

Internship Report On

Recruitment and Selection in SQUARE TOILETRIES LTD. Bangladesh



SQUARE TOILETRIES LTD.
Expect the same **SQUARE** Quality

Submitted to

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LETTER OF TRANSMITTAL

August 10, 2015

S.M. Arifuzzaman

Assistant Professor

BRAC Business School

BRAC University

Subject: Submission of Internship Report

Dear Sir,

As a part of my BBA program I am here by submitting my Internship Report to you. I am glad to work under your active and cooperative supervision and I think it has been a great achievement for me that I could work under you throughout the last three months for which it has been possible to complete the report successfully.

This internship report is based on, “Recruitment and Selection in SQUARE TOILETRIES LTD. Bangladesh”. I have got the opportunity to work in the Human Resource Department of SQUARE TOILETRIES Limited under the supervision of **Ms. Monami Haque**, Assistant General Manager, STL, Human Resource Department.

This internship program of three months makes it possible for me to gain a working knowledge over the HR practices in an organization which will enrich both of my academic and practical prospects of HR. Throughout the last twelve weeks I have come to know the corporate culture of a renowned FMCG Company of Bangladesh which is SQUARE Toiletries Ltd. and I had a great opportunity to get in contact with the people working there and experience the relationship with them so that I can learn to communicate with people in different organization and work in a team.

I will be really grateful to you if you are kind enough to receive my internship report and give your valuable feedback so that I can utilize your judgment for further prospects. It will be a great pleasure for me if you find this report useful and informative in the related field.

Sincerely Yours

Md. Nasir Uddin Howlader

ID: 11304011

BRAC University

ACKNOWLEDGEMENT

First of all, I would like to thank the almighty Allah for the successful completion of this report and I would like to express my gratitude to Allah for giving me the patience and strength to work in SQUARE Toiletries Ltd. for the last three months and complete my report within the specified time. I would like to thank my honorable teacher S.M. Arifuzzaman, Assistant Professor, BRAC Business School, for his heartiest cooperation and supervision because without his support and assistance it would not be possible for me to complete my project.

I am also grateful to **Ms. Monami Haque**, as my organizational supervisor. I would like to thank Mr. Shahnoor Rajib, Executive, HRD, STL and Mr. Masudur Rahman, Executive, HRD, STL for their kind help and fullest guidance for the last three months. It would have been very difficult to prepare this report timely without their proper guidance. Moreover, I would also like to express my gratitude to my SQUARE Toiletries Ltd fellows, seniors and colleagues who gave me good advice, suggestions, inspiration and support. I must mention the wonderful working environment and group commitment of this organization that has enabled me to deal with a lot of things. I am highly thankful to BRAC University for organizing the internship program as it is a tremendous opportunity for the student to experience a real life working situation that is related with the academic learning.

EXECUTIVE SUMMARY

This report is prepared on the basis of my three-month practical experience at SQUARE Toiletries Limited. This internship program helped me to learn about the practical scenario of a Toiletries Company. SQUARE Toiletries Limited is a dynamic and leading countrywide toiletries product manufacturer and also producer. It is another concern company of SQUARE group. Square toiletries limited (STL) started in 1988 as a division and ISO: 9001 certified company. In 1994 square toiletries limited began its journey as a private limited company. This report has been presented based on my observation and experience gathered from the company. The organization has many divisions and departments but the focus is given more on the HRD in the Rupayan Centre 11th floor employees as I only got the opportunity to work in this division. The report is based on HR practices and policies At Square Toiletries Ltd. The purpose of this report is to understand how the HR practices like recruitment and selection are performed and accomplished due to achieve various prospects of the company. After experiencing the real scenario of SQUARE Toiletries Limited in terms of their different HR practices a lot of recommendations came up. The report also consist recommendations and conclusion according to my point of view, which I think would improve the environment of the organization if implemented.

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1.0 Report Preview

1.1 Introduction

We are living in a world of business which is constantly changing as it is dynamic and rapidly change the scenario. There are many companies in various industries and those companies are going through different strategies but at the same time they need to diversify and change their strategies to cope up with the changing world as it has become so easy to imitate the tools and technique of a company. Therefore to be effective and efficient every company is undertaking multiple and diversified plans and strategies to be profitable and sustainable with the business. There are many companies who start business transforming program to get competitive advantage over their competitors so that their business gets stronger in position and sustain in the long run. The true work life condition and different recruitment and selection practices performed at square Toiletries Ltd. are focused in this report. The report is based on a study on work climate, supportive management and job satisfaction of the employees and the working effort of them in the context of SQUARE Toiletries Ltd. In the report I have given importance and tried to figure out the application with those tools on the job life of an employee. As it is an important aspect of the employees to be more productive comparing with their competitors, I have tried to focus on the productivity of the employees and how SQUARE Toiletries Limited (STL) manage or takes initiatives to make their employees more dynamic so that they can fight with their competitors and get one step ahead in the relevant area.

1.2 Origin of the report:

For the students of BBA program of BRAC University it is a mandatory requirement to undertake the Internship Program in an organization to complete the graduation and it is counted as a credit course. Therefore, this study is a partial requirement of the Internship program of BBA curriculum so that the students get tuned and have a true feel of the real job world. But the fact is that there is a challenge for the students who undergo the internship program is to relate the theoretical concepts with the practical work and cope with it. Sometimes it becomes difficult to get along with the new culture and environment because the students are not used to this environment. Therefore the real purpose of the internship is to get accustomed with the corporate world and its multiple functions.

There are some purposes of the study. These are:

- To gain an insight and practical knowledge about the job responsibility
- To experience the real business world and its corporate culture
- To relate the real business situation with the learned academic knowledge
- To accomplish the requirement of BBA Program.

As it is a requirement of the BBA program of BRAC University to work as an intern in an organization to observe the exact situation and learn the strategies and practices by working, the report is prepared as a result of this requirement. This report is the product of three months long practical working knowledge in SQUARE Toiletries Ltd. As a result I need to submit this report based on the “Recruitment and selection of SQUARE Toiletries Limited”. This report also includes information on the products and services of SQUARE Toiletries Limited, the overview of the organization and also facilities they offer to satisfy their employees. In this report there is a clear reflection of the overall HR practices of SQUARE Toiletries Ltd.

1.3 Objective of the report:

The report of mine is prepared considering two objectives which are primary objective and secondary objective.

Primary Objective:

The primary objective of this report is to provide adequate and necessary information on the measures and procedures of Recruitment and selection techniques followed by the SQUARE TOILETRIES LIMITED through HR department. It is an important event for any organization to undertake the whole proceedings of the recruitment and selection for the betterment of the organization.

Secondary Objective:

- a) To have a reasonable and rational outlook about what is going on the area of HRM of the selected business organization.
- b) To assemble information and gain insight about the Recruitment & Selection function of the organization.
- c) To experience different Recruitment & Selection system those are being followed by Square Toiletries Limited.
- d) To relate the theoretical knowledge and learning with the real life experience of the Recruitment & Selection process of Square Toiletries Ltd.

1.4 Scope of the study:

Actually this report is like the illustration of the real scenario of the selected organization and it is like a case study on the relevant field. So there is a limitation of the scope of this report. Therefore, first scope of this report is to gather the practical knowledge and experience about how a research is accomplished or fulfilled in an organization like SQUARE Toiletries Limited. Besides, the report has the relevant scope to wrap different aspects of HRM, which includes HR practices like recruitment and selection. The ultimate part of my academic program was to

uncover the HR practices of Square Toiletries to be aware of the real life circumstances of the business. This is why this report does not go into deep of the HRM activities of the selected company, it is beyond this report's scope to make concentrated suggestions or recommendation other than narrating the observation and reach to a conclusion. As I was asked or assigned to the limited tasks of the company, it was not possible to go through and get acknowledged with the all HR practices in SQUARE Toiletries Limited which reduces the scope of the study.

1.5 Significance of the study

The main and foremost thing is that this report will be significantly useful as well as beneficial not only for the Human Resource Department of Square Toiletries Limited but also for the employees, for the Company and the society as a whole. Actually this report will highlight the actual policies and practices of SQUARE Toiletries Limited by which they are running with and whether those are comprehensive or not comparing with other companies. This will let all the concerns related to SQUARE Toiletries Limited to get a clear idea on where they are and how they are going. This will highly effective for them as I am going to give some feedbacks and recommendations regarding the betterment of the organization.

1.6 Methodology

Right from the selection of the topic to the final preparation there is a systematic and organized procedure conducted due to the proper completion of this report. The indispensable portion of the report was to identify and assemble data; the classification of those data, analyzing those data and interpret and present those data in an organized way so that the vital points can be recognized. There is a further explanation of the overall process of the methodology.

Selection of the topic:

It is a great thing that my respected supervisor assigned me the topic of the study as I requested him to select one for me. I discussed with my honorable supervisor several times so that the report becomes quite effective considering the topic and he helped me to come out with a relevant explanation as well.

Sources of Data:

As I was involved with the organization for the last three months and work there, I was able to collect the data from the primary sources. Therefore, Data are collected from both primary and secondary sources.

1.6.1 Primary Sources

- Observation of the organization practically.
- Communication with the organizational supervisor.
- Discussion with officials and concerned experts of different designation.

1.6.2 Secondary Sources

- Annual report
- Newspapers
- Internet
- Text book

Collection of Data:

I have worked at SQUARE Toiletries Ltd. for the last three months. Therefore, the primary data collection becomes possible by the observation method and the face to face communication with the officials. By taking help of the websites of SQUQRE Toiletries Ltd. and other related websites and documents it has been possible to collect the secondary data. There are some diagrams and tables that are used in this report due to a clear understanding and overview of what the report is about.

1.7 Limitations

Actually the report is organized based on the relevant feedback and opinion of the Human Resource Department, sales and commercial department and with the help of other staffs. It was a challenge for me to complete the report because there are some people who actually seem to be unwilling to provide the information and give effective feedback although the report is quite handy or helpful for the organization. As there are some information that are thought to be confidential to be disclosed to others, some people were found to be hesitant to share those and showed negative impression. I only worked at the HR department and it was quite difficult to understand about the procedure and the extent to which employees were satisfied in other division. Time constraint was another difficulty for the completion of the report because due to the limitation of the time it was not possible to study a large sample size for which I had to deal with a small sample size in case of research. I had only three months to complete my internship program there. Besides, due to the constraints some suppositions were made as it was not possible to study the whole area within three months. As a result of this, there might be some mistakes. But it is a matter of joy that with the help of almighty Allah and my respected supervisor it becomes possible to complete the report within this short period of time.

Chapter 2

Organization Overview



2.1 History of the Company

SQUARE is a company which actually signifies a name – a state of mind and it is a name of fame and prosperity not only in Bangladesh but also some other countries of the world. But we know that there is nothing in this world that can be achieved without struggle and hardship. Therefore, the journey of **SQUARE** was not a bed of roses that finishes at a point of success. From the inauguration in 1958, it has today flourished into one of the top line corporations in Bangladesh. **SQUARE** is a company that we can be proud of. The industries under this group include Textiles, Pharmaceuticals, Toiletries, Consumer products. Services provided by **SQUARE** include Healthcare (Hospitals), Information and Communication Technology. Square toiletries limited (STL) started in 1988 as a diversion and ISO: 9001 certified company. In 1994 square toiletries limited began its journey as a private limited company. Now STL is the country's leading manufacturer of international quality cosmetics and toiletries products. At present, STL is the country's leading manufacturer of international quality cosmetics and toiletries with 20 brands and more than 55 products covering a wide range of categories like skin care, hair care, oral care, baby care, fabric care, scourers, male grooming and OTC.

Currently Square Toiletries has almost 3,000 employees. Due to its sociable working environment and highly motivated employee, STL is enjoying one of the lowest employee turnover rates in the management level. STL emphasizes on equal employment opportunity for both genders. Besides, STL also provides employment opportunity to physically challenged persons.

Besides core business functions STL has long taken active part in different philanthropic activities like employment generation program for vulnerable community, financial aid to disadvantaged and natural disaster affected people, helping acid victims, tree plantation, creating mass awareness on health and hygiene issues, supporting education and various local community programs and many more. Square Toiletries Ltd. symbolizes innovation. STL is the pioneer in bringing in new products and packaging concepts in Bangladesh. Currently, STL is carrying out its production in its two fully automated plants at Rupshi and Pabna.

Square Toiletries Limited (STL) launched its operations with Jui Coconut Oil, which virtually pioneered the branded Pure Coconut Oil market in the country. Today, STL has over 42 product

lines and an annual sales exceeding 2.00 billion taka and has now become one of the leading local toiletries companies in Bangladesh. STL manufactures and markets a wide array of consumer toiletries products ranging from Hair Oils, Toilet Soaps, and Fabric Care to Winter Care and Summer Products, Baby Care, Dental Care and Shaving products, among others. The company also markets Feminine Hygiene products manufactured by its sister concern, Health Products Limited (HPL). STL is now one of the largest toiletries manufacturers and marketers in the country, and with popular brands such as Jui, Meril, Kool and Chaka, it operates successfully as a major player in the exceedingly competitive market.

The various **SQUARE** *concerns*

 **SQUARE PHARMACEUTICALS LTD.**

 **SQUARE TEXTILES LTD.**

 **SQUARE SPINNINGS LTD**

 **SQUARE TOILETRIES LIMITED**

 **SQUARE CONSUMER PRODUCTS LTD.**

 **SQUARE**
Knit Fabrics Limited

 **SQUARE**
Fashions Limited

 **SQUARE INFORMATIX**
L i m i t e d

 **SQUARE**
AGRO DEVELOPMENT & PROCESSING TLD.

 **SQUARE**
HOSPITALS LTD.

 **SQUARE**
SQUARE HERBAL & NUTRACEUTICALS LTD.

Profile of STL

Square Toiletries Limited
Rupayan Centre [11th Floor]
72 Mohakhali CA, Dhaka- 1212

Corporate Head Quarters	: SquareCentre, 48, MohakhaliCommercialArea, Dhaka-1212
Factory	: Meril Road, Salgria, Pabna
Soap Factory	: Rupshi Bazar, North Rupshi, Rungong, Narayangonj
Year of Establishment	: 1994
Constitution	: Private limited company
Chairman	: Mr. Samuel H Chowdhury
Vice Chairman	: Mrs. Ratna Patra
Managing Director	: Mr. Anjan Chowdhury
Business Lines	: Manufacturing and marketing of Toiletries & Cosmetics
Authorized Capital (Taka)	: 50 Core
Paid-up Capital (Taka)	: 7.5 Cores
Annual Turnover	: 500 cores
Number of Employees	: 3000

2.2 Vision

We attempt to understand the unique needs of the consumer and translate that needs into products which satisfies them in the form of quality products, high level of service and affordable price range in a unique way.

Mission

- To treasure consumer understanding as one of our most valued assets and thereby exerting every effort to understand consumers' dynamic requirements to enable us in offering maximum satisfaction.
- To offer consumer products at affordable price by strictly maintaining an uncompromising stance with quality. With continuous R&D and innovation we strive to make our products complying with international quality standards.
- To maintain a congenial working environment to build and develop the core asset of STL – its people. As well as to pursue for high level of employee motivation and satisfaction.
- To sincerely uphold the responsibility towards the government and society with utmost ethical standards as well as make every effort for a social order devoid of malpractices, anti-environmental behaviors, unethical and corruptive dealings.

2.3 Objective

Our objectives are to conduct transparent business operations within the legal & a social framework with aims to attain the mission reflected by our vision.

Values & Principles

Well being of consumer, employee and society are the three foundation pillars of the values and principles of Square Toiletries Ltd. Square Toiletries Ltd. believes that it is their obligation to work for the welfare of society. In spite of being a commercial organization STL doesn't always opt for profit, rather it tries to be even more focused towards the fulfillment of its commitments to society and hence has an intense sense of responsibility to its customer, its people and its society as a whole. From the day to day business operation of quality policy, in every single activity of STL these core values and principals are reflected.

2.4 Quality Policy

- Dedicated to make every effort to understand consumer needs to provide maximum satisfaction and to achieve market leadership.
- Strive to continuously upgrade manufacturing technology and to maintain optimum level of quality measures in conformity with the international standard – ISO 9001: 2008.
- Committed to achieve quality objective through continuous employee training and maintaining congenial working environment

2.5 BRAND LIST of STL





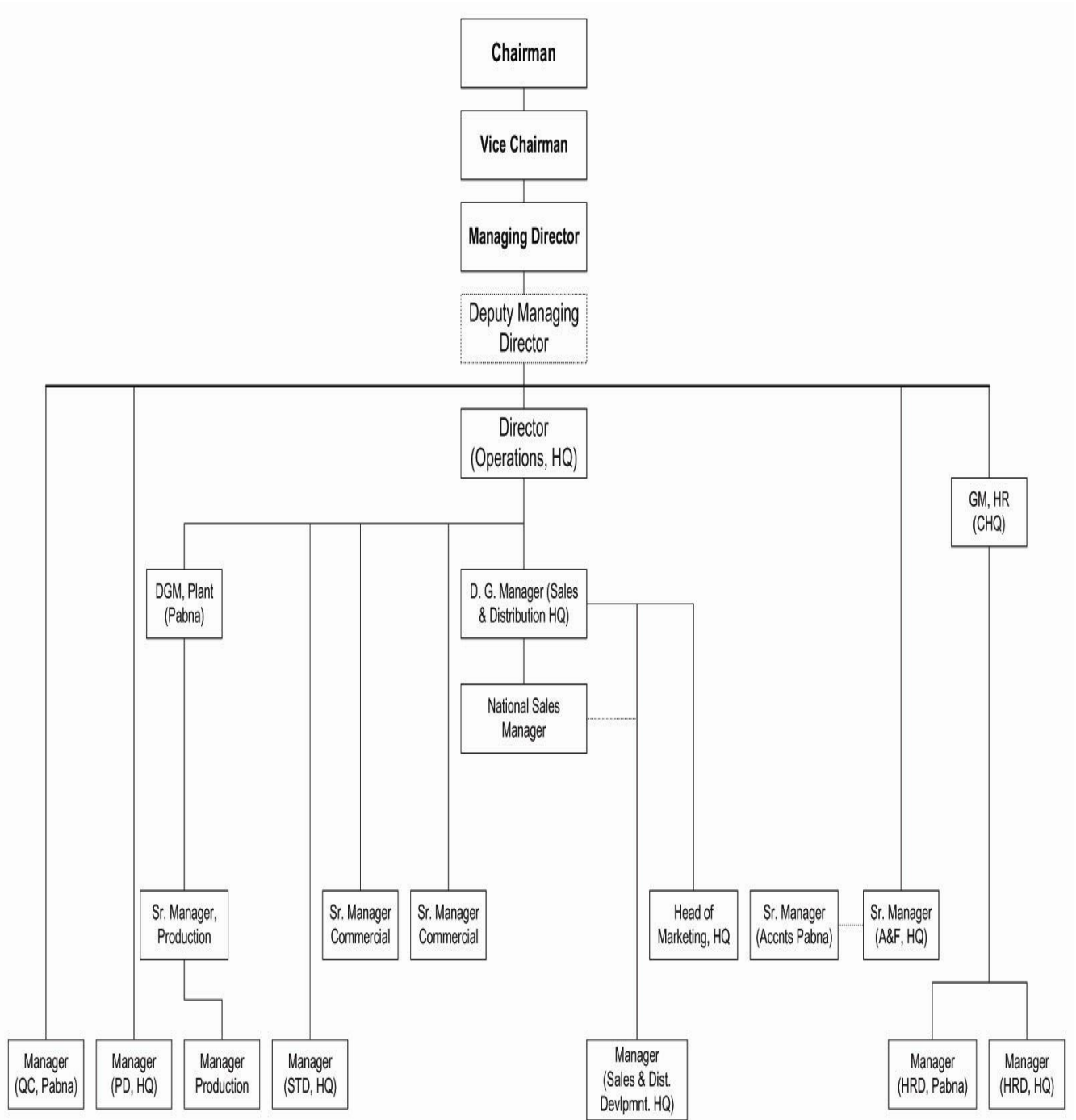
As we all know that SQUARE is a name of dignity because of its tremendous growth and success. SQUARE has successfully flourished its business not only in Bangladesh but also outside of Bangladesh which is a great achievement. Therefore, we can say that it is such a company that is exporting its various products in other countries which is a matter of pride for us. Along with serving Bangladesh it has been successfully exporting its products to the following countries and expanding its business throughout the world.

- United Kingdom
- Germany
- Australia
- Malaysia
- Myanmar
- India
- Bhutan
- United Arab Emirate
- South Africa
- Bahrain
- Qatar
- Kuwait
- Singapore

2.6 Different Department of SQUARE Toiletries Ltd.



2.7 Organogram of STL



2.9 CSR activities of SQUASRE Toiletries Ltd.

Investment in Bangladesh

- Though Square Toiletries Ltd. has been exporting its diversified products to other countries for its growth, it has not yet located any of its plants or factory to the foreign country. This indicates a fullest investment in Bangladesh for its betterment.
- As SQUARE Toiletries Ltd. is exporting its products to the other countries, there is an inflow of foreign currency in Bangladesh and it is a significant contribution in cash flow.
- STL itself hoisted its voice against the marketing antagonism at the time of the detrimental effect of offshore products.

Employment Generation

- It has successfully employed 1200 permanent employees and it is a matter of fact that they are concerned of the interests and sanctuary of the employees which is a big deal.
- There is a true existence of equal employment opportunity for which we can see that there are about 38% employees who are women and it is indeed a clear notification of women empowerment.
- Due to the best possible working environment there is a lower turnover rate of the employees which is an indicator of employee satisfaction.

Works for the underprivileged people

- Those who are not well off are given monetary assistance by SQUARE Toiletries Ltd.
- It is a great thing that SQUARE Toiletries Ltd. is giving monetary support to a Training Centre named Naksha Training Centre for the helpless women who are actually trained up there for operating sewing machines vocationally.
- For the income generation SQUARE Toiletries Ltd. also afford rickshaw vans to the poor people.
- For both of the employees and the fretful people the company provides funds for their medical treatment and assistance.

- Moreover, it is a matter of joy that SQUARE Toiletries Ltd. offer employment opportunity for the physically challenged or handicapped employees for which these people get a great opportunity to earn their livelihood.

Cultural concentration

SQUARE Toiletries has been successfully arranging the cultural event Meril-Prothom Alo Taroka Jorip – country’s most honoring & luminous event – a once –in –a year. It is an award giving program in the field of “culture and entertainment” which is sponsored by the company to inspire the people engaged in the cultural field.

Telephonic Service to concerned mother

Meril Baby Supermom is a sponsored platform called telephonic service by which the mother can communicate and ask the online doctors for the overall progress and development from the pregnancy to the child birth which is a great assistance for them. Besides, there is a digital version of service for the mother who are living in the urban areas.

Responsibility towards the immediate neighborhood and the residents

Square is deeply involved with the communities where it operates, and hence has an intense sense of responsibility to its neighbors.

- School in Pabna – Square Kindergarten
- Library in Pabna – Ananda Gobinda Library
- Ambulance to Pabna Municipality
- Tree Plantation in Pabna
- Job Opportunity for qualified neighbors
- Disaster Management during Flood, Cyclone etc.

Patronizing Sports

Square Toiletries is always committed to patronize the country's most emotional corner -*sports*, especially cricket. Sponsorship of 1st Division Cricket Tournament in 1998, 1999; Meril International Cup One-Day cricket tournament among Kenya, Zimbabwe and Bangladesh in 1997 – these are some bright examples of Square's commitment towards the development of cricket.

In addition to the most popular games like Cricket and Football, STL always attempts to encourage less popular but promising games like Table Tennis, Badminton etc.

Chapter 03

My job responsibilities at SQUARE Toiletries Limited



Working period at SQUARE Toiletries Limited

It is a matter of joy that I was given a tremendous opportunity to apply at STL through the OCSAR and I was offered a three months internship opportunity from April 27, 2015 to July 27, 2015 at Square Toiletries Limited. As it is compulsory for the students of BRAC University to complete the internship program without which our graduation will be un finished for which I worked there for those three months in Human Resource Department since I have done my major in Human Resource. As a part of my academic program I have learnt many things about the HR practices followed in SQUARE Toiletries Limited which will be highly helpful for me for my career in HR.

Job responsibilities at SQUARE Toiletries Limited (STL)

There are many tasks to perform in the Human Resource Department of STL and due to be involved there for three months for practical experience as a requirement of the fulfillment of my graduation I had a marvelous opportunity to work with different tasks. This was actually like the real feel of work that I have ever got. As an HR personnel I had to deal with different jobs according to the requirement where some jobs were done periodically and some were done on a regular basis. Apart from my supervisor's jobs I had to go through other jobs too assigned by the other HR staffs working there. The followings are the real reflection of the job that I had to deal with while working in SQUARE Toiletries Ltd.

- Collecting Bio data
- Screening Bio data
- Setting Interview & training date
- Calling For Interview & Training
- Making summary of the candidates
- Making proposals of the selected candidates
- Managing Field Visit
- Assisting Training Program
- Documenting the job confirmation file of the employees

Bio data collection from different sources

There is a mixed approach in case of collecting the required CVs for different positions in SQUARE Toiletries Limited. The CV of the interested candidates are usually collected from the different market sources like bdjobs.com and interested candidates can drop their CVs by themselves in the CV box at the 11th floor of Rupayan Centre which is the office of Square Toiletries Ltd. We usually find many CVs of different positions like Executive, Sales Representative, Sales Supervisor, Regional sales coordinator, officer, junior officer etc. As I was actually involved with the recruitment of Sales Representative (SR), Sales Supervisor (SS), Sales Executive, HR Executive and Sales coordinator I had to call upon the candidates of the market to make sure that those candidates are coming with their updated CVs if they are interested. This was done according to the direction of my supervisor and I used to talk with those candidates in accordingly what I was asked to by my superior.

Bio Data screening

Actually the turnover ratio of the sales representatives is generally high comparing with other positions. Therefore, there is almost a scenario like the Sales Representatives are needed to recruit on a little gap of every one and half months due to fill the vacant positions. This is why we need to collect many CVs for the position of Sales Representative in a bulk amount. The areas that are considered while screening the CVs were age, educational qualification and location. The most important thing is that for this sort of positions usually the females are not invited. In case of age a candidate has to be 18 years old or above to apply for a job. The candidates who are to apply for the post of the Sales Representative have to have the minimum qualification of HSC and they also need to be smart as their main duty is to sell the products quite smartly. But in this case, minimum educational qualification, the candidates need to have some experience in the related field. On the other hand the candidates who opt for the position of Executive must have the CGPA of 3.00 or above 3.00 from a reputed University but those candidates who have experience on the related area are preferred usually.

Setting Interview & training date:

After the completion of the Screening part of the CVs of the potential candidates I was asked to categorize those CVs into different categories. After finishing this screening process it was needed to fix the date of written test and it was my part to make sure that on the day of written test the room is available. After the completion of the written test the candidates who do well in the test are to attend the interview and it was my job to set the interview date for the selected candidates after talking with my superior. Then I was asked to communicate with the training personnel to figure out the empty slots and schedule the training program when the training room is available and considering the time limitation of the trainer. I was responsible to arrange the training slots and timing for the Sales Representative (SR).

Calling for Interview and Training:

I was asked by my supervisor to call all the selected applicants for the written test. The candidates who do well in the test are asked to attend interview. I was assigned to call upon those selected candidates for the interview for which I had to let the candidates know about the interview date, venue and time for their convenience. The written test and the Interview are generally taken place at the Rupayan Centre, 11th floor, Mohakhali at the office of SQUARE Toiletries Ltd. (STL).

Making Interview and Training Lists:

I was supposed to give a serial number to all those CVs that I had to call for the interview according to the time reference so that there is a chronology in the process of conducting interview. I had to assemble an written test list which contained applicant's name, father's name of the applicant, educational qualification, address and contact number, there was an option for the signature of the candidates invited for the interview and remarks. In the evaluation sheet of the candidates there are different categories of evaluating them and the interviewers name are enlisted at the bottom of the evaluation sheet. Generally after the first interview of the Sales Representative are sent for field training for 15 days to have the real knowledge of sales in the field. Then they also need to attend the in house training for 10 to 12 days as well.

Making Interview and Training Lists:

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Maintaining Attendances:

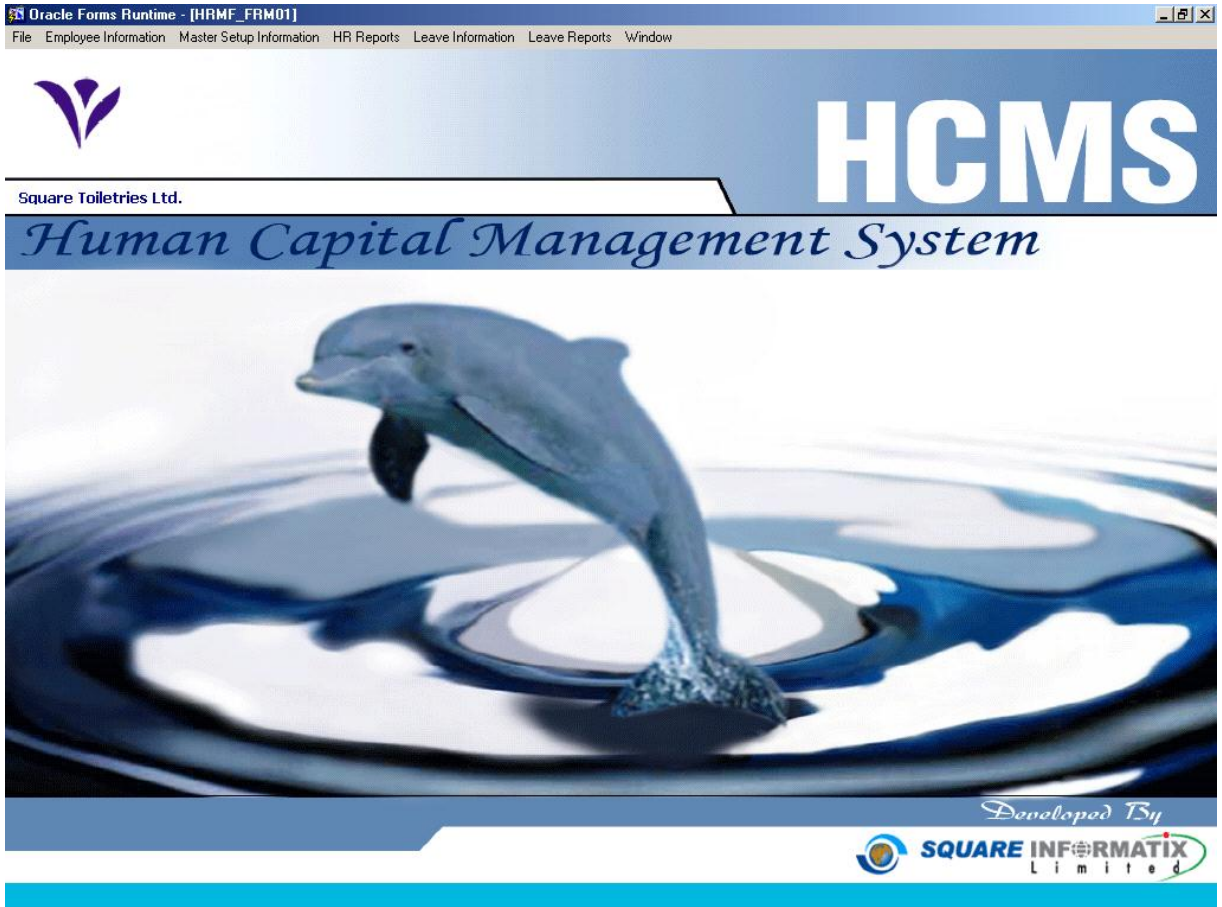
I have experienced that SQUARE Toiletries Ltd. uses separate attendance register method for the head office and the markets for efficient record system. The employees who are working in head office need to use ID card and they also punch the ID card in the machine at the time of their arrival, the machine actually keep records of all the attendance, their time of arrival and leave. On the other hand I have experienced that still the manual attendance register is used to keep record of the temporary employees and the employees who work in the market. It was my responsibility to write the names, PIN and designation of the employees into the attendance register for the upcoming month. There is a strict rule in SQUARE Toiletries Ltd. In case of

attendance. For instance, the employees can punch their card till 8.35 am and it would not be counted as late though the office time start at 8.30 am. But if the employees punch their card at 8.36, the employees will be counted as late and will be counted as day off if they come at 9.30 am.



Managing Field Visit:

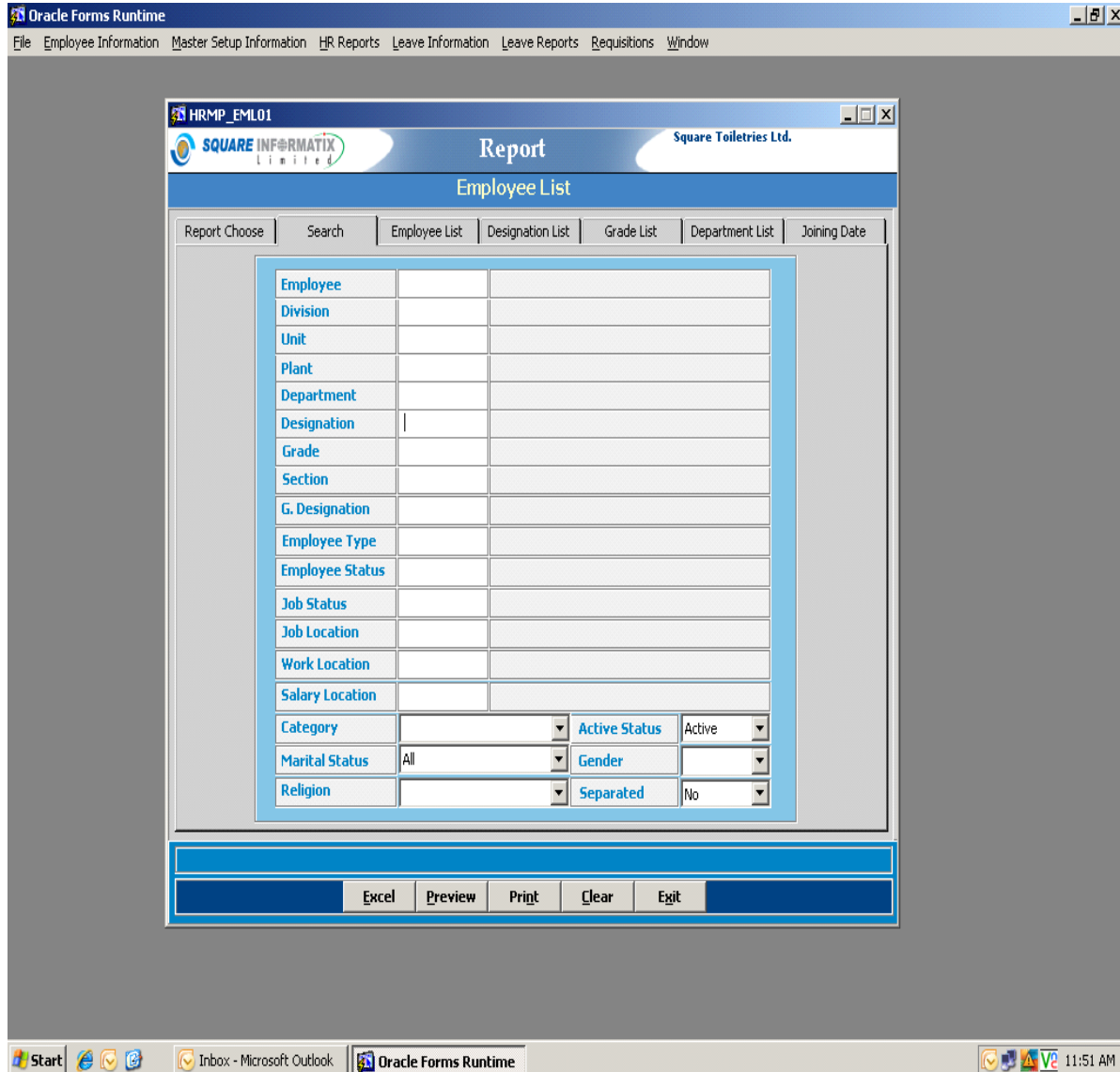
The Sales Representatives have to experience the field visit in different markets after they get opportunity to work at STL. The HRIS actually manage the field visit. There were separate field visit register for each department, where the employees write their PIN, name, designation, and the purpose of field visit, place they are visiting and starting date & finishing date. It is necessary to update the field visit of the employees otherwise the employees will be shown absent in the attendance register. Therefore, I had an opportunity to experience these procedures.



Creating & Maintaining Employee Profile:

It is the responsibility of the HR department of STL to keep record of their employees both manually and in HRIS so that there is a well documentation of the employees. I have learned to prepare the files for the new employees. Every new employee is assigned an ID number for their identification. The employee file contains employees joining letter given by STL, employees CV, photocopy of employee's educational certificates, reference letter, medical certificate, hiring requisition form, advertisement, recruitment approval, application form, security bond and insurance form. Later employee's confirmation letter, promotion letter, transfer letter, increment of salary letter and performance appraisal are added. After the completion of the documentation I used to help another supervisor to enter the documented information in the HRIS which was a great learning for me. First I had to add the ID number and then I had to add employee's

information in their profile. There I found different category like personal details, educational qualification, job base and status, joining date, insurance nominees and references etc. and this is why I used to be experienced by the multiple policies of Square Toiletries Limited regarding the employees.



Making Summary & Proposals of the candidates

Before the interview, I needed to prepare a summary of the candidates, which includes their detail information about their educational background, working history etc. Then I had to give the summary sheet to the interviewers so that they can have an idea about candidates before taking the interview.

Working as Training Program assistant

I also worked as an assistant of the training program with my supervisor as Square Toiletries generally provides In house training to their employees so that they become competent before going to the market. The duration of the In house training lasts about 10 to 12 days. Therefore as an assistant of my supervisor I had to take different test of the sales representatives and monitor their performance and I used to report to my supervisor about the progress of their performance.

Performance Appraisals:

It is seen that STL performs Appraisal of the employees once in a year for the proper progress of the works assigned to the employees. At the period of my internship program at STL I was taught how to carry out the performance appraisal of the employees at the markets. We were asked to provide performance appraisal form of the employees to the department or outlet managers. When they finished evaluating their subordinate, we used to assemble those papers. The evaluating scale by which the performance was measured is like a liker scale containing content like Excellent, Very good, Good, Satisfactory and Unsatisfactory. Each question of the performance appraisal carries 5 marks. There were fifteen to twenty questions. The employees who would get highest would be marked as excellent. On the basis of the performance of the employees the allocation of the promotion and increment were made as well as the written test of the employees. We had to count the numbers that employees obtained and send it to the head of Retail for approval when he/she approves it we had to send it to general manager of HR & Training. At last the appraisal was forwarded to the director of the board. And lastly the appraisal was sent to the director. Then on the basis of the approval and remarks the employees are given promotion and they are awarded through increment.

Chapter 04

Recruitment & Selection Process in Square Toiletries Ltd

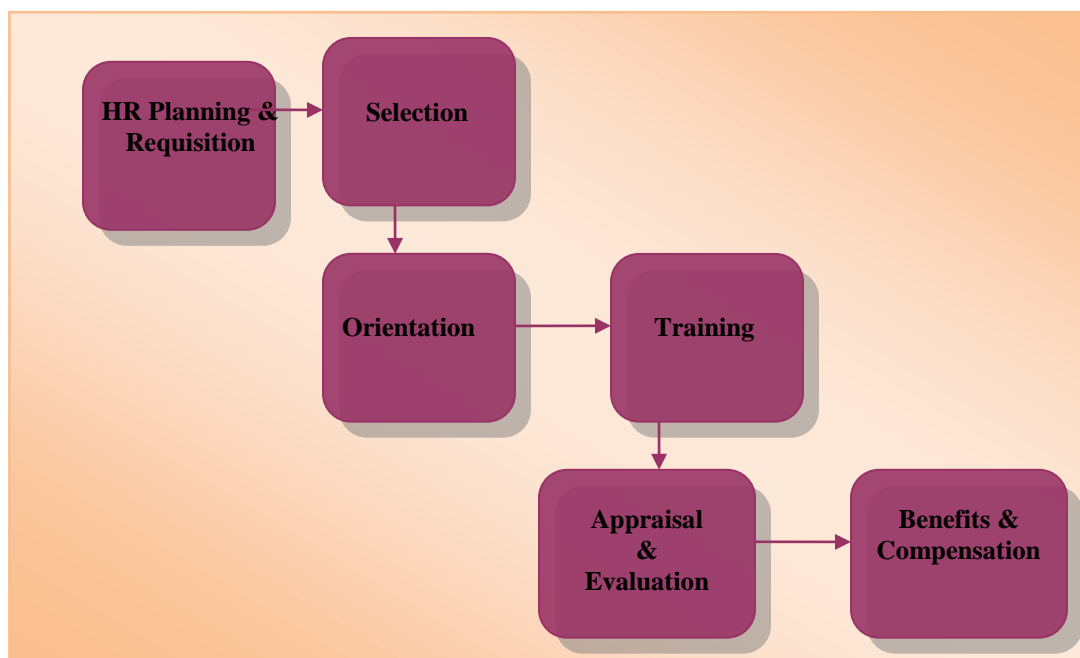


4.1 Human Resource Management Process:

Planning, organizing, directing and controlling the functions of procuring, developing, maintaining and motivating a labor force etc. are the area that are included in HRM.

There are basically eight activities in Human Resource Management Process which are required for staffing the organization and maintaining sustainable high performance of the employees.

These functions are described below in the following diagram.



4.2 Human Resource Planning in STL:

There are many functions of HRM but among all of them planning is the core area of all the functions of management as nothing will be resulted successfully if the planning goes wrong. Actually the other areas are constructed based on this area for which it can be called the foundation of all HR activities. Planning requires management to evaluate where human

resource of the company is currently, and where it would like to be in the future. Therefore it is not possible to achieve the goal and objectives of an organization without a proper planning. Since all the companies in any industry have a proper employment planning, SQUARE Toiletries Ltd., one of the leading FMCG Company in Bangladesh, also has a proper employment planning for their relevant activities to attain the objective. On the basis of their mission, strategic goals & objectives & technological and other changes resulting in increased productivity they generally anticipate their personnel needs for the particular jobs. There are several methods or techniques to predict the needs of the employees but STL usually follows the managerial judgment to determine the needs considering the real life scenario. This is done because they believe that other methods cannot give the accurate situation of the workforce needs which will be harmful for the company. Actually managerial judgment method depends upon the change in productivity, market conditions etc. for which it has been proved a successful methods to follow.

4.3 Recruitment and Selection process in STL:

Basically SQUARE Toiletries Ltd. intends to look for the people who have strong caliber, enthusiasm about the job, passionate, smart and love challenging jobs. The people who are likely to work anywhere in Bangladesh and are multi tasking and also are interested to build up their career in the relevant are highly focused by the company. There are thousands of people working together in Square who has come from different culture and customs and working in verities of areas to perform their best for the company. Therefore, there are some criteria that need to be notified and those are described in the followings.

- Merit is the sole criteria for selection.
- Attitude is given as much weight age as functional competencies.
- Panel interviews comprising of Functional Head & HR Head.
- Sources for recruitment are through campus, consultants, employee referrals, internal job postings and the internet.
- Positions in Officer Cadre, GET and MT involve written tests.
- Antecedent verification is a vital part of our recruitment process.
- Medical fitness is pre-requisite for all positions.
- There is an equal opportunity employer and do not discriminate on the basis of race, community, religion or sex.

4.4 Recruitment process:

It is the HR department who actually undertakes all the necessary steps for the requirement when needed. Considering the requirement of the posts and its activities the HR people of the company usually try to find out and attract those candidates who are capable of and justified for the post. Based on the job analysis, job description and job specification, the HR starts their recruitment process. There is a proper sequence of recruitment in SQUARE Toiletries Ltd which is given below.

- Need Assessment
- Defining the position description
- Checking the recruiting options
- Advertisement
- Screening and Short – listing Applications
- Written test
- Selection interview (3 – tier)
- Employment decision (Application Bank)
- Pre- employment medical check-up
- Offer letter
- Orientation / training
- Placement
- Follow –up

Recruitment sources:

There are actually three areas where SQUARE Toiletries go for the recruitment depending on the vacant position and category of the job. On the basis of job grade or group the recruitment area is classified into the following three division.

- Entry-level Management
- Mid or / and senior level Management
- Graded staff / Non- Management staff

4.5 Internal Source:

Sometimes it happens that there are some employees who have a strong claim for a newly vacant position and if they are proven eligible for the vacant post, they are shifted to that post but if no employee is capable enough to attain the post, HR seems to go for another sourcing.

Job-posting programs:

When there is an opening of a position, the HR came into part to post the position on the bulletin board where the requirements and eligibility criteria are given. Through this the people who are really competent for the position are invited to apply and for this the employees get informed and apply if they think they are eligible. The notices usually are posted on company bulletin boards or are placed in the company newspaper. Qualification and other facts typically are drawn from the job analysis information. The purpose of the job posting is to encourage employees to seek promotion and transfers the help the HR department fills internal opening and meet employee's personal objectives. But it is a matter of fact that not all job openings is posted. Moreover, entry level positions, senior management and top staff positions may be filled by merit or with external recruiting. Actually for lower level clerical, technical and supervisory positions job posting are more common that is seen in different times.

4.6 External Source:

If the HR fails to get the skilled employees for the relevant post to be filled internally, they generally go for external resourcing. Those who best meet the skills, qualifications, experience and competencies required for the position are invited from different external sources so that the right people get opportunity to the right post. Therefore, SQUARE Toiletries Ltd. takes all those necessary steps to invite the potential candidates from the external sources. These sources are described below.

Advertisement:

The Company gives advertisement in national dailies (both Bangla and English) to attract the talents from the market. Bdjobs is one of the main sources of STL to collect resumes of potential candidates. STL puts two types of advertisements in the newspapers. It sometimes keeps the identity concealed in the ads, mentioning a GPO BOX number only. The purpose of the concealed identity is to avoid the unwanted pressure from the stakeholders for the employment

of their desired candidates. But this way the company may lose the talents out there in the market who would have applied for the same post had they known the name of the organization. This is why the company kept the identity open in their recent job advertisement when the quality of the candidate was a very important factor to consider. By revealing the STL identify, the company attempts to attract the best potentials among all the others.

Employee referrals:

This is another source for STL. Employee referral means using personal contacts to locate job opportunities. It is a recommendation from a current employee regarding a job applicant. The logic behind the employee referral is that “it takes one to know one”. Employees working in the, in this case, are encouraged to recommend the names of their friends working in other organization for a possible vacancy in the near future.

Employment Agency:

An agency finds and prescreens applicants, referring those who seem qualified to the organization for further assessment and final selection. An agency can screen effectively only it has a clear understanding of the position it is trying to fill. Thus, it is very important that an employer be as specific and accurate as possible when describing a position and its recruitment to an employment agency. STL often recruit via an employment agency for non management level.

Walk-in and Write-in:

Walk-ins are some seekers who arrived at the HR department of STL in search of a job whereas Write-ins are those who send a written inquiry, both groups are normally asked to complete an application blank to determine their interest and abilities. Field level management jobs like Area Sales Coordinator, Regional Managers are recruited through Walk-in interviews.

Consulting the CV Bank:

The unsolicited applications stored in the data bank. If the quality of a person matches with the requirements mentioned in the position description, then he / she is called for a written test or interview. If applicants match for another position, then he/she will get called for that matching position in future.

4.7 Selection Process:

Selection is the process of gathering information for the purpose of evaluating and deciding who should be employed in particular jobs.

Screening and Short-listing Applications

The responses to the advertisements are sorted and screened. The CVs as well as the Covering letters are judged. In the covering letter, the style and language of writing, the emphasis put on the areas asked for in the advertisements and the quality of the letter (whether it is specifically tailored to the advertisement or just a standard response) are the aspects that are judged. Different weights are assigned to the selection criteria mentioned in the main specification depending on their relative importance. (For example, educational institutions like IBA, BUET give the highest weight among the local ones and the foreign universities of UK, Australia, etc. are put on par with the best in the country). Based on the presence of these factors to the desired extent (experience, educational degree, computer literacy, etc) the cumulative weights for all the applicants are counted and the short list of a sizable number of the topmost candidates is generated. However, the HR officials also study the CVs with the respective line manager to check whether any valuable deciding parameter is missing that are mentioned in the CVs. Then the candidates selected in the shortlist are called for the written test.

Written Test

The Written test is a regular part of the normal recruitment process . It is conducted for maximum positions. The top management of STL believes the written test before the interview process has proved to be effective and a useful tool to select the desirable candidates. The written test has conducted in terms of knowledge about required fields. The candidates are called for the preliminary (first) interview based on their performance in the written test.

Selection Interview

The interview process is a three-tier one. A preliminary interview is conducted which follows the “elimination method”. After that, the second interview takes place with a very few number of candidates. Then finally selected person is called for the final interview. The interview time is kept convenient for the candidate, especially if s/he was working elsewhere at the time of interview. The shortlisted candidates must fill up an employee information form before the interview.

Reference Check

Reference checks allow obtaining information and opinions regarding the person's character, quality of the work and suitability for the position. It is an opportunity to validate the information received from the candidate via their resume and the interview. Speaking to the candidate's manager or other people whom they have worked with should also check internal candidates. The opinion of a referee who has worked can for an extended period is likely to be more accurate than the assessment from one to two hours of interviewing.

The candidate's immediate supervisors are needed to be contacted. Permission should be obtained to contact the candidate's referee, especially if their current employer is contacted. It is not unusual for a candidate to be uncomfortable with the organization's speaking to a current employer. If they are uncomfortable, an alternative person other than the current employer has to be chosen by the candidate (work colleague, for example). Unless the candidate is a graduate or school leaver with no prior work experience, only contact work related referees should be contacted. At least two reference checks should be done, however the more the better. There is a sample reference-checking guide that is more or less followed. It is important to prepare a reference check guide that asks the referee about the key skills, competencies and experience required for the position. Reference checks need to be done by the line manager or personnel of the HR department. During the interviews, the candidates would have given some examples of incidents, tasks or projects that can be asked about. The referee should be asked what the candidate did in those examples, which ascertain whether the information received from the candidate is consistent with that of the referee. Subjective questions may not always be a reliable guide; however, it can be useful to get the referee's opinion on areas such as quality and quantity of work, strengths and weaknesses etc.

Employment Decision

If the candidate has no problem with the stated terms and conditions of the job and the organization mentioned and discussed in the final interview, he/she is offered an application blank. The application blank is a standard format of employee-information that includes all the information the organization needs regarding the personnel. The candidate has to fill this blank and submit this to the company along with a CV.

Pre-employment Medical Check-up:

After submission of the application and the CV, the selected person has to go through full medical check-up that guarantees her/his physical fitness to perform the job successfully. A medical practitioner who uses a physical capability analysis that assesses the candidate against the physical capabilities documented for each role conducts the medical. A medical is also appropriate for internal candidates if they are applying for positions that require different physical capabilities.

4.8 Joining of the Candidate:

After completing all above process the selected candidate requested to bring all their academic & professional certificates along with their previous job separation confirmation application & other related documents and follow below criteria.

Offering the Role:

Once the health check-up is done, the candidate is given an offer letter specifying the salary package, job responsibilities, utilities that will be provided by the organization. Even at this stage, the selected candidate has the chance to withdraw her/himself from the job offer. He/she is always free to discuss whatever difficulty may arise regarding pay-structure/facilities, etc. the door of HR is kept open for any sort of relevant discussion.

Verbal offer:

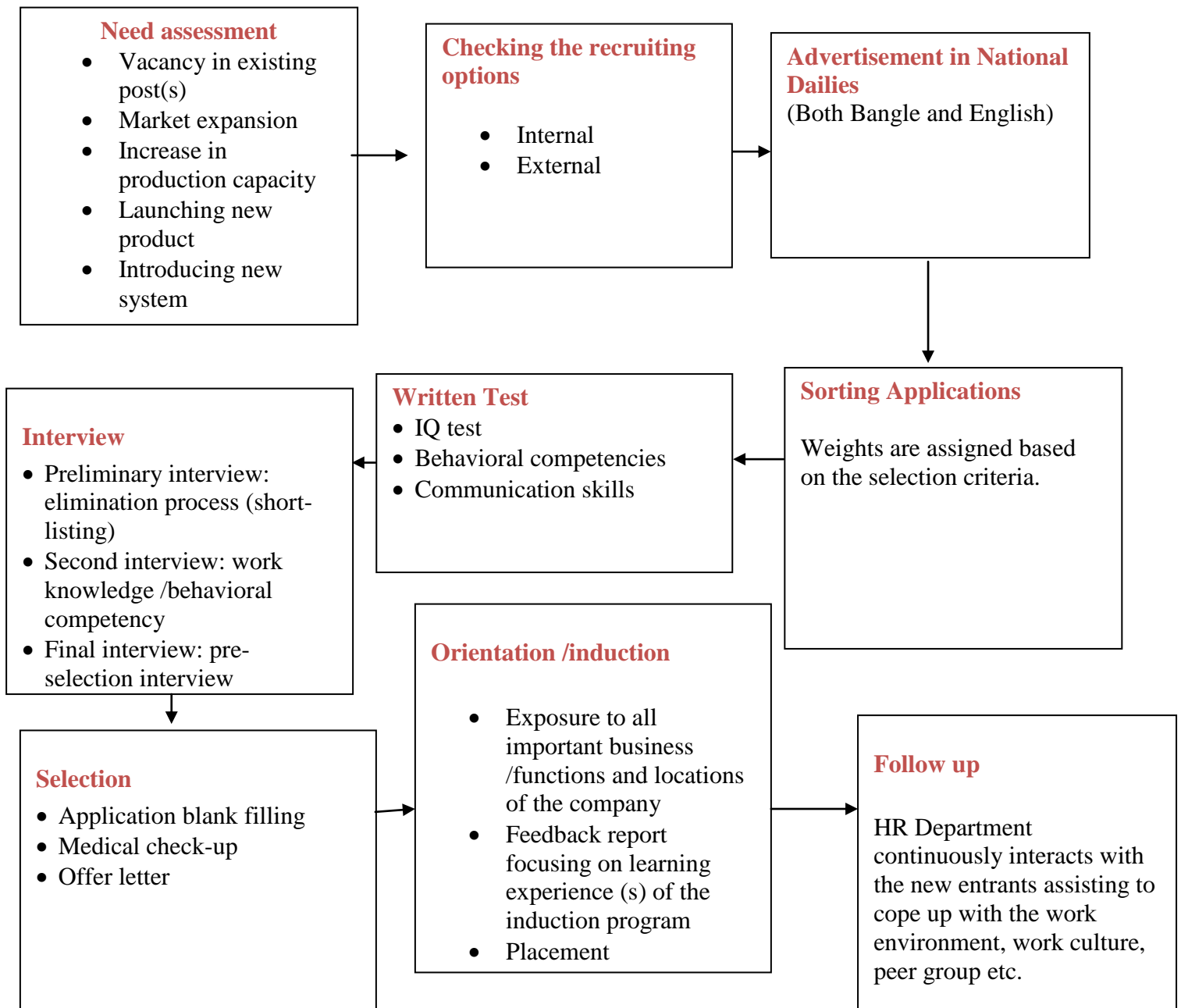
The verbal offer of the role to the candidate is given once the medical and reference checks have been successfully completed. The discussion should cover the following:

- Tell the candidate that you would like to offer them in the role.
- Congratulate them.
- Tell them the remuneration package that is being offered, including superannuating.
- Ask them if they are happy with it.
- Ask them if they verbally accept the position.
- Tell them that we will be sending them a written letter of offer and introductory package.

Written letter of offer:

A written letter of offer must be forwarded to the candidate. Once the candidate has verbally accepted the position, the appropriate letter of offer is organized. This letter should be sent to the candidate within two days of making the verbal offer. An introductory package will be sent to the successful candidate, along with the letter of offer. At least one week before the person commencing in their new position, an appointment notice will be placed on notice boards and/or the internet.

Summary of THE RECRUITMENT AND SELECTION PROCESS OF STL



Chapter 05

Research on the turnover rate & possible solution (Only For Sales Representative)

During my three months of my internship period I have closely worked with Sales Representatives of Square Toiletries Limited. I found that SR(Sales Representative) requirement is higher. After discussing this matter with one of my senior colleague(Eakub Ali, Executive) I found that the SR turnover rate could be an alarming situation for Square toiletries limited. Though I could not able to gather too much information on this sector, I have come to an analysis-

Turnover Rate:

Year	Total Employee	Recruited SR	Left the Job	Turnover %
2011	152	74	19	25.67
2012	340	154	35	22.72
2013	484	134	56	41.79

Source: Mr. Eakub Ali, Executive (HRD), Square Toiletries Limited

5.1 Reasons:

- **Salary:** Comparing to the competitors, STL is giving less salary to its Sales Representatives.

Organization	Salary
Square Toiletries Limited	7,000 tk
ACI	8,000 tk
Kohinoor	8,000 tk

- **Prolong Working Hour:** Though target achieving is a difficult task, but there is no initiative to benefit the of SR.
- **Job Location:** Many of SR have been given posting market so far from their native village. It is always difficult for them to communicate with their families.
- **Behavior:** Sometimes the behavior of their superior known as Sales Supervisor is very harsh or demotivating for SR.

5.2 Possible Solution:

- The Company should give Competitive salary compare to others.
- The authority should take proper step to reduce the prolong working hour like introducing some automated system.
- The Sales Representatives are very concerned about their job location. So a SR should be posted within the same division.
- A committee can be formed to monitor whether the Sales Supervisors are behaving badly to his subordinates.
- Emphasis more on motivation during training period.

Recommendation

1. The HR Department should look into the matter of consuming more time in the process of calling the applicants after their responses very seriously. The organization could control the size of applicants' pool by using more clear and specific statements in the ad in terms of the minimum educational degree, preferred institutions and other necessary criteria based on which the initial screening of the applications was conducted.
In the job advertisement specially for bottom line employees, The HR department should mention the pay structure.
2. The Company could participate in the job fairs in their recruitment. A considerable volume of applications is dropped in the organizations as a result of the exposure created in the job fairs. The organization can promote its image as a potential recruiter through its successful participation in the job fairs.
3. The company can recruited also for campus recruiting that could bring a yield of highly educated fresh-starters for the entry-level the organization could arrange seminars in the top business schools.
4. The company should facilitate online CV-posting system that is a very popular and effective practice used by the top business organizations.
5. In the case of non management recruitment like Sales Representative, interview board should follow the same selection criteria. I observed that some boards were not with the same selection criteria. One board was really tough to get through on the other hand another board was easy to get passed.

Conclusion:

Toiletries & Cosmetics Industry has grown in Bangladesh in the last two decades at a considerable rate. The sector consistently creates job opportunities for highly qualified people. Toiletries & Cosmetics companies are either directly or indirectly contributing largely towards raising the standard of healthcare through enabling local healthcare personnel to gain access to new products and also to latest Toiletries & Cosmetics. As one of leading Toiletries & Cosmetics manufacturer Square Toiletries Ltd. plays a vital role in the industry as well as in the national economy.

To be successful, relentless contribution and dedication of the organizations human resource management is very much needed. To compete in the international as well as in local markets in adverse situation the HR managers work has become much more difficult in today's ever changing business environment. Developing plans in a dynamic situation demands critical analysis of the situation and strictly adhering to the core principal of the organization. As Square Toiletries Ltd is decentralized organization and core values are cherished by everyone within the organization, operating in dynamic situation is easier than it seems.

In this report, I have tried my level best to identify Recruitment & Selection procedures used by Square Toiletries Ltd What and how they recruit & select their employees. In this report, I have tried to imply my acquired knowledge from HR course and try to comply with the techniques procedure and systems followed by the company.

The companies in this industry should concentrate on quality product and quality service to take this industry towards further success. The Bangladesh government should also be considerable and cooperative to help the businesses flourish.

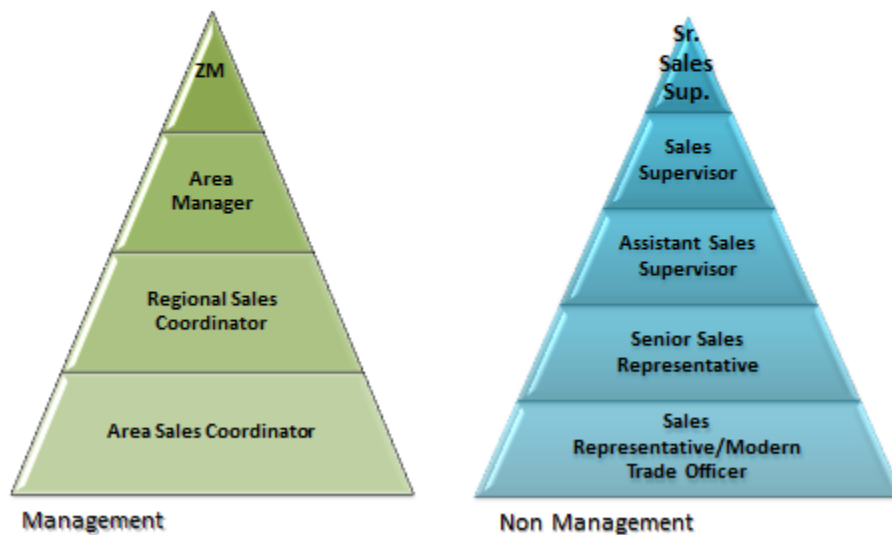
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- Official records of Square Toiletries Limited.
- Mr. Shahnur Rajib (Executive HR, STL)
- Mr. Msudur Rahman((Executive HR, STL)
- Mr. Eakub Ali (Executive HR, STL)

Appendix A: Hierarchy Of STL



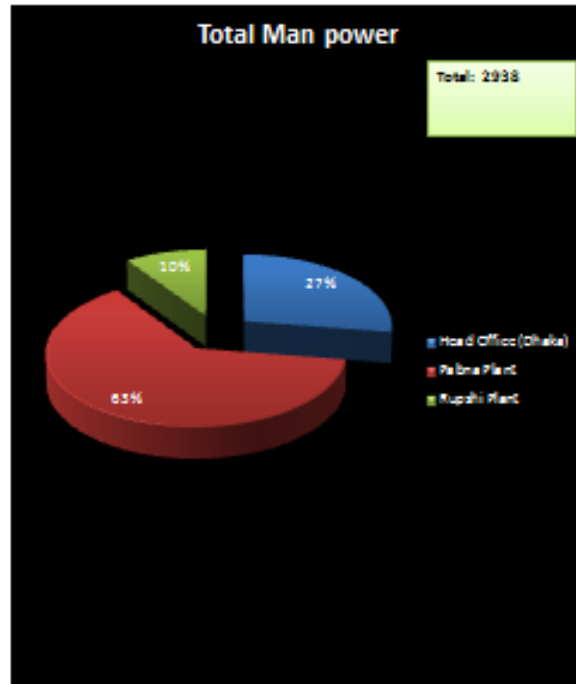
FIELD HIERARCHY



Appendix B: Manpower Distribution

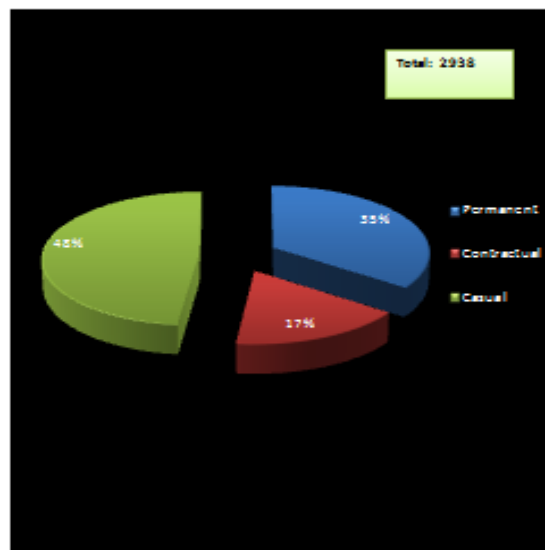
TOTAL MAN POWER DISTRIBUTION

Man Power Distribution	Total Man power
Head Office (Dhaka)	806
Pabna Plant	1853
Rupshi Plant	279
Total	2938



TOTAL MAN POWER DISTRIBUTION

Man Power	Total	Percentage
Permanent	1029	35%
Contractual	494	17%
Casual	1415	48%
Total	2938	100%



Appendix –C: Questionnaire for Sales Representative

This questionnaire has been prepared by Md. Nasir Uddin Howlader from BRAC University to survey on the turnover rate of Square Toiletries Limited. Please complete the survey. Thank you for the time and assistance.

1. Are you satisfied with your job? **Yes / No**
2. If you get an opportunity will you switch to another company? If yes, then why?

3. Do you have any idea why your colleagues left the company?

4. Are you satisfied with the benefits given by Square Toiletries Limited? **Yes / No**
5. Which areas are needed to improve for your job satisfaction? Explain in your own words.
