



The Recruitment and Selection Process of Project Staffs in Aarong



Internship Report

On

“The Recruitment and Selection Process of Project Staffs in Aarong”

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Dear Miss,

The report on “The Recruitment and Selection Process of Project Staffs in Aarong” is written in concern of the internship program which includes a detailed explanation from the sight of the experiences that I have practically gone through during my internship. This report is the inevitable part of the program and assigned in the beginning of the semester which reflects on the learning and knowledge gained throughout the internship tenure.

The practical experience while working in the organization linking to the academic knowledge helped the report to fulfill its objectives. It aimed to clarify the concept of recruitment and selection process in organizations and make an analysis of the concept in terms of Aarong’s sales workforce. This analysis benefitted me to enhance my understandings. Not only that, the opportunity to convey findings and recommendations in the report represents critical analysis which will be helpful for future course works.

Thank you Miss for allowing me to choose the topic and prepare this report on it. I tried my best to deliver this report with all the relevant information and facts.

Sincerely Yours,

Ishaat Nawshin Elora

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Acknowledgement

The report is prepared in light of my experiences of internship in Aarong but it could not be finished properly without the concern of some people. So, first of all, I would like to thank the whole HR department of Aarong to provide me all the information I required to prepare this report and cooperating me anytime to explain those. I would also like to thank the Training Team of Aarong for providing and explaining some information which I would not be able to find anywhere else.

And finally I would like to thank my academic internship supervisor, Ms. Samina Haque who has given me the opportunity to choose the topic to analyze the recruitment and selection process of Aarong's sales workforce and allowing me to do more research which has really helped me to clarify a lot of things.

Table of Contents:

Name of Contents	Page No
Executive Summary	7
Chapter 1: Introduction	9
1.1. Objective	9
1.2. Methodology	9
1.3. Scope	9
1.4. Limitations	10
Chapter 2: The Organization	11
2.1. History	11
2.2. Product Offerings	12
2.3. Operational network organogram	15
2.4. Visions for the future	18
Chapter 3: Job	19
3.1. Description/nature of the job	19
3.2. Specific Responsibilities of the job	20
3.3. Different Aspects of Job Performance	21
3.4. Critical Observation	22
3.5. Recommendations	23
Chapter 4: The Recruitment and Selection process of “Project Staffs” in Aarong	25
4.1. Summary	25
4.2. Description of the project	26
4.2.1. Objective of the project	26
4.2.2. Methodology	26
4.2.3. Limitations	26
4.3. Concept of Recruitment and Selection Process	27
4.3.1. Recruitment	27
4.3.2. Selection	29
4.4. Analysis	32
4.4.1. Recruitment of Project Staffs in Aarong	32
4.4.2. Selection of Project Staffs in Aarong	33
4.4.3. Pre- Service Training	36
4.4.4. Results and Discussions	37
4.4.5. Recommendations	37
Chapter 5: Conclusion	39
Chapter 6: References	40

Table of Illustrations:

Name of Illustrations	Page No
Figure: 01	16
Figure: 02	17
Figure: 03	31
Figure: 04	36

Executive Summary:

The study of this report is based on one of the most popular retail chain organization Aarong and the project analyzes the Recruitment and Selection process for the position of Sales Associate of the organization which they call “Project Staffs”. The first chapter simply discusses the objectives, methodology, scope and limitation of the report. The second chapter is based on the information of the organization mentioning the history of the organization at first followed by its product offerings, the operational network and then specifying the vision for the future. After describing the organization, the third chapter is completely based on job of internship. It describes the nature of the job which discusses both jobs of the HR department as well as job for the position of internship in the department. The HR department carries all the general and core HR activities starting from, human resource planning which includes manpower forecasting and HR program designs, recruitment, selection, performance management, performance evaluation and assessment, training and training evaluation etc. The job role for internship in the HR department is mainly assisting those general day to day HR activities of the organization which is also a good way to learn and understand the procedures by seeing the activities taking place in real time.

After the job description and specification of responsibilities, the chapter then moves forward to discuss the different aspects of job performance in the HR job roles relating to the hierarchical model of Campbell (1990). The last part of the chapter analyzes the job and its performance through critical observation and also provides some recommendations.

The report then reaches the main body which consists the analysis of the project named “The recruitment and selection process of the Project Staffs in Aarong”. The main body of the report is described in some divisions and the first part provides the summary of the whole chapter. The second part of the chapter provides description of the project mentioning the objectives, methodology and the limitations of the project analysis. The final part of the report is further divided into number of sections to provide both conceptual knowledge on the project topic and then relate to the organization.

The recruitment as described in the Business Dictionary.com is the process of finding and hiring the best-qualified candidate and according to Myrna L. Gusdorf selection is the process of choosing the individual best suited for a particular position and for the organization. The concept is expanded by providing general methods with a diagram. The final part then moves with the section where the recruitment and selection process is discussed for Aarong's Project staffs. The discussion is divided into recruitment, selection and also with a separate section of training which is a part of the recruitment process.

From obtaining the results of the analysis, the report provides some recommendations based on the findings in the process of Aarong's recruitment and selection. At last, the conclusion closes the report by over viewing the organization's technique of recruiting sales people.

Chapter 1: Introduction

This report is the analysis of the topic which is “Recruitment and Selection Process of Project Staffs in Aarong”. The report will critically analyze the recruitment process and then the selection process of the “Project Staffs” who are the sales people of Aarong providing the discussion of all the steps in details.

1.1. Objective:

The main objective of this report is to provide a brief summary of Aarong as the organization and analyze its process of recruitment and selection for their employees in the position of Sales Associates. The report aims to illustrate the organization’s recruitment policies and provide a clear picture of the whole process in order to understand and relate it to the concept of recruitment and selection. This report also aims to discuss the findings and provide recommendations in different parts of analysis.

1.2. Methodology:

The information used in this report to carry the analysis are obtained from both primary and secondary sources. The organization’s information such as the history, product information, operations and the vision are obtained from the secondary source which is the official website of Aarong. The information used to do the analysis of the project of this report are obtained from the primary sources which are the employees of the HR department. Some information was acquired from job experience of internship in the HR department.

1.3. Scope:

This report only focuses on the analysis of recruitment and selection process of Aarong’s “Project Staffs”. Aarong may have different procedure of recruitment of their management and other employees other than Sales Associates, but this report doesn’t keep any concern on those.

So any information related to the recruitment process of employees other than “Project Staffs” is out of the scope of this report. Moreover, the report is produced understanding and concerning the organization’s confidentiality. So, any information which the organization thinks are not appropriate to provide is kept outside and not provided here.

1.4. Limitations:

It is not possible to understand all the aspects of Recruitment and Selection by only studying the process for one particular post. So the report lacks to provide the proper understanding of all the aspects of recruitment process in Aarong. Moreover, the report only focuses on the Recruitment and Selection process whereas there are a lot of other events take place in the organization which are related to the process of recruitment. Information related to those events are not included in the analysis to keep it precise.

Chapter 2: The Organization

2.1. History:

Aarong was established as a cause which is a means to bring an end to a quiet organization which wants to fight to endorse the dignity of the marginalized. In the year of 1976, when BRAC- a Bangladeshi NGO dedicated to alleviate poverty and aimed to empower the poor, the first step began by encouraging the sericulture for women in Manikganj. In the beginning, the only buyers were a few scattered retailers in Dhaka. At that time supply and payment took weeks and even months until BRAC intervened. Aarong was born out of a need to ensure that the penniless silk farmers of Manikganj were paid for their goods upon delivery, so that they could feed their families.

Aarong was established in 1978 to achieve the foundation of a fair trade organization dedicated to bring about positive changes to the lives of disadvantaged artisans and underprivileged rural women. With these aspirations, Aarong has been working for the disadvantaged artisans and underprivileged rural women so that they can revive by promoting their skills and crafts. Aarong trades by reaching out to weavers, potters, brass workers, jewellers, jute workers, basket weavers, wood carvers, leather workers and more. With all these, Aarong has started a revolution in trends which now inspires countless other boutiques and stores of Bangladesh. Aarong has become the foundation upon which independent cooperative groups and family-based artisans market their craft, in an effort to position the nation's handicraft industry on a world platform of appreciation and acknowledgement.

Time evolved and today Aarong's reach has spread beyond Manikganj to the rest of the country. Today, few urban consumers will argue that Aarong is the local Mecca for *deshi* handicraft. Aarong's product designs has brought consumer attention back to the products and styles that are indigenous to Bangladesh, its designers blending the traditional with the contemporary in a manner that has won instant consumer appeal. It has grown into a prosperous international enterprise which showcases ethnic wear to beautiful crafts from silks, handloom cotton, endi to terracotta, bamboo, jute and much more. From just a single shop, Aarong has grown into one of

Bangladesh's biggest retail chains, with twelve stores spread across the major metropolitan areas of the country such as Dhaka, Chittagong, Khulna, Comilla, Narayanganj and Sylhet. Not only that, Aarong has broken the borders of the country and also evolved to franchise one store in London, UK.

Aarong plays the role of protector and promoter of traditional Bangladeshi products and designs. It houses an extensive design library where remnants of our rich craft heritage, such as Nakshikantha art and Jamdani patterns, have been widely researched and archived for present as well as future use of Aarong's product designs and focuses on the diverse types and textures of crafts and patterns that have been passed along from generation to generation among weavers and artisans in craft hubs around the country. The organization embraces and nurtures a diverse representation of 65,000 artisans, 85% of whom are women. The women Aarong employs are the most disadvantaged of the country. Through Aarong they are able get a way out of destitution and degradation whereas they had nothing before. The benefits they receive are beyond the wages they earn by selling their products. Every single woman who works in Aarong also owns production facilities which are beneficiary for BRAC's multifaceted development programs. As a support entity of BRAC, a significant portion of Aarong earnings go directly into the financing of the NGO's development programs in healthcare, education as well as economic and social development (aarong.com).

2.2. Product Offerings:

Aarong has a wide range of product offerings for different aspects of lifestyle starting from men, women, children to home decors and also for lifestyle. The significant offerings of products are under the section of 1. Men products 2. Women products 3. Children products. 4. Home Textiles 5. Home Accessories 6. Jewellery 7. Leather 8. Terracotta 9. Bamboo/Cane/Leaf 10. Metal 11. Candles 12. Jute 13. Ceramics 14. Nakshi Kantha 15. Paper 16. Wood 17. Glass and 18. Fabrics.

1. Men Products: The men products are Traditional such as Panjabis and Pajamas, Executive Shirts, Maanja, Fotua, Short Kurtas, T-shirts. Stoles/Shawls and Sandals

2. Women Products: Traditional such as Sarees and Salwar Kameez, Western such as Taaga, Nightwear, Shawls/Scarves, Shoes, Bags and Fabrics
3. Children Products: Clothes, Toys, Books and Shoes
4. Home Textiles: Textile available for bed, table, living, kitchen, kids, rugs and fabrics
5. Home Accessories: Home accessories are available for:
 - a) Bed: The accessories are table lamps and photo frames
 - b) Table: The accessories for tables are coasters, napkin rings, mats, trays, dining wears, cutleries, bowls and platters
 - c) Living: The accessories for living rooms are photo frames, bookends, boxes, decoration pieces, hammocks, plant accessories and candles
 - d) Kitchen: The accessories for kitchen are aprons, kitchen mits, cook book stand etc
 - e) Lamps
6. Jewellery: Different jewelries of gold, silver, pearl and other metals and beads
7. Leathers: The leather products contain shoes, bags/wallets, belts, jewellery boxes, photo frames and office accessories.
8. Terracotta: The Terracotta products are:
 - a) Decoration pieces,
 - b) Dinings: The terracotta products for dining contains bowls and platters, dining wears, glasses and mugs, hot plates and pitchers
 - c) Lamps
 - d) Plant accessories
9. Bamboo/Cane/Leaf: The products are for:
 - a) Living: The products for living made of bamboo/cane/leaf are boxes, photo frames, dry decorative, CD racks and floor mats
 - b) Dining: The products for dining made of bamboo/cane/leaf are mats, napkin holders, trays, place mats and coasters

10. Metal: Metal Products are:

- a) Decoratives: the decorative products made of metals are photo frames, magazine racks and candle stands
- b) Living: furniture made of metals
- c) Lamps

11. Candles: Different shapes of candles for different purposes such as pillar, floating, decorative and seasonal

12. Jute: Jute products are for:

- a) Decorations: different boxes, photo frames and baskets
- b) Personal Accessories: Bags and sandals made of jute

13. Ceramics: The ceramic products are the decorative ones such as plates and saucers, bowls and platters, mugs and cups and also teapots

14. Nakshi Kantha: The Nakshi Katha is an handi craft made for:

- a) Decorations: Wall hangings and Christmas decorations
- b) Fashion: The men's women's and children's outfits and accessories
- c) Bed: the bed covers, cushions and quilts made by using nakshi kantha
- d) Table: Tea cosy, table cloth or napkins and mats
- e) Personal accessories: this includes bags and optical cases

15. Paper: The paper products are greeting cards, stationeries and wrapping papers

16. Wood: Wood products are for:

- a) Decorations: The decoration pieces made of woods are photo frames, wall hangings, candle stands and vases
- b) Table: bowls and platters, cutlery, trays and napkin holders made of wood
- c) Living: shelves and racks and mirrors made by using wood

17. Glass: Glasses are used to make products for tables such as glasses and cups, pitchers and bowls

18. Fabrics: Made of cotton, silk, andi, jamdani and other traditional fabrics (aarong.com).

2.3. Operational Network Organogram:

Aarong operation network first starts from the backward integration which is the production of the different products which are sold in the retail outlets. The products are produced under the foundation for production and assembling named Ayesha Abed Foundation. Ayesha Abed Foundation are situated in Baniachong, Gorpara, Jamalpur, Jessore, Kushtia, Manikganj, Rajbari, Sherpur, and Pabna, Pollobi, Kurigram, Nilphamary, Jhenaidah with 653 subcentres spread across Bangladesh. More than forty thousand of the total women of Aarong producers work directly for Aarong in these 13 production centers in and Twenty five thousand independent cooperative groups and traditional family-based artisans also market their crafts through Aarong. Potters, Brass Workers, Jewellers, Jute workers, Basket Weavers, Handloom Weavers, Silk Weavers, Wood Carvers, Leather workers and various artisans with specialized skills from all over the country come to Aarong for marketing and support services (aarong.com).

After the products been collected and arrives the retail stores, the customers can buy them directly with forward integration and that is how the collection selling process goes on. However, the whole process of operation is maintained by the management staffs and they can be divided into: Outlet and Central Store and organization management. The operations in the outlets are mainly carried by the managers for outlets. They mainly are responsible to manage the outlet inventories, product sells, customer services, payment collections and personnel management. They supervise the outlet's performance and are directly responsible to report the Chief Cooperative Officer of Retail and Infrastructure for any kind of operation takes place. The

Organogram of the operation network in the outlets is shown in the next page:

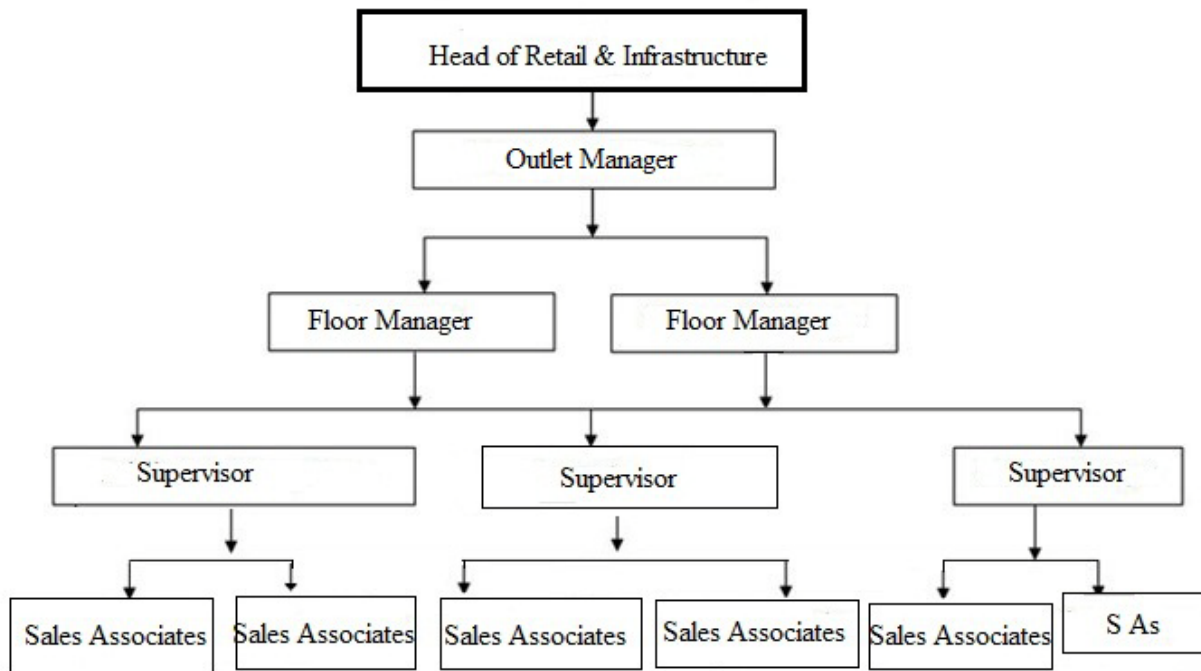


Figure: 01

All the managerial activities to manage the employee works for different departments take place in the Head office. The Head office is divided into two portions such as the head office for Ayesha Abed Foundation and the Head office for Aarong. Ayesha Abed Foundation Head officer workers mainly manage the productions and compliance for the different centres and subcentres of Ayesha Abed Foundation across the country. While Aarong managerial activities includes different departments and the major departments are the Human Resource & Training, Information Technology, Marketing, Export, Design, Aarong Leather Factory, Procurement, Quality Control, Retail & Infrastructure, Social Compliance & Producer Relations, Retail Industrial Engineering, Finance & Accounts etc. The operational network revealed as the previous year's Organizational Chart of the corporate Head office of Aarong is shown in the next page:

BRAC-Aarong

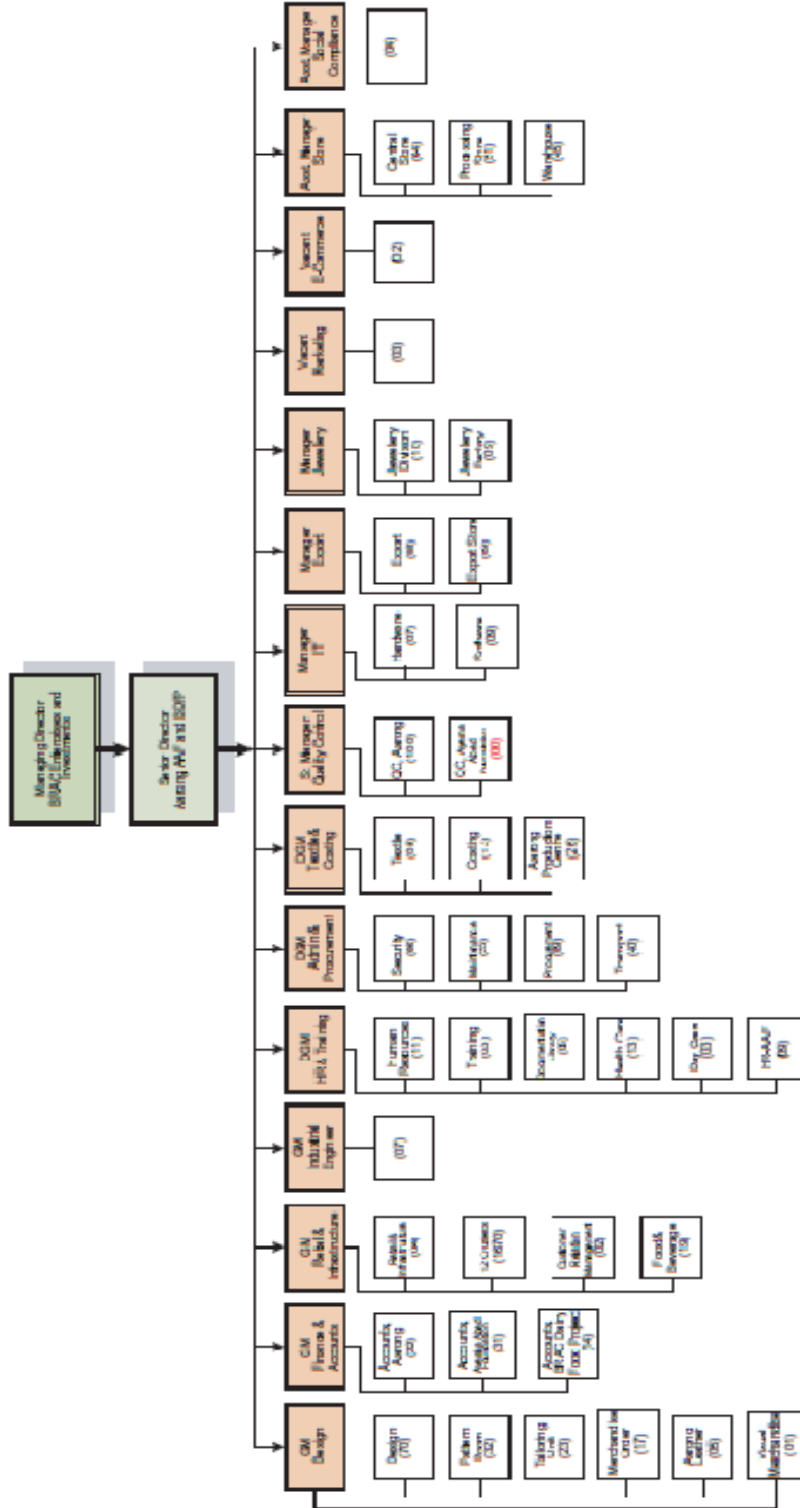


Figure: 02

2.4. Visions for the future:

Aarong symbolizes fairness in the global village. The organization has identified three basic constraints for gainful employment of the low income and marginalized people in the rural areas:

1. Lack of working capital
2. Marketing support and
3. Opportunity for skills development.

Aarong currently provides a wide range of services to its workers and suppliers such as:

- a) Spot payment on product delivery to encourage efficiency and productivity
- b) Reach out to producers in remote areas to ensure fair value for their efforts
- c) Marketing communication and information for artisans
- d) Advances against purchase orders where necessary
- e) Training & Education in skills development to raise product quality and marketability
- f) Product Design and Support in Product Development
- g) Quality Control to increase producer awareness of the importance of quality

These values reflect fair trade principles which have been developed by registered Fair Trade Organisations. Fair Trade is a trading partnership, based on dialogue, transparency and respect, that seeks greater equity in international trade. It contributes to sustainable development by offering better trading conditions to, and securing the rights of, marginalized producers and workers – especially in the South (IFAT) (aarong.com).

Aarong aims to enhance all the activities mentioned above for future and wants to hold on its values to take the organization forward to the international level. Aarong recently had start working on E-Commerce business and wants to develop it within a few months. In this way, a fair trade and aspiration of economic growth to support the disadvantages and rural people will be accomplished.

Chapter 3: Job

3.1. Description/nature of the job:

In Aarong, HR plays a big role of management as the company employs around 3000 employees cumulating the retail stores, the production houses and also the head office. The Aarong HR department carries out all the HR activities starting from, human resource planning which includes manpower forecasting and HR program designs, recruitment, selection, performance management, performance evaluation and assessment, training and training evaluation etc. The department is also responsible to look after employee attendance, leave and transfer. The application of any kind of employee loan and provident fund is also commenced from the HR department. Moreover, the department tries to understand the employee needs and works accordingly to ensure employee satisfaction and enhancing performance.

Being a part of the mother company BRAC, Aarong strictly maintains the HR policies and does not tolerate any kind of policy violation. Thus the department also works as the speculator of its employees to observe whether any kind of unethical activities or any actions which is beyond the policy of the organization are carried by the employees or not. It is an equal employment organization which believes that each and every employee is important and performance is the sole support of career regardless of the gender of employee. The HR department is also very conscious about their employee information so understands the value and the sensitivity of the employees' personal information. The department carries regular meetings with the head and follows up with feedback for improvement.

Internship in the Human Resource Department in Aarong requires assisting all the day to day HR activities of the organization. It is a very good way to learn and understand the procedures by seeing the activities taking place in real time. The HR activities have a very clear contribution to the management of the company. Thus the internship is a practical learning of the actions taking place and is a part of on the job training which will help in future job role. Being an internee of the HR department, the responsibilities are not only limited to learn the actions of employee management procedures but also allow to be disciplined, understand company involvement and

also to know how ownership works. Along with these, socialization, professionalism and job involvement is also a part of learning skills which develops and grooms one to be ready for the future.

3.2. Specific Responsibilities of the job:

I was responsible to do a lot of mixed tasks related to the human resource activities. But there were some regular responsibilities which I was assigned and had to carry on throughout my internship. Some tasks were undertaken in different periods of the internship tenure and had to complete within the given time. The following are some of the regular responsibilities which I was assigned to:

1. Create and manage the personal hard copy records of the employees and keep those in individual specified place.
2. Create formal letters such as Appointment letter, Experience certificates etc of the Sales Associates appointed in different retails of Aarong using company letterhead.
3. Assist the resignation procedure of the employees such as receive and record the resignation, record the exit interview of the employee who expects to resign, close the hard copy profile of the employee and store them for future dealings.
4. Keep the updates of employees in their individual records and also retrieve any kind of information from those records
5. Update, retrieve, restore and edit the personal employee information in the Human Resource Management System (HRMS) software of the company
6. Understand the processes of appointing employees and work as assigned
7. Make interview lists and call the candidates for the particular interview
8. Answer phone calls and forward queries to the respected person
9. Record Identify Card information in the database and also retrieve information from there
10. Sort CVs from Bdjobs.com and also from the company's personal email
11. Other jobs as assigned by the supervisors

The above list shows responsibilities which were assigned on a regular basis during the internship period. But there were some tasks which were assigned in some particular phases and which were to be completed in the given time. Those specific tasks were:

1. Check the personal information of Sales employees of all the twelve retail stores and update, correct or change the information
2. List and record the “Performance Appraisals” of individual employees of each retail stores and manage the hard copy appraisals which would be further viewed for decision making
3. Make spread sheet entries of different projects in different times and also edit as needed

3.3. Different aspects of job performance:

Task performance covers a person’s contribution to the organizational performance and addresses to the requirements of the job description. Campbell (1990) proposed a hierarchical model of eight performances among which five factors are directly related to the task performance of a job (Sonnetag, S, Volmer, J & Spsychala, A). The factors are:

- a) Job specific task proficiency
- b) Non-job specific task proficiency
- c) Written and oral communication proficiency
- d) Supervision in case of leadership position and partly
- e) Management/ administration

So we can say that, the task performance described above can be directly related to the different aspects of job performance in internship which is compatible with the HR jobs in Aarong. From the above mentioned five factors, the aspects of job performance in HR department as internee can be described as:

- a) **Job specific task proficiency:** It can be derived as the proficiency needed to perform the job of the HR department which includes HR knowledge, understanding the organization’s system and procedure and the technical know-hows.

- b) **Non-job specific task proficiency:** These proficiencies are not directly related to the specified job to be done in the workplace rather it relates to the common proficiency of a person to accomplish a job. It refers to the task accuracy, on time job completion, organizing different tasks, specifying job priority and also maintaining interpersonal and socializing skills.
- c) **Written and oral communication proficiency:** The communication proficiency is very important in order to perform any job. This aspect is one of the major factors to work in a HR department as both written and verbal communication ability is crucial to correspond with the employees and also with the top management.
- d) **Supervision in case of leadership position and partly:** This factor is an important one for each and every member of the HR department of Aarong as they carry on the supervision on both of their colleagues and also the subordinates. There are some leadership activities carried by some members but that is to complete a specific project. In the internship programs, it is not always possible to carry the supervision but sometimes the assigned tasks were part of supervisory skills.
- e) **Management/Administration:** Management or administration is an aspect for the employees in the HR department as they take the managerial roles to work on behalf of the large number of employees. They also have to take the administration roles to communicate and integrate the tasks among the work flow. Assisting some of such tasks is also a part of internship program in Aarong.

3.4. Critical Observations:

This section will critically discuss the job performance processes and procedures in light of the observation during the internship tenure. However, every organization has its own culture and context and has different way to carry on their tasks. In contrast to that, the following are the aspects which can be enhanced in order to get a better result in future:

1. The employees in the department does not have a very specific division of work which means all the employees are responsible to do all kinds of HR activities followed by the

organization. This creates work pressure on the individual employee and takes more time to complete any particular job.

2. The department is under the strong supervision of the top management and thus the employee span of control is limited in some area.
3. The job done process sometimes takes a longer time because of the organization's hierarchical positions and also managerial control system.
4. In some areas, the organization still maintains the tradition way to complete a job, there are less flexibility of job done processes.
5. The performance management system lacks supervision of the HR department and the performance evaluation process is limited to the management of any particular department.

3.5. Recommendations:

From the above discussion in terms of the sight of critical observation, it can be seen that there are some areas of improvement in job processes need to considered by the HR department of Aarong. So, there are some recommendations provided below to suggest the HR department of Aarong in order to enhance their and also the performances of the employees of the whole organization:

1. All the employees should have specific HR tasks not all in order to complete any job efficiently. In this way, the work pressure will also be reduced and job done will be fast and error free.
2. The employees should be given more span of control in their tasks. The management can supervise and provide feedback in every task which can be done in regular meetings, reports and presentations.
3. A flat organization provides more flexibility to the employees, so Aarong should consider to reduce the power differences throughout the organization in order to provide work freedom and creativity to the employees

4. Work done processes should be revised in some specific interval of times to keep the procedures updated in order to avoid boredom and traditional methods to keep the organization in a more modern position.
5. Performance evaluation should not be limited to the department rather it should be also in a supervision of HR department. So, Aarong HR should maintain 360 degree performance appraisal system.

Chapter 4: The Recruitment and Selection process of “Project Staffs” in Aarong

4.1. Summary:

The project of the report is known as “The recruitment and selection process of the Project Staffs in Aarong” and this chapter is the detailed analysis of the mentioned topic. The chapter aims to provide a thorough concept of Recruitment and Selection by first discussing the concept and then going for the analysis on Aarong’s procedure. The objective of the project is to understand the recruitment and selection process of Aarong Project staffs and also discuss the findings to provide recommendations. In order to fulfill the objectives, the methodology of the project is discussed in the upcoming part of the section. While doing the project, there were some limitations faced and those are also discussed in the particular section. The main body of the project is started by stating the definitions of Recruitment and Selection from Business Dictionary.com and also Myrna L. Gusdorf’s publication. Myrna L. Gusdorf states that recruitment and selection is the process to find the right people in order to fill the positions of an organization. The concept discusses the HR forecasting, internal and external recruitment, a selection process which has number of steps. A general selection process has eight steps as discussed in this chapter. Whereas, the selection process may vary in organizations and it mostly depends on the type, size and budget of the organization. Once the concepts are been discussed, the chapter moves forward by the analysis in which the project’s objective is accomplished. The Recruitment and Selection Process of the sales people in Aarong is discussed mentioning all the steps. It starts with HR forecasting then followed by job posting. Then the selection process is discussed which has six important steps with details of every steps. There is also a separate section provided to discuss the “Pre- Service training” which is a part of recruitment and selection process. The after-training exams are considered to be the Selection Test to obtain the final candidates for recruitment in the post of “Sales Associate”.

4.2. Description of the project:

This section will describe the project and provide the objective of it. It also describes the methodology of the project and talks about some limitations. The project is “Recruitment and Selection process of Project Staffs in Aarong”. There are two types of staffs appointed in Aarong, the project staffs and the management staffs. However the recruitment and selection process of these two types of staffs are also distinguished. Project staffs are appointed to fulfill a particular project and mainly the employees are the Sales Associates. Sales Associates are the sales people responsible to provide customer service in the retail stores.

4.2.1. Objective of the project:

The objective of the project is to analyze the recruitment and selection process of Aarong’s Project Staffs i.e. the sales people. The project aims to have a detail look on the recruitment and selection process in order to discuss the findings and also provide recommendation. As recruitment and selection process is a key part of Human Resources, so the analysis of this project will give a proper and clear idea on different aspects of recruitment and selection processes of organizations.

4.2.2. Methodology:

The information collected to analyze the project is collected completely through primary sources. The information is collected by questionnaire having analytical questions related to the topic. Some of the information used in the analysis is also derived from understanding and experiencing in the job role.

4.2.3. Limitations:

The project analyzes the recruitment and selection process of Sales people of Aarong only whereas Aarong has number of different positions in their store and also in the corporate head office. It is not possible to understand the whole gist of recruitment and selection process of an organization by analyzing one particular position. So this project falls short to address all the aspects of recruitment and selection process which it desires. However, due to company’s

confidentiality, some information also related to the particular topic could not be provided which somehow divest the project's aim.

4.3. Concept of Recruitment and Selection Process:

The additional labor in an organization is indicated by the HR planning where an organization has number of choices. They can hire employees by full-scale recruitment and selection process but it may not be the best process every time. Outsourcing and contingent labor can also be considered as the alternatives of recruitment. So, hiring new employees should only be taken in to account when the organization anticipates a long term need of additional labor. In that case, HR planning must be concerned with the overall growth prospects of the organization and the accurate forecasting of employee needs. The recruitment planning should only be considered when other alternatives are eliminated (Gusdorf, L M 2008).

After the HR forecasting is carried, the organization decides to whether carry an external or internal recruitment. The organization may go for internal recruitment in order save costs of advertising, save time, retain talented employee, to give a career path to the existing employees or to avoid training costs. The organization may want to go for an external recruitment to attain fresh and new talent and also to get better to get the right person for the particular position. In some cases, the organization may carry both external and internal recruitment process to ensure the best person is selected for the particular post.

4.3.1. Recruitment:

According to the definition provided in the Business Dictionary.com, "Recruitment is the process of finding and hiring the best-qualified candidate (from within or outside of an organization) for a job opening, in a timely and cost effective manner. The recruitment process includes analyzing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organization" (Business Dictionary.com).

Internal Recruitment: According to Myrna L. Gusdorf, the recruitment process starts with the

most common method which is job posting. The traditional method to announce a job opening was to post notice of the job on the HR bulletin board whereas organizations now mostly post jobs electronically through organization-wide intranets or send e-mails to all employees about the job vacancy. Publish employment newsletters and distribute the announcement flyers are also a way of doing job posting. Employee Referrals are also a process to obtain candidate for internal recruitment. Whatever the way is, it is important to provide the proper instructions of application. After job posting has been done, the employees apply for the position and that is how a strong pool of talented internal candidates is obtained for the further selection process (Gusdorf, L M 2008).

External Recruitment: In external recruitment, the applicant pools can be generated in number of ways which depends on the organization's policies, size and hiring budget. The organization also can go for private employment agencies who take all the responsibilities of generating a pool of candidates for recruitment according to the organization's needs. The agencies generate the applicant pool and do the preliminary interviews, thereby screening out unqualified candidates and then send actually qualified candidates to the organization and that is also by using job criteria provided by the organization itself. However, the private employment agencies can be costly thus not every organization can bear the cost. The alternative of using such agencies is having an in-house recruitment department who will generate large pool of talented and deserving candidates. Small organization may have walk-in-interviews, small arrangement of group or one-to-one interviews by generating applicants through newspaper, internet or leaflet job postings. In case of large organizations, in-house recruiters are the best choice mainly for the high-tech industries that focus on their efforts on technical schools, community colleges and universities. Since in-house recruiters are employees of the organization, applicants are generally based on the perceptions of the organization and also depend on the interaction with the recruiter (Gusdorf, L M 2008).

Various ways of job posting can be considered in case of external recruitment. Newspapers, radios, leaflets, magazines used to be the traditional ways but the most important and widely used medium of job posting carried now is the internet. Several online job portals are now available where recruiters post jobs and job seekers apply. A lot of companies have their own job portal and electronic application websites.

4.3.2. Selection:

After recruitment process is carried, the next most important process is the selection process. The selection widely varies in terms of organization own policies and style. According to Myrna L. Gusdorf, “*Selection is the process of choosing from a group of applicants the individual best suited for a particular position and for the organization*”. So, in order to get the right person for the right place at the right time, the selection process should be carried in very sophisticated and conscious manner so that the organization may find the best desired individual.

The selection process may start from sorting the resumes which may depend on the early mentioned requirement of the organization while job posting. The selectors may sort the resumes of the best candidates by looking at the education, military background, work experience and reference information etc. Sorting resumes can be very critical as large number of resumes can be dropped so the recruiter has to keep patience and not get biased by any particular factor. In few last decades, the inappropriate question like age, religion, sex, past salary were used to be the part of the application on which a lot of resumes used to be screened out. **The Civil Rights Act of 1964** prohibits discrimination in employment practices when the discrimination is based on a person’s race, color, sex, religion or national origin and 15 more factors.

After the resume sorting is done, screening interview can be arranged to screen out candidates and to make the pool shorter. Many organizations prefer to do a screening interview of those applicants that appear qualified based on information submitted on their resume and application. Screening interviews may be conducted by telephone or even online questionnaires. The interviewer asks a few straightforward questions to determine the candidate’s job qualifications and appropriateness for the open position (Gusdorf, L M 2008).

Selection Tests: Myrna L. Gusdorf describes the selection tests as “*Any instrument used to make a decision about a potential employee*”. Number of methods is used by the organizations to determine whether an applicant has the potential to be successful on the job or not. According to Myrna L. Gusdorf, selection tests are used to identify applicant’s skills that cannot be determined in an interview process. Applicants are rated on aptitude, personality, abilities, honesty and motivation in selection tests by using a variety of testing methods. However, to get the most desirable result, the selection test should be designed in standardized, reliable and valid way.

To obtain proper result, the skills tested in a selection instrument should be the same skills used on the job so that it can be assumed that higher test scores will correlate to higher success in job performance. Usually, tests are administered and evaluated before interviewing candidates but some organization can also do the opposite. Testing aims to help trim the applicant field by eliminating inadequate skill levels (Gusdorf, L M 2008).

Interviewing Candidates: After the selection tests carried out, the recruitment pool needs to be further narrowed down to establish a reasonable number of candidates to be interviewed. The most widely used interview procedure is verbal test for the candidates however; there is no clear right or wrong answer in most of the cases like a paper and pencil test. There are a number of interview techniques such as structured or patterned interview, situational interviewing, behavioral interviewing and also nondirective interview. *Structured or patterned interview* is the most widely used interview technique. In case of a structured or patterned interview, a pre-set list of questions are asked to all the candidates.

Situational interviewing is carried by asking question like, “what would you do in this situation,” which allows the candidate to consider his or her own approach to a situation. Another interview technique called *behavioral interviewing* asks the candidate to describe what he or she did in a particular situation.

The nondirective interview technique is the opposite approach of a structured interview in which the interviewer asks minimum questions and the direction of the interview is based on the answers provided by the candidate. This kind of interviews is more casual. Apart from the mentioned technique, there are also several other techniques used to interview a candidate and it completely depends on the type of organization and industry (Gusdorf, L M 2008).

Types of Interview: Interviews are taken in various ways and both one-to-one and group interviews are popular now. In one-to-one interview, the candidates face the questions alone and each of the candidates is interviewed separately. In group interviews, a team of candidates are interviewed but individual skills are assessed. However, a change has also occurred in the interview panel. In the past, the supervisors have been the only person interviewing the candidate, now the interview panel consists of representatives from the various areas of the organization who are responsible to interact with the new person.

This is helpful the new hire is tending to be suitable for the situation as tested in various skills. The team panel also reduces biasness. But in other ways, team interviews may also be less helpful as the larger as team is, the more difficult to cooperate in a busy schedules to make the interview happen. In addition to that, the candidates may also find a panel interview more stressful than an interview by a single person (Gusdorf, L M 2008).

Background Verification and Reference Check: Once the candidate is selected, the background verification check must be carried to must check whether the information provided by the candidates true or not. The background check can be checking with the references the candidate provided in the application. Criminal record check is also a part of background check to ensure the organization is selecting an honest and ethical person (Gusdorf, L M 2008).

Making the job Offer: After all the checks, the recruiter finalizes with the most deserving candidate and thus decides to offer job to that person. It can be done by phone calls, letters, emails or also in person. The HR mostly handles with the job offer with discussing the salary, benefits and other conditions to the prospective employee. The organization may also carry physical examination or a drug screen but these arrangements should be made to complete the process only. Moreover the candidate should be given a minimum time to think over the job offer (Gusdorf, L M 2008).

The following diagram shows the general process of Recruitment and Selection followed by most of the organization:

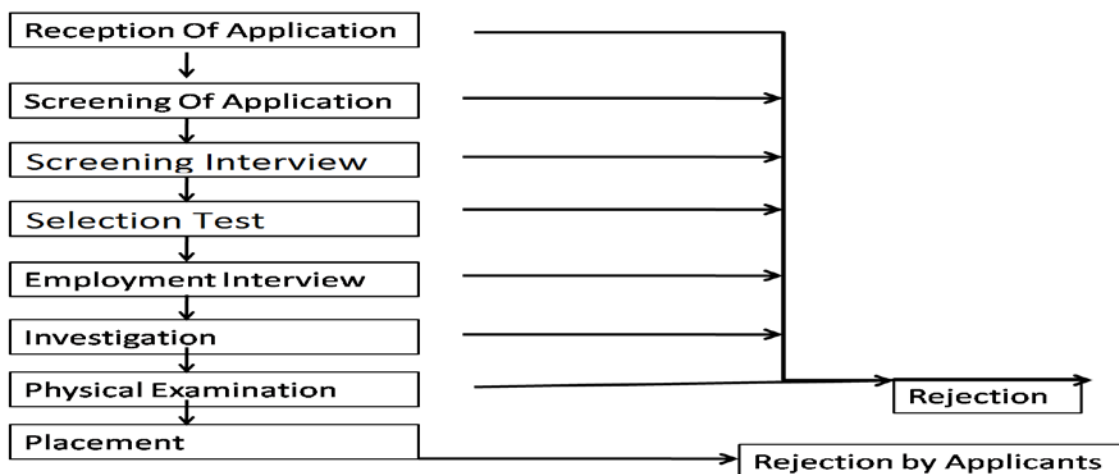


Figure: 03

4.4. Analysis:

In the above section, the concept of recruitment and selection is discussed with a diagram which gives a clear idea about the general process. But not all the organizations follow the same process and moreover, it depends upon the organization's own culture, context, size and industry which it belongs to. But, all the organizations more or less have some common steps of recruitment and selection. However, this part of the report will discuss the recruitment and selection process of the "Project Staffs" of Aarong. Aarong is considered to be one of largest retail chain store in Bangladesh selling the lifestyle products. As discussed earlier, the Aarong "Project Staffs" are the sales force of the retail stores in the organization and they contribute to the maximum outcome of the organization. So, analyzing the recruitment and selection process of the sales people will give a generic idea on the usual recruitment and selection process of sales people in Bangladesh.

4.4.1. Recruitment of "Project Staffs" in Aarong:

Aarong has its own in-house recruitment team and thus carries the whole Recruitment and Selection process by their own. The organization has a separate Training team which also plays a role in the selection process and this will be discussed in the later part of the project analysis. However, the employees recruited as "Sales Associate" in Aarong stay in probation for 6 months. In these six months, the employees are observed by the store manager and performance is recorded. If the employee is able to full-fill all the criteria and obtain minimum marks in performance evaluation, he or she is confirmed as the permanent employee in the organization. The performance evaluation or appraisal is done by the outlet manager in which the employee gets score on correspondence of performance indicators. The following are the recruitment process of Aarong for their "Project Staffs".

HR Forecasting: The recruitment process for the "Project Staffs" starts from the HR planning and forecasting. The department estimates the number of work force need to be recruited. The forecasting is done considering a number of factors. They are:

- Turnover rate and trends
- Festivals and occasions

- Customer appearance in the stores
- New store opening

Job Posting: When the forecasts are done and the company decides to recruit, the recruitment process is started immediately. Aarong mostly carries the external recruitment for their sales work force. However, sometimes when there are few emergency vacant positions in sales, the employees who previously worked for contractual Eid service are retained. But those contractual employees were also recruited through external recruitment procedure same as the regular employees. So, one way or either, organization is considered to go for external recruitment for “Sales Associates” position. The job vacancy posting is advertised through posters, newspaper ads and also announcing in Bdjobs.com with specifying the requirements of application in the position of “Sales Associates” in Aarong. The requirements of application in the position are:

- Education: The applicants should be at least pass the HSC or equivalent field of study and must have enrolled or studying for graduation.
- Experience: No experience necessary for the position but experience candidates are given preference.
- Skill: The applicants should have a good language skills and should have smart looks which is necessary to handle customers
- Age: The age limit to apply for the post is 18 to 26

Once the job posting is done, the company starts to receive the resumes and that is how a good number of resumes are attained to start for the selection process in order to finally recruit the employees in sales position. The recruitment and selection process is completed approximately within 20 days of the job posting and the job offering and joining is completed within one week of the final selection.

4.4.2. Selection Process of “Project Staffs” in Aarong:

Aarong carries out the selection process very carefully so that the company can ensure that the employees who are selected are capable enough to provide extensive customer service and also

understand the company's image and culture. For that reason, their selection process has number of steps to filter out the best candidate. The steps in the selection process are:

- Sort Resumes and make a pool of candidates for selection
- Interview of candidates
- Send the selected candidates for “Pre- Service Training”
- Carry Selection test by taking exam after the training provided
- Reference and Certificate Check
- Job offer

- 1. Sort Resumes and make a pool of candidates for selection:** The first step is sort the CVs as mention above. This is done according to the requirements provided in the job posting i.e. the resumes are screened according to their education, experience, and also age limit. The language skill and smartness cannot be verified through resume so the initial preference is given to the provided information in the resume.
- 2. Interview of candidates:** Once a pool of candidates is obtained from sorting out the resumes, the selected candidates are informed about the interview dates and time. The candidates are notified by making phone calls to each person with details. Each of the candidates is interviewed separately by conducting one-to-one interview process. The interview is conducted by a panel of two interviewers where one interviewer is an HR executive and another interviewer is the concerned outlet manager. The most important factors which are being judged in the interview are language skills proficiency and the way of speaking, smartness, pronunciations, education, cooperativeness and also knowledge about customer service.
- 3. Send the selected candidates for “Pre- Service Training”:** After conducting the interview, many candidates are screened out and only the selected candidates are sent to the “Pre- Service Training”. Pre-Service training is a type of training provided to the potential candidates which is the learning session about Aarong, its products, policies and customer service. This training is also a part of selection process as the after-training results are considered to be the “Selection Test” to attain the final selected candidates for recruitment. As this training is interrelated with Recruitment and Selection of the project

staffs, it would be discussed in a separate section later in order to get a clear idea about the whole process.

- 4. Carry Selection test by taking exam after the training provided:** After the candidates obtain the Pre-Service training, they sit for an exam which is the after-training exam and a technique of “Selection Test”. They answer the questions related to the lessons provided in the training. A qualitative test is also taken during the training which is through observation of the trainers. Both the qualitative test and the exam result decide on the final selected candidates. Both the quantitative after-training exam and the qualitative observations carry marks. When a candidate obtains 60 percent marks in overall, he or she is tend to pass the test and selected for the post.
- 5. Reference and Certificate Check:** Once the selection is done, the HR department carries out the background check of the potential employees which is often carried as the reference check. This is to ensure that the information provided by the candidate is true. The educational certificates are also checked to ensure there is no fraud and also to check the provided age of the candidate.
- 6. Job offer:** After the reference and certificate check, the candidates are requested to carry the joining procedure of the organization. The organization does not force any candidate to join and moreover the candidate can anytime deny joining the organization. The joining procedure. Nevertheless, the recruited employees stay in probation for 6 months as mentioned above and can be terminated after six months due to poor performance. The company also has the right to terminate the employee anytime due to irregular attendance, sexual harassment, financial misappropriation and any other actions which violates the HR policy of the organization.

The Recruitment and Selection Process of Aarong Project Staffs can be summarized with showing it in a flow diagram which is shown in the next page:

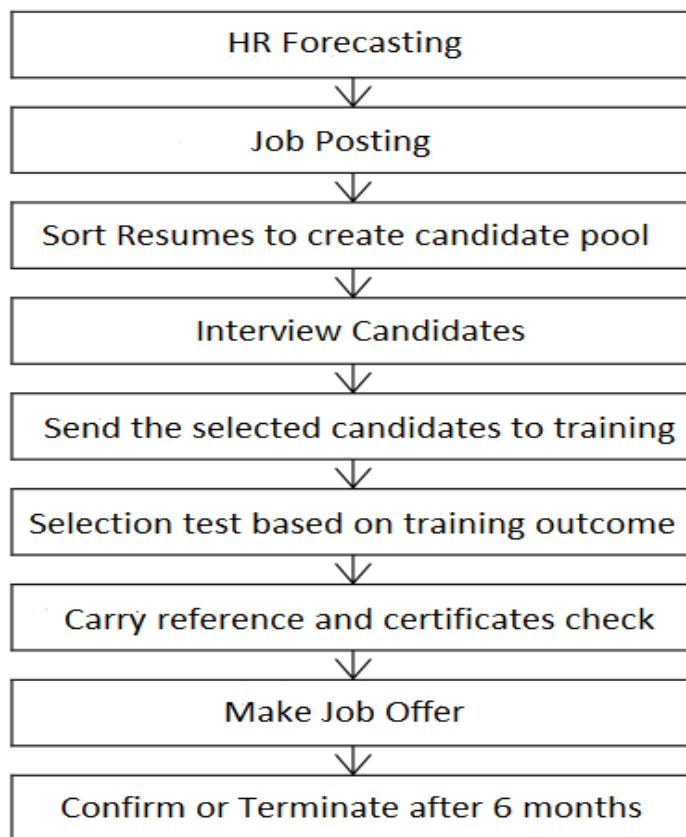


Figure: 04

4.4.3. Pre- Service Training:

Regular Pre-Service: The Regular Pre- Service training is conducted to 2 days and provided to all the selected candidates from interview for the regular sales post. A master module is followed in this training. The module contains the organizational information, HR policy, product knowledge, sales policy and customer service. This module is delivered to the candidates via variety of methods. The most used methods are lectures, discussions, interactive group discussions, the question-answer session and also some games called energizer. The training aims to have knowledge development in organizational information, understanding the HR policies, product, sales policy and develop skill in pro-activeness and customer service. The training aims that all these development or behavioral change will be obtained as training outcome and these are tested in the “After-training” exam taken by the trainers.

Eid Pre-Service: The Eid Pre-Service training are only provided to the candidates who are tend to be selected to work for a contract on Eid-time only and thus this is not a Regular Pre-Service training. The Eid Pre- Service training is conducted for a day. The module used for Regular Pre-Service is summarized in this training and the trainers try to provide an overall understanding but mostly emphasizing on the product knowledge, sales policy and customer service. The same test is also taken to evaluate and select the final candidates for the post of contractual sales job in Eid-time.

4.4.4. Results and Discussion:

From analyzing the Recruitment and Selection process of the Project staffs of Aarong, it can be understood that the organization carries a formal and structured way to recruit employees for its “Sales Associates” post. The steps of the recruitment process are very concise and consistent so there are fewer tendencies of biasness or mistakes. The HR department along the training team tries to filter the best candidates in various way of evaluation and thus the organization is benefitting from its sales work-force for so many years. Starting from job posting to the confirmation appraisal, the organization is in search of the right person so that it can hold on its reputation and strong market.

Along with all the positive sides of the organization’s recruitment and selection process, there are some shortfalls on which the HR department has to concentrate. They are mentioned below:

1. The screening of resumes are done considering the education, experience and also the age limit whereas there is no proper specifications considered such as academic result or field of study etc. So, as a result the criteria of selecting resumes are not completely understandable which can also lead to biasness and mistake.
2. Interview is conducted in one-to-one form which is time consuming as there is a large pool of candidates.

4.4.5. Recommendations:

While analyzing the Recruitment and Selection Process, there were some shortfalls found which are discussed above. So I would like to provide some recommendations to Aarong which they

may consider to obtain better results and make their selection process stronger and bias free. They are mentioned below:

1. There should be a specific requisite based on which the recruiter will sort the resumes, it can be academic results, field of study, type of experience etc.
2. Group interview will be the best interview form to be conducted for the particular post because the interviewer may feel monotonous while interviewing each and every candidate in such a large pool. The group interview will also measure the candidate's ability to coordinate and interactive ability with others. In overall it will save a lot of time and energy.
3. A panel of interviewer should be responsible to conduct the interview. The panel should consist of the representative of HR department, line manager/supervisor/store manager and a trainer. This will ensure that there is no biasness in selecting candidates as everyone has to agree on one particular decision.

Chapter 5: Conclusion

The report tried to meet all its objectives of analyzing the recruitment and selection process at first providing the concept of understanding and then discussing Aarong's own practice for their Project Staffs. While analyzing, few limitations were found on which the report tried to provide some recommendations. In overall, from the analysis, it is found that Aarong's Recruitment and Selection process for their sales work force is very consistent which is conducted in a formal and structured way. This indicates that the HR policy are well maintained by the organization and not compromised for any reason. Aarong is one of the leading brands of Bangladesh and they try to reflect their position in every aspect which is also observed in their practice of recruiting sales workforce which they do very carefully following the modern way of recruitment. Analyzing the processes of Aarong's recruitment for their sales people has really been very helpful to understand the real life organization events and this experience will bring productive outcomes for future.

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