

The process of converting the casual workers to permanent employees: A study on SMC Enterprise Limited

By

Name: Maliha Rakaya
Student ID: 18104176

An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration

BRAC Business School
Brac University
September 2022

© 2022. Brac University
All rights reserved.

Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Maliha Rakaya

Maliha Rakaya

18104176

Supervisor's Full Name & Signature:

Jubairul Islam Shaown

Lecturer, BRAC Business School

BRAC University

Letter of Transmittal

Jubairul Islam Shaown

Lecturer,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Internship Report submission on “The process of converting the casual workers to permanent employees: A study on SMC Enterprise Limited.”

Dear Sir,

With due respect, it is my pleasure to present this report on my entry-level position. ' The process of converting the casual workers to permanent employees: A study on SMC Enterprise Limited', where I was recruited to work as an intern in the HR division. in order to fulfill the prerequisite of the BBA program

It was a wonderful opportunity to work with a team of talented and helpful HR professionals in the HR Department of SMC Enterprise ltd. Moreover, I made an effort to gain a detailed insight and practical knowledge of the company's whole recruitment and selection process and other HR activities as well during my internship period.

In order to complete the report in the most significant, compact, and thorough way possible, I have done my best to include the pertinent information and suggested recommendations. I respect your continuous assistance, guidance and valuable feedbacks in the creation of this report. I would sincerely appreciate it if you could read my report and share your valuable feedback.

Sincerely yours,

Maliha Rakaya

18104176

BRAC Business School

BRAC University

Date: August 18, 2022

Non-Disclosure Agreement

This agreement is made and entered into by and between SMC Enterprise Limited and the undersigned student at BRAC University Maliha Rakaya (ID: 18104176)

Acknowledgement

At first, I want to sincerely thank SMC Enterprise Ltd. for providing me the opportunity to complete my three-month internship program in their HR department. I'm also appreciative of the HR Department's support and cooperation in my academic pursuits. The HR professionals have been trying patiently to teach me most of the HR activities that happens in a company and I need to know in order to complete my internship learning process. Every single member of the HR Team was incredibly helpful and encouraging throughout my internship. Furthermore, they have provided me with plenty of support and helped me to overcome my shortcomings.

Moreover, I would like to convey a warm respect and thank Mr. Jubairul Islam Shaown Sir for his constant feedback, mentorship, and support as my internship supervisor throughout my internship semester which has assisted me to complete my internship report.

Furthermore, I would like to sincerely thank Rana Kaiser Ahmed (GM, HR & Admin), Mr. Md. Hafiz Intiaj (Sr. Manager, HR), and Ms. Romana Sanjida Akter (Sr. Officer, HR) for their prompt responses, guidance, encouragement, and support throughout my internship. They also gave me valuable information about the systems and procedures that the HR department at the company employs. At various times, they have also given me valuable advice on a variety of work-related issues, which has helped me comprehend the company's standard operating procedures.

Last but not least, I want to show my appreciation. to OCSAR, BRAC University for enabling us to put our learning into practical operation through the internship program.

Executive Summary

This internship report is prepared to fulfill the requirement of BUS400 course. This study provides a summary of my practical study on the "Recruitment & Selection Process" at SMC Enterprise Ltd. In this report, the "process of converting the casual workers to permanent employees" will be discussed elaborately which is also a part of the recruitment process.

The objective of this paper is to evaluate the ideas and concepts that I learned in my educational program in relation to the organization's hiring and selection procedures, as well as any shortcomings that may have been discovered. Observing my seniors has also helped me learn how to strengthen my deficiencies. I've learnt about their methods for luring the top job candidates to their business, their methods for screening applicants at each stage of the hiring process, their methods for persuasion, how they deal with shortfalls, and more.

I have extensive knowledge about how the entire HR department functions. Additionally, I have firsthand experience with each stage of the recruitment process and the process of giving opportunity to the existing contractual employees to permanent. The corporate website, the experiences of the employees and associated materials were used to collect secondary data. I've tried my best to include all the necessary and pertinent information from primary and secondary sources in my report to make this report as informative as possible.

SMC Enterprise Ltd. (SMC EL) is a subsidiary business of Social Marketing Company (SMC), a for-profit organization that separates its profitable operations from its non-profit ones in order to accommodate the diverse and expanding business operations of a for-profit organization. By providing the most suitable candidate for the position, the HR team assists the company towards achieving their objectives. The company also provides a variety of development opportunities for employees to enhance both their professional development and personal advancement. I have made an effort to emphasize both the strengths and weaknesses of SMC Enterprise Ltd.'s process of converting the casual workers to permanent employees in this paper.

Table of Contents

Declaration.....	i
Letter of Transmittal	iii
Non-Disclosure Agreement	iv
Acknowledgement.....	iv
Executive Summary.....	v
1. Student Information:	2
1.2 Internship Information:	2
1.2.1 Organizational Information:.....	2
1.2.2 On-Site Supervisor’s Information:.....	2
1.2.3 Job Scope – Job Description/Duties/Responsibilities:	2
1.3 Internship Outcomes:	4
1.3.1 Contribution to the Company as an Intern:.....	4
1.3.2 Benefits to the student	4
1.3.4 Personal Development:.....	6
1.3.5 Communication and Interpersonal Skills:	6
1.3.6 Problems or Limitations During the Internship Period:.....	6
1.3.7 Recommendations:.....	6
Chapter 2 Organization Part.....	7
2.1 Introduction:	8
2.2 Overview of the company:.....	8

Contribution to the National Economy:	10
SMC Star Programs	10
SMC EL	11
Mission of SMC:	11
Mission of SMC Enterprise:	12
Vision of SMC:	12
Core Values:	12
Major Milestones:	12
2.3 Management Practices:	14
2.4 Sales & Marketing Practices:	14
2.5 Information System Practices:	15
2.6 SWOT Analysis of SMC Enterprise Limited	15
Strength:	16
Weaknesses:	16
Opportunities:	17
Threats:	17
Chapter 3 Conversion process of Graded staffs from contractual to permanent	19
3.1 Introduction	20
3.1.1 Background:	20
3.1.2 Objective of the Report:	21
3.1.3 Significance of the Report:	22

3.1.4 Methodology	22
3.1.5 Findings:	22
3.4 Summary and Conclusions:	28
3.5 Recommendations:	29
References	29

Chapter 1

Overview of the Internship

1. Student Information:

Name: Maliha Rakaya

ID: 18104176

Program: BBA

Major: Human Resource Management & Marketing

1.2 Internship Information:

1.2.1 Organizational Information:

Company Name: SMC Enterprise Ltd

Period: 3 months

Department: HR Department

Address: SMC Tower, 33, Banani C/A, Dhaka – 1213, Bangladesh

1.2.2 On-Site Supervisor's Information:

Name: Md Hafiz Imtiaj

Designation: Sr. Manager, Human Resources

Mobile: 01741300333

E-mail: hafiz.imtiaj@smc-bd-org

1.2.3 Job Scope – Job Description/Duties/Responsibilities:

The following are my particular tasks and duties as an intern in the HR division:

1. Receiving employee requisition documents from the desired department for the required positions based on the yearly budget for employee requisition. Also take the signs of,

Supervisor, Dept. Head, Divisional Head, Deputy Managing Director, GM, HR & Admin, and Managing Director for approval.

2. Based on the approved employee requisition form, prepare a job circular for posting in the organization's internal mail, SMC website, and job sites.

3. CV shortlisting based on the required criteria for the position.

4. After that, the interview date will be decided by the HR. Dept. in consultation with the Hiring Dept.

5. Before one day of the interview, make phone calls and SMS to the candidates regarding the interview schedule and documents that they need to bring with them.

6. Preparing exam paper for the written test after receiving the question paper from the hiring dept.

7. Preparing attendance sheet and assessment sheet

8. Attendant candidates fill up the attendance sheet

9. Collecting documents from the attendant candidates on the interview date

10. Conducting the written test

11. Providing pre-interview data form to the candidates during the written exam

12. After the written test needs to separate the first page and need to put the code number before handing over the scripts to evaluators.

13. After the interview session collects assessment sheets from interview board members

16. Collecting evaluated written exam copies from the invigilator

17. Checking marks of both written exam copy and assessment sheets.

18. Preparing tabulation sheet based on the total 100 marks of each candidate.

19. Proposing salary structure for comparing with current salary with the expected salary

20. Making the phone call to the selected candidate for salary negotiation

21. Preparing pre-employment medical checkup form for the confirmed candidate

22. Contact with two references of the candidate and send the reference checking form for collecting their feedback

23. Preparing Approval memo with the signs of top management.

24. Confirming the joining date from the candidate and preparing the appointment letters

This is the entire process of the recruitment for any position at the company y. However, as in this report the process of converting the contractual staffs to permanent ones, the conversion process is almost same here. However, there will be few changes in the process.

After getting into the company, after a particular period of time the contractual staffs can apply to become permanent and they've to go through the same recruitment process that is explained above again.

1.3 Internship Outcomes:

1.3.1 Contribution to the Company as an Intern:

As an intern in SMC Enterprise Ltd.'s HR Dept., I have carried out all of the above tasks and responsibilities with dedication and performed each task carefully. I assisted the entire HR team with several recruitments for various roles ranging from management to the lowest level (graded staffs) of the organization. From the beginning to the end of each recruitment process, I provided the recruitment and selection team with all relevant documents and other requirements. I did my best to obey my supervisor's and mentor's orders and instructions, and I did my best to assist them in every way and at every stage.

1.3.2 Benefits to the student

During my internship, I've identified the recruitment and selection processes for practically all of the company's roles, which has allowed me to learn about the many methods for recruiting and selecting the best individual for the job. During my internship period, I got the opportunity to observe some of the interview sessions for several position openings. From those interview sessions, I learned how an interview is conducted, what the interviewers look for in a candidate, and how they assess each potential candidate, how they try to measure the capabilities and KSAs of each candidate in the limited time available during their interview, how they choose the best candidate for the job, or how they make a decision on whom to select, and so on. I've listed the advantages of this internship opportunity below:

i) The Recruitment Process:

The recruitment process entails attracting qualified people to fill open positions. To do so, the recruitment staff of SMC Enterprise Ltd works hard to create job adverts that appeal to the widest range of potential candidates. They list the job qualifications, such as who is eligible to apply for a specific job, and what are the duties and responsibilities of a specific job. Then they post their job circular on their internal mail with internal employees, BD Jobs, and SMC Website, and the circular will be available on these platforms for 15 days after publishing. Along with information on how to apply for the position for those applicants who are interested.

ii) Selection Process:

In comparison to the recruitment procedure, the selection process is relatively extensive. The first and most important stage in the selection phase is to gather all of the CVs received from the sources on which the HR team posted job circulars and go over each one individually. Then the HR team matches the CVs with the criteria and sorts them accordingly. During the sorting process, the shortlisted candidate will get phone calls and SMS before one day of the interview date regarding the interview time schedule, interview process and some documents which are candidate should bring with them on the interview day. On the day of the interview, at first, there will be held a written test and during the written test the examiner will take the documents from the candidate and provide pre-interview data forms to the candidates for filling up. Also, take the signatures on the attendance sheet from the candidates. After that, the recruiter will prepare the salary structure for comparing with current salary with the expected salary. Then the recruiter contacts with the candidate for salary negotiation. After salary negotiation, if the candidate agrees for joining then the recruiter will send the candidate for medical checkup. Also, check the reference by contacting and sending reference checking report to the reference through e-mail. After that, prepare approval memo for taking approval from the higher officials. In the last step, the recruiter will know the joining date and prepare the appointment letter. And this is the whole selection procedure of SMC Enterprise Ltd. But during the Covid-19 pandemic, the selection process become more time-consuming and complicated according to HR team members.

1.3.4 Personal Development:

One of the most important lessons I've taken away from my internship program is how to work under pressure. I have observed it when I am working with HR team members. At the same time, they are doing different multi-tasks by maintaining the deadline and I think this learning helps me later to plan my working activities under pressure. I have also learned how to prioritize my workload effectively by keeping my nerves calm.

1.3.5 Communication and Interpersonal Skills:

Throughout the internship, I interact with a variety of people, some of whom are workers and others who are employees of the organization. I also have to talk with random candidates about the recruitment process during interviews. So, as a result of this internship program, I've gained a variety of interpersonal skills, such as effective verbal and nonverbal communication, listening, decision-making, assertiveness, and so on.

1.3.6 Problems or Limitations During the Internship Period:

Throughout the internship, there are some limitations I have observed as an intern. First of all, supervisors are understandably apprehensive about disclosing sensitive company information to interns in order to protect confidentiality. As a result, obtaining the exact image is always a challenge. For example, salary structure, promotion increment, etc. are confidential information, which is the HR officials did not want to disclose. Another limitation I have found is a lack of time management between the internship program and the report writing.

1.3.7 Recommendations:

After a great three months as part of the internship program, I've observed certain areas for improvement that I'd want to offer to the firm. First and foremost, the HR Dept. should give access to the intern in HRIS as many entry-level positions require this as extra expertise. Secondly, I think the HR dept. should give chance to HR interns to manage whole recruitment and selection process by their own self so that they become more expertise on it. HR dept. can offer lower-level position's recruitment task to interns for making them expert.

Chapter 2

Organization Part

2.1 Introduction:

SMC is the Government of Bangladesh's biggest and most productive partner in efforts to slow down the nation's population growth. Social Marketing Company (SMC), a provider of health and social services, has successfully used social marketing principles in a number of areas, including family planning and reproductive health, diarrheal disease management, child health and nutrition, female hygiene, HIV/STI prevention, referral of suspected TB cases, etc.

SMC established SMC Enterprise Limited (SMC EL) as a for-profit subsidiary in 2014 to help improve a developing and complicated operation by separating its for-profit operations from its non-profit ones. A Board of Directors made up of SMC Board members would oversee SMC Enterprise, ensuring that the overall goals and governance of the two companies are compatible. While SMC Enterprise manages its own core business operations, including prompting, distribution, manufacturing, services, and support for the supply chain, as well as accounts and finance and human resource management, it might be able to use some of the current SMC facilities as part of a standard services agreement.

SMC has developed from a small project into a thriving social commercial company, and it is now one of the GOB's (Government of Bangladesh) top partners in the fields of family planning, nutrition, and health. Both SMC and SMC EL are making progress in their initiatives to expand their line-up of consumer and public health goods while upholding a high standard of excellence and promoting the idea of "living better" through ongoing development.

2.2 Overview of the company:

The Social Marketing Company (SMC) keeps up its winning streak while continuing to contribute significantly to Bangladesh's national family planning and health programs. In response to the nation's rapid population growth, the company was founded in 1974 as a Family Planning Social Marketing Project (FPSMP) supported by USAID. Later, in 1990, the project became a not-for-profit corporation with a volunteer Board of Directors. By

recovering more than 100% of its non-program costs in 2012, SMC attained total sustainability. It created SMC Enterprise Limited (SMC EL), a wholly-owned subsidiary company, in 2014 to manage a developing and complex for-profit organization and to separate profitable from non-profit activities. With the idea that "profit must first contribute to social good," SMC moved forward with its mission. SMC EL's Pharmaceutical Division was founded in 2017 with the vision that "no one should suffer, especially the poor, owing to a shortage of affordable, high-quality medicine." Its 33 products currently include antibiotics, anti-ulcerates, non-steroidal anti-inflammatory medications (NSAIDs), anti-histamines, anti-asthmatics, anti-spasmodic, and mineral supplements. SMC has been running the 'SMC Niltara Clinic' from 2018 with the provision of a model pharmacy at Dhaka Uddan, Mohammadpur, Dhaka, in order to deliver quality health care and diagnostic services at an accessible price to all economic segments of the population in the community. Based on the success of the current clinic operation, SMC built a second clinic called "SMC Clinic" at SMC Tower-2, Darussalam, Mirpur, Dhaka in 2021 to expand quality medical services at affordable prices. These clinics are comprehensive health care facilities that offer specialist consultations, top-notch diagnostic services, and reasonably priced medications.

With a 61 percent market share, SMC's main brand, "ORSaline-N," has significantly lowered the number of children dying from diarrheal sickness over the past 35 years. SMC has been providing zinc pills as a supplemental treatment for treating pediatric diarrhea since 2008. The 'MoniMix' SMC branded micronutrient powder (MNP) helps to avoid iron deficiency Anemia in children aged 6-59 months. SMC just introduced "MoniMix Plus," a UNICEF and WHO-developed formula designed to enhance the nutritional quality of the nation's 5–12-year-old kids and teenagers.

The second-most used brand in the nation is "Femicon," the most well-known low-dose oral contraceptive pill (OCP). It topped the list for OCPs with the most users. Femicon is a favorite among millions of women due to its comfort, efficiency, and simplicity of usage. The sanitary napkin "Joya" from SMC has been quite popular in the feminine hygiene market among low-income women and teenagers due to its high quality and affordable price.

To assist children and their families across the nation in enhancing their nutritional status, SMC introduced the "Vermicid" deworming tablet in 2020. FullCare, a public health solution that SMC will introduce in 2021, will dramatically expand the company's portfolio. Pregnancy-safe multi-micronutrient supplement FullCare is available. It contains 15

micronutrients, including folic acid and iron, which are crucial for the health of the mother, fetus, and infant. In order to boost kids' immunity, SMC EL also introduced new generation birth control pills called "SmartPill" and "SmartPill Lite," as well as a tasty and nutritious fortified candy called "Super Kid," a ready-to-drink electrolyte beverage called "SMC Plus," and flavored saline called "SMC Fruity."

The SMC's statewide initiatives to improve rural residents' health behaviors through behavior change communication were a great success. The continuous endeavor includes family planning, child health, nutrition, adolescent health, maternal health, hygiene, and referral services for tuberculosis and clinical contraception.

Contribution to the National Economy:

According to the Bangladesh Demographic and Health Survey (BDHS) 2017–18, SMC has made a major contribution to the contraceptive prevalence rate (CPR) at the national level by delivering 33% of injectables, 62.5% of condoms, and 47.5% of tablets. To the overall CPR in the United States, it contributes by 38%. SMC is today regarded as one of Bangladesh's most important and valuable partners, assisting and supporting the government's efforts to achieve the national goal.

SMC Star Programs

Blue Star Program: A network of 9,000 non-graduate providers in the private sector.

Green Star Program: a group of over 4,300 drug dealers.

Pink Star Program: 450 active graduate healthcare professionals, primarily obstetricians and gynecologists.

Gold Star Program: 2,700 rural women community entrepreneurs are selling and disseminating health-related goods.

Clinical & Injectable Contraceptives: This program promotes Relax, i-plant, SOMA-JECT.

Public Health Products: Promotes MoniMix, Safety Kit, SMC Zinc, Vermicid, Easy Clean, Quick Test, MoniMix Plus, FullCare.

SMC Clinic & SMC Niltara Clinic: offers affordable diagnostic services and high-quality medical care.

SMC EL

Oral Contraceptives (Female): This segment has Femicon, Femipil, Noret-28, Minicon, Norix-1, Ovacon Gold, Mypill, SmartPill, SmartPill Lite.

Contraceptives (Male): This segment markets Raja, Hero, Panther, Sensation, U&Me, Xtreme, Amore

Food and Beverages: In this segment the company markets ORSaline-N, Taste Me, Bolt, SMC Purified Drinking Water, SMC Plus, Super Kid, SMC Fruity.

Health and Hygiene: Joya Sanitary Napkin, Smile Baby Diaper, Germ Kill Hand Sanitizer, Germ Kill Hand Wash, SMC Pure Petroleum Jelly are being provided in this segment.

Manufacturing: The company has the largest ORS Manufacturing Facility at Bhaluka, Also the Food Manufacturing Division is at Bhaluka, Health & Hygiene Factory situated in Cumilla.

Warehouses: Central Warehouse at Bhaluka, Regional Warehouse in Bogura and Cumilla.

In order to provide the nation with extensive programming activities, SMC is continuously putting forth effort and growing its assortment of public health items for the wellbeing of women, children, and families. In order to offer the public high-quality goods and services at a reasonable cost while taking into account every convenience, SMC and SMC EL's complete operational process is evolving at the speed of contemporary marketing and communication techniques, signifying SMC as a house of trusted brands.

Mission of SMC:

The overall goal of SMC is to improve the health and wellbeing of women, children, and families through social marketing of products and services in family planning, maternal and child health, nutrition, and other socially beneficial areas, in collaboration with the government, development partners, and the private sector.

Mission of SMC Enterprise:

SMC Enterprise Ltd.'s goal is to assist SMC in becoming a prosperous social enterprise by making extra money from profitable operations accessible for program operations that advance social good.

Vision of SMC:

The vision of SMC is to advance social marketing ideas, principles, and practices that improve the health and welfare of women, children, families, and society as a whole. SMC aspires to be a world-class social company.

Core Values:

- Their organizational interest is at the foremost
- They never compromise on quality and satisfying their customers' need
- They challenge themselves every day to do better and achieve more
- They hold dearly their values of integrity, rest and fairness

Major Milestones:

1974: Population Services International (PSI), the Government of India, and USAID enter into a tripartite agreement to develop the Family Planning Social Marketing Project (FPSMP).

1975: saw the beginning of distribution of the Maya pill and Raja condom by USAID through private sector businesses.

1985: To combat the large number of diarrheal deaths brought on by dehydration, FPSMP introduced Oral Rehydration Salt (ORS) in 1985.

1990: saw the transformation of FPSMP into Social Marketing Company (SMC), a privately held, not-for-profit organization governed by the Companies Act of 1913 with a volunteer Board.

1997: After PSI left, SMC became a direct beneficiary of USAID funding.

1997: After PSI left, SMC became a direct beneficiary of USAID funding. SMC Tower, the company's own headquarters building, was inaugurated in Banani, Dhaka, in 2000.

2004: saw the opening of an ORS manufacturing factory in Bhaluka, Mymensingh.

2008: saw the opening of Central Warehouse in Bhaluka, Mymensingh.

2012: Attained complete sustainability and recovered more than 100% of costs unrelated to programs

2012: MIH Project funding from USAID was chosen after a competitive bidding process.

2014: SMC Enterprise Ltd., a wholly owned subsidiary company, was established in 2014.

2015: saw the opening of the regional office and warehouse in Bogura

2016: Construction of a hygiene manufacturing facility in Cumilla began in 2016

2016: USAID granted funding for the initiative Marketing Innovation for Sustainable Health Development (MISHD).

2017: The Cumilla facility starts producing hygiene goods.

2017: Construction of the "SMC Tower - 2" in Mirpur, Dhaka, began in 2017.

2017: saw the launch of prescription drugs under its own brand name.

2018: SMC Niltara Clinic and Model Pharmacy were opened in Dhaka in 2018

2019: Commercial production of MoniMix started from December 31, 2019

2019: Production line for commercial production of capsules and Monimix pouch started at Bhaluka plant in December 2019

2020: Awarded the Multiple Micronutrient Supplements (MMS) by CIFF

2021: Completed construction work of SMC Tower-2 and started operation of SMC clinic along with Pharmacy.

2.3 Management Practices:

The Human Resource Dept. has been working to improve job experience, transparency, and procedural justice for every employee. The department is in charge of the company's recruitment and training of personnel. They also keep track of performance and deal with issues like promotion and pay. They are also in charge of the company's rules and regulations. For employees' any type of medical issues the company provides medical allowances which is monitoring the HR dept. This dept. also works on car or motorbike loan of the employees. Attendance of every employee is strictly monitored by the HR Officer. The HR dept. is monitoring every employee's file and their documents very gravely. Besides, they work on the mobile allowances, lunch requisition, transport requisition, equipment requisition, holiday notices etc.

2.4 Sales & Marketing Practices:

Social marketing is the application of corporate marketing strategies to promote and supply goods and services that clearly benefit consumers at reasonable prices. The main feature of social marketing is ensuring high-quality health products and services easily accessible and inexpensive.

SMC is one of Bangladesh's most well-established, comprehensive, and effective distribution channels (both own and dealer). Twelve offices in the major division and district towns of the nation provide nationwide coverage under the guidance of four regional offices. This enables the 143-person sales staff at SMC to deliver goods to distant shops in a timely and reliable manner. SMC's large sales and distribution network allows them to make its products broadly accessible at retail locations around the nation.

The company now offers a varied selection of pills and condoms aimed at particular market categories, supported by brand-specific advertising and marketing. Market segmentation, effective positioning, brand creation, and brand promotion efforts continue to be significant components of SMC's strategies. Bangladesh's remarkable accomplishments and size have made it a model for best practices and attracted attention on a global scale.

2.5 Information System Practices:

The manager of the Information Technology Department will control and lead the department's activities, as well as guarantee that it delivers efficient and effective technical support to all departments of the company. The IT Department's responsibilities are listed below:

1. Provide necessary electrical equipment to all departments as per the requisition.
2. Setting up fingerprints of every employee for monitoring attendance, entry time, out time, short hours, and surplus hours.
3. Controlling and managing the company's HRIS System for updating employees' information and attendance.
4. Advise new technology users with IT assistance, training, and orientation.
5. Troubleshoots, supports, and repairs IT equipment and networks when they break down.

2.6 SWOT Analysis of SMC Enterprise Limited



We can better grasp the aspects of SMC Enterprise Ltd's business by using this SWOT analysis. These are the crucial success criteria for the organization, and they offer it a competitive edge. It helps the business capitalize on its strengths, fill in its shortcomings, capture new opportunities, and reduce risks.

Strength:

SMC EL is a very trustworthy company in the FMCG and Pharma market. This company holds a very good reputation and contributes to various social development programs. The company never compromises with the product quality, also they ensure the affordability of mass people of Bangladesh. As a result, we can see that the demand of the products of SMC EL is very high in the market. For example: With a nationwide market share of almost 60%, SMC's ORSaline-N is presently the market leader in the ORS category. ORSaline-N has replaced ORS in the country due to its status as the innovator in this field and the tremendous media coverage it received in past years. Not only the ORSaline but also there is huge demand and popularity of SMC Plus (electrolyte drink) and Joya (Sanitary napkin) and other FMCG and Pharma products in the consumer market. Moreover, the organizational structure and work processes are very much structured and led by a talented pool of people who run the operations of the company smoothly. With their disciplined management, the company is succeeding and growing at full pace. From the employee's perspective, the salary and benefits of the company are competitive in the market which helps to attract huge talent pool.

Weaknesses:

Despite having a good distribution channel, the company is incapable of supplying as per the demand of the market due to not having enough manufacturing facility. SMC EL has its own factories where only some of the products are being manufactured. The company produces most of its products through toll manufacturing process as they don't have enough capacity and factory facility yet. As a result, they're not able to produce and supply enough products to the market. Moreover, the company has less use of updated modern technology such as ERP system. Businesses manage basic corporate activities including accounting, HR, purchasing, project management, risk management and compliance, and supply chain

management using a type of software known as enterprise resource planning (ERP). The company has different software for every department which causes delay in information sharing. Also, as the company is not yet completely digitalized thus, they rely on a lot of paperwork which take good amount of time to finish any process.

Opportunities:

As there's shortage in the supply so the company can increase their factory infrastructure in order to increase their production as they have huge demand for their products in the market. Moreover, the company can grab the untapped market as well. For example, Joya (sanitary napkin) is a popular product in the market which has been launched recently. The product has huge potential to grab the untapped market because the company is providing good quality product at an affordable price that can grab huge market share. Moreover, the company can increase their brand marketing as well. Many products of SMC EL such as SMC Plus, Joya, Monimix etc are very popular in the market however we see very less advertisement of the products. The company has birth control and contraceptive products as well that are highly distributed in the market and known to consumers however, we see very less advertise of these products. The company can increase their ads and create more customer awareness about their brands. Besides, it has FMCG and Pharmaceuticals both divisions. So, they can launch new products as well and it can help them to grab more market share.

Threats:

There're some threats that the company should be concerned about. As SMC EL is growing gradually however, there are many competitors in the market who has larger production capacity. As a result, they can bring substitute of SMC EL's product easily in the market. In this case, as the company doesn't have enough factory infrastructure so they are falling behind from supply. In this chance, other companies are bringing the substitute and grabbing the market. For example: SMC Plus is a very popular electrolyte drink that the company produces however the production capacity is less than the demand thus there is always scarcity in the market. Recently, Pran has launched their own electrolyte drink named Active plus as they've found that there is huge unmet demand of such drink in the market. The expansion process of SMC EL is not happening fast as a result the competitors are taking the advantage of it and bringing their products. Along with it, since SMC EL has limited

production facility so they mostly rely on other companies to manufacture their products. The company depends on toll manufacturing which might be risky to some extent because the manufacturer companies cannot always provide as per the demand.

Chapter 3

Conversion process of Graded staffs from contractual to permanent

3.1 Introduction

3.1.1 Background:

If employers hire a temporary worker, the process for converting that worker to a permanent worker is between the employer and the worker, and is only constrained by company's own hiring procedures. However, the process for converting temporary employees to permanent status depends on a number of criteria, including the type of person, the contract, and the company's HR policies.

Contractual to-permanent job conversions are becoming a more common recruitment strategy for companies now. An employer may be more inclined to offer a position to the temporary worker as they become more familiar with the company's operations and culture than to a new or inexperienced applicant. Also, it helps the employer to recruit internally, find tested and capable employee for the company.

If a prospective employee is interested in applying for a contract-to-permanent position, s/he should be aware of the duties of this kind of role and the process for switching from a contract worker to a permanent hiring. On the other hand, every company has a unique procedure for converting a temporary employee to a permanent employee. According to a recent McKinsey Global Institute employment poll, 58% of companies plan to increase their use of contract workers in the coming months. Contract and temporary jobs can be an effective way to develop talent before investing company's money in it fully. Through this method, a company's good reputation can be amplified, enhancing talent recruitment and retention strategies.

SMC Enterprise Ltd.'s conversion of graded staffs from temporary to permanent process is the main focus of this report. In this paper, I've discussed the HRM practice in relation to the ideas that I studied during my graduate program. Throughout the internship, I have also stated my actions, tasks, and jobs. I've attempted to highlight all of the material and experience I've accumulated so far. This report details the process of conversion of temporary staffs to permanent. For many roles, there are extensive discussions of each step of the recruitment and selection process. I've also mentioned numerous challenges or problems that arose during the procedures, as well as how the HR team handled them.

3.1.2 Objective of the Report:

Broad Objective

Companies hire contractual workers which benefits them in several ways. However, they do have some policies to convert those temporary workers into permanent ones. There are distinctive criteria and HR policies there in different companies for this process. The normal recruitment process is widely discussed however this conversion is another method of recruitment that is less noticed or mentioned. With the aim of highlighting the contractual to permanent process this report will be prepared in details.

Research Objective:

The main objective of this study is to find out the conversion process of Contractual workers to permanent employees in a company and its effect on the employers/company.

The purpose of this research is to determine how contractual workers become permanent employees in a company and what impact it has on the employers and company.

Specific Objective

- Why we need to convert temporary/contractual employees to permanent
- Explain the conversion/recruitment process
- Present the selection process
- Joining steps of new faces

3.1.3 Significance of the Report:

During the academic study we've studied several HRM practices, however, in the recruitment process, often this Contractual to permanent hire method slides our mind without noticing and there is a knowledge gap among the freshers regarding the entire process of such hire and the benefits of it. This study will be fully focused on this particular hire method so that students can get knowledge about contractual to permanent hire process and how methodically it is happening in a renowned local company.

3.1.4 Methodology

This research is based on data from both primary and secondary sources. My daily actions and observations provided most of the information for this report. The secondary data was gathered from the company website, the notebook, and relevant literature. I have done my part to make this report presentable by incorporating all of the essential and relevant data from primary and secondary sources.

3.1.5 Findings:

SMC Enterprise Ltd.

Here I am going to explain the findings and analysis that I have experienced throughout my internship period:

This part will contain the main process of any recruitment and selection of SMC EL. The steps are given below-

1. Job Requisition:

Every year SMC Enterprise Ltd prepares the budget for their employee requisition. Based on the yearly budget for employee requisition SMC Enterprise Ltd recruits and selects employees for required positions. For processing the recruitment and selection for particular

position HR Dept. need to collect signs of higher officials. For the replacement of employees, the information is also mentioned in the requisition form.

2. Job Circular:

For publishing job circulars, the HR team uses three platforms: their internal mail, the Jobs website, and the website of SMC Enterprise Ltd. Before publishing the job post into their internal mail, the recruiter needs to take the sign of GM, HR & Admin. After signing the internal circular, all internal employees get the circular through the mail if anyone wants to apply for the position. Besides that, the job circular is available in BD Jobs and the website of SMC Enterprise Ltd for 15 days the day after publishing the circular.

3. Criteria for CV Shortlisting:

For CV shortlisting the recruiter follows some criteria which is the most important part of the recruitment. The recruiter checks the educational qualifications (Degree, University, CGPA), Designation, Present Organization, Age, and Total Experience.

4. Interview Date Fixing:

After cv shortlisting the Senior Manager of HR Dept. fixed the date of the interview by knowing the availability date of interview board members.

5. Interview Phone Calls and SMS:

Before 2-3 days of the interview date recruiter will make phone calls to the candidates regarding the interview date, time, and location. Also, update about some important documents which candidates must bring on the interview date.

6. Preparing Exam Copy:

For the written test copy of the question is provided by the department head to the HR Dept. Head or Senior Manager of HR and then the recruiter collects the question from them through the mail and prepares the number of exam copies based on the number of shortlisted CVs.

7. Preparing Assessment Sheets and Attendance Sheet:

Assessment sheets prepare for interview board members for evaluating candidates based on their performance, problem-solving skills, personality, etc.

Also, prepare an attendance sheet for the candidates whose CVs are shortlisted for the interview.

8. Attendance Sheet Fill-up:

Those CVs are shortlisted for the interview, and their names and phone numbers are updated in the attend sheet so that recruiter can take signs from candidates who present for the interview.

9. Collecting Documents:

During the written test, the examiner collects documents from the candidates which they are asked to bring on the interview date. Those documents are – Updated CV, NID Photocopy, Highest Educational Certificate Photocopy, and Passport Size Photo.

10. Written Test:

Before the written test, candidates collect pre-interview data form from the reception and fill the form. After filling up, the examiner will collect the form along with other documents. Then the examiner provides exam copies to the candidates. The maximum written test's duration is 30 to 40 minutes, and the question pattern is conceptual and MCQ combination.

11. Pre-Interview Data Form Fill up:

This form is a document where candidates update basic information about their own self. Suppose the Candidate's name, Position applied for, Last Education, Current/ last Experience, Reference, etc. Reference is the most important part of this form because if any candidate gets selected then the recruiter will contact with the references about those are mentioned in the pre-interview data form for verification about the candidate. Reference can be the previous or current organization's supervisor, colleagues whom are familiar to the candidate so that after the selection the recruiter can contact with the reference and send him or her Reference Verification Form.

12. Code Writing for Fair Evaluating:

Every first and second page of written test copy recruiter writes same codes so that after separating the first page of every written test copy, when script checking will be done the recruiter can recombine the paper based on the code.

13. Conducting Interview Board:

In the interview board laptop and projector should be ready for presenting CVs of candidates.

The recruiter should keep separate assessments sheets for each interview board members. In each assessment sheet, there are candidate's name, years of experience, marks of evaluation criteria (job knowledge, problem solving, presentation skill, communication & presentation), strength, weakness. The assessment sheet contains 60% marks for the viva for each candidate.

14. Provide hard copy CVs in the interview board:

In the interview board, hard copy CVs need to keep beside the GM, HR & Admin's assessment files.

15. Checking marks of written scripts and assessment sheets:

After the interview session, the recruiter will collect the assessment sheets from each member of the interview board committee and will check whether the sign and marks are updated in the sheet correct form or not.

16. Preparing Tabulation Sheet:

Based on the assessment sheets and written test marks recruiter prepares the tabulation sheet. Through this sheet, the recruiter can easily update the average marks of each candidate who attended the interview.

17. Salary Structure:

When the recruiter gets the highest scorer based on the written test marks and viva marks through the tabulation sheet then the recruiter prepares the salary structure based on the company's salary scale. In the salary structure paper, the recruiter updates the new candidate's name, latest educational information, current organization information, total year of experience, expected salary, the present salary of the desired organization, day of the notice period, and breakdown of salary grade. The recruiter prepares the salary structure for comparing with existing same designation.

18. Salary Negotiation:

Salary negotiation is an important part for both employee and organization. In this part recruiter informs to the candidates about their selection and also discusses salary as per company policy. Based on salary scale salary amount can be more or less but the recruiter needs to make sure the salary amount does not violate the salary grade as per company policy.

19. Medical Checkup:

Before the joining date candidates have to go to the medical center which is selected by the company. In all medical tests, candidates have to be fit. And the cost of the whole medical checkup is free for selected candidates.

20. Reference Verification:

After the medical checkup recruiter contacts with references of the candidate for the verification. Then reference gets a verification form through the mail from the recruiter and fill up it and again mails the filled-up file to the recruiter.

21. Approval Memo:

The recruiter prepares the approval memo for recruiting new employees in the required position. This is the type of document in which the recruiter collects higher officials' approval by taking their signs. Also, there mentions the overall recruitment process in brief.

22. Preparing Appointment Letter:

After confirming the joining date by discussing with the candidate recruiter prepares the appointment letter.

23. Joining Steps:

The day before joining recruiter sends some document file to the candidate which he or she has to fill up and bring the required documents along with his or her all educational certificates, TIN certificate's photocopy, NID photocopy, six passport size photos.

Difference between normal recruitment and Conversion from contractual to permanent:

However, apart from hiring new employees, the company recruits new staffs as well who serves as drivers, messengers, attendants, cleaners, lift operators, guards etc. These roles are also important in any organization in order to run smoothly. The recruitment process for these graded staffs is also the same in SMC EL. They also sit for written and viva exams. However, the company hired a pool of graded staffs already in a contractual basis. The number is big as the company has 12 area offices across the country, has factory facilities as well along with

the head office. So, there's a CBA (collective bargaining agent) team / trade union is established for the graded staffs in the company and factory who acts as the agent of the workers for collective bargaining with the management in such establishment. The union here works on the fundamental right of the workers.

Importance of contractual to permanent conversion

The permanent workers/staffs get more salary and benefits as per the company policy. However, the contractual workers also work the same as of the permanent ones but they get less payment and benefits than them. But they are working as much as the permanent staffs. So, in order to mitigate the differences, as per the CBA rules the company must give opportunity to 10 employees as permanent every year so that they can also get the chance to become permanent and get equal benefits.

Difference in the process:

In order to appoint as permanent staff, the contractual workers have to go through the recruitment process again however in this case there will be no requisition given by any department. Apart from the requisition part, the entire recruitment process is the same.

Next comes the question that who are going to get the opportunity to become permanent?

In this case, as per the company policy the oldest appointed staffs will get the opportunity. For example, the company has 300 staffs. Among them this year the company will give this opportunity to the staffs who got appointed in the year 2018-2019. The staffs who got into the company after 2019 will not get the chance in this year. The staffs who got appointed in 2018-2019 will get the opportunity to become permanent. They will drop their application with cv in the HR department after getting the circular.

However, there're some changes in the examination of them as well. The graded staffs are divided in to two groups that is – staffs who passed class 8, staffs who passed ssc/hsc. As per their educational qualification, the exam questions are prepared differently.

3.4 Summary and Conclusions:

SMC Enterprise Limited' (SMC EL), a wholly-owned subsidiary firm, to segregate profitable from non-profit activities and properly manage a growing and complicated for-profit entity. SMC marched toward its purpose with the philosophy that "Profit must primarily contribute to social good." The mission of SMC Enterprise Ltd is to support SMC to grow as a successful social enterprise by making surplus funds from profitable operations available for investment in program operations designed to enhance a social good. The Pharmaceutical Division of SMC EL was established in 2017 with the vision that "no one should suffer, especially the poor, owing to a shortage of affordable, high-quality medicine."

The Human Resource Department at SMC Enterprise Ltd. oversees the hiring and selection, training and development, employee evaluation, performance-based incentives, salary and benefits, and other processes. The key to having such motivated employees who consistently perform to the best of their abilities and contribute to the success of the company is a highly sound and astute recruitment and selection process, as well as their teamwork. Their training and development team is constantly trying to enhance and develop the performance of their employees so that they may push themselves to produce greater outcomes and support the expansion of the company.

To do their job, how to screen the applied candidates to find the best potential candidates for SMC Enterprise Ltd.'s Recruitment and Selection Process includes strategies like how to draw in the best market talents, how to evaluate them effectively, how to convince them to join their company, how to overcome shortcomings and obstacles, and how to strategically handle any unexpected situation, among others. All of my knowledge came from my own observations of ordinary occurrences. I also used secondary data sources, such as the corporate website, annual general reports, and so on, to provide some information about the company. I have made an effort to address both the general and specific goals throughout the report.

3.5 Recommendations:

After seeing the entire hiring and converting process, I would like to provide idea that would be a better one for the business.

The company can set up an online aptitude test like other companies prior to the physical interview if, for example, the recruiter needs to shortlist more than thirty CVs for those positions. This will make the hiring process simpler and quicker with fewer candidates who are enrolled in the online aptitude test. In this way it can bring digitalization in their recruitment process.

Another thing I've noticed is that the leaders of various divisions make up every interview board. But from my perspective, I believe other officials such as Sr. Officers and Principal Executives are also eligible to participate in the interview process because running an interview panel is a skill that can be learned by those aspiring to management positions. These professionals may be on the interview panel instead of department heads when it comes to taking interviews for entry-level positions. Being HR people, the professionals will get more interview taking experience for their future positions in this way.

References

- [1] SMC | About Us. (n.d.). Social Marketing Company. Retrieved September 9, 2022, from <https://www.smc-bd.org/about-us>
- [2] What You Need to Know About Contract-to-Permanent Jobs. (2020, February 25). Indeed. Retrieved July 30, 2022, from <https://www.indeed.com/career-advice/career-development/contract-to-permanent>
- [3] Lopaze, K. (n.d.). 10 Tips for Turning Your Contract Job into a Permanent One. TheJobNetwork. Retrieved July 30, 2022, from <https://www.thejobnetwork.com/contract-to-permanent-position-022017/>

