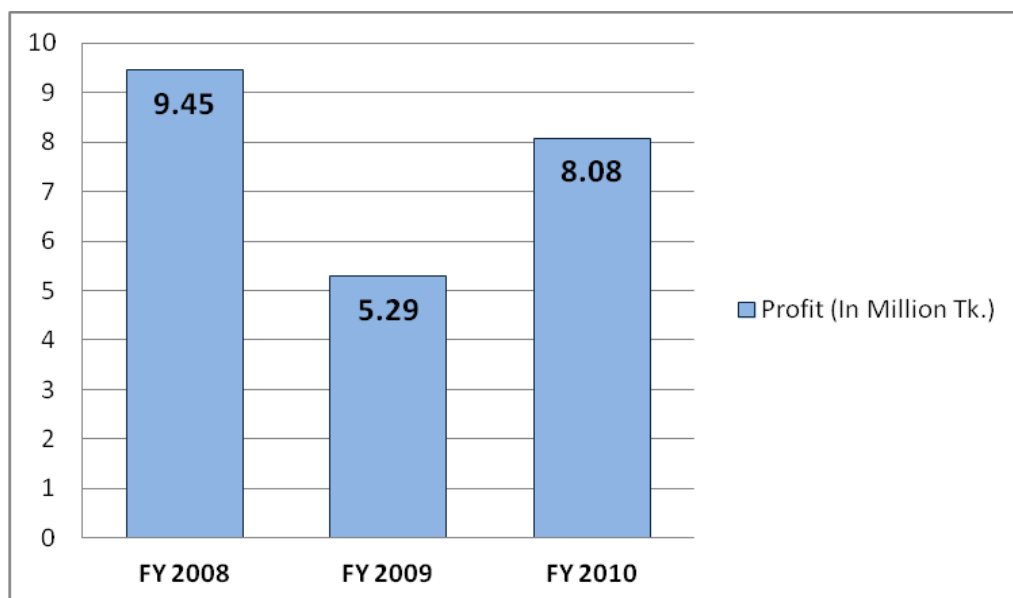
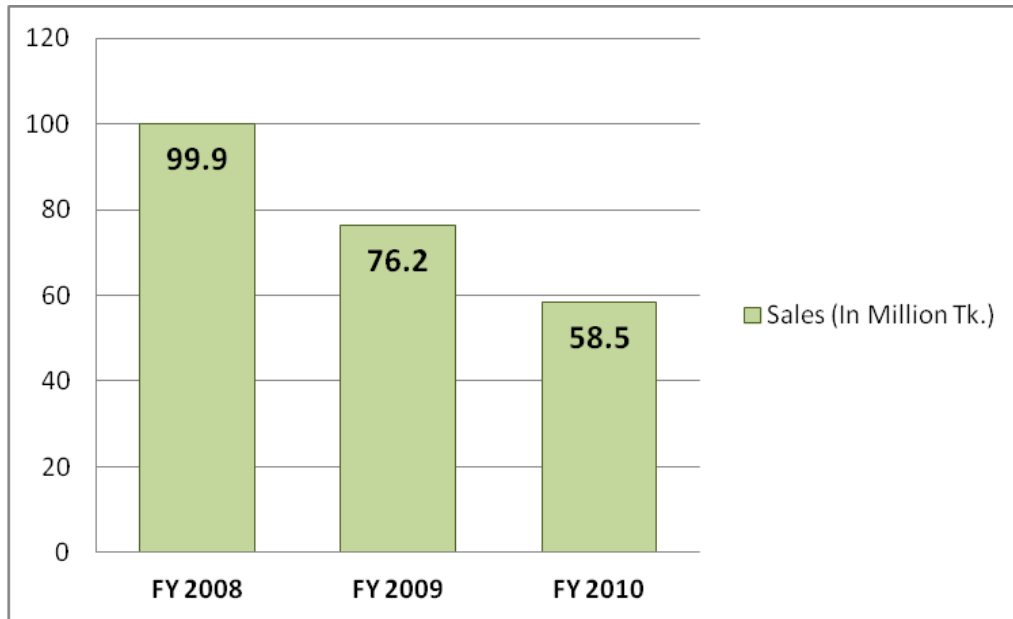
Aarong has export market since 1984. Aarong exports their products to Italy, U.K., Spain, Canada, Japan, Australia etc. Aarong exports 4% of total sales. Among the export market, 85% of the buyers are leading fair trade buyers and 15% of them are commercial buyers including London. Their export markets are:

- Europe – Italy, U.K., The Netherlands, Spain, France
- North America – Canada
- Asia – Japan, Korea
- Australia

1 Franchised Shop in London, UK

Financial Performance

Financial Year (FY)	2008	2009	2010
Sales (In Million Tk.)	99.9	76.2	58.5
Profit (In Million Tk.)	9.45	5.29	8.08



Job

Chapter 2

Description/Nature of the Jobs

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.

- **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.

- **Attendance**

Attendance of staffs is taken for counting salary. For taking attendance punching machine is used in Aarong. Every regular staff must have to come in the office before 8:45 am in the morning and punch the punching machine. The office hour ends up at 5:15 pm at the noon. Then at the time leaving the office, again the regular staffs have to punch the punching machine. This way attendance for each day is taken for regular staffs. For temporary staffs there is attendance register where each temporary staffs has to sign when they would enter into the office. HR department records all the attendance of each employee in the HRMS (Human Resource Management Software) for counting salary amount. Moreover, HR department also have some other responsibilities related to attendance such as punishment for being absent or being late in the office. For 3 days late, 1 day's salary would be cut and for 7 days late, warning letter would be sent to the respective staff. Besides, this there are some other rules related to punishment. Counting attendance for determining salary amount & benefits and taking any action if needed is the responsibility of Aarong HR department.

- **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.

- **Job Separation**

Job separation means ending the job or termination of employment. In Aarong job termination can be voluntarily done by the staff or involuntarily done by the employer or organization's

policy. Here four types of job separation: resignation, termination, dismissal and retirement. Resignation means voluntarily termination of job by the employee him/herself. Termination and dismissal are by the employer due to dissatisfactory performance, conducting illegal activities (theft, sexual harassment etc.) or something that is beyond organization's policy, absent in the workplace for many days without taking leave and unable to complete the period of probation. Retirement is termination of job according to organization's policy. If an employee has provided 20 years of continuous service, she/he can take retirement by his/her own will. The retirement age for Aarong is 60 years. HR department handles the job termination procedures. HR department provides application form, termination document approval, investigation in case of termination and dismissal; update all the information and other activities of the procedures.

- **Grievance Management**

Grievance management is one of the job responsibilities of HR department. Aarong puts a lot of emphasis on grievance management. The steps in the procedure of grievance management are submission of written complaint/incident report or accusation from the victim to the HR department, issuing show cause letter to the accused person or form an investigation committee, accepting show cause reply within three to seven days or preparing investigation report, making decision based on the organization's policy or according to the recommendation of the investigation committee. The decisions can be taking no action if there is no guilt, warning letter issue, transfer, suspension, penalty, termination, dismissal and demotion. After the decision making, HR department inform the decision to the respective person through a letter and file all the documents. HR department ensures proper investigation and judgment for giving justice to both victim and accused person.

- **Loan**

For financial safety of staffs, Aarong has loan facility. In this organization varieties of loan are given to the staffs such as staff loan, special loan, welfare fund loan, provident fund loan, higher education loan, car loan (only for BRAC staffs), home loan, motor cycle/bicycle loan and mobile loan. HR department handles all the procedures. According to the requirement of staffs, HR department provides loan forms and fill it up by the staffs, then check those forms with personal

files, verify reasons for taking loan, submit necessary documents, check with accounts, take approval from the director etc. There is slight difference in the procedure based on type of loan. HR department performs all the steps of the procedure according to the organization's policy and ensures the facility of providing loan to staffs. After completing the entire procedures HR department update their EDMS (Employee Database Management System) for recording purpose.

- **Travel Authorization**

Sometimes the staffs of Aarong have to stay outside the country for attending training, attending seminars, participating in any international fair and so on. And sometimes they have to stay places within country for official purpose. For this reason they are entitled to get allowance. Travel authorization can be two types. One is travel authorization international and another is travel authorization within country. HR department provides travel authorization form to fill it up to the staff, and then they take permission from the director or head of the department (in case of travel authorization within country). After that the HR department calculate how much can be spent, how much pocket money is reasonable, how the staff has to stay there etc. Then the sends this calculation to the accounts and accounts provides the allowance to the staff. For documentation HR department preserve all the papers into a file. So it is the responsibility of HR department to ensure travel allowance.

- **Allowances**

The HR department of Aarong ensures housing allowance and distance allowance for the staffs who works in the 13 foundation centers. The staffs of foundation have to stay various places in Bangladesh for job purpose. Sometimes in some sub-centers there are no housing facility and transportation facility. The staffs have to arrange housing and transportation by their own cost. In this situation, they are entitled to get housing and distance allowances. HR department ensures that the staffs get all the allowances.

- **Temporary Staff Salary**

In Aarong temporary staffs are those who have no PIN (Personal Identity Number). There are some casual workers. When their service is needed, they are being called to do their service. In this organization there are electricians, helpers and some other types of workers who are considered as temporary worker. For counting the salary of temporary workers HR department collect information from respective department. Then they check attendance of the temporary workers from the attendance register and prepare letter which is recommended by HR department. After that they take approval from the director and send it to the accounts for salary payment. Lastly they file all the documents.

- **Visiting Card**

In this organization there are some staffs who are in official level such as General Manager, Deputy General Managers, Officers etc. They handle customers and need to communicate continuously. According to the organization's policy, they must have visiting card. HR department is responsible for providing visiting cards. When the HR department gets requisition for visiting card from the person with the respective department head's approval, they take approval of the head of HR. Then they place order for visiting cards. After receiving those visiting cards, HR department distributes those cards to the staff who required those visiting cards.

- **Aarong Health Care Service**

Health care services are one of the services provided by Aarong. The doctor helps for sickness problem of staffs and verifies the test reports for sick leaves. Moreover if some staff is hospitalized for accident, he verifies that by visiting the staff in the hospital. HR department set up appointment with the doctor, collect consultation fees, prepare records, deposit fees to accounts and they file those documents.

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, Dhaka. The internship period started on 20th of September, 2011 and ended on 19th December, 2011. 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 through out 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.

On the 26th and 27th October, 2011 job fair held in BRAC University. Aarong participated in that job fair. Aarong offered three types of job opportunity to the students and they are: internships, part time jobs and full time jobs. Many students from BRAC University and other universities dropped their CVs for internship, job opportunity. I represented Aarong in that job fair and collected CVs. After that I was assigned to prepare CV bank for ensuring future inflow of qualified candidates. I prepared a database where necessary information from those CVs was recorded and those filed those CVs according to the type of internship or job opportunity wanted by the students.

For each vacant position many CVs are submitted by interested candidates. After getting CVs, all the CVs are sorted according to the position against which the CVs are submitted. Then those CVs are counted and a database of the summary of the CVs is prepared. That means how many CVs are submitted for each position is recorded in a database. In addition with this, among those

CVs how many candidates are shortlisted and how many candidates get selected is also recorded in that database. I prepared some database of summary of CVs as stated by my job responsibility.

- **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 than one interview is taken for selection purpose. Except taking interview and selecting candidates, I performed all the responsibilities mentioned above during my internship period.

- **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.

- **Preparing Experience Letter**

Experience letter is given to the staffs who leave the organization or some other reasons. Generally, the staffs who do resign from their jobs are given experience letter. Besides, for taking bank loan, admitting children in educational institutions experience letter is needed. When staffs require experience letter, HR department prepare experience letter and provide it to the respective staffs. During my internship period in Aarong some staffs required experience letters as they were leaving from the organization and I prepared experience letters for them according to my responsibility.

Critical Observations

After observing all the core activities of HR department (Human Resource Department) of Aarong, I found some problematic facts about those activities. All these facts can be considered as problems or criticisms. There are some responsibilities and duties where HR department faces problems. Besides, some responsibilities have no problem to perform. The job responsibilities and duties where Aarong's HR department faces problem are as follows:

❖ **Recruitment and Selection**

For filling up vacancies, Aarong HR department provides advertisements on news papers, job websites etc. Sometimes due to technical problem CVs can not be downloaded properly from the website bdjobs. Aarong HR department inform the interview time to the candidate over phone. Sometimes the numbers mentions in the CVs can not be reached and they are not informed about the interview. For this reason many candidates lose the opportunity to get job. Sometimes it is difficult to draw qualified pool of candidates for some positions such as café staffs. Candidates lack in qualification or there is negotiation problem for salary and benefits. Moreover, Aarong needs area based employees such as for Sylhet Aarong, Sales Associates who belong to Sylhet area are required. But it is difficult to find out area based staffs.

Besides for preparing appointment letters there this lack in availability of information. Sometimes at the time of preparing appointments for sales associates, CVs or other documents can not be found for information. In case of confirmation letters, performance evaluation form came late and evaluators do mistake in rating. For correction those performance evaluation forms again send to the respective departments. It takes so much time. So for this confirmation letters are prepared lately.

❖ **Transfer**

In Aarong it is seemed that staffs are transferred from one area to another area such as from Manikganj to Sherpur. The staffs who has been transferred might not be eager to move form the area in which he is currently working. Sometimes it seemed that the family of the staffs is living

in one area and he has been transferred in another area. In that situation the staffs is forced to go in the new workplace whether he want to work there or not.

❖ Attendance

For taking attendance of every regular staff punching machine is used. Sometimes by mistake staffs do not punch the punching machine and sometimes due to finger problem (cut in the finger and so on) the machine doesn't accept attendance. Moreover, sometimes due to technical problem, the machine does not work. Besides, sometimes software problem occurs and attendance is not recorded in the HRMS (Human Resource Management System) software. In this case the respective worker takes attendance approval from his department's head and submits it in the HR department. It is a common problem for the staffs.

❖ Leave

The staffs who are going to take leave they has to fill up leave form. Staffs are not sincere of filling up the form and don't fill up the form properly. Even they would go to the leave without filling up the leave form. And without the approval of the respective department's head's approval, the staffs submit the leave form which is not according to rule. Sometimes to staffs take the leave form and submit the form after returning from leave that means on time. It creates problem in counting leaves and calculating salary of the respective staff.

❖ Performance Appraisal

Aarong put a lot of importance on performance appraisal and try to ensure fair procedure in the evaluation procedure. But The HR department of Aarong has to face lots of problem at the time of evaluating the performance of staffs. All the departments do not fill up the performance evaluation form within the time frame that means time management problem occurs. The performances of staffs are not rated properly, the ratings are not added and sometimes there is no explanation. Besides, the performance evaluation form is not filled up properly and the form is submitted without the sign of the respective department's head. For these reasons performance appraisal procedure becomes lengthy.

❖ Confirmation

One of the performance appraisals is confirmation. If one staff's performance is satisfactory, she/he will be confirmed after one year after performance evaluation. And in case of sales associate he/she will be confirmed after six months for satisfying performance. Sometimes it is seen that the evaluators do not evaluate properly or they do not fill up the performance evaluation form in a proper way. So the confirmation of staffs becomes late. Sometimes it takes 17/18 months to be a confirmed worker.

❖ Temporary Staff Salary

All the temporary staffs in Aarong have to sign in attendance register at the time of entering the organization. They have no PIN (Personal Identity Number) and their information is not updated in EDMS (Employee Database Management System). Sometimes for counting their salary their information is needed. At that time Aarong's HR department face information unavailability problem for temporary staffs.

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.
- It is difficult for Aarong to find out qualified area based staffs for some positions. So they can take area based staffs and provide training on the skills required to carry out job responsibilities. Training can help to build up specific job skills and achieve a standard level of qualification among the staffs. For example, they need trained cook for Moulvibazar outlet. They can take novice cook from Moulvibazar and provide training on cooking.
- For avoiding information unavailability at the time of preparing appointment letters and confirmation letters they can record all the information of staffs in the EDMS (Employee Database Management System) software. Instead of filing they can input 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 EDMS 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.

Project

Chapter 3

Summary

The leading fashion house of Bangladesh, Aarong was going to open a new outlet in Moulvibazar. For this new outlet this organization needed some qualified personnel to run the outlet. The respective management of retail department prepared job analysis and design, and did the human resource planning for new outlet. They decided that for Outlet Manager, Outlet Supervisors and Accountant positions internal recruitment would be done and for Sales Associates, Office Assistant, Store Assistant, Store Helper, Maid, Security Guards and Cleaners external recruitment would be done. Then they provided staff requisition to the HR department (Human Resource Department) of Aarong. The HR department provided job vacancy notice to every outlet of Aarong for internal recruitment and published job advertisements on newspapers for external recruitment. After crossing the deadline of submitting CVs they collected CVs from internal and external source. Then those CVs were analyzed and sorted, the shortlisted candidates were called over phone for informing interview time, date and venue, and interview schedules were prepared in a database. The respective authority conducted interview on 10th, 15th and 16th October of shortlisted candidates and made final selection for each position except Sales Associate position. For Sales Associate position the interviewers prepared an initial short listing of potential candidates. The training department of Aarong provided training to those initially shortlisted candidates for two days and based on the training an evaluation was done for each candidate. The marks of interview session and training session were added up and based on the highest marks final selection was done for Sales Associate position. The Outlet Manager, Outlet Supervisors and Accountant had joined on 20th October, at the first day of opening the outlet and they were given a formal orientation. The rest staffs that mean Sales Associates, Office Assistant, Store Assistant, Store Helper, Maid, Security Guards and Cleaners had joined on 26th October. The Sales Associates were given an informal orientation. Then the HR department prepared appointment letters for those newly joined staffs of Moulvibazar outlet and send those to the outlet for signing of the staffs. Those signed appointment letters were sent back to the HR department and by using those files were prepared for each staff. These staffs would be entitled to get performance appraisal after specific time period.

Description of the Project

Introduction

At the end of BBA program students must have to accomplish an integrated course called internship that is relevant to academic purpose. The main objective of internship is to have practical experience of professional job relative to the student's major or minor concentrated area. During this internship period students have to work for any organization. It's like fulltime job. While working with organization students are given the opportunity to learn something about a particular department as well as make a contribution to the company by performing needed tasks. Often internees are paid for the time they work, in some instances, they are not. I did my internship in the leading fashion house of Bangladesh. I worked as an intern in Aarong. I started my internship on 20th September, 2011 and on finished the internship period on 19th of December, 2011. It was fulltime internship. I had to work from 8:30am to 5:15pm. The office was situated in 346 Tejgaon Industrial Area, Aarong Centre, Dhaka. As an intern I worked in Recruitment and Selection Department. There I performed some recruitment and selection related responsibilities such as preparing database, preparing appointment letters, preparing confirmation letters, preparing transfer letter etc.. With their team I worked on some projects like Moulvibazar project, Job Fair Project. Each project had different job responsibilities. In the internship report I will be concentrating on Moulvibazar project. Aarong was going to open a new outlet in Moulvibazar. The HR department of Aarong was responsible for whole recruitment and selection of staffs for this project. From publishing job advertisements to preparing appointment letters of selected candidates were performed by Aarong HR department. As I was a part of their team, I performed some responsibilities for this project. I described the whole Moulvibazar project in this report. The step by step activities are observed practically. And the whole description of the project is given in this report. Besides, there is a database of number and description of CVs of Moulvibazar project. The database has been analyzed and in graphical forms all those data have been presented in this report. The HR department of Aarong always tries to ensure right people, at the right place, at the right time. For Moulvibazar project they were successfully able to recruit right number of qualified candidates. And provide contribution in successful opening of Moulvibazar Aarong Outlet.

Objectives

Objective of this report includes two types of objectives. They are broad objective and specific objectives. A broad objective and some specific objectives are included in this report. They are:

✓ **Broad Objective**

To describe the information gathered from practical experience of being a part of the recruitment and selection team for Moulvibazar project of Aarong during internship period.

✓ **Specific Objectives**

The specific objectives of this report are given below:

- To have a practical idea about recruitment and selection process.
- To relate the practical knowledge with theoretical knowledge.
- To analyze the database of candidates of the project.
- To discuss about the database and find out real scenario.
- To find out problems faced for conducting the procedure.
- To recommend something to improve the recruitment and selection procedure.

Methodology

Methodology describes the manner in which data is collected, analyzed and interpreted. The data that will present in this research paper would collect from primary and secondary data source.

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. In this report the primary data source would be raw data gathering from own observation. The primary data source that will be used in this report is data obtained through practical involvement with job responsibilities and practical observation of

Moulvibazar project. Besides, interview with the recruiters for collecting information is another primary data source.

- **Secondary Data Source**

Secondary data are data collected for some purpose other than the main facts. Secondary data are quick source of background information. In this report the information collected from indirect source will be considered as secondary data sources. The secondary data source that will be used in here would be:

- ✓ Text Book (Staffing the Contemporary Organization, Donald L. Caruth and Gall D. Handlogten, 2nd Edition).

Limitations

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

- **Time Limitation:** Due to time limitations many aspect may not be discussed properly in the report.
- **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.
- **Unavailability of Recruiters:** Some primary data have been collected from the recruiters. They were busy with work or might be outside Dhaka city for official purpose. Therefore, it was difficult to collect information from them.

Literature Review

Once upon a time the term HRM (Human Resource Management) used to describe the role and function of workers. And the field of HRM extended from ‘personnel’ to ‘industrial relation’, to ‘employee relations’ to ‘human resources’. But the HRM took an organized form during the time of industrial revolution. That time in U.S.A. the agricultural economy changed and took the form of an industrial economy. This situation led companies to improve and execute efficient ways of recruitment and selection for find out and retaining skilled workers. Only a few companies concentrated on ‘human’ side of employment. As a result of this situation, the relationship between the labor unions and companies were not that much sound because of poor working conditions and so on. There was lack in effective management of human resources. Till 1900s this situation continued and became more severe. At that time the book named ‘Scientific Management’ by Frederick W. Taylor (1856-1915) became a contributing factor for shaping the HRM. This landmark book outlined the management methods where developing productivity through workers was focused on. After this, during the 1930s and 1940s the general focus of HRM changed and the focus point was worker efficiency and skills to employee satisfaction. This shift became brutal after the World War II when skilled labor was in shortage. Some acts were established based on HRM movement were Equal Pay Act of 1963, Civil Rights Act of 1964, The Employee Retirement Income Security Act of 1974 (ERISA), and The Occupational Safety and Health Act of 1970 in between 1960s and 1970s. Today’s form of HRM was mainly built up in 1980s and 1990s. Increasing educational levels, growth of service and white-collar jobs, corporate restructuring and some other facts led towards this form.

Today’s Human Resource Management includes compensation planning, industrial relations, leadership skills for the future, managing a contingent workforce, reward strategies, work life issues and so on. According to the book named ‘Staffing the Contemporary Organization’ by Donald L. Caruth and Gall D. Handlogten, 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 HRM (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. Among these six major components, staffing is concentrated in this report. Staffing is the process of determining human resource needs in an organization and securing enough qualified people to fill those needs. It is a complex endeavor involving a number of diverse tasks, ranging from job analysis to performance appraisal, from interviewing to career development, and from hiring to termination. There are some basic components of staffing. Those basic components are: Job analysis and design, Human Resource Planning, Recruiting, Selection, Performance Appraisal, Career Planning and Development, Human Resource Administration, and Effective Evaluation.

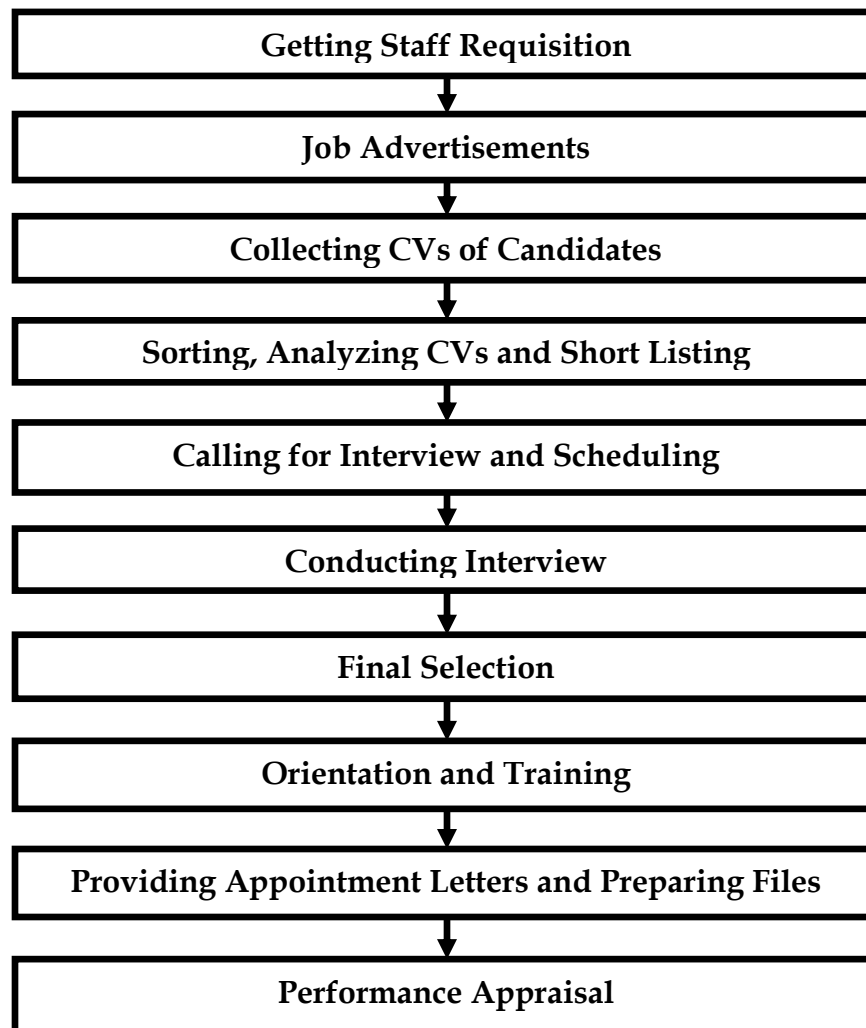
Human Resource Management practice is seen in some of the organizations of Bangladesh. A few numbers of organizations have HR (Human Resource) department. And those HR departments mainly carry out recruitment and selection related activities. In some organizations in Bangladesh the HR department is known as administration department. But still Bangladesh is lagging behind in HR practices. Basically, the HR personnel work for management, not for the employees. Most of the organizations are not eager to provide training to their employees. They are not able to understand the importance of keeping the knowledge of employees up-to-date. So, HR practice remains limited in only recruitment and selection of employees in an organization. This situation is much better in multinational, international and global organizations rather than public organizations in Bangladesh.

In this internship report the staffing of the human resource management is concentrated on. As an internee I worked in the recruitment and selection department of Human Resource (HR) department of Aarong. That is why staffing process is concentrated on. The HR department of Aarong is responsible for doing all the recruitment and selection activities. It is actually the staffing process. The staffing process of Aarong is mentioned here. Besides, a case study on staffing of new Moulvibazar outlet of Aarong is described in details. By relating the basic components staffing, this case study is presented in this report. For preparing this internship report, Human Resource Management theory of staffing has been studied and then with this the

actual scenario of recruitment and selection procedure of Aarong is related. The way this staffing theory is practiced in reality in this organization, this is the main focus of this report.

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 placed 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 some thing 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.

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.

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.

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 etc. 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. If these stages can be related to the six basic components of staffing that means Job analysis and design, Human Resource Planning, Recruiting, Selection, Performance Appraisal, Career Planning and Development, Human Resource Administration, and Effective Evaluation and can be describe theoretically. In this report a case study is presented which was conducted by Aarong Human Resource Department. The case study is based on 'recruitment and selection procedure of new Moulvibazar outlet'. The case study is presented in relation to the theory of six basic components of staffing. Besides, the database for Moulvibazar project is analyzed and described in this report.

Chapter 4

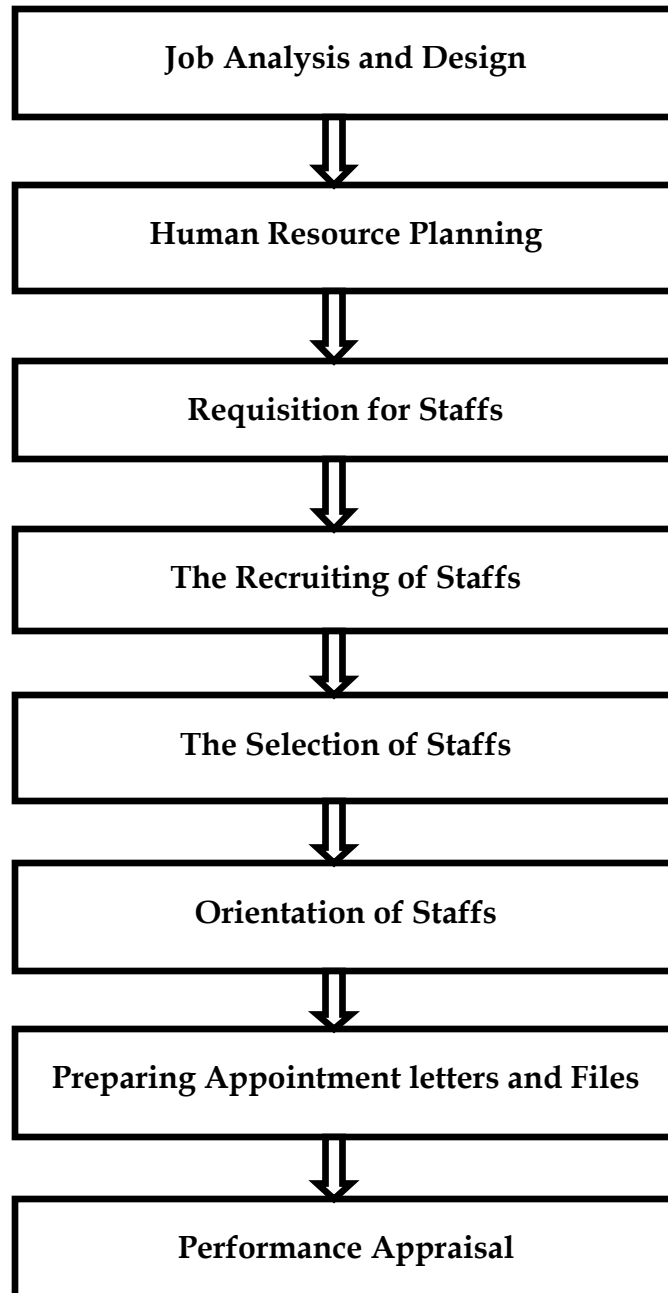
The Recruitment and Selection Procedure of New Moulvibazar Outlet

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 it is not essential to have any job experience. 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	Masters 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 respective authority of 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. After that 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.

2) Human Resource Planning

Determining the number of employees that an organization will needed 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.

- **Equating Human Resource Demand to Supply**

The first two phases of human resource planning are analytical and conceptual. The third phase is action-oriented. The steps are formulated and implemented to obtain a balance between the number and kind of employees needed and the number and kind available. In this phase Aarong always faces 'Demand is Less Than Supply' situation. It means demand for employees to be less than the available supply of personnel. The supply of jobs is always less than demand of jobs. Actually it is a common fact in Bangladesh. There are several methods which can be used for equating demand and supply when any organization faced this situation. As all other outlets, for Moulvibazar project they have two shifts for sales associates, morning shift and evening shift. Maximum sales associates were minimum H.S.C. pass and they were still continuing their studies, so for helping these students there was two shifts. In one side this system is helping to equating demand and supply and in another hand this system helps to get available staffs. It is similar to reduced hours method. Except this position there was no position which has this opportunity. So for Moulvibazar project they faced demand is less than supply situation.

3) Requisition for Staffs

Requisition means a formal request of something that is needed. Employee requisition refers to the formal demand make 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.

4) 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. On 21 September in ‘The Daily Banglar Din’ and in ‘Weekly Moumachi Kontho’ Aarong published job advertisements for their vacant positions for Moulvibazar outlet. The two newspapers are the most popular newspapers in Moulvibazar area. 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.

5) 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

For the majority of positions, the selecting process begins with collecting CVs of prospective staffs. For Moulvibazar project the selection process began with collecting CVs. For recruiting internal staffs, the HR department of Aarong collected CVs from the staffs of their different outlets up to 1st October, 2011 after providing the vacancy notice. Some interested Sales Associates, Assistant Managers and Cashiers submitted their CVs with cover letter for vacant positions specified for them. They submitted their CVs to their respective Outlet Managers and those managers sent those CVs on 2nd October, 2011 to the HR department of Aarong. This was HR department of Aarong collected CVs from internal source.

For collecting CVs from external source, paper advertisements were given. The deadline for sending CVs was 10th of October, 2011. The interested candidates submitted their CVs to the outlet manager of Sylhet Aarong and in the CV drop box placed in the Moulvibazar Outlet of

Aarong which was then under construction. Up to 10th October till 2:00 pm all the interested candidates dropped their CVs in the two specific places. The Outlet manager of Sylhet Aarong collected both the CVs dropped in his outlet and CVs dropped in the CV drop box place in Moulvibazar outlet of Aarong and sent those CVs to the HR department of Aarong on 10th October around 8:00pm. Besides, those Outlet Manager, Outlet Supervisors who refer some candidates also mailed or sent those CVs within this deadline.

✓ **CV Analysis, Sorting and Short Listing**

CV plays a significant role in the selection process. In the CV the candidate mentions all the information required by the organization. For Moulvibazar project the CVs collected through internal and external source, are analyzed. The CVs which are collected from internal source are not that much analyzed. Those CVs are directly sorted according to the positions for which the interested candidates submitted their CVs. Internally collected CVs were sorted and shortlisted based on three positions, Outlet Supervisor, Outlet Manager and Accountant.

The CVs those are collected from external source are analyzed. The organizational requirement was the candidates of Moulvibazar must have specific educational qualifications mentioned in the job analysis and design part, age limit should be between 18-28 years of age and must be living permanently in Moulvibazar district. Based on these criteria all CVs are analyzed and after criteria matching CVs were selected. Then according to the positions CVs were sorted. That means according to the Sales Associate, Office Assistant, Store Assistant, Store Helper, Maid, Security Guard and Cleaner positions all CVs collected from external source were sorted. All these CVs are short listed CVs.

✓ **Calling For Interview and Scheduling**

After short listing all the candidates are being called for informing interview date and time. The interview of candidates who are existing staffs that means candidates who were being internally recruited, was on 10th October, 2011. The Sales Associates, Assistant Managers and Cashiers who applied for Moulvibazar outlet were called up on 3rd October for informed about their

interview venue, date and time. Besides they were told to bring all of their original educational certificates. All the candidates were found over phone and they were given a specific time from 10:00am to 12:00pm on 10th of October. All the interviewees for those three positions were given the same date. Then a database of interview schedule was prepared.

The short listed candidates for Sales Associate, Office Assistant, Store Assistant, Store Helper, and Maid positions were called on 11th, 12th and 13th October, 2011. The interview for Sales Associate, Office Assistant, Store Assistant, Store Helper and Maid were on 16th and 17th of October, 2011. The interview time started at 9:00am in the morning and finished at 3:00pm at the noon in each day. All the candidates were called and informed about the interview date and time, venue and they were told to bring all of their original educational certificates with them. There were 12 time slots in each day and specific numbers of candidates were placed in each time slot. HR department of Aarong was not responsible for recruiting selecting the security guards and cleaners for Moulvibazar outlet. Then a database of interview schedule was prepared.

✓ **The Screening Interview**

The purpose of the screening interview is to identify tentatively viable employment candidates. The interview for internal recruitment occurred on 10th of October, 2011. All the candidates for Outlet Supervisor, Outlet Manager and Accountant for Moulvibazar were interviewed on the same day in the head office of Aarong. The first session of interview occurred from 10:00am to 12:00pm. This session of interview was conducted by two HR Officers. The interviewers were Tahmina Hossain, HR Officer and Md. Golam Saklain, HR Officer. They prepared a short listing of candidates initially. Then the initial short listed candidates were interview from 3:00pm to 5:00pm on the same day and final selection was done. The interviewers of second session of interview were Mohammad Abdur Rouf, GM, Retail and Infrastructure and Nisbat Anwar, DGM, HR. On 10th October the final selection was done for Outlet Supervisor, Outlet Manager and Accountant positions for Moulvibazar Outlet.

For Sales Associate, Office Assistant, Store Assistant, Store Helper and Maid positions externally recruitment procedure was followed. The interviewers left Dhaka with the interview

schedule and CVs of candidates on 15th October, 2011 at the morning. On that day they reached Moulvibazar and stayed in a residential hotel named 'Hotel Supreme'. The interview venue was Shah Mostofa Garden City (3rd Floor), Chowmona, 333 Saifur Rahman Road, Moulvibazar. The interviewers were divided into two boards. One board was comprised of Nisbat Anwar, DGM of HR and Tahmina Hossain, HR Officer. And another board was comprised of Md. Ahmmad Monsur Rouf, Assistant Manager of Retail and Md. Golam Saklain, HR Officer. All the candidates were divided into two groups. One interview board took interview of one group and another interview board took interview of another group. Besides taking interviews the interviewers checked the original certificate of candidates. In two rooms of same floor the whole interview session occurred in two days. This way all the candidates were interviewed according to their schedule on 16th and 17th of October, 2011. These two interview board initially shortlisted 68 potential candidates for sales associate position and finalized specific number of people for other positions. Then the whole group returned to Dhaka on 18th of October.

✓ **Providing Training**

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. On 18th of October, 2011 the list of 68 initially shortlisted candidates for sales associate position and finally selected candidates for other positions were published in a printed paper and hanged on the outside of Moulvibazar Outlet of Aarong. Training would be provided only for Sales Associates and then they would be finally selected. The trainers went in the Moulvibazar to train up those 68 initially shortlisted Sales Associates for 2 days. The trainers were Md. Gias Uddin Biswas, Senior Officer of Training Department of Aarong and Nuzhat Noor, Assistant Manager of Training Department of Aarong. On 18th and 19th October, 2011 from 9:00am to 5:00pm they provided training to the initially shortlisted Sales Associates for final selection. Each day at the end of the training session the trainers took a test based on the training and all those candidates who took training must had to sit for the test. After the two days of training session the trainers returned to Dhaka and submitted the evaluation of the test to Nisbat Anwar, DGM of HR department.

✓ **Final Selection**

The staffs for positions which were decided to be filled with through internal recruitment were selected on 10th of October on their interview day. The finally selected candidates for Outlet Supervisor, Outlet Manager and Accountant were informed about their selection on 15th October, 2011 and told to join on 20th October.

When the training department submitted the evaluation of training results that means the marks of the training tests of every shortlisted candidate of Sales Associates, the marks were added with the interview marks of each candidate. After summing up the interview marks and training evaluation marks, best 45 candidates among the 68 candidates were selected. Those 45 shortlisted candidates were got highest marks among all candidates. Those 45 candidates were finalized for sales associate position for Moulvibazar Outlet. The rest 23 candidates were kept in the waiting list. On 22th October, 2011 those selected sales associates were informed about their confirmation about the job over phone and were told to join on 26th October, 2011. Moreover they were told to bring photocopies of their educational certificates, national ID card etc.

6) Human Resource Administration

Human resource administration begins when an employee is hired and continues throughout his or her tenure with the organization and even beyond. There are some administrative activities directly and importantly related to staffing functions. Among those activities employee orientation can be relate to the Moulvibazar project.

▪ **Employee Orientation**

Orientation is the process whereby a new employee is familiarized with the organization, job, work group, and the terms and conditions of employment. It is both a formal and an informal process. The Outlet Manager, Outlet Supervisors and Accountant has joined on 20th of October and given a formal orientation on 24th of October. In the orientation they were introduce the staffs to company policies, codes of conduct, requirements of the job, department operations and

so on. The sales associates have joined on 26th of October and in that day they were given an informal orientation. They were simply explained company history, important policies, procedures of work etc.

7) Preparing Appointment Letters and Files

After selecting all the candidates for all vacant positions, the HR department prepares appointment letters. The Outlet Supervisor, Outlet Manager and Accountant selected for Moulvibazar Outlet had joined on 20th of October and all selected Sales Associates, Office Assistant, Store Assistant, Store Helper and Maid had joined on 26th of October. Then all the staffs filled up personal information form and submitted those forms with photocopy of their educational certificates, national ID card etc. Those documents were sent to the HR department of Aarong on 27th October and using that information of the documents appointment letters were prepared. The staffs were given a badge number. All the appointment letters for those newly selected staffs were prepared within 30th of October and were signed by Nisbat Anwar, DGM of HR department of Aarong. Then on 30th October those appointment letters were sent to the Moulvibazar Outlet for taking sign of those newly joined staffs. After one week of sending those appointment letters, those appointment letters which were signed by those newly joined staffs again sent to the HR department. Then the signed appointment letters are photocopied and prepare 3 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 for salary purpose and one copy is used for filing. Preparing files for newly joined staffs is the last stage of recruitment and selection responsibilities of Aarong HR department.

8) 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.

▪ **Performance Appraisal Method**

Over the years several different methods of formally appraising performance have been developed. For performance appraisal Aarong uses rating scales. It is the most widely used performance appraisal method. With rating scales, employees are evaluated according to a set of predetermined factors such as quality of work, quantity of work, or absenteeism. Each evaluation factor is ranked from the lowest level of performance to the highest into as many as fifteen categories. To complete a performance appraisal using a rating scale, the evaluation simply checks the degree of each factor that is most descriptive of the employee's performance during the period covered by the appraisal. In Aarong the performance evaluation form has ten factors for rating. They are: job knowledge, quality of work, quantity of work, time management, flexibility, interpersonal relations, approaches to work, hard working, communication and discipline. Based on the performance of the staffs, ratings are given to each factor. Besides, comments on the staffs' performance must be given by the evaluator. This way using rating scales performance evaluation will be done for the staffs of Moulvibazar outlet of Aarong.

9) Career Planning and Development

Career planning and development is a formalized approach taken by an organization to ensure that people with the proper qualifications and experience are available when needed. Its emphasis is on meshing the career aspirations of employees with the needs of the company. Aarong has career planning and development programs. Among various career planning and development tools Aarong uses training and development programs and performance appraisal.

- **Training and Development Programs**

One of the career development tools is training and development. Programs offered in this area may be directly related to employees' jobs or they may be oriented to career-related topics. For Moulvibazar project Aarong also applied this tool. The Outlet Supervisor, Outlet Manager and Accountant were experienced. So they were not provided any training. But, the sales associates were not experienced, so they were provided training for two days after initial short listing. Based on the training result final selection was done. The purpose of job-related training was to improve present or future work performance. Besides, make the staffs more aware of his or her potential so that appropriate career fields within the organization can be pursued. Those who were able to develop themselves during this training secession, they were finally selected.

- **Performance Appraisal**

A performance appraisal system that encourages employees to work toward specific goals, identifies strengths and weaknesses, and accurately measures current performance is important to career development. As mentioned in the performance appraisal part, the performance appraisal for the newly joined staffs of Moulvibazar outlet will be confirmation of jobs if their performance is satisfactory, otherwise their job will be terminated. For Sales Associates the performance evaluation will be done after six months of their joining and the performance evaluation for Outlet Supervisor, Outlet Manager and Accountant will be happened after one year of their joining. After that they will be getting performance appraisal.

Evaluation the Staffing Function

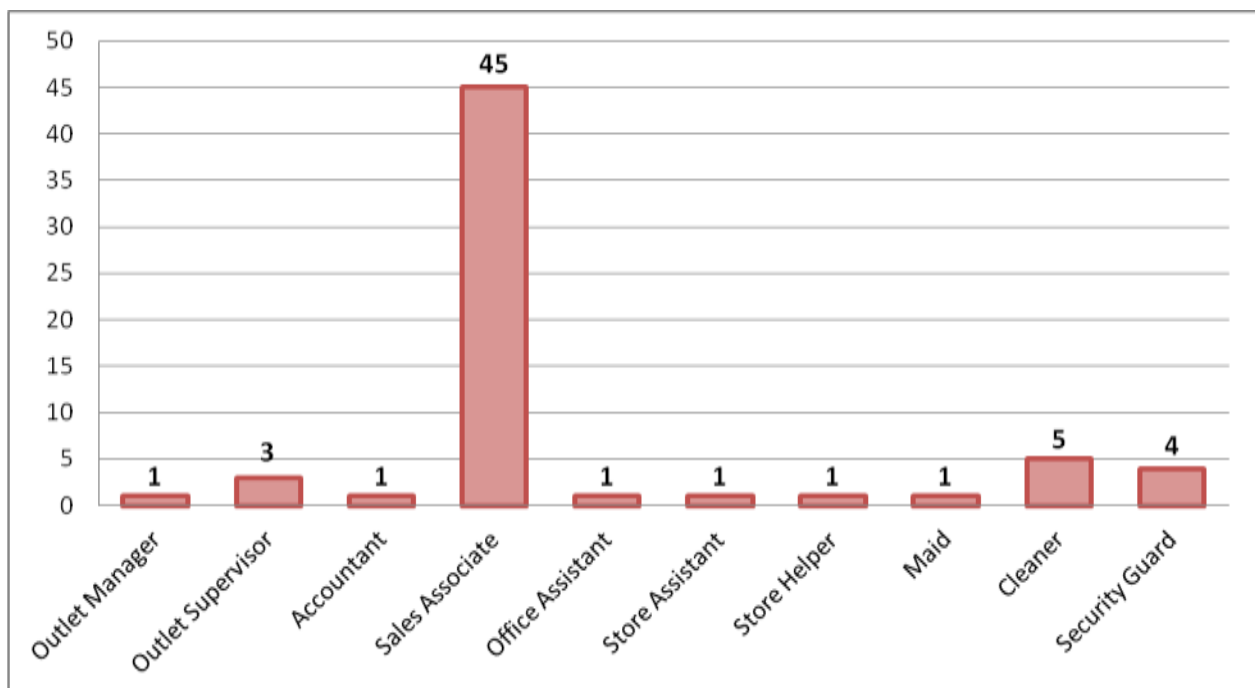
Evaluation of staffing function means continuous evaluation of programs toward accomplishment of specified goals and objectives. Though this is very important to evaluate the staffing function, this is not done in by the HR department of Aarong.

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

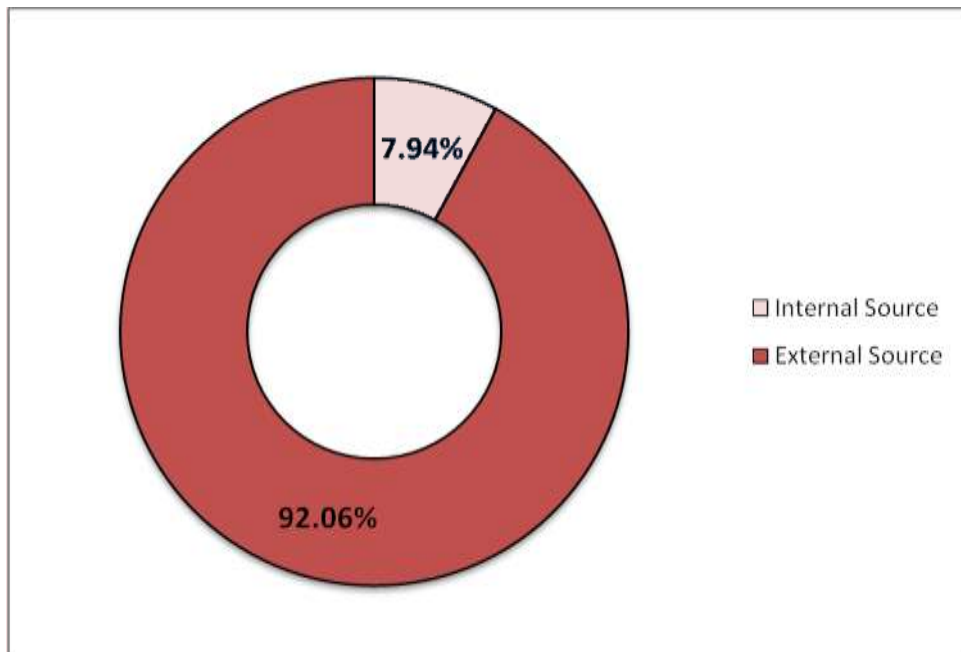
Position	Number of Staffs	Position	Number of Staff
Outlet Manager	1	Store Assistant	1
Outlet Supervisor	3	Store Helper	1
Accountant	1	Maid	1
Sales Associate	45	Cleaner	5
Office Assistant	1	Security Guard	4



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

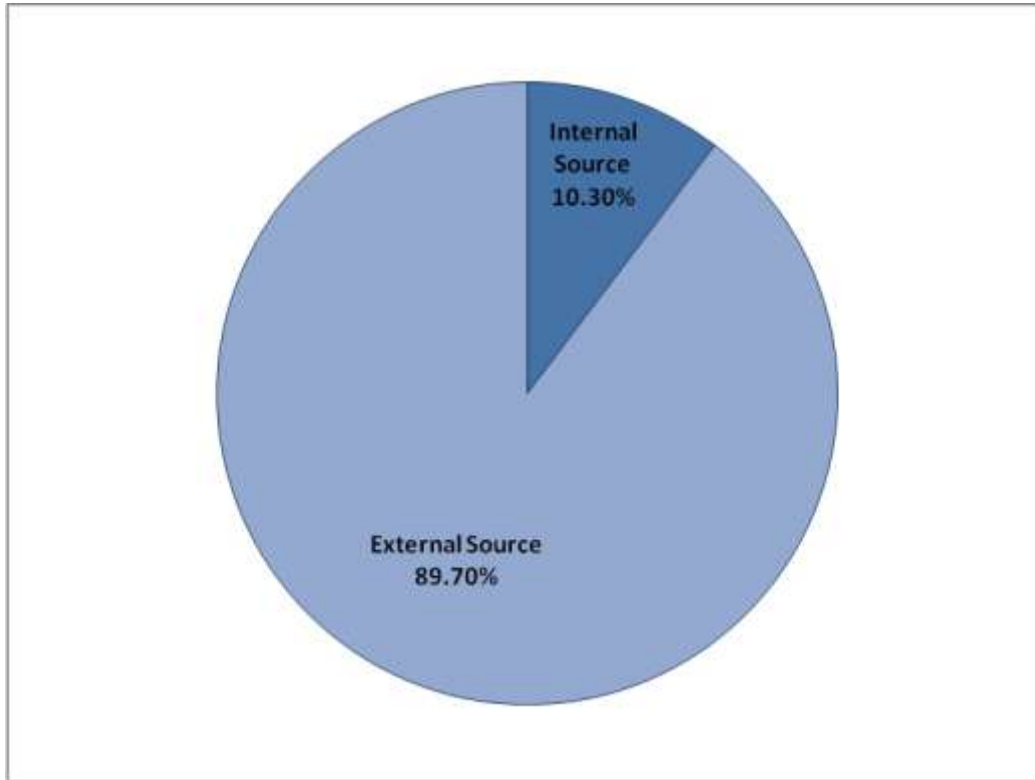
Source	Number of Staffs	Percentage of Staffs
Internal Source	5	07.94%
External Source	58	92.06%



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%

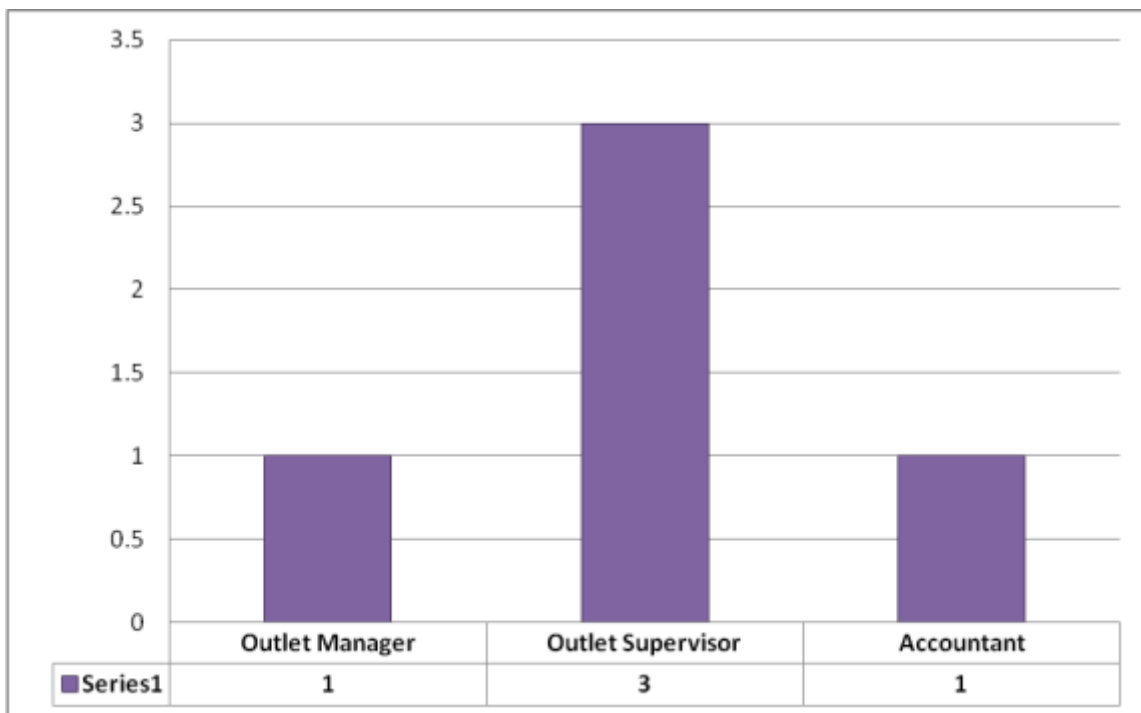


As it was decided that both internal and external recruitment would be done, CVs were collected from both internal and external source. The HR department collected on total of 272 CVs from both sources. Among these 28 CVs were collected from internal source and 244 CVs were collected from external source. 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

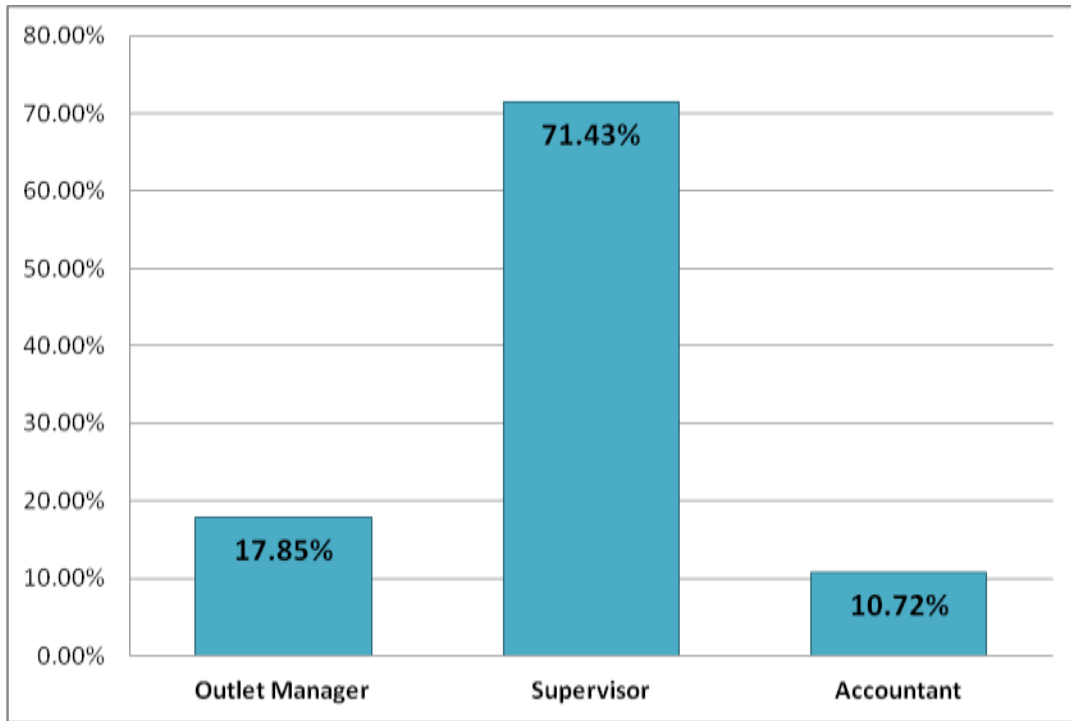
Position	Number of Staffs Required
Outlet Manager	1
Outlet Supervisor	3
Accountant	1



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

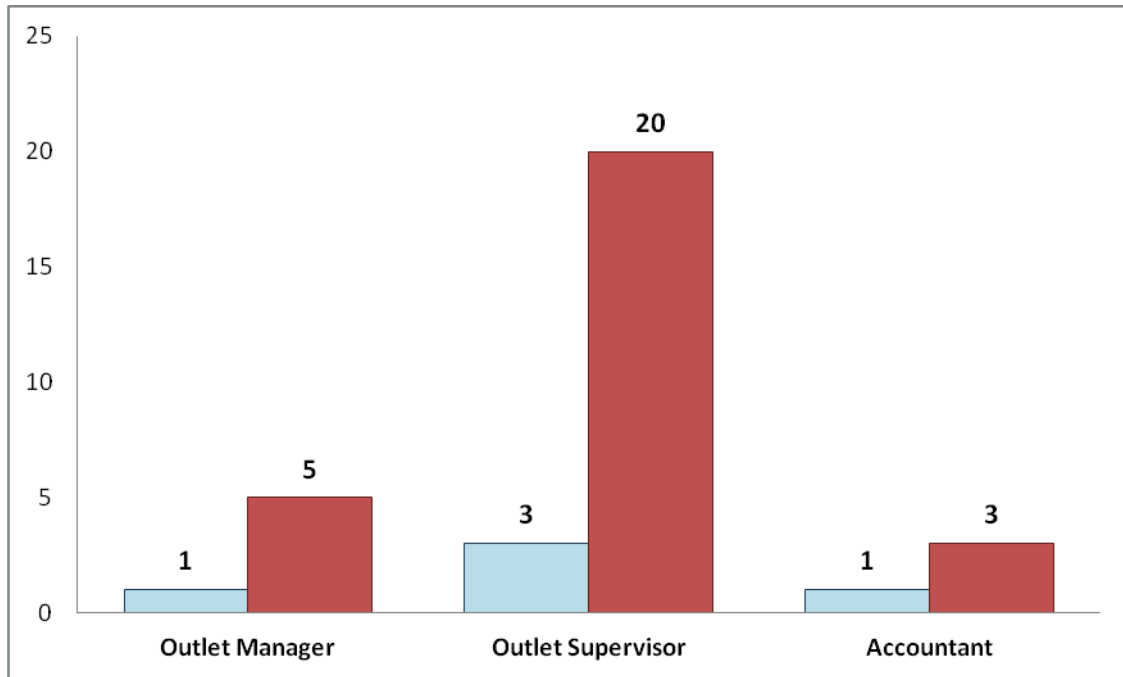
Position	Number of CVs	Percentage of CVs
Outlet Manager	5	17.85%
Outlet Supervisor	20	71.43%
Accountant	3	10.72%



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.

❏ Comparison of Submitted CVs Against Each Position

Position	Required Number of Staffs	Number of CVs
Outlet Manager	1	5
Outlet Supervisor	3	20
Accountant	1	3

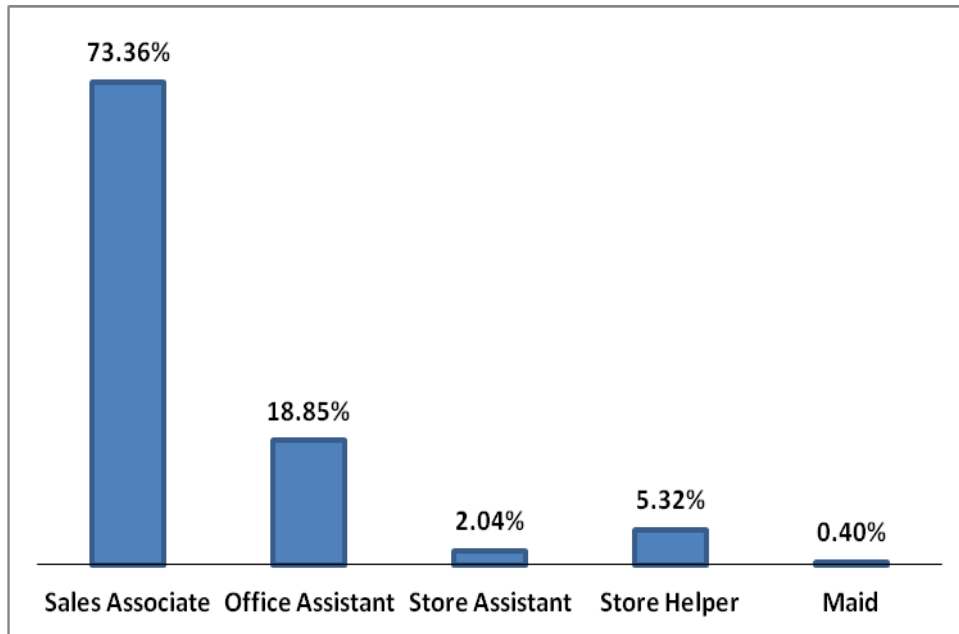


There was 1 vacancy for Outlet Manager, 3 vacancies for Outlet Supervisor and 1 vacancy for Accountant position. Against 1 vacancy for Outlet manager position 5 CVs were submitted, against 3 vacancies for Outlet Supervisor position 20 CVs were submitted and against 1 vacancy for Accountant position 3 CVs were submitted. In a chart the amounts are shown above. The light blue column (left column) shows number of vacancy for each position and the red column (right column) shows number of CVs submitted for each position.

External Recruitment

▣ CVs Submitted for Each Position

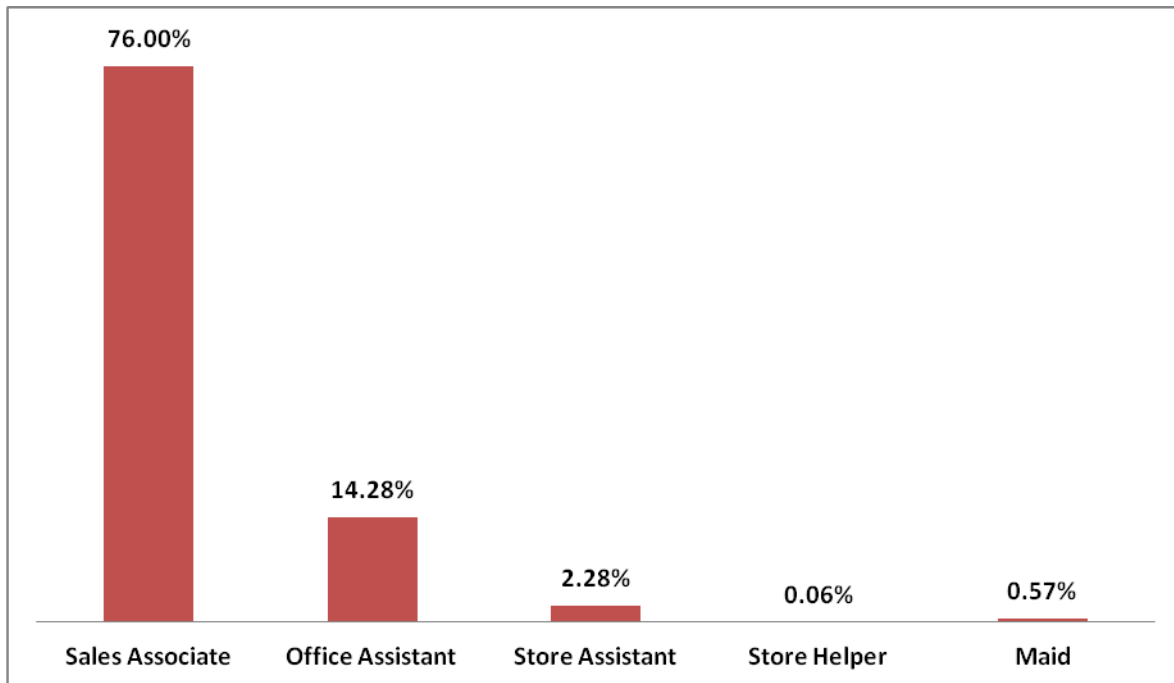
Position	Submitted CVs	Percentage
Sales Associates	179	73.36%
Office Assistant	46	18.85%
Store Assistant	5	2.04%
Store Helper	13	5.32%
Maid	1	0.40%



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

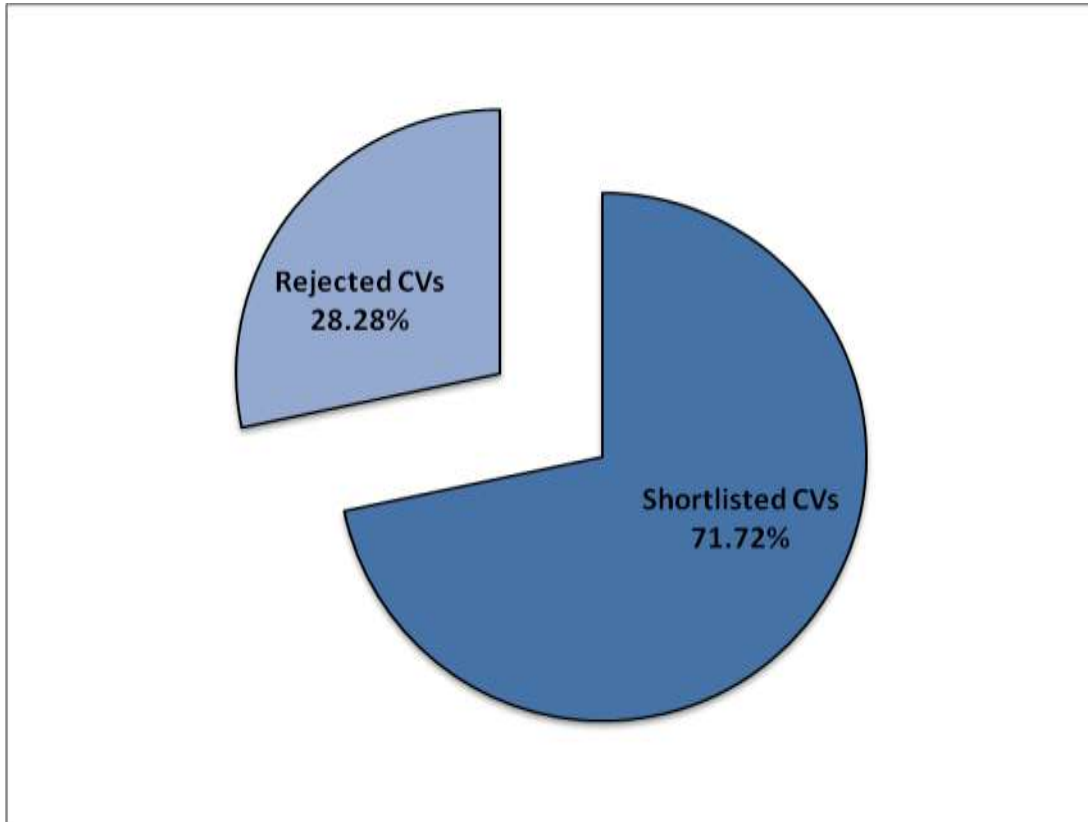
Position	Shortlisted CVs	Percentage
Sales Associate	133	76.00%
Office Assistant	25	14.28%
Store Assistant	4	2.28%
Store Helper	12	0.06%
Maid	1	0.57%



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

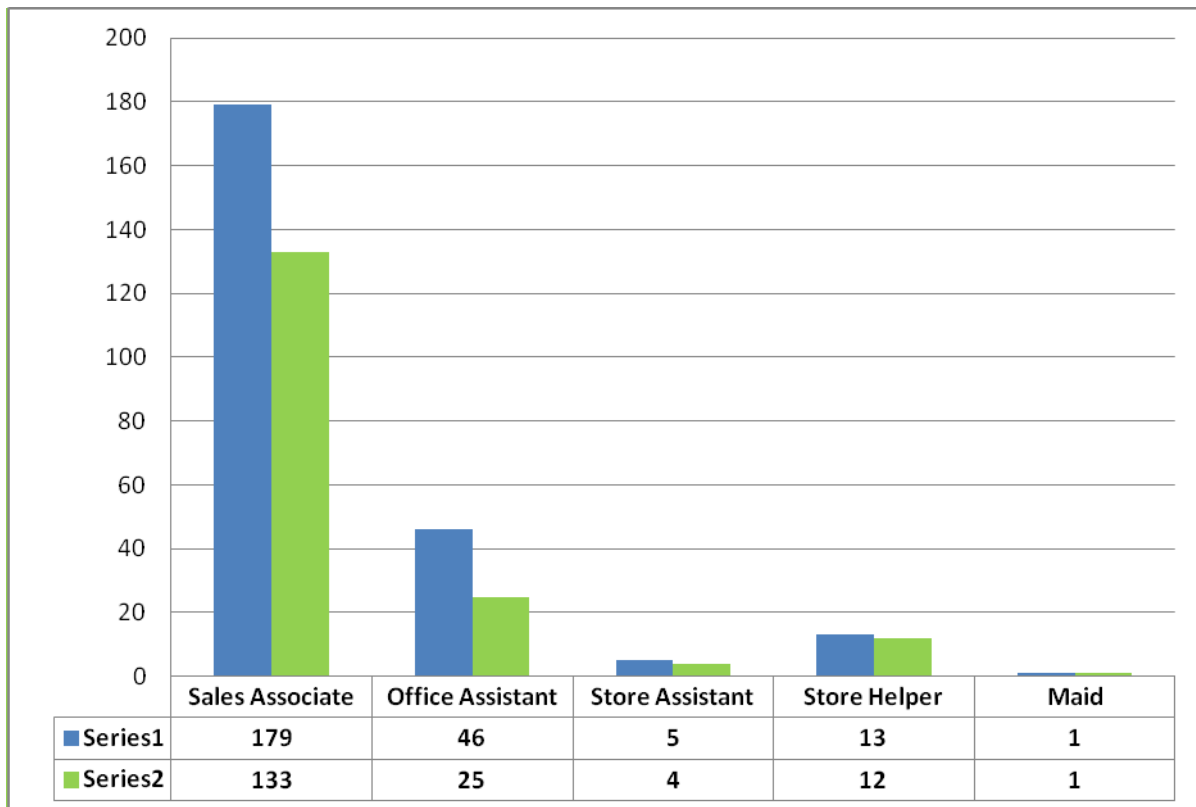
CVs	Number of CVs	Percentage
Rejected CVs	69	28.28%
Shortlisted CVs	175	71.72%



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.

Comparison of Total Collected CVs and Shortlisted CVs

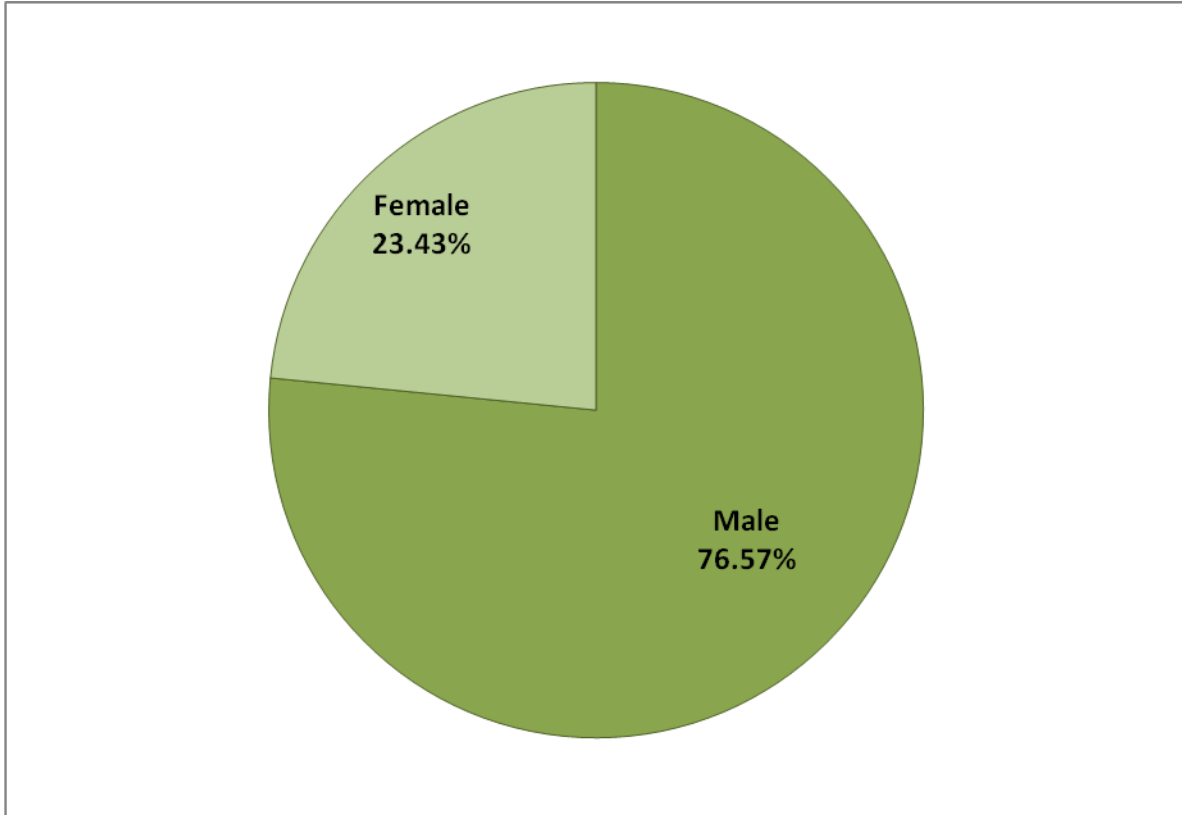
Position	Total Collected CVs	Shortlisted CVs
Sales Associate	179	133
Office Assistant	46	25
Store Assistant	5	4
Store Helper	13	12
Maid	1	1



A comparison of total CVs sent for each position and total short listed CVs for each position are shown in a graph. The series 1, blue bar (left column) shows the total number of CVs collected against each position and the series 2, green bar (right column) shows shortlisted CVs for each position. And in a table the number is given above according to the position.

❏ Male and Female Percentage Among the Total CVs of External Source

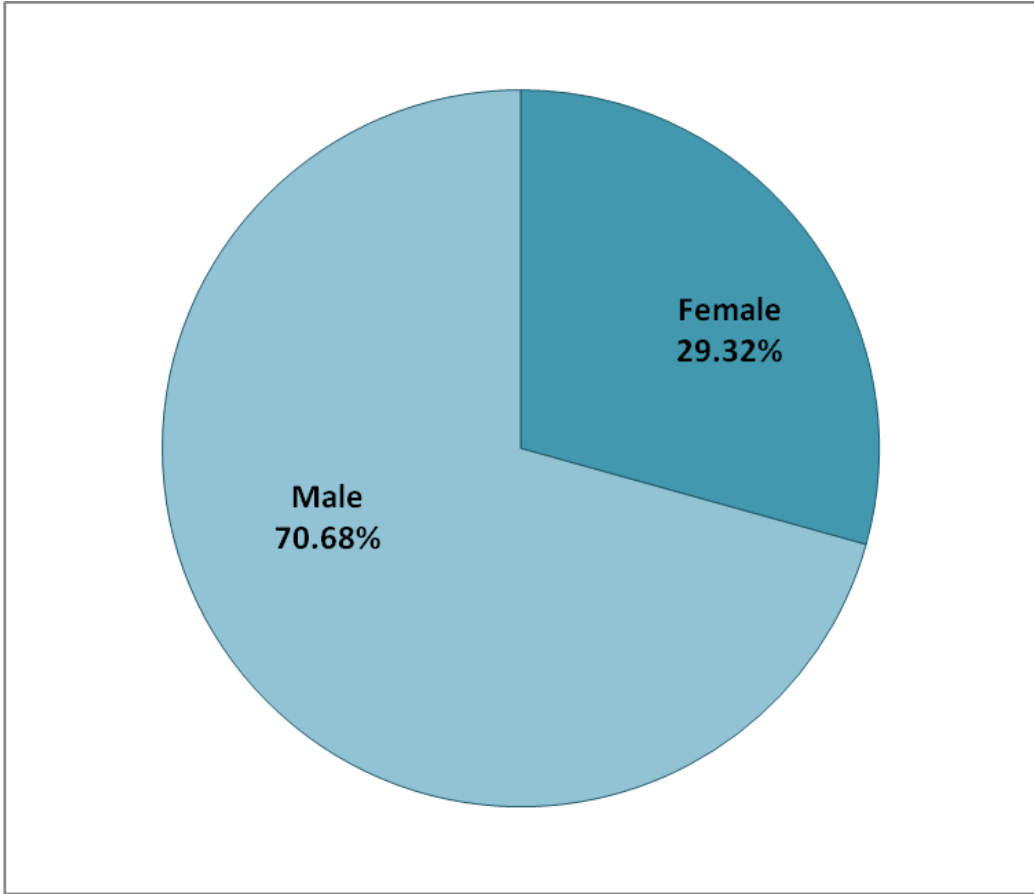
Gender	Shortlisted CVs	Percentage
Male	134	76.57%
Female	41	23.43%



For the Moulvibazar Outlet of Aarong project, there were some positions where especially women were encouraged to apply such as Sales Associate, Maid. And Office Assistants, Store Assistant and Store Helper were only for males. Here male candidates sent more CVs than women candidates. On total 41 female candidates and 134 male candidates were shortlisted for interview. So, the female and male ratio was, female: male = 41:134. The percentage of female candidates was 23.43% among the shortlisted candidates and the percentage of male candidates was 76.57% among the shortlisted candidates. There was huge number of male candidates compared to female candidates.

❏ Male and Female Percentage of Shortlisted Sales Associate Candidates

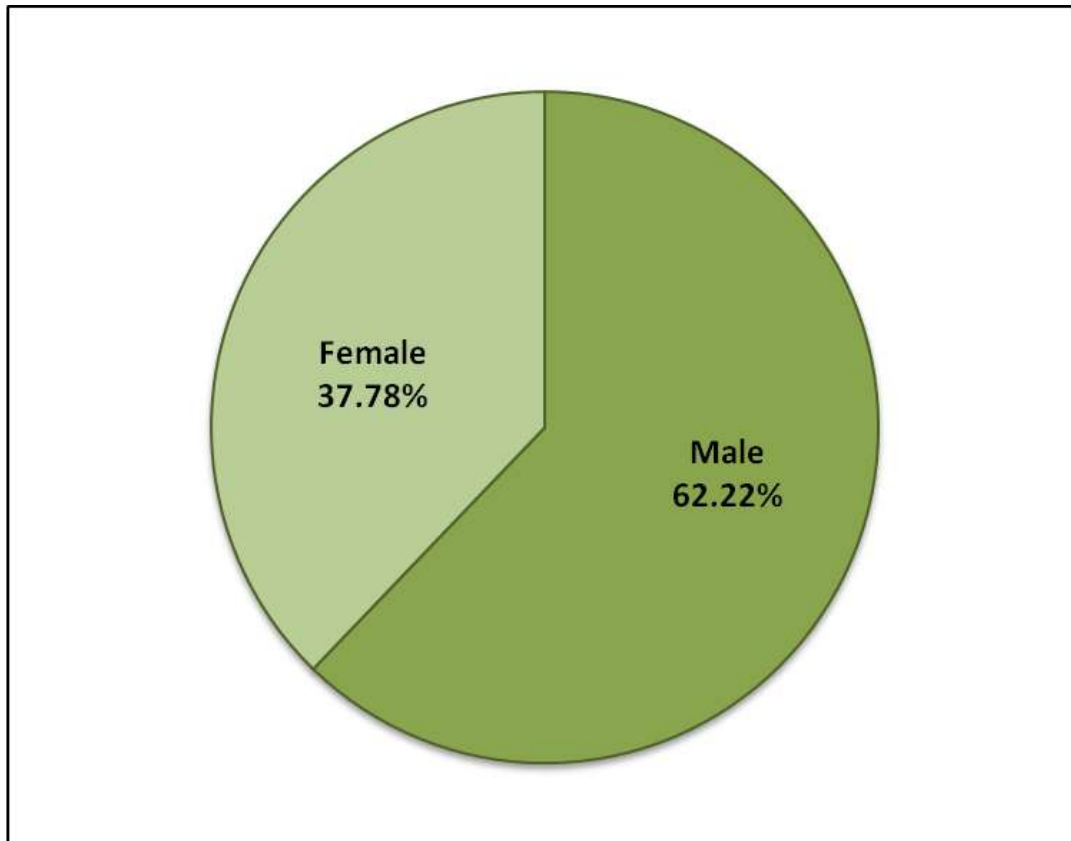
Gender	Shortlisted CVs	Percentage
Male	94	70.68%
Female	39	29.32%



Sales Associate is such a position in Aarong where especially women are encouraged to apply. In the Moulvibazar outlet project, women were also encouraged to apply for Sales Associate position. Here 39 female shortlisted for this position and 94 male shortlisted for Sales Associate. This means, more than double males applied for Sales Associate position than females. In a percentage form among the total candidates who applied for Sales Associate position, 29.32% are female and 70.68% are male. So, the female and male ratio for sales associate position is, female: male = 39: 94.

❏ Male and Female Percentage Among the Finally Selected Sales Associates

Gender	Number	Percentage
Male	28	62.22%
Female	17	37.78%



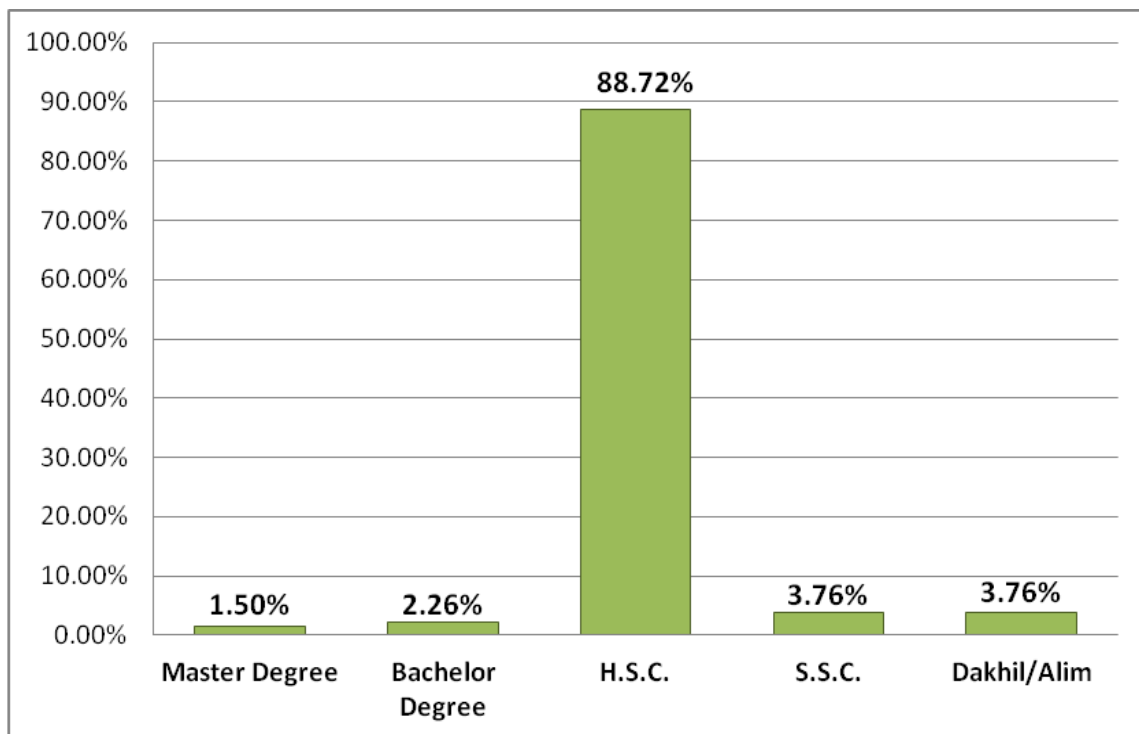
Sales associate position was such a position where women were encouraged to apply. It was decided that among 45 sales associates majority would be female. But in reality it didn't happen at the time of final selection. Most of the male candidates did well in the interview and training session. 28 among the 45 sales associate were male and 17 among the 45 sales associate were female. That means 62.22% of the total sales associate was male and 37.78% of the total sales associate was female.

Qualification Availability of External Recruitment

Qualification availability is a very important fact at the time of drawing pool of candidates. For Moulvibazar project it was difficult to draw qualified pool of candidates externally for some position such as Sales Associate. Sometimes it was seen that there was some over qualified applicants for some positions. But lastly, the recruiters successfully recruited qualified candidates for each position. The analyses of qualification availability for each position are as follows:

▣ Sales Associate

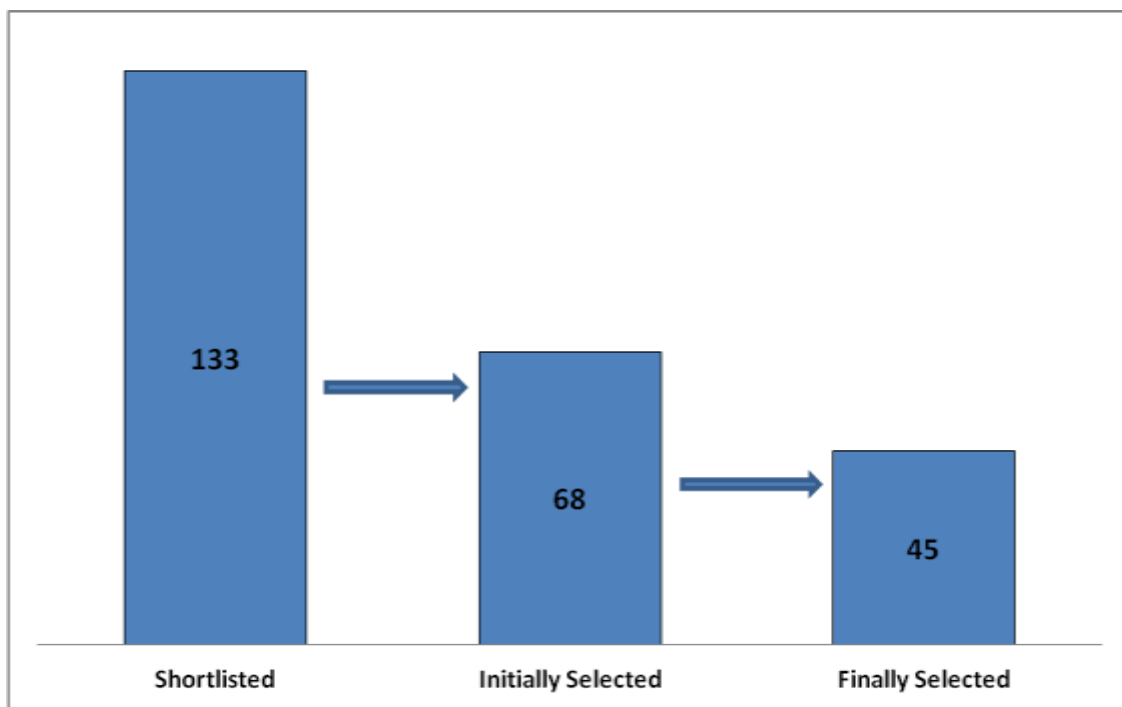
Degree	Applied Number	Percentage
Masters Degree	2	1.50%
Bachelor Degree	3	2.26%
H.S.C.	118	88.72%
S.S.C.	5	3.76%
Dakhil/Alim	5	3.76%



For Moulvibazar outlet of Aarong, there required 45 Sales Associates. For this positions on total 179 CVs were sent by the candidates of Moulvibazar and Sylhet. And 133 candidates were shortlisted. Among those short listed 2 were studying masters, 3 were studying bachelor, 118 were H.S.C. completed, 5 were S.S.C. completed and 5 were Dakhil/Alim completed. Though below H.S.C. and Dakhil/Alim completed education level should not be considered as shortlisted candidates, lastly interviewers decided to take interview of some of them. In a percentage form the educational qualification of shortlisted candidates for Sales Associate positions were 1.50% of among the shortlisted were doing masters, 2.26% of among the shortlisted were doing bachelor, 88.72% of among the shortlisted were H.S.C. completed, 3.76% among the shortlisted were S.S.C. completed and 3.76% among the shortlisted were Dakhil/Alim completed.

❏ Number of CVs up to Final Selection for Sales Associate

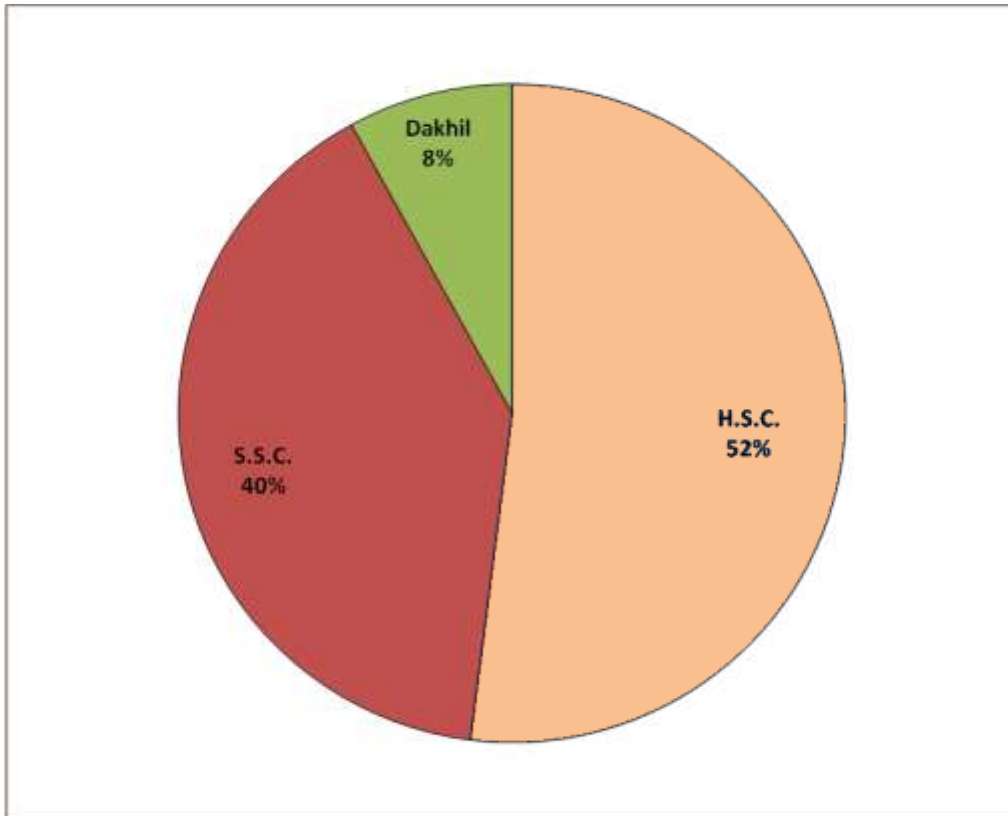
Type of CVs	Number
Shortlisted CVs	133
Initially Selected	68
Finally Selected	45



After taking interviews of the 133 shortlisted, initially 68 were selected for training. Those 68 candidates were minimum H.S.C. completed. 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

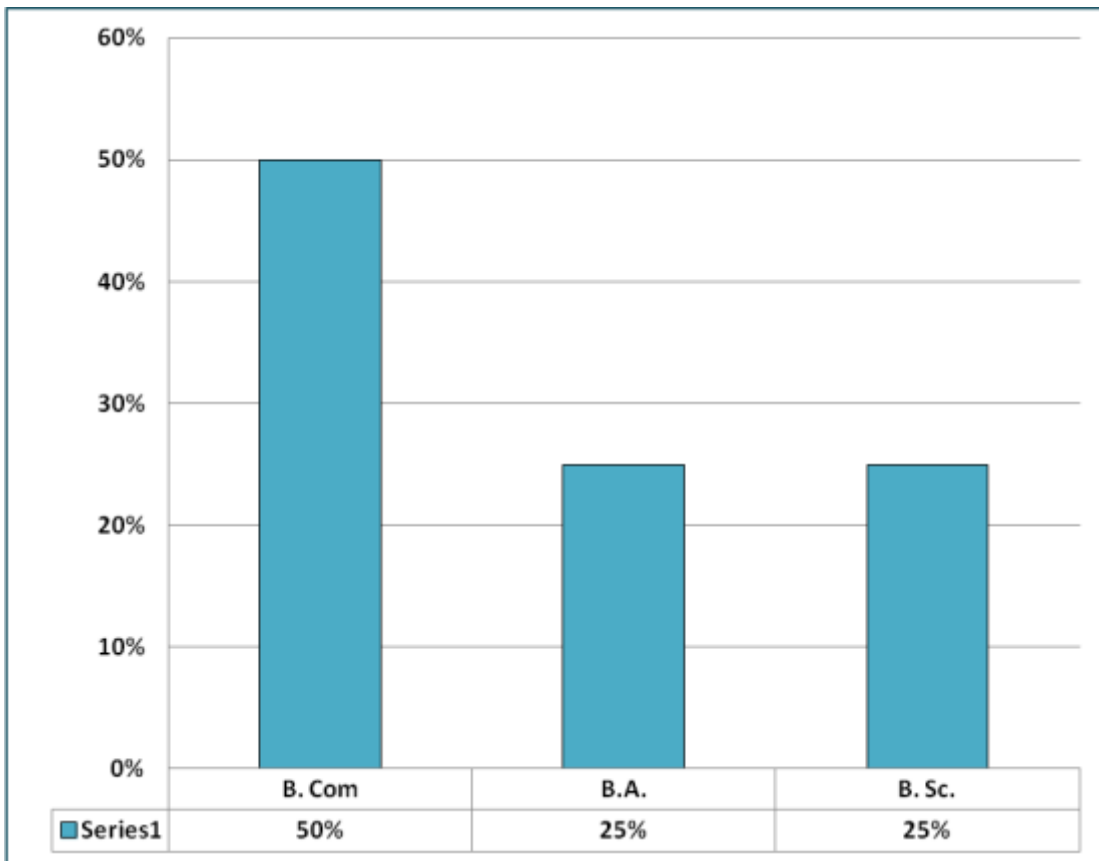
Degree	Shortlisted CVs	Percentage
H.S.C.	13	52%
S.S.C.	10	40%
Dakhil	2	08%



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

❏ Store Assistant

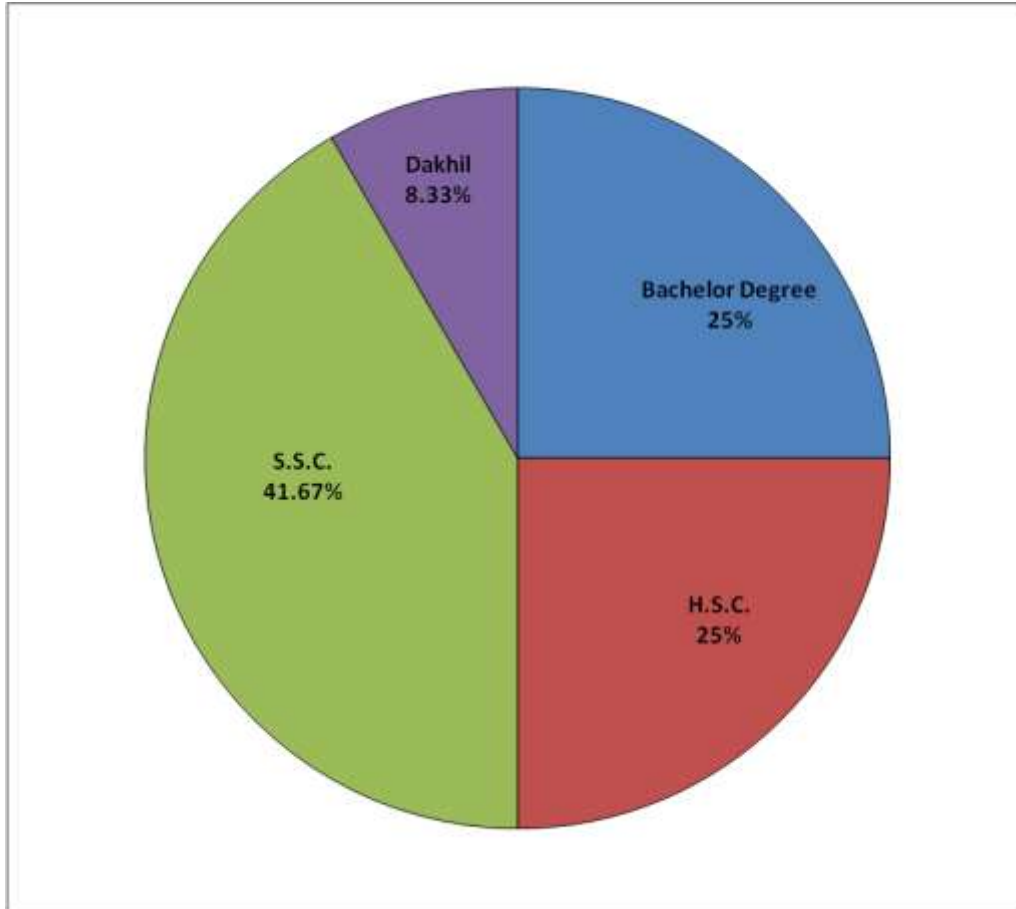
Degree	Shortlisted CVs	Percentage
B.Com	2	50%
B.A.	1	25%
B.Sc.	1	25%



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 completed, 1 of the shortlisted candidates was B.A. completed and 1 of the shortlisted candidates was B. Sc completed. All of the shortlisted candidates were according to the requirement. So, 50% were B. Com completed, 25% were B.A. completed and 25% were B. Sc completed 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. completed. Among 13 candidates 12 were shortlisted. Among them 3 were doing bachelor, 3 were H.S.C. completed, 5 were S.S.C. completed and 1 was Dakhil completed. 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.

Chapter 5

Discussion

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'. The people who never heard the name of 'Aarong', from them 272 CVs were collected for 54 positions. It was quite tough job, but HR department successfully able to do that. 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. completed. Among the short listed candidates for Sales Associate 2 were doing masters, 3 were doing bachelor, 118 were H.S.C. completed, 5 were S.S.C. completed and 5 were Dakhil/Alim completed. And for Office Assistant position educational qualification requirement was minimum S.S.C. completed. Among the short listed candidates 52% of the shortlisted candidates were H.S.C. completed, 40% among the shortlisted candidates were S.S.C. completed and 08% of the candidates were Dakhil completed. 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

After observing the overall recruitment and selection procedure of Aarong and the Moulvibazar project, some recommendations can be given. They are as follows:

- ❖ Through successful recruitment procedure the HR (Human Resource) department of Aarong had drawn satisfactory number of qualified pool of candidates for new Moulvibazar outlet. But, in the Moulvibazar area, people have little knowledge or idea about Aarong. Though the authority knew this fact, they didn't mention any thing about Aarong in the job advertisements published in the news papers. They can mention short description of Aarong in the job advertisement. If they mentioned this sort of short description in the job advertisement, the target candidates would get idea about Aarong. And more candidates might get interested and drop or send CVs for vacant positions.
- ❖ Aarong provides training to the Sales Associates before joining in the new outlet of Moulvibazar. After this training they will not be getting any training. For staffs of administrative level, Aarong provides training time to time for retaining their performance up to the mark. The purpose of training is to improve present or future work performance. But, the Sales Associates are not getting this opportunity. After a few days the performance standard of them decreases. For improving their performance training should be provided to the Sales Associates time to time. Because they directly handle customers and their performance helps to create an image of the brand among customers.
- ❖ One of the basic components of staffing is evaluation of staffing function. This component is missing not only in recruitment and selection activities of Moulvibazar, but also in the overall recruitment and selection procedure. This component is important because periodically examining the human resource management function to assure that all activities are being carried out completely, effectively, efficiently and professionally. Feedback from a periodic assessment of staffing will enable adjustments and corrective actions to be taken before any seemingly minor deficiencies become serious problem. So the HR department of Aarong should include evaluation of staffing function into their recruitment and selection procedure.

Conclusion

In 2008 Aarong has celebrated 30th anniversary. Since 1978 this organization is operating business in the fashion industry and today's their leading position shows their success. At present 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. For the valuable contribution of these artisans and handicraft producers and the administrative staffs, Aarong has come so far. The qualified human resources of Aarong keep the business running and foster the growth of business. The HR department of Aarong ensures the qualified inflow of staffs within the organization and helps in placing right people, at the right place, at the right time doing the right job. The recruitment and selection of staffs is the main responsibility of this department. Except this they have some other responsibilities such as transfer of staffs, maintaining attendance of staffs, leave management, performance appraisal related activities, confirmation of staffs, job separation, grievance management etc.. When Aarong opens any new outlet then the HR department performs the responsibility of staffing the outlet. Recently the HR department of Aarong did staffing in the new Moulvibazar outlet of Aarong. After getting the requisition from the retail department, all the activities were done by this department. The recruitment and selection procedure at new Moulvibazar outlet of Aarong was successful. The recruiters were able to meet all the requirements mentioned by the retail department. For the valuable contribution of HR department of Aarong all the vacant positions were filled up by qualified staffs. The HR department perfectly chose recruitment source, recruitment method, successfully draw pool of qualified candidates and selected the best candidates. The successful opening of Moulvibazar outlet of Aarong was possible for HR department. This outlet is running well and the staffs are performing better performance. After the successful recruitment of new Moulvibazar outlet, the HR department is going to do recruitment and selection for Comilla Outlet. As Aarong is growing and spread throughout the whole country, this organization will need lots of qualified human resources. This department of Aarong will ensure the qualified human resources. Through ensuring these qualified human resources HR department will encourage Aarong to move ahead.

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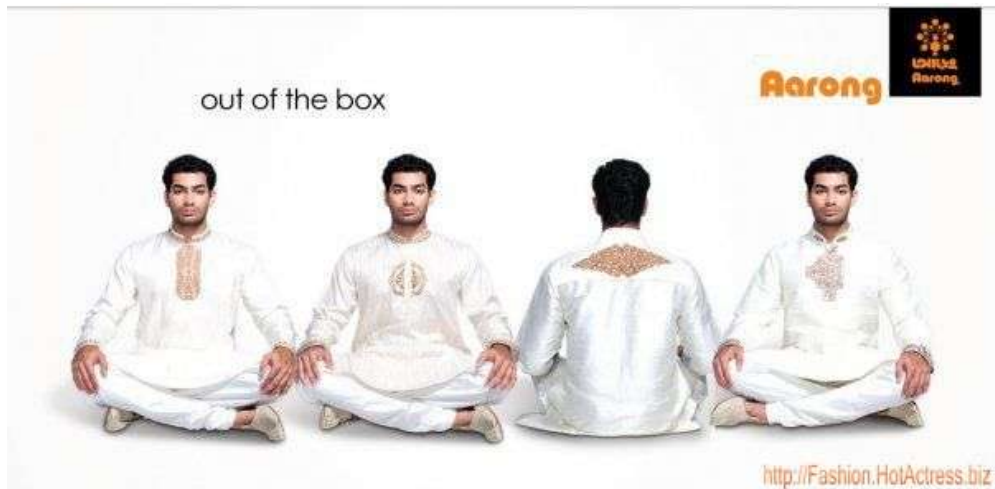
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- ✓ Staffing the Contemporary Organization, Donald L. Caruth and Gall D. Handlogten, 2nd Edition.
- ✓ <http://aarong.com/>
- ✓ <http://en.wikipedia.org/wiki/Aarong>
- ✓ <http://www.facebook.com/BRAC.AARONG>
- ✓ <http://www.referenceforbusiness.com/encyclopedia/Gov-Inc/Human-Resource-Management-HRM.html#b>
- ✓ Financial statements and other statements of Aarong

Appendix

Photographs of Products of Aarong:



Women's Products of Aarong



Men's Products



Nakshi Katha



Decorative Products



Bags and Terracotta Product



Food Products and Jewelry Products



Other Products

Other Photographs:



Photograph: Prepared files for Sales Associates.



Photograph: CV drop box for Job Fair.

শেখরাং করে মৌলভীবাজার মডেল থানা পুলিশ। এছাড়া আটককৃতদের মধ্যে রয়েছেন বিক্রম বেনরসী মুন্স, কলকাতা শিবক ও হাফিজ হুসাইন। পরে অভিযুক্তদের মধ্য থেকে ১০ জনকে মেডে সেয়া হয় এবং ১০ জনকে বিচারে আদালতে প্রেরণ করা হয়।

পুলিশ জানায়, জামায়াতের কেন্দ্রীয় শীর্ষ নেত্রকে অটকের প্রতিবাদে রোঙ্গা জামায়াতের নেতাকর্মীরা বিক্ষুব্ধ হয়ে উঠে। ফলে শহিদের খবর খবরে আইন শৃংখলা পরিস্থিতির অবনতি ঘটিতে পারে এই আশঙ্কায় রক্তের বেলা শহরের বিভিন্ন স্থানে অভিযান পরিচালনা করে জামায়াত শিবির মনোহে ২০ কে আটক করা হয়।

জেফারুলকররা হাফেজ, সাদিকুর রহমান (৪১), মোঃ গোয়েল আহমেদ (২০), জৌফিকুল ইসলাম (১৮), মাহমুদ রশীদ (১৮), হুমিরা রহমান (১৭), নূর হোসেন (১৭), মাহমুদ রানা (২৯), আব্দুল হালিম (২০), লম্বল আলী (০৪), মুলতান আহমেদ (২১), অশিফুর রহমান (২৯), এনামুল হক (২০), শফিকুর রহমান (২৯)।

বাংলার দিন বিপোর্টের বৃহস্পতিবার দেশব্যাপী সকল নগর হকজাতের ডাক নিয়মে বাংলা বিপোর্ট নল বিএনপি, জুলফি হোসেন ও নিরুদ্ভির নামে বুধের প্রতিবাদে এই হকজাতের ডাক দেয়া হয়েছে বলে জানান বিএনপির আওয়াজ মহাসচিব ডি.বি. কবুল ইসলাম আপনদীর। গত মঙ্গলবার মনুতে নয়াপল্টনে বিএনপির কেন্দ্রীয় কার্যালয়ে তিনি হকজাতের অনুষ্ঠানিক ঘোষণা দেন। ঢাকাধীন মোটের শবিক ও নন্দনা দলতগোত দুপলংগারে বিএনপির ডাকা এ হকজাত পালন করে বলে তিনি উল্লেখ করেন। এছাড়াও একই ইচ্ছাতে ২১ সেপ্টেম্বর বিকেল ৩ টায় নয়াপল্টনে বিএনপির কেন্দ্রীয় (৩য় পূজায় দেখুন)



বাংলার দিন বিপোর্টের সোমবার বিক্রেতা পুর গড়ামের গ্যারীজ মিডিয়া সেন্টারটিতে, তবে মুক্তগঞ্জা জামায়াতী গ্রীষ্ম আয়োজিত এক সমাবেশে অধ্যক্ষী আব্দুল মাজ আশুত মুহিত জানান, বিদ্যুৎ উৎপাদনে আমরা সম্মত হয়েছি দেশে বিদ্যুতের আঁচি থাকবে না। দিনে বছরের মাঝায় দেশে তিন গজাত মেগাওয়াট বিদ্যুৎ উৎপাদন

কেন্দ্র পরিচালনা পরিষদের আহ্বানে দেশের বিদ্যুৎ সমস্যা সমাধান করা হবে। তিনি আরো জানান, জামায়াতী কবর ডাক থেকে ৫০০ মোতাওয়াট বিদ্যুৎ পাওয়া যাবে। মুক্তগঞ্জা জামায়াতী গ্রীষ্মের সভাপতি সুলতান মাহমুদ শরিফের সভাপতিত্বে অনুষ্ঠিত সমাবেশে পানিপলংক জিরামতী ব্যায়োজাত মহাসচিব হাফেজ, বাংলাদেশ জামায়াতী গ্রীষ্মের সভাপতিমক সম্পর্কক বাসিন্দা মাহমুদ হৌশুতী, মহিতুর রহমান হামিক, মোস্তাফিজ হোসেন ও এডভোকেট হামমুদ হাজিম নামে মুক্তগঞ্জা জামায়াতী গ্রীষ্মের সভাপতিত্ব করতরা আসি। সমাপ্তিমে হামিগর, শত আজিমুর রহমান, জাফার উদ্দিন, মুখা-সম্পাদক হাজাত হৌশুতী, অধ্যক্ষজামান হৌশুতী, সাইয়ুদ্দিন হিজাত, নগর সম্পাদক পায় (৩য় পূজায় দেখুন)

জবুরী নিয়োগ

মৌলভীবাজার আফ্র-এর নতুন শাখার নিয়ুক্তির পক্ষে কিছু সংখ্যক পুরুষ ও মহিলা নিয়োগ করা হবে। অসমী যোগ্যতা সমস্ত প্রার্থীদেরকে নিয়ুক্তির টিকনায় পাসপোর্ট সাইজের এক কপি ছবিনের ব্যয়েডটা / সিডি জমা দেওয়ার জন্য জানানো যাচ্ছে।

ক্রমিক নং	পদের নাম	নিয়োগের সংখ্যা	উচ্চতম (উন্নত) শিক্ষা	অন্যান্য শর্তাবলী
১.	শ্রমিক সহকারী	১০	১১	১১, ১১
২.	অফিস সহকারী	১০	১১	১১, ১১
৩.	শ্রমিক সহকারী	১০	১১	১১, ১১
৪.	নিয়ন্ত্রণ সহকারী	১০	১১	১১, ১১
৫.	শ্রমিক	১০	১১	১১, ১১
৬.	শ্রমিক	১০	১১	১১, ১১

বয়স: ১৮-৩০ বছর
 আদানী ওরা অফিস, ২০১১ই, অতিথিগা মধ্য সিটেট আফ্র, ৪১০, নয়াপলংক, সিটেট হাফেজ অফিস অফিস জমা দেওয়ার জন্য জানানো যাচ্ছে।
 সিডি: সিডি/ব্যায়োজাত/আফ্র-এর নতুন শাখার নিয়ুক্তির পক্ষে উল্লেখ করে দেবে।

যৌন হয়রানির অপরাধে শিক্ষককে ছয় মাসের কারাদণ্ড

নিজস্ব সংবাদপত্রঃ মৌলভীবাজার শহরের মুলদীন কোয়ার্টারে হার্টীয়ে যৌন হয়রানির অভিযোগে সোমবার রাত সাড়ে ১০ টায় সমস্ত জোড়ি সেন্টারের শিক্ষক মাহমুদ ইসলাম (৩০)কে ৬ মাসের বিবরণে জামানত রাখা করেছেন কামামান আদালত।

জুনি-১০ জুনিয়র উপমহলের আব্দুল ইউনিয়নের মৌলভীবাজার আব্দুল হাজিরের বেলে। সনর মাহমুদ হামা পুলিশ জামান, মাহমুদ মৌলভীবাজার লার্স কোর্টে সেন্টারে রাসে জামানতীন হার্টীয়েতে যৌন হয়রানি করে আসলে। গত কয়েকদিন ধরে একই হার্টীয়ে যৌন গ্রহণ ও পূজায় বাড়ে (৩য় পূজায় দেখুন)

জবুরী নিয়োগ

মৌলভীবাজার আফ্র-এর নতুন শাখার নিয়ুক্তির পক্ষে কিছু সংখ্যক পুরুষ ও মহিলা নিয়োগ করা হবে। অসমী যোগ্যতা সমস্ত প্রার্থীদেরকে নিয়ুক্তির টিকনায় পাসপোর্ট সাইজের এক কপি ছবিনের ব্যয়েডটা / সিডি জমা দেওয়ার জন্য জানানো যাচ্ছে।

ক্রমিক নং	পদের নাম	নিয়োগের সংখ্যা	উচ্চতম (উন্নত) শিক্ষা	অন্যান্য শর্তাবলী
১.	শ্রমিক সহকারী	১০	১১	১১, ১১
২.	অফিস সহকারী	১০	১১	১১, ১১
৩.	শ্রমিক সহকারী	১০	১১	১১, ১১
৪.	নিয়ন্ত্রণ সহকারী	১০	১১	১১, ১১
৫.	শ্রমিক	১০	১১	১১, ১১
৬.	শ্রমিক	১০	১১	১১, ১১

বয়স: ১৮-৩০ বছর
 আদানী ওরা অফিস, ২০১১ই, অতিথিগা মধ্য সিটেট আফ্র, ৪১০, নয়াপলংক, সিটেট হাফেজ অফিস অফিস জমা দেওয়ার জন্য জানানো যাচ্ছে।
 সিডি: সিডি/ব্যায়োজাত/আফ্র-এর নতুন শাখার নিয়ুক্তির পক্ষে উল্লেখ করে দেবে।

Photograph: Job Advertisements for Moulvibazar outlet.