

Internship report

On



The Practice of Human Resource Management in Aarong & AAF

Submitted to

Farhana Nur Malik

Lecturer

BRAC Business School

BRAC University

Submitted By

Mehjabin Tanjila

ID: 05304024

Brac Business School

BRAC University

Date : 26th September, 2010

Letter of Transmittal

September 26th, 2010

To

Mrs. Farhana Nur Malik

Lecturer

BRAC Business School

BRAC University

Subject: Internship report on “The practices of HRM in Aarong& AAF”

Dear Madam,

This is to inform you that I’m a student of BBA program of BRAC University, Major in Human Resource Management and Marketing. It is my pleasure to carry out the internship report under your supervision.

As a requirement of preparing an internship report based on the practical situation in an organization, I selected Recruitment as my core concentration along with few other HR practices that I have come across during my internship program. So I have prepared a report on the “practice of Human Resource Management in Aarong & AAF. I hope this report reflects on the contemporary issues on the Human Resource Management that are being Practiced by organizations in our country.

I would like to request you to accept my internship report for further assessment.

Sincerely yours,

.....

Mehjabin Tanjila

ID: 05304024

BRAC Business School

Acknowledgement

I would like to take this opportunity to convey my heartfelt appreciation to them whose blessing and cooperation was important to bring this report in light. First I would like to pay my gratitude to the Almighty Allah who made each attempt fruitful.

Second, I want to express my gratitude to Mrs. Farhana Nur Malik for her constant and spontaneous support, efficient care and constructive recommendations and suggestions regarding this report, who provided me the opportunity to prepare the internship report on the topic “ the Practice of HRM in Aarong & AAF.” She advised me and guided me in my work and was always very helpful and kind. I shall remain ever grateful to her for her kind gesture and cordial guidance in completing the report.

Finally I would like to show my heart wrenched sincere to the Aarong & AAF HR & Training team who has made me feel very comfortable from the very beginning till the end. In these three months I have lot of warm memories to cherish forever. They have helped to learn work through fun. The Aarong’s HR & Training environment is a sure thing I will miss a lot in days to come. this final report is the result of the cooperation of Aarong’ HR & Training Department.

I would also like to thank the Career Service Office (CSO) of BRAC University for furnishing me with the updated news and support to finish my internship program.

Table of Contents

Serial no.	Details	Page no.
PART-A	Executive Summary	
	About the organization	
	Introduction	01
	Background of the organization	02
	Logo, mission	03
	Vision, Organogram of Aarong	04
	Ayesha Abed Foundation	05
	Products and services of Aarong	08
PART-B	My internship at Aarong	
	Description of the job	11
	Job responsibilities	12
	Critical observation	18
PART-C	HRM practice of Aarong & AAF	
	Introduction of the study	19
	Objective, scope of study	20
	Methodology, limitation of study	21
	HR practices of Aarong & AAF	22
	Finding and Analysis	58
	Recommendation	61
	Conclusion	62

Executive Summary

The retail enterprise Aarong is the handicraft marketing arm of BRAC (Bangladesh Rural Advancement Committee). Established in 1978, Aarong is a fair trade organization dedicated to bring about positive changes in the lives of disadvantaged artisans and underprivileged rural women by reviving and promoting their skills and craft. Reaching out to weavers, potters, brass workers, jewelers, jute workers, basket weavers, wood carvers, leather workers and more, Aarong embraces and nurtures a diverse representation of 65,000 artisans, 85% of whom are women. Today, 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

The Ayesha Abed Foundation (AAF) is an organization that aims to provide avenues for employment and income generation for underprivileged rural women. It is an enclave for women, formed to uplift them economically, through their work as producers, and also socially, through their development into entrepreneurs. The Foundation provides an appropriate working environment, financial and technical assistance, and training to develop the women's skills in various crafts.

This report tries modestly to uphold Aarong & AAF's recent changes in that it has undergone in its HR practice. As the reader flips through the pages of this report they will come across changes that have been brought into the staffing, performance appraisal, HRIS, and a respective compilation of general HR activities. In addition to that the report also gives a sneak peek into Aarong & AAF's history, vision; mission its products and marketing strategies it follows. There are some very important issues like employees compensation management, HR budgeting etc. which could not be included in the report for confidential issue. But I have tried my level best to work with the most important Human Resource activities, which I have illustrated through the report

PART- A

About the Organization



Introduction

“To provide a stable and gainful source of employment for the under privileged rural artisans, lift up the traditional identity and the commitment of quality service”

On the basis of these principal Aarong started its journey in Bangladesh. Aarong is an organization that is dedicated to change the lives of disadvantages, promoting traditional products from Bangladesh and opening the doors so their products can be exported. Throughout Bangladesh and in international destinations, the name of Aarong is the synonym of quality originality and uniqueness. The designer and the creators of the product range offered by Aarong, have not only established the organization as leaders in deshi handicraft, but have also reignited interest and popularity for styles and traditional crafts that are native to the country. It is the gracious blend of contemporary and customary that ensures that each product is original and saleable in modern society. Aarong therefore has thousands of artisans producing pottery work, jewelry, woven baskets, silk, leather items, brass pieces and magnificent wood carvings. 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, starting a revolution in trends that has now been taken up by countless other boutiques and stores. Aarong's product designs focus 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 name of the organization Aarong is a Bangla word. It means “a village fair or market”. The village fair provides craftsmen of all trades a marketplace to display and sell their traditional handicrafts. The naming of Aarong as such upholds the organizations commitment to promote the indigenous goods of our country, which are a part of our rich cultural and artistic heritage.

It is the handicraft marketing arm of BRAC (Bangladesh Rural Advancement committee), the largest NGO in Bangladesh. Aarong has created a village fair for the craftsmen of all trades come together to exhibit and sale their traditional handicrafts.it helps vitalize the traditional craftsmanship and find a wider market for their products nationally and internationally.

Established in 1978, Aarong is a fair trade organization dedicated to bring about positive changes in the lives of disadvantaged artisans and underprivileged rural women by reviving and promoting their skills and craft. Reaching out to weavers, potters, brass workers, jewelers, jute workers, basket weavers, wood carvers, leather workers and more, Aarong embraces and nurtures a diverse representation of 65,000 artisans, 85% of whom are women. Today, 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. Over the years, Aarong has earned a name as one of the finest rural craft producers and marketer in home and abroad.

Background of the Organization

Aarong began as a cause – a means to an end for a quiet organization fighting to uphold the dignity of the marginalized. In 1976, when BRAC- a Bangladeshi NGO dedicated to alleviating poverty and empowering the poor, first began encouraging sericulture for women in Manikganj, their only buyers were a few scattered retailers in Dhaka. Weeks, even months would pass between supply and payment, 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.

Today, Aarong's reach has spread beyond Manikganj to the rest of the country. It has grown into a thriving international enterprise showcasing ethnic wear to beautiful crafts from silks, handloom cotton, endi to terracotta, bamboo, jute and much more. From a single shop, Aarong has grown into one of Bangladesh's biggest retail chains, with eight stores spread across the major metropolitan areas of the country - in Dhaka, Chittagong, Khulna and Sylhet and one in London, UK.

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: lack of working capital, marketing support and opportunity for skills development. In order to bridge these gaps, Aarong provides a wide range of services to its workers and suppliers:

- Spot payment on product delivery to encourage efficiency and productivity
- Reach out to producers in remote areas to ensure fair value for their efforts
- Marketing communication and information for artisans
- Advances against purchase orders where necessary
- Training & Education in skills development to raise product quality and marketability
- Product Design and Support in Product Development
- 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 Organizations. It contributes to sustainable development by offering better trading conditions to, and securing the rights of, marginalized producers and workers in Bangladesh.

Logo

The logo of Aarong is an image of peacock. It is spectacularly beautiful because of the brilliant, iridescent, diversified colorful pattern in its tail. The color of the peacock in the logo is orange because it represents energy. By this logo Aarong communicates that its products are as stunning and as unique as a peacock. Moreover it wants to emphasize its natural, eco-friendly products through the emblem.



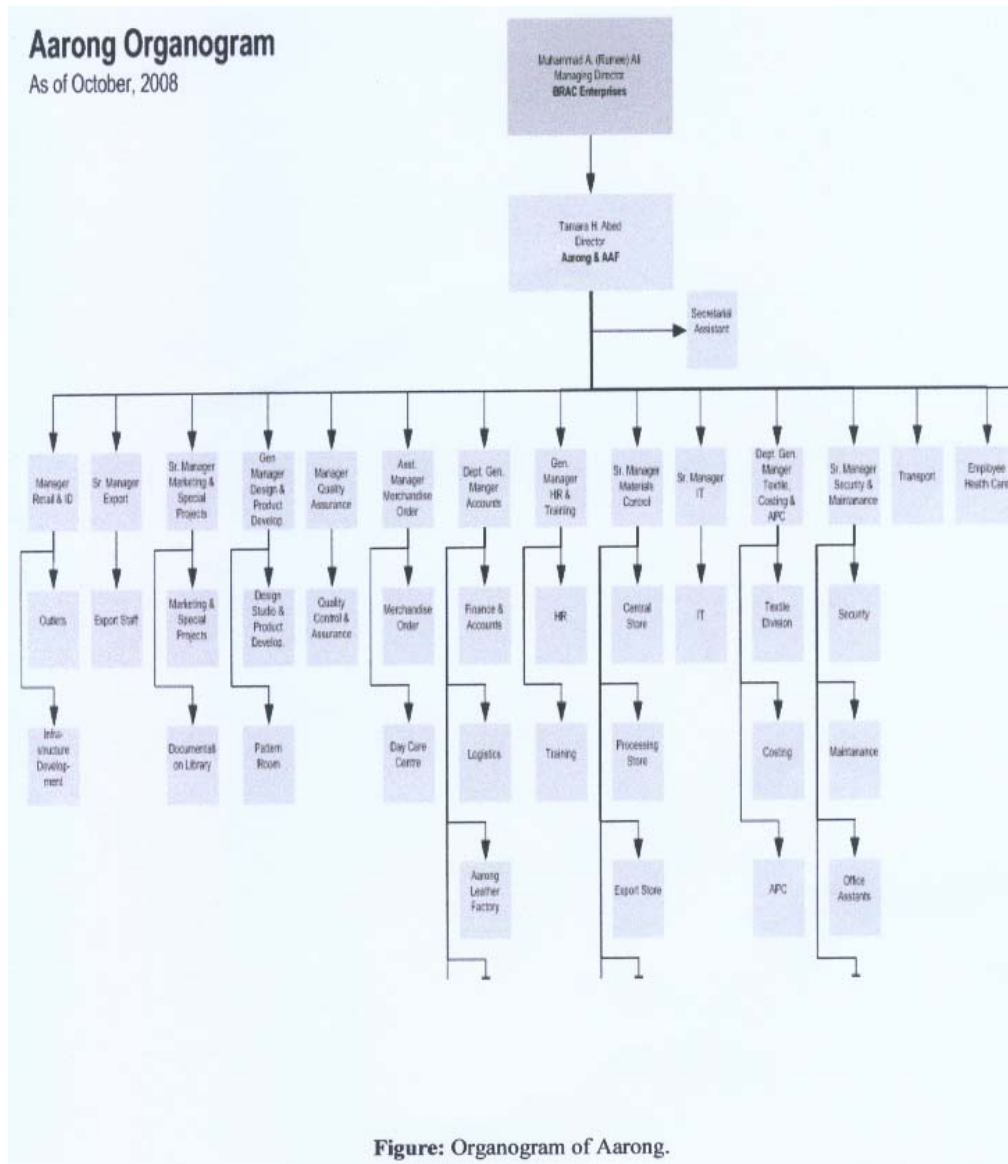
Aarong's Mission Statement

“To make Aarong the best in the world in providing a unique Bangladeshi lifestyle experience to empower people and promote Bangladesh while protecting our environment.”

Vision of the organization

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

Organizational structure of Aarong



Ayesha Abed Foundation- AAF (Aarong production Centre):

The Ayesha Abed Foundation (AAF) is an organization that aims to provide avenues for employment and income generation for underprivileged rural women. It is an enclave for women, formed to uplift them economically, through their work as producers, and also socially, through their development into entrepreneurs. The Foundation provides an appropriate working environment, financial and technical assistance, and training to develop the women's skills in various crafts. The Foundation was established to commemorate the memory and work of late Mrs. Ayesha Abed, a co-worker and wife of the Founder and Chairperson of BRAC. The work that is done in the Foundation is a testament to her commitment to the issues of education, training and employment opportunities for disadvantaged women. It was she who in 1976 initiated all the present major activities of AAF in Manikgonj.

The AAF aims to work with the most underprivileged women in the society. These women are often the most neglected and are in need of much assistance and support. The AAF plays the role of a facilitator. To support these women Aarong has created 13 production centers in Baniachong, Gorpara, Jamalpur, Jessore, Kushtia, Manikganj, Rajbari, Sherpur, and Pabna, Pollobi, Kurigram, Nilphamary, Jhenaidah and 653 sub Centre spread across in 2000 villages of Bangladesh. Today More than 40000 women work directly for Aarong in its production centers. The women are placed in an enabling environment, with other women of similar socio-economic backgrounds. They are trained and then given the opportunity to generate income. One of the major challenges that these women have to face is that they are marginalized and they, on their own, have no way of becoming part of the economic system. This is where the AAF steps in, helping such marginalized women out of their peripheral existence in society, and giving them the opportunity to become involved in sustainable enterprise.



The AAF is closely interrelated with other programs, especially BRAC Development Program (BDP) and Aarong. The women workers of the AAF come from the BDP organized Village Organizations. Working at the AAF thus gives the women access to other BRAC programs. All of the AAF's finished products are sold through Aarong, which additionally provides designs, raw materials and financial support to the AAF. Since AAF supplies exclusively to Aarong, it is treated as Aarong Production Centres.

Goals:

- Empowering destitute rural women by providing opportunities for employment and income generation.
- Ensuring commercial success of the enterprise of women producers.
- Reviving traditional skills of rural artisans.

Services:

- Free Medical check-up including free eye treatment, eye-glasses and treatment costs for severe illnesses
- Advance wage payments for employees in need
- Day care services
- Workers retirement fund

Twenty five thousand independent cooperative groups and traditional family-based artisans also market their crafts through Aarong. Potters, Brass Workers, Jewelers, 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.

Products and services of Aarong:

Holding the steadfast to its original Mission, Aarong today supports the lives and livelihoods of thousands of rural artisans and handicraft producers. These producers and artisans create wide range of products for the different types of consumers in home and abroad. The products are unique and traditional and appealing to the modern consumers, starting from clothes, accessories to home wares. Aarong designs and creates clothes for women, men and children. There are designers and more than 3000 weavers across the country are involved with the production of Aarong clothing lines. And for the fashionable accessories there is one special department called jewelry department where jeweler creates elegant jewelries that are contemporary yet traditional using gold, silver and jewels like pearl, emerald and diamonds. The other accessories like bag, sandals and produced in AAF centres using leather, jute, bamboo etc. In home ware and decorative Aarong produces pottery vases and sculpture of wood, bamboo, brass and clay etc.

For exporting the products Aarong has a separate department in head office and very selectives artisans work here to produce fine quality products and these are sent to the production centres as sample of the exporting products. Here is the list of products Aarong produces:

Clothes & Accessories:

MEN'S PRODUCTS

1. Traditional
2. Executive Shirts
3. Maanja
4. Fotua
5. Short Kurta
6. T-shirts
7. Stoles/Shawls
8. Sandals



WOMEN'S PRODUCTS

1. Traditional
2. Western
3. Nightwear
4. Shawls/Scarves
5. Shoes
6. Bags
7. Fabrics



CHILDREN'S PRODUCTS

1. Clothes
2. Toys
3. Books
4. Shoes



Jewelry Products

1. Gold
2. Silver
3. Pearl
4. Other



LEATHER PRODUCTS

1. Shoes
2. Bags/Wallets
3. Belts
4. Boxes
5. Photo Frames



NAKSHI KANTHA PRODUCTS

1. Decorative
2. Wall hangings
3. Christmas decorations

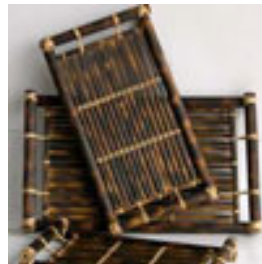


Along with the clothes, accessories and home ware Aarong also produces food products like milk, flavored milk (mango & chocolate) juices (mango & tamarind), yogurt drinks (orange, strawberry), curd (sweet & sour), butter and honey. And herbal skincare products like soaps, shampoo, oil and face pack etc.

Home Wares & Furniture:

HOME ACCESSORIES

1. Curtain
2. Bed cover & cushions
3. Rugs
4. Table Lamps
5. Photo Frames
6. Coasters
7. Napkin Rings
8. Mats
9. Trays
10. Cutlery
11. Bowls and Platters
12. Photo Frames
13. Bookends
14. Boxes
15. Hammocks
16. Plant Accessories
17. Candles



Aarong Retail Outlets:

Aarong sales its products through its own outlets, Aarong follow zero distribution channel. Around the country Aarong has ten outlets six outlets in Dhaka in six major parts (Dhanmondi, Gulshan, Uttara, Maghbazar, Wari and Mirpur) and outside Dhaka Aarong has two outlets in Chittagong, one in Sylhet and one in Khulna. And outside Bangladesh Aarong has one shop in London, United Kingdom.

PART-B

My Internship at Aarong & AAF



I was given the opportunity to work in Aarong for three months from May to July 2010; it was part of my academic program. As my major were both in Marketing & Human Resource Management, I worked in Human resource department as an intern where I had learnt several Human Resource practices of Aarong & Ayesha Abed Foundation(AAF).

Description of the job:

As I had the opportunity to have three months long internship at Aarong, I have come across with different tasks that are conduct by the HR department. I was introduced to the jobs of an HR personnel, there were different types of jobs I was made acquainted with some were regular others were periodical. I was assigned to the following jobs regularly. Those were-

- Collecting Bio data
- Screening Bio data
- Setting Interview & training date
- Calling For Interview & Training
- Making Interview and Training Lists
- Maintaining Attendances
- Managing Leave
- Managing Field Visit
- Creating Employee Profile
- Performance Appraisals
- Salary Adjustments

Collecting Bio data:

For the recruitment of Sales Associates and Store Helper the CVs are collected from outlets mostly but applicants can also drop their CVs in the CV box at head office. And for others positions the CVs are collected through the bdjobs's website and the CV box at the head office.

As I have worked mostly in the recruitment of Sales Associates, it was my job to call the outlets and ask them to send the CVs to Human Resource Department. And also ask the Office Assistant to collect the CVs from the CV box.

Screening Bio data:

As Aarong was taking huge number of Sales Associates for Ramadan and for the new outlets, we received CVs in large quantity. There were few areas are to be considered while screening the CVs, these were age, education and location. For example a candidate has to be 18 years old or above to apply for job. For Sales Associates and Labeling position the candidate has to be a graduate student and candidate for the Sales Associates position also has to be smart. For Store Helper and Quality Control Helper candidate must have S.S.C degree. And Quality Controller for the production house must have at least H.S.C Degree.

The candidate applied for Sales Associate position, which were least impressive but matched the educational qualification are kept aside or used for the labeling staff.

Setting Interview & training date:

After Screening the CVs and classified them in to different categories, we were to fix the interview date for different outlets and inform the respective outlet manager about the interview. And with the interview I was to fix the training date for the selected candidates. To do this I had to consult with the Training personnel about the training batches and find out the empty slots for Training and finalize the interview and training batch for the Sales Associates for different outlets.

Calling for Interview and Training:

After screening the CVs and separate them based on their location, it was my job to call the candidates for interview and inform them about the interview date, time and venue. The interviews were held in the head office of Aarong. After the interview I had to call the selected candidates for one day long pre service training session and inform them about training date, time and venue. The Training sessions were held in Niketon-Gulshan for the Ramadan Sales Associates and for the regular Sales Associates training Sessions held in both Niketon-Gulshan and Speed Training Centre at Mohakhali.

Making Interview and Training Lists:

While calling the candidates I had to give serial number to their CVs. after calling the candidates it was my job to prepare an interview list which contained name of the applicant, father's name of the applicant, educational qualification, address and contact number, there were few columns left empty for applicants signature, selected, not selected and remarks. At the bottom of the list name of the Human resource officer and the outlet manager who were taking the interview, were included.

For Training list the information were different from the interview lists. Name of the applicants, name of educational institute, and name of outlet, shift, and address contact number were included.

Maintaining Attendances:

Aarong uses separate attendance register method for the head office and the outlets. For employees are working in head office they are to use their finger in the punch machine when they arrive, the machine records time for each employee arrival and leave .The HR departments uses one software to pull data from the machine on daily basis, the software keeps records of the employees of different department for a year.

Attendance Status (Monthwise)			Attendance Status																															
From 01-07-2010 To 31-07-2010			Attendance Flags																															
Select: Section <input type="checkbox"/> Select All			P = Present W = Weekend PW = Present On Weekend FH = Leave on First Half A = Absent PR = Present Red PH = Present On Holiday SH = Leave on Second Half H = Holiday PN = Present But Not Out PL = Present On Leave L = On Leave F = On Field																															
S	C	Flag	PIN	Name	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
<input type="checkbox"/>	ISR	Present Red	00014578	Abu Sayed Mohal	A	W	A	A	P	P	P	P	P	W	PW	P	P	P	P	W	F	P	P	P	P	W	P	F	P	H	A	W		
<input type="checkbox"/>	PW	Present On Weekend	00004175	Srijit Bhattachari	P	W	P	A	P	P	P	W	W	P	P	A	F	W	W	P	P	P	P	F	W	P	P	P	H	A	W			
<input type="checkbox"/>	PH	Present On Holiday	00002275	Dilara Sharissa	P	W	P	P	P	P	P	W	W	P	P	P	P	P	W	W	P	P	P	P	W	W	P	P	H	P	W			
<input type="checkbox"/>	PL	Present On Leave	00034387	Monnara Begum	P	W	P	P	P	P	P	W	W	P	P	P	P	P	W	W	P	P	P	P	W	W	PN	D	P	H	P	W		
<input type="checkbox"/>	PH	Present on First Half	00000012	Runa Afrana Chir	P	W	P	P	P	P	P	W	W	P	P	P	P	P	W	W	P	P	P	P	W	W	P	P	P	H	P	W		
<input type="checkbox"/>	SH	Leave on Second Half	00002948	Najma Bano	P	W	P	F	A	P	P	W	W	P	P	P	P	P	W	W	P	P	P	P	W	W	P	P	P	H	P	W		
<input type="checkbox"/>	L	On leave	00014581	Shamim Chatterj	P	W	P	P	P	P	P	W	W	P	P	P	P	P	W	W	P	P	P	P	W	W	P	P	P	H	P	W		
<input type="checkbox"/>	PL	Entry First Half Leave	00004471	Shibnath Biswas	P	W	P	P	P	P	F	W	W	P	P	F	P	P	W	W	P	P	P	P	W	W	F	F	F	A	H	A	W	
<input type="checkbox"/>	SH	Entry Second Half Leave	00004239	Napuz Mazunder	P	W	P	P	P	P	P	W	W	P	P	P	P	P	W	W	P	P	P	P	W	W	P	P	P	H	P	W		
<input type="checkbox"/>	L	On Field	00011340	Tarun Kumar Misr	P	W	A	D	D	D	P	W	W	P	P	P	P	P	W	W	P	D	F	P	D	W	W	P	P	H	P	W		
<input type="checkbox"/>	PL	Present On Leave	00004177	Tapash Kumar Hal	P	W	F	A	P	P	P	W	W	P	P	P	P	P	W	W	P	P	F	P	W	W	P	P	F	H	P	W		
<input type="checkbox"/>	PH	Present on First Half	00002270	Raby Akter	A	W	P	F	P	P	P	W	W	P	P	P	P	P	W	W	P	F	P	P	W	W	P	P	P	H	P	W		
<input type="checkbox"/>	PH	Present on First Half	00004660	Shabane Subana	P	W	A	F	P	P	P	W	W	P	P	P	F	P	P	W	W	P	P	P	P	W	W	P	P	P	H	P	W	
<input type="checkbox"/>	L	On leave	00011227	Fatema Akther	P	W	P	P	P	P	A	W	W	P	P	A	F	P	W	W	P	P	P	P	W	W	P	P	P	H	P	W		
<input type="checkbox"/>	PL	Present On Leave	00004237	Baglab Kumar Roy	P	W	P	P	P	P	P	W	W	P	P	P	P	F	W	W	P	P	P	F	W	W	P	P	P	H	P	W		
<input type="checkbox"/>	PH	Present on First Half	00010517	Prodip Kumar Ch	F	W	D	D	D	D	P	W	W	P	P	P	P	P	W	W	P	D	D	P	D	W	W	P	P	P	H	P	W	
<input type="checkbox"/>	L	On leave	00004230	Nuruzaman	P	W	P	F	F	P	P	W	W	P	P	P	P	A	P	P	F	W	W	P	P	P	W	W	P	P	H	P	W	
<input type="checkbox"/>	PL	Present On Leave	00002464	Mahmudunnabi	P	W	P	P	P	P	P	W	W	P	P	P	P	P	P	W	W	P	P	P	P	W	W	P	P	P	H	P	W	
<input type="checkbox"/>	PH	Present on First Half	00010773	Sahana Foyan	P	W	P	P	P	P	P	W	W	P	P	P	P	P	P	W	W	P	D	P	D	W	W	P	P	P	H	P	W	
<input type="checkbox"/>	PH	Present on First Half	00004176	Shibi Mohammod	P	W	A	P	P	P	F	W	W	P	P	A	A	P	W	W	P	PH	SH	P	F	W	A	A	SH	H	P	W		
<input type="checkbox"/>	PL	Present On Leave	00009442	Shahnaz Begum	P	W	P	P	P	P	P	W	W	P	P	P	P	PH	D	W	W	P	P	P	P	W	W	P	P	P	H	P	W	
<input type="checkbox"/>	PH	Present on First Half	00011348	Nazma Yasmin	P	W	D	P	F	P	P	W	W	P	A	A	A	A	W	W	P	D	P	D	P	W	W	P	P	P	H	P	W	
<input type="checkbox"/>	PL	Present On Leave	00001200	Manoi Barua	P	W	P	P	P	P	A	W	W	P	P	P	P	SH	W	A	P	P	P	P	W	W	P	P	P	H	P	W		
<input type="checkbox"/>	PH	Present on First Half	00001246	Saima Akter Rozy	P	W	P	P	PH	P	P	W	W	P	P	PN	P	P	W	A	P	P	P	SH	D	W	W	P	P	H	P	W		
<input type="checkbox"/>	PL	Present On Leave	00001347	Sahana Babby	P	W	D	P	PH	D	P	W	W	P	PH	D	P	P	W	W	P	D	P	D	A	W	W	A	D	P	H	P	W	
<input type="checkbox"/>	PH	Present on First Half	00001409	Sahana Akter Riq	P	W	P	P	PH	A	P	W	W	P	A	SH	P	P	W	W	P	P	SH	SH	P	W	W	P	P	H	P	W		
<input type="checkbox"/>	PL	Present On Leave	00001470	Muhammad Ansuq	P	W	F	P	P	P	P	W	W	P	A	P	P	P	W	W	P	PH	P	P	W	W	P	P	P	H	P	W		
<input type="checkbox"/>	PL	Present On Leave	00001467	Tasmin Chowdhur	P	W	A	D	P	P	P	W	W	P	P	P	P	P	W	W	P	D	P	P	W	W	P	P	P	H	P	W		
<input type="checkbox"/>	PH	Present on First Half	00001460	Ms Hasina Yezmin	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	
<input type="checkbox"/>	PL	Present On Leave	00124174	Md. Golam Sarwar	A	W	P	P	P	P	P	W	W	P	P	P	PR	P	P	W	W	A	P	P	P	W	W	P	P	P	H	P	W	
<input type="checkbox"/>	PH	Present on First Half	00134186	Tashruha Afrooz	P	W	D	A	A	A	A	W	W	P	D	P	P	P	W	W	P	D	P	P	A	W	W	A	D	P	H	P	W	
<input type="checkbox"/>	PH	Present on First Half	00001496	Lchita Azim Lupa	P	W	SH	A	P	P	P	W	W	P	P	P	P	P	W	W	P	P	P	P	W	W	P	P	P	H	P	W		
<input type="checkbox"/>	PL	Present On Leave	00124218	Hiron Biswas	P	W	P	P	P	P	P	W	W	P	P	P	P	P	W	W	P	P	P	P	W	W	P	P	P	H	P	W		
<input type="checkbox"/>	PH	Present on First Half	00124219	Najiba Rahman	SH	W	A	P	P	P	P	W	W	P	D	A	SH	A	P	W	W	PH	A	P	D	P	W	W	P	H	P	W		
<input type="checkbox"/>	PL	Present On Leave	00124224	rafat-Ara-Siddiqu	P	W	P	P	P	P	P	W	W	P	P	P	P	A	P	W	W	P	P	P	P	W	W	P	P	P	H	P	W	
<input type="checkbox"/>	PL	Present On Leave	00124327	Farihana Nazim	F	W	A	A	PR	P	PR	F	W	W	PR	PR	SH	P	W	W	P	P	P	PR	D	W	W	F	F	P	H	P	W	
<input type="checkbox"/>	PH	Present on First Half	00124379	Shurmin Subana F	P	W	D	P	D	P	P	W	W	P	D	P	P	P	W	W	P	D	P	D	P	W	W	P	P	P	H	P	W	
<input type="checkbox"/>	PH	Present on First Half	00012407	Said Khao Fahan	P	W	A	P	P	P	A	W	W	P	A	A	D	D	W	W	P	P	P	A	W	W	P	P	P	H	P	W		

And for the outlets and temporary workers the still use the manual attendance register.it was my responsibility to write the names, PIN and designation of the employees into the attendance register for the upcoming month.

Aarong maintain their employee attendance very strictly, the employees can punch till 8.45 am and it would not be counted as late but from 8.46 am to 9.30 am it would be counted as late and after 9.30am it is counted as half day.

Managing Leave:

During my internship at Aarong it was my job to maintain the leave of the employees at the outlets and few other departments. The leave is usually updated at the last day of the month. Before updating the leaves of different employee I had to collect their leave forms, and for the outlets I had to collect the attendance register as well. Before giving the entry of the leave forms, I had to take a print out of the attendance of departments, so that I can check it with the leave

forms, and for the outlets I had to check the attendance register. The purpose of this was to find out if the HR department missed any leave form to collect from the employees.

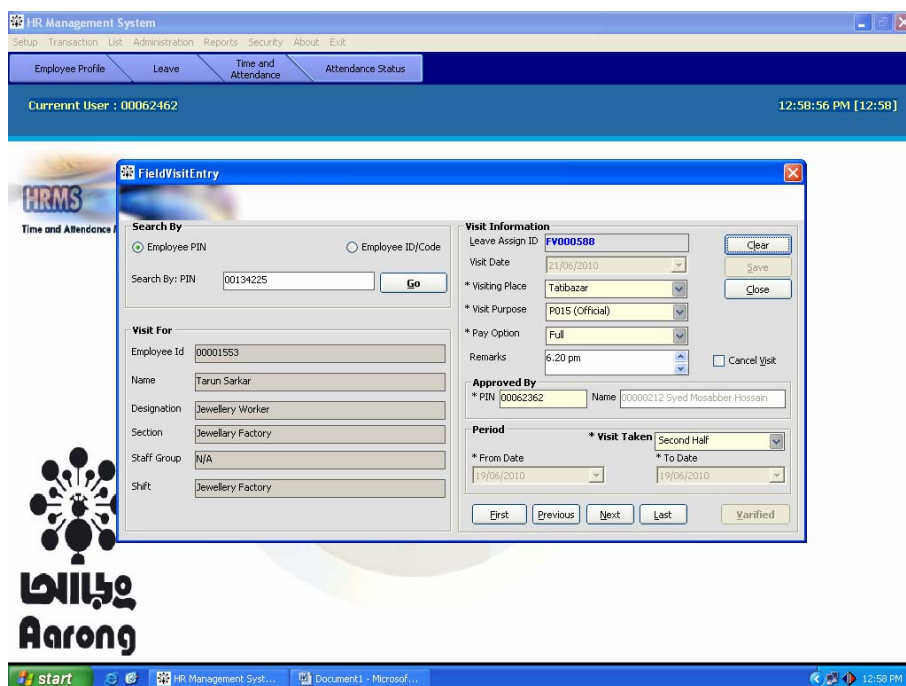
And before giving entry of leave in HRMS I highlighted the number of leaves taken by employee in the attendance registers. I maintain leaves by departments and outlets, using the PIN of a employee I could access into their profile and I updated their leaves for the month. Then I had approved the leave by using Managers' or program directors PIN.

There are several types of leaves in Aarong, these are- Earned leave, sick leave, maternity leave, paternity leave, quarantine leave and extra ordinary leave. All of these leave had two options with pay and without pay. Employee could take without pay leave when their quota for with pay leave is occupied.

The HRMS of Aarong had made it easier to calculate and organize the leave of employees.

Managing Field Visit:

At Aarong the employees had to take field visits to their outlets, production Centre and Ayesha Abed Foundation offices outside Dhaka. These field visits are also maintained through the HRMS. For each department there were separate field visit register, where the employees write their PIN, name, designation, and the purpose of field visit, place they are visiting and starting date & finishing date.



It was my job to collect the field visit register weekly and give entry of the field visit in HRMS. I had to give entry of the field visits of employees by their PIN; here I had to mention their field duration starting date to finishing date, place and purpose of their field visit.

The field visit is being updated frequently otherwise the attendance register will show the employees absent while they are out for field trip.

Creating Employee Profile:

The HR department of Aarong keeps record of their employees both manually and in HRMS. After recruiting sales associates for the outlets I learned to prepare files for new employees. Every new employee is assigned a PIN for their identification. The employee file contains employees joining letter given by Aarong, employees CV, photocopy of employee's educational certificates, reference letter, and insurance form.

The screenshot shows the 'Employee Profile' form in the HR Management System. The form is titled 'Employee Profile' and is currently being viewed by user '000'. The form is divided into several sections: 'Employee Details', 'Identification', 'Personal Details', and 'Job Base & Job Status'. The 'Employee Details' section includes fields for ID (00001553), PIN (00134225), Designation (Jewellery Worker (D100)), Name (Tarun Sarkar), and Remarks. The 'Identification' section includes fields for Present Address and Permanent Address. The 'Personal Details' section includes fields for Father's Name (Horipodo Sarkar), Spouse's Name (Asa Rani Sarkar), Mother's Name (Rajo Bala Sarkar), Day-Off ID (working day (02)), Nationality (Bangladesh), Date of Birth (01/01/1977), Religion (Hindu (R002)), Date of Birth (01/01/1977), Marital Status (Married), Joining Date (10/01/2010), Sex (Male), Leave Option (SL), Opening Leave Balance (0), Location Code (Long Centre (0001)), and Opening Balance Date (10/01/2010). The 'Job Base & Job Status' section includes fields for Section (Jewellery Factory (78)), Grade (16 (04)), Shift (Jewellery Factory (H502)), English Skill (Poor (EP04)), Group (N/A (01)), and Blood Group (B+ (BG03)). There are also checkboxes for Attendance Required, Leave Adjust, Increment ON, and Holiday Applicable. The form has buttons for 'Add', 'Undo', 'Save', 'Find', and 'Close'. A 'Find Dialog box' is visible at the bottom, with search criteria set to 'Employee PIN#' and the value '00134225'. The system logo 'Aarong' is visible in the bottom left corner.

Employee Details	
ID	00001553
* PIN	00134225
* Designation	Jewellery Worker (D100)
* Name	Tarun Sarkar
Remarks	AARONG HRMS

Identification	
Present Address	Permanent Address

Personal Details	
* Father's Name	Horipodo Sarkar
Spouse's Name	Asa Rani Sarkar
Mother's Name	Rajo Bala Sarkar
* Day-Off ID	working day (02)
* Nationality	Bangladesh
* Date of Birth	01/01/1977
* Religion	Hindu (R002)
* Date of Birth	01/01/1977
* Marital Status	Married
* Joining Date	10/01/2010
* Sex	Male
* Leave Option	SL
* Opening Leave Balance	0
* Location Code	Long Centre (0001)
* Opening Balance Date	10/01/2010

Job Base & Job Status	
* Section	Jewellery Factory (78)
* Grade	16 (04)
* Shift	Jewellery Factory (H502)
* English Skill	Poor (EP04)
* Group	N/A (01)
* Blood Group	B+ (BG03)

Attendance Required
Leave Adjust
Increment ON
Holiday Applicable

Find Dialog box
Find By
 Employee PIN# Employee Name Permanent District Level Code Blood Group
 Employee ID Permanent City Staff Group Code Section Code Is Tribe
Search By: Employee PIN#
00134225
Find Now Egungne

Later employee's confirmation letter, promotion letter, transfer letter, increment of salary letter and performance appraisal is added.

After preparing file for the new employee I used to enter the information in HRMS. First I had to add the PIN and then I had to add employee's information in their profile. There were different categories like personal details, educational qualification, job base and status, joining date, insurance nominees and references etc.

Performance Appraisals:

Aarong practices Appraisal of the employees once in a year. During my internship I was taught how to carry out the performance appraisal of the employees at the outlets. First we had to provide performance appraisal form of the employees to the department or outlet managers. After they evaluate their subordinates we had to collect them. There was a particular scale which was raked 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.

Promotion and increment was allocated based on the performance 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. And lastly the appraisal was sent to the director. Based on the approval and remarks employees are promoted and increments are given.

Salary Adjustments:

My internship at Aarong took place in May to July, during these periods of time I came across the most important tasks carried out by the HR and Training department. Salary adjustment was one of them. Salary adjustment is done in July. I was taught how to calculate the adjusted salary based on the existing salary, and then recheck the salary. When the new salary is approved I

along with HR personnel photocopied the approved salary send one photocopy to the Account & Finance department and put the other photocopy in employee file.

Critical observation:

Through my internship period at Aarong & AAF I have observed some issues which re:

- ❖ Human resource department of Aarong & AAF performing their responsibilities with a very limited workforce, which sometimes leads to a very stressful working environment for the HR team.
- ❖ Each member of HR team are responsible of few other departments for managing leave, salary, attendance etc. mostly they are successful at their job by keeping sound cooperation with these departments.
- ❖ As most of the work like attendance, leave are calculated through the HRMS software, the software needs proper maintenance and upgrade some cases to make HR department more efficient.
- ❖ The organization is ever growing so it is difficult to manage such large organization with such small HR department, in annual events like salary adjustment, recruitment for Ramadan sales associates.
- ❖ The data of attendance is preserved in software only, sometimes the server is overloaded and HR department is losing the attendance data which is also hampering in calculation of leave.
- ❖ Lastly the employee information are stored in the HRMS and also kept in a physical file. Some of these files are really old; HR should keep the data stored by scanning as back up.

PART-C

HR practices of Aarong & AAF



Introduction of the study

Business is such an arena where there are very few similarities or sometimes contradictions between theories and practices. And Human Resource Management is the most crucial part of a business. Management, particularly Human Resource management, in real life is not that easy like the theories. The purpose of this report is to find out the actual picture in the growing business organizations of Bangladesh.

Human resource management involves all management decisions and practices that directly affect or influence people or human resources, who work for the organization. In recent years increased attention has been devoted to how organizations manage human resource. This increased attention comes from the realizations that an organization's employees enable organizations to achieve its goals, and the management of this human resource is critical to an organization's success. The presence of human in business is not a new invention but identifying them as a resource in more formal way has been made in recent years. The history of HRM can be characterized as moving through four broad phases as craft system, scientific management system, the human resource relation approach, and the current organizational science such as human resource approach.

The study of this paper focuses on how the HRM is practiced in Aarong & AAF. Aarong is the leading organization in the country in producing handicraft and other related products. Here I tried to make an observation on its HRM practice so that it enriches my theoretical knowledge on HRM with practical views and processes involve in Human resource management.

Objective of the study:

The core objective of this report is to illustrate the present practice of the HRM in Aarong & AAF. But the specific objective of this report is:

- a) To have a clear view about what is actually happening in the area of HRM o the selected business organization.
- b) To collect information and insight about the HRM function of the organization.
- c) To experience different HR practices those are being followed by Aarong & AAF.
- d) To relate the theoretical knowledge with the practices.
- e) To have an analysis on the HR & Training department of Aarong & AAF.
- f) Identify existing issues of HR practices and process or lack of process that will facilitate or hinder the proper practices of HRM.

Scope of the study:

This report is sort of case study, which means it is the illustration of the real scenario of the selected organization. So the scope of this report is limited. The first scope of this report is to have practical experience about how a research is done in the business organizations. The report has the scope to cover different aspects of HRM, which includes HR practices like recruitment, selection, and staffing procedures, selection devices, job analysis, job design, training & management development and compensation and benefit administration. It was part of my academic program to learn HR practices of Aarong and AAF to understand real life scenario of business. Thus, 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.

Methodology of the study:

This report has been prepared based on both primary and secondary data. The primary data was collected through observation and information collected from the HR personnel during different tasks that I had to carry out as an intern; I personally took notes during the tasks I came across in my internship. There are data that I collected from secondary sources from reports, publishes documents, internet and articles. Data collected from the organization and other sources were assembled and put down in different part of the report. Based on the collected information analysis and conclusion is performed.

Limitation of the study:

During groundwork of this report some obstacles have come across, which can be termed as the limitation of the project, these reasons did not allow this report to go in depth of issues hence several parts of the report is not concentrated. Therefore the limitations that were faced:

- a) The internal and sensitive information was not found properly from the organization
- b) Lack of sufficient time of the HR personnel which did not allow learning about certain issues or practices deeply.
- c) Lack of sufficient accessible books and journals about HR practices in the organization.
- d) Unavailability of enough relevant records and information
- e) Published information is not up to date.
- f) Employees are not allowed to provide in depth information about their practices as the information is confidential.
- g) Three months' time is not sufficient to learn practices and procedures of a large organization like Aarong & AAF.

HR Practices of Aarong:

Aarong is the one of the biggest fashion house in Bangladesh with ten outlets around the country. Behind the fashion house/lifestyle store Aarong has a corporate office and branches of Ayesha Abed foundation in several districts. Aarong & AAF has been employing a huge number of employees from all over the country and in some cases overseas employees. Here is the organogram of Aarong & AAF to have a look on the positions of the employees who are involved in different Human Resource activities:

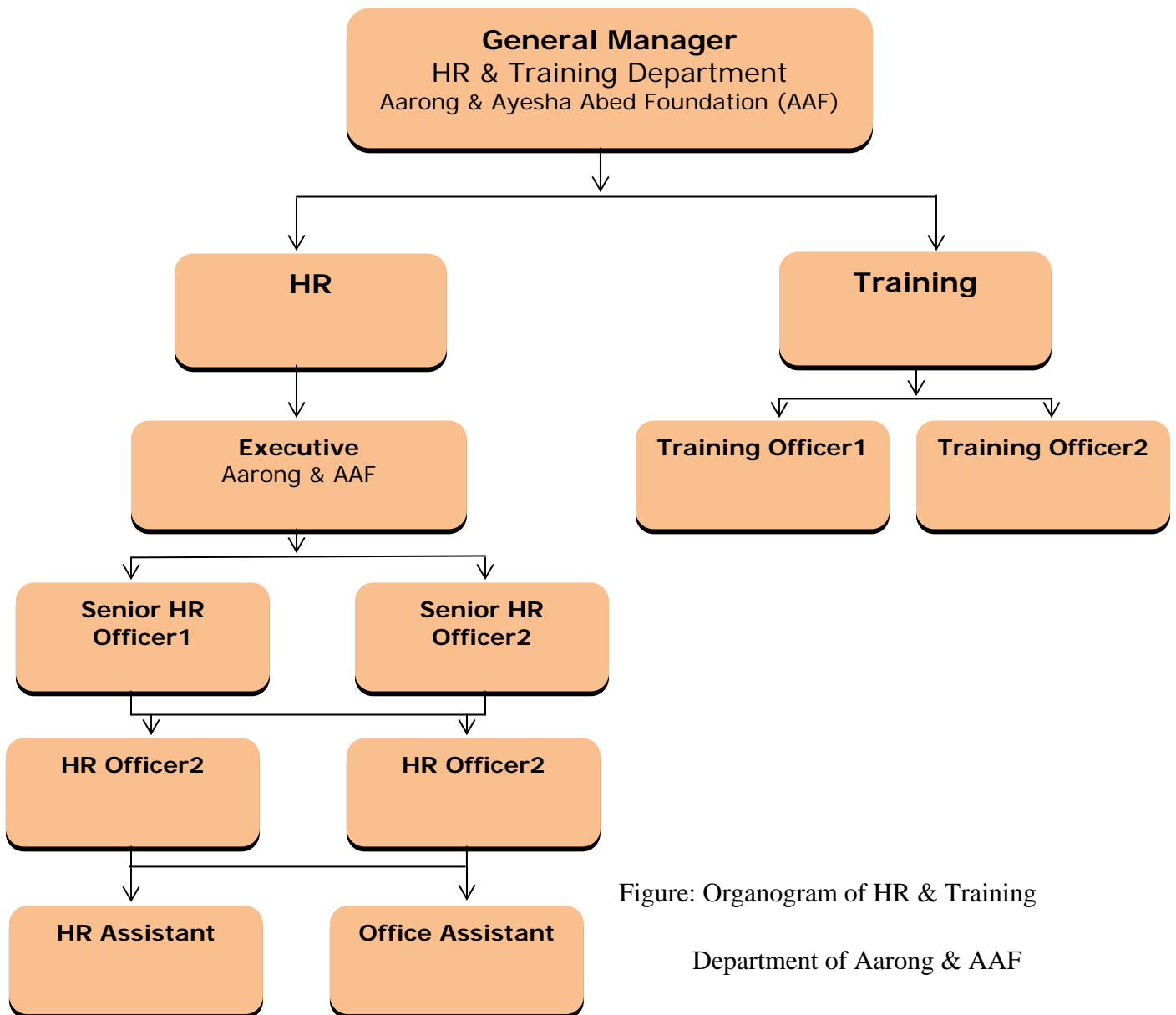


Figure: Organogram of HR & Training
Department of Aarong & AAF

The HR Practices of Aarong & Ayesha Abed Foundation (AAF) are as follows:

1. Recruitment and selection Process
2. Confirmation
3. Promotion
4. Transfer
5. Dismissal
6. Termination
7. Leave Management
8. Salary Management
9. Increment
10. Performance appraisal
11. Resignation
12. Retirement

During my internship it was not possible to go through all the HR practices of Aarong in depth. There are several field that I had opportunity to work in depth. Practices like recruitment, leave management, salary management and performance appraisal etc.

Recruitment and selection Process:

Selecting and recruiting good employees for an organization is indeed one of the most crucial and critical aspects of running an organization as the decisions so taken to this respect can take the organization to the heights of success. In this respect, it must be borne in mind that each individual has a valuable contribution, irrespective of the position or status of the employee in respective organization.

Staffing is the process of recruiting applicants and selecting prospective employees it is known as the key strategic are of Human Resource Management. Stated that an organization's performance is a direct result of the individuals it employs. The specific strategies used and decisions made in staffing process will directly impact an organization's success or lack thereof.

Planning for recruitment and selection:

The aim of the policy and procedures is to support the recruitment and selection of people with necessary ability, skills, qualification and competencies to contribute effectively to delivery of Aarong & AAF.

Recruitment and Selection Strategy:

As Aarong has huge number of employees all around the country, they recruit different types of employees based on the nature of the jobs. Aarong recruits five types of employees, these are

- ❖ Regular
- ❖ Part time
- ❖ Temporary
- ❖ Contractual
- ❖ Project based

Regular employee:

Regular employees work five days a week from Sunday to Thursday, starting from 8.30 am to 5.15 pm. These employees will receive the entire compensation program (bonus, increment, overtime and insurance) and every other facility that are given by the organization.

Part-time employees:

Part- time employees are those who does not work on the regular working hours, they are given the facility of flexible work hours. Part time employees are recruited for the outlets for example – sales associates, store helper, guards etc. They are not given the facilities of the regular employees. However they will be given some facilities based on the contracts they have with the organization.

Temporary employee:

Aarong recruits temporary employees for different purposes. Some times when a position is vacant and the recruitment might take long to fill in that's when Aarong & AAF goes for recruiting temporary employees. Temporary employees may work full time or part-time. The temporary sales associates for Ramadan work as part timer. On the other hand temporary employees for documentation work as long as full timer in Aarong.

Contractual employee:

Contractual employees are hired to work on certain projects or for a certain period of time. The sales associates for the Ramadan are under contract of one month whereas the interns have three months of contracts in Aarong. However depending on the nature of the job the organization may extend their contract with employees.

Project based employee:

Project based employees are hired for specific projects. The organization make contract with them to work on a certain project. To open new outlets in Mirpur and Uttara Aarong hired interior designers to design new outlets is under project based employment.

Recruitment method:

Aarong recruits its employee's mostly on viva voce and they do not take any written examination of the candidates. But the interviews are conducted by several steps, which are, in first round if someone qualifies the interview then they are selected for the second round of the interview. These types of interviews are arranged for officer, executive and managerial level. But for the technical posts like IT department computer literacy is tested. But recently Aarong has stated taking written examination on computer for finance and accounts department and also for other departments as well. Only In case of design studio the applicants has to present their portfolio.

To recruit the employees for different departments Aarong goes through several steps, these are performed by the HR department:

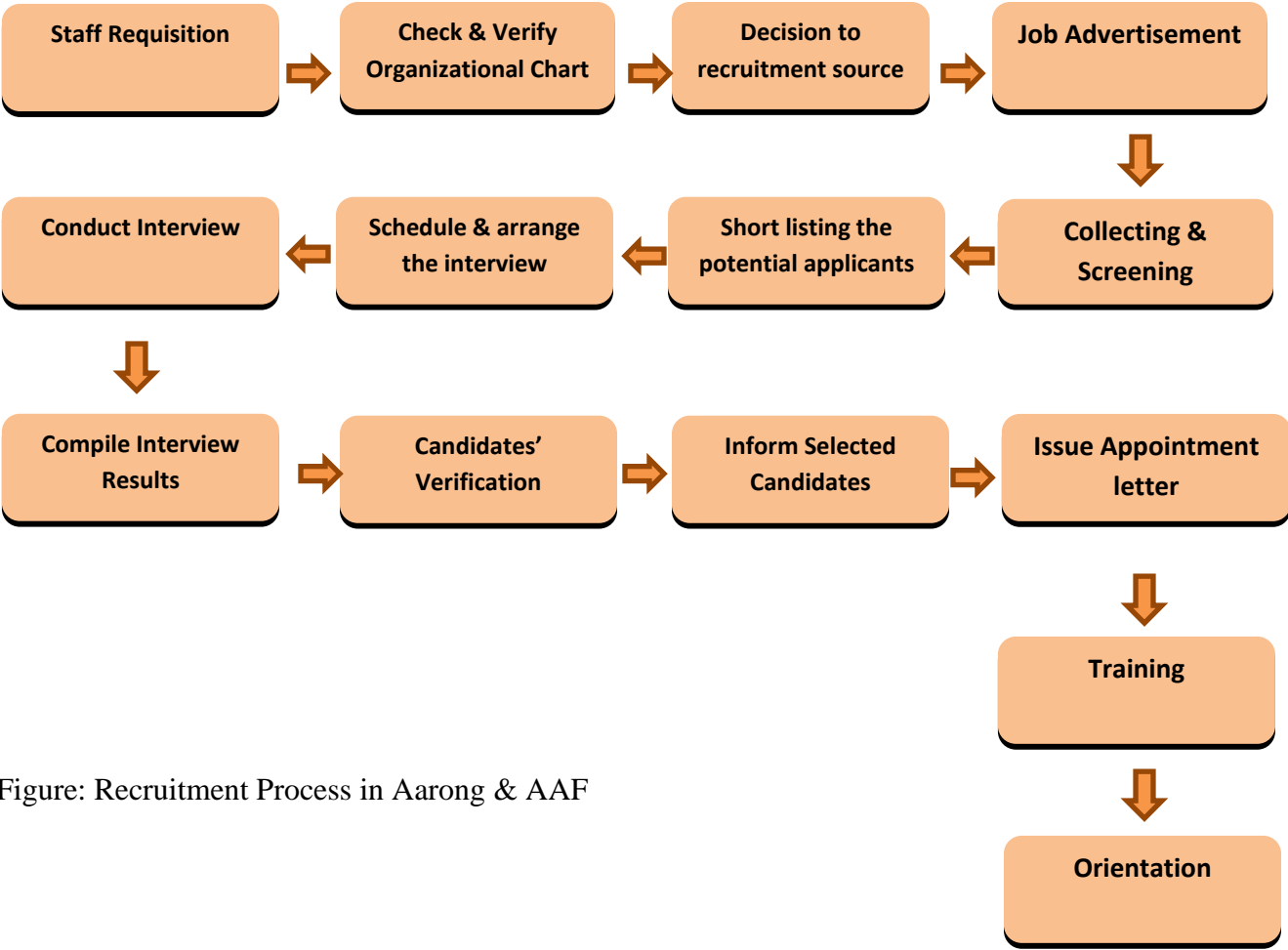


Figure: Recruitment Process in Aarong & AAF

Requisition for Staff:

In the beginning of the year all the departments' head send their requisition in a fixed form to the HR department estimating the requirement of new staff for the whole year in their respective department, then HR collects the approval of the director. HRD would make yearly plan to recruit staff on the basis of the received approved requisition. According to the organizational chart, it is previously determined how many people are required to run a particular department or to do a specific kind of job. So with the resignation of an employee respective department needs to get approval for a new position, it forwards the form to HRD along with the detail particulars like educational level, experience, interpersonal skills and other skills that the job required of the deserving candidate.

Check and Verify organizational Chart:

Once the HR department receives an approved job requisition, it is the foremost duty of the HR departments to check and verify the approval with the organizational chart. Next, the manager of HR prepares the job watch, which is to circulate for job announcement. This job watch contains job responsibility, objectives, number of vacancies of the department, educational background of the candidate, working experience and other interpersonal skills. The job watch basically asks the potential candidate to send their CV if they qualify the minimum qualification level.

Sources of Recruitment:

There are two kinds of sources Aarong & AAF uses for recruitment. They are

- Internal source
- External source

➤ **Internal source:**

Aarong & AAF think that current employees are a major source of recruits for all but entry level positions. Whether for promotions or for lateral job transfer, internal candidates already know the informal organization and have detailed information about its formal policies and procedures. Promotions and transfer are typically decided by responsible department with involvement by HR department.

Employee references/ recommendation:

Employee reference has universal application. Lower level and mid-level positions can, and often are filled by the recommendation of a current employee. In higher level positions it is more likely referral will be a professional acquaintance rather than a friend with whom the recommender has close social contacts. In jobs where specialized expertise is important, and where employees participate in professional organizations that foster the development of the expertise, it can be expected that current employees will be acquainted with or know about individuals they think would make excellent contribution to the organization.

➤ **External sources:**

Aarong & AAF believe in innovative inspiration so HR department use to look outside of the organization for applicants. The external source starts with the job advertisement on different media.

Job Advertisement:

Aarong gives their advertisement mostly on the major newspapers and internet to collect applicants for all the departments and posts. Through the advertisement they declare the posts of the jobs and the job description which includes duties and responsibilities along they also

mention the facilities Aarong provides. In the advertisement they mention the required qualification of the applicants, age and experience etc.

Aarong considers effectiveness before giving the advertisement. They advertise themselves in a manner which serves them the most. For example, for the posts from officers to managers they give advertisement on the major newspapers and also internet and temporary/ part time post like sales associates are advertised on the outlets.

Collecting & Screening:

After the advertisement for a particular job the HR department starts collecting the bio data. The bio data are collected from sources, for example the bio data dropped in the application box in the head office are collected, online applications are downloaded and printed, some are collected from the outlets by post and some are through references.

After collecting the applicants' bio data the qualifications, experience and age are matched. The applicants are selected and prioritized based on their education such as applicants from reputed universities and year of experience they possess. While screening them qualified applicants for the specified jobs are found, but sometimes applicants with fewer years of experience are kept separately. And some time these candidates' bio data are used when there is lack of candidates for interview.

Short listing the potential Applicants:

After going through the bio data that matches the qualifications, applicants who are well qualified for the positions have to be put on a short list. Following completion of short listing process, HR personnel should give them priority in calling for interviews.

Schedule and arrange the interview:

After shortlisting the bio data, the arrangement of the interview starts. The short listed candidates are to be called and they should be well informed about the interview method, date, time and venue etc.

For these responsible personnel has to make a schedule for interview. HR manager and respective departments' managers, sometimes program head altogether decides a convenient time for the interview. After scheduling the applicants are informed of the time date venue of the interviews and if appropriate, be asked to bring photographs for further identification.

Conduct interview:

Interviews must be fair, objective and structures to allow the maximum amount of information to be obtained from the applicants. The person specification and outline job description should form the basic questioning .which should be relevant to the recruitment of the post.

In the interview panel there are two personnel from Aarong most of the time, one person from the HR department and another person should be from other department. For example recruiting a marketing officer the representative from the HR department is either a senior HR officer or an executive and the other interviewer in this case would be marketing head or marketing manager.

In the interview panel the judges are given an interviewer appraisal form to keep the record of applicants' personal attributes and their educational and professional qualification.

From officer and above there are two rounds of interviews taken. The candidates selected from the first round interview are to be interviewed by the director of Aarong.

Compile interview results:

At this stage HR compiles the interview results. In order to compile the result, average score of the interview is calculated. Usually, the candidate that matches with hiring departments requirements is called for the second round of interview. After the interviews the candidates are selected by analyzing their qualifications by the director mostly and then it is the responsibility of HR to inform applicants about the result. But for but for entry level jobs it is the responsibility of an HR officer to finalize the selection.

Background Check/ candidates' verification:

The selected candidates will provide copies of their educational and professional certificates and the HR department will make arrangement for verifying these records by calling their references checking the copies of certificates with the original ones.

Inform the selected candidate:

After verification of the papers submitted by the candidates, HR department will call them for further formalities that are to be carried out like negotiation of salary, confirmation of joining date, fitness certificate, releasing order etc.

Appointment:

After completion of the introductory training sessions, the candidates are asked to come with their certificates, releasing order from previous employer, experience certificate, reference letter etc. The regular employees are required to fill-up several forms on the day of their appointment. These are

- Personal information form
- Insurance form
- Joining form

The new employees are provided PIN which is the individual identification number assigned to every employees. The copy of certificate, releasing order, photocopy of national I'D, reference letter and two recent color photographs are kept in a new file with the name, PIN, designation and joining date of the employee. Later these information are input the Human resource management software (HRMS) of Aarong.

Training:

Training department of Aarong is a part of Human Resource department. Training personnel are responsible for all the necessary training sessions for the new employees. As they are to be acquainted with the new organization, working environment, people and job responsibilities. The training officers train the new employees to be introduced with the job and organization and make sure they are able to perform effectively. As the training section is very small and yet they are responsible for training employees all over the country, the training session lasts for one day. In mid-level and higher positions the employee gets on the job training. But positions like Sales associate, store helper and maintenance workers are mostly trained about their job.

Orientation or induction:

Generally the HR department arranges employee's orientation or induction which provides new employees with basic background information about the organization, information they need to perform their job, their job description or so on. It is called a socialization process. It helps to cope with new environment very easily and it minimizes reality shock.

Performance Appraisal System:

Performance appraisal system is defined as a systematic process of performance planning, organizing, monitoring, appraising, and guiding & rewarding individual employee's performance by using standard tools. This is a formal management process being conducted through participation. The system does not merely represent an annual event rather it represents a systematic process viewed from the standpoint of total perspective. The essence of performance appraisal system is that the employee's perform the best of their abilities to attain individual standard and achieve the organization goals.

Aarong and Ayesha Abed Foundation has a performance appraisal system closely similar to an amalgamation of "Behavioral anchored ratings scale (BARS)" and "key performance indicator (KPI)" performance Appraisal mechanism. The present performance is done using:

- a) Appraisal by Achievement against certain behavior
- b) Competence profile in current job, which includes rating or leadership quality, resource management, business development, communicative etc.

The organization views the system as year round process. Every employee at Aarong is being evaluated once in a year. And employees are evaluated when their working period is more than six month. Aarong has three types of performance appraisal form, these are – top level, mid-level and entry level, as all the employees cannot be evaluated in same manner.

The reason for having the performance appraisal system is to evaluate them from different aspects and find out their strengths and weakness and provide them chances to improve them in order to perform more effectively.

There are different component of the performance appraisal system namely performance planning, performance monitoring and performance development and annual appraisal each of those are inter related and integrated with each other having several sub- component under each of those components.

The Annual performance Appraisal format:

In this study, focus has been given on the performance appraisal system of the management executive. The elements of the performance appraisal form are

- a) Performance planning
- b) Career growth & development
- c) Performance competences
- d) Overall performance evaluation
- e) Review and comment by appraiser, appraisers' manager and appraise her/himself. In Aarong has four types of Performance Appraisal formats, Form-A, for top level employees, PA Form- B, for mid-level employees, PA Form-C, for lower level employees, and the last one is Performance Appraisal for Sales Associates.

the appraisal forms used by Aarong given on the next few pages.



Aarong

Performance Appraisal Form-A

(For Top level employees)

General Information

Name:.....PIN:.....
Grade/Level.....Designation.....
Department/Section.....Project.....Location.....
Joining Date.....Date of Last Promotion.....Length of service (till date).....
Evaluation period:.....From.....To.....
Reason for Evaluation: () Scheduled () Recommendation

Tick (✓) appropriate answer:

Education Qualification:

() S.S.C () H.S.C () Bachelor Degree () Masters () Others

Marital status:

() Unmarried () Married () Widower () Widow () Divorced

Language Proficiency:

English:

() Excellent () Very Good () Good () Satisfactory () Poor

Bangla:

() Excellent () Very Good () Good () Satisfactory () Poor

Others (Please Specify).....

() Excellent () Very Good () Good () Satisfactory () Poor

Computer literacy:

() Excellent () Very Good () Good () Satisfactory () Poor

Performance Evaluation

Please bear in mind the Employee's work performance should be judged by appropriate standards. Please use the Rating Scale given below. Appraisers are encouraged to make specific comments in cases where they feel that the Employee's performance is 'Unsatisfactory' or 'Excellent'.

Rating Scale	
(1-2) = Unsatisfactory	Fails to meet job requirements.
(3-4) = Improvement Needed	Performance is deficient in certain areas.
(5-6) = Good	Meets performance standards of the job.
(7-8) = Very Good	Results clearly exceed most position requirements.
(9-10) = Excellent	This rating should be given on the basis of performance, which is recognizable as being far superior to others.

(1) Quality of Work	Marks Obtained	Full Marks	Comments
❖ Accuracy or Precision		2.5	
❖ Reliability		2.5	
❖ Responsiveness to Requests for Service		2.5	
❖ Judgment/Decision Making		2.5	
Total marks		10	

(2) Supervisory/Leadership Skills	Marks Obtained	Full Marks	Comments
❖ Properly aligns Responsibility, Accountability, Authority		2.5	
❖ Sets Specific Goals for Simplicity, productivity, and Process improvements		2.5	
❖ Ability to motivate and empower		2.5	
❖ Ability to command and control		2.5	
Total marks		10	

(3) Innovativeness	Marks Obtained	Full Marks	Comments
❖ Openness to new Ideas and approaches		2.5	
❖ Earnestness in seeking increased responsibilities		2.5	
❖ Supports experimentation and brainstorming that leads to innovation and learning		2.5	
❖ Generate novel ideas		2.5	
Total marks		10	

(4) Decision making skills	Marks Obtained	Full Marks	Comments
❖ Ability to arrive at decisions promptly		2.5	
❖ Provide sound solutions to problems		2.5	
❖ Provide sound judgment		2.5	
❖ Recognizes deficiencies		2.5	
Total marks		10	

(5) Job knowledge	Marks Obtained	Full Marks	Comments
❖ Sound understanding about duties and responsibilities		2.5	
❖ Sound and clear job knowledge		2.5	
❖ Execution of jobs effectively and efficiently		2.5	
❖ Clear knowledge about organizational policies and procedures		2.5	
Total marks		10	

(6) Strategic planning	Marks Obtained	Full Marks	Comments
❖ Aware of competitor performance		2.5	
❖ Inform about market situation		2.5	
❖ Inputs to long term strategic creation		2.5	
❖ Sets realistic priorities		2.5	
Total marks		10	
(7) Negotiation	Marks Obtained	Full Marks	Comments
❖ Changes opinions of others		2.5	
❖ Backs up arguments with data		2.5	
❖ Looks for win-win situation		2.5	
❖ Able to see issues from others point of view		2.5	
Total marks		10	
(8) Self motivation and responsibility	Marks Obtained	Full Marks	Comments
❖ Accepts challenges willingly		2.5	
❖ Readily tackles demanding tasks		2.5	
❖ Gets outstanding results		2.5	
❖ Generally enthusiastic and positive		2.5	
Total marks		10	
(9) Communication and Interpersonal skill	Marks Obtained	Full Marks	Comments
❖ Maintain good relationship with co worker, subordinates, team member and other departments		2.5	
❖ Shares and interprets information willingly (If required)		2.5	
❖ Presents information in right form		2.5	
❖ Confident, unhesitant and articulate while speaking		2.5	
Total marks		10	
(10) Discipline	Marks Obtained	Full Marks	Comments
❖ Punctuality		2.5	
❖ Promptness at the start of the work day		2.5	
❖ Attendance		2.5	
❖ Adherence to the rules and regulation		2.5	
Total marks		10	

Grand Total	Marks Obtained	Full Marks
	.	100

20-32	33-52	53-72	73-86	87-94	95-100
Unsatisfactory	Improvement Needed	Good	Very Good	Excellent	Outstanding
<i>Work performance is inadequate and inferior to the standards of performance required for the position. Performance at this level cannot be allowed to continue</i>	<i>Work performance does not consistently meet the standards of performance for the position. Serious effort is needed to improve performance.</i>	<i>Work performance consistently meets the standards of performance for the position</i>	<i>Work performance is consistently above the standard of performance for the position</i>	<i>Work performance is consistently superior to the standards required for the job.</i>	<i>Work performance exceeds expectations in a positive way</i>

Strengths and Weaknesses

State areas in which the individual is doing well or any particular strength(s):

-
-
-
-
-

State areas in which s/he needs improvement or any particular weakness(s):

-
-
-
-
-

Employee's Opinion

- What do you consider to be your most important achievement of this year?
- What element of your job do you find most difficult?
- What element of your job do you find most interesting?
- What action could be taken to improve your performance in your current position by you or by Aarong?
- What sort of training/experience would benefit you?
- Employee's Observation on the Performance Evaluation (a) Agree (b) Disagree

If you have ticked box (b), please identify the rating / comments(s) with which you are not satisfied and briefly explain why:

Employee's Signature: Date:

Recommendation (if any):

Confirmation Extension of probationary period for months Promotion Special Allowance/

Increment Change of Designation Termination Dismissal Regularization Training

With effect from:

Reason(s) for Recommendation (if any):

.....

Appraiser's information

Name of Appraiser..... PIN.....

Designation..... Department.....

Length of time you have supervised employee: Years Months:

Appraiser's Signature Date.....

Reviewing Supervisor

Comments.....

.....

.....

Name PIN..... Designation.....

Signature Date.....

Director

Comments.....

Signature: Date.....

Managing Director

Comments.....



Aarong

Performance Appraisal Form-B

(For Mid level employees)

General Information

Name:.....PIN:.....
Grade/Level.....Designation.....
Department/Section.....Project.....Location.....
Joining Date..... Date of Last Promotion.....Length of service (till date).....
Evaluation period:.....FromTo.....
Reason for Evaluation: () Scheduled () Recommendation

Tick (✓) appropriate answer:

Education Qualification:

() S.S.C () H.S.C () Bachelor Degree () Masters () Others

Marital status:

() Unmarried () Married () Widower () Widow () Divorced

Language Proficiency:

English:

() Excellent () Very Good () Good () Satisfactory () Poor

Bangla:

() Excellent () Very Good () Good () Satisfactory () Poor

Others (Please Specify).....

() Excellent () Very Good () Good () Satisfactory () Poor




































Computer literacy:

() Excellent () Very Good () Good () Satisfactory () Poor

Performance Evaluation

Please bear in mind the Employee's work performance should be judged by appropriate standards. Please use the Rating Scale given below. Appraisers are encouraged to make specific comments in cases where they feel that the Employee's performance is 'Unsatisfactory' or 'Excellent'.

Rating Scale	
(1-2) = Unsatisfactory	Fails to meet job requirements.
(3-4) = Improvement Needed	Performance is deficient in certain areas.
(5-6) = Good	Meets performance standards of the job.
(7-8) = Very Good	Results clearly exceed most position requirements.
(9-10) = Excellent	This rating should be given on the basis of performance, which is recognizable as being far superior to others.

(1) Quality of Work	(UN)	(IN)	(G)	(VG)	(EX)	Comments
<i>Accuracy & Reliability, Responsiveness to Requests for Service</i>						
<i>Obtained Marks(out of 10)</i>						
(2) Supervisory/Leadership Skills	(UN)	(IN)	(G)	(VG)	(EX)	Comments
<i>Properly aligns Responsibility, Accountability, Authority and Ability to motivate, empower and control employees</i>						
<i>Obtained Marks(out of 10)</i>						
(3) Job knowledge	(UN)	(IN)	(G)	(VG)	(EX)	Comments
<i>Sound understanding about duties , responsibilities and organizational policies and procedures</i>						
<i>Obtained Marks(out of 10)</i>						
(4) Decision making skills	(UN)	(IN)	(G)	(VG)	(EX)	Comments
<i>Ability to arrive at decisions promptly and Provide sound solutions to problems</i>						
<i>Obtained Marks(out of 10)</i>						
(5) Supervisory/Leadership skills	(UN)	(IN)	(G)	(VG)	(EX)	Comments
<i>Properly aligns Responsibility, Authority and Sets Specific Goals for, productivity, and Process improvements</i>						
<i>Obtained Marks(out of 10)</i>						
(6) Team Spirit	(UN)	(IN)	(G)	(VG)	(EX)	Comments
<i>Relationship with colleagues and Willingness to co- operate and help others</i>						
<i>Obtained Marks(out of 10)</i>						
(7) Reporting and Administration	(UN)	(IN)	(G)	(VG)	(EX)	Comments
<i>Ability to submit reports on due time and adhere to administrative rules and procedures</i>						
<i>Obtained Marks(out of 10)</i>						
(8) Communication and Interpersonal skill	(UN)	(IN)	(G)	(VG)	(EX)	Comments

<i>Maintain good relationship with co worker, subordinates, team member and other departments and Shares ,interprets information willingly</i>						
	<i>Obtained Marks(out of 10)</i>					
(9) Self motivation and responsibility	(UN)	(IN)	(G)	(VG)	(EX)	Comments
<i>Generally enthusiastic and positive and accepts challenges willingly</i>						
	<i>Obtained Marks(out of 10)</i>					
(10)Discipline	(UN)	(IN)	(G)	(VG)	(EX)	Comments
<i>Punctuality , attendance and Adherence to the rules and regulation</i>						
	<i>Obtained Marks(out of 10)</i>					
Grand Total	Obtained Marks					Full Marks
						100

Strengths and Weaknesses

State areas in which the individual is doing well or any particular strength(s):

-
-
-
-

State areas in which s/he needs improvement or any particular weakness(s):

-
-
-
-

Employee's Opinion

- What do you consider to be your most important achievement of this year?
- What element of your job do you find most difficult?
- What element of your job do you find most interesting?
- What action could be taken to improve your performance in your current position by you or by Aarong?
- What sort of training/experience would benefit you?

▪ **Employee's Observation on the Performance Evaluation**

(a) Agree (b) Disagree

If you have ticked box (b), please identify the rating / comments(s) with which you are not satisfied and briefly explain why:

Employee's Signature: Date:

Recommendation (if any):

Confirmation Extension of probationary period for months Promotion Special Allowance/

Increment Change of Designation Termination Dismissal Regularization Training

With effect from:

Reason(s) for Recommendation (if any):

Appraiser's Information

Name of Appraiser..... PIN.....

Designation..... Department.....

Length of time you have supervised employee: Years Months:

Appraiser's Signature Date.....

Reviewing Supervisor

Comments.....

...

Name PIN..... Designation.....

Signature Date.....

Director

Comments.....

Signature: Date.....

Managing Director

Comments.....

Signature: Date.....



Aarong

Performance Appraisal Form-C

(For lower level employees)

Personal Information

Name:.....PIN:.....
Grade/Level.....Designation.....
Department/Section.....Project.....Location.....
Joining Date..... Date of Last Promotion.....Length of service (till date).....
Evaluation period:.....FromTo.....
Reason for Evaluation: () Scheduled () Recommendation

Tick (✓) appropriate answer:

Education Qualification:

() S.S.C () H.S.C () Bachelor Degree () Masters () Others

Marital status:

() Unmarried () Married () Widower () Widow () Divorced

Language Proficiency:

English:

() Excellent () Very Good () Good () Satisfactory () Poor

Bangla:

() Excellent () Very Good () Good () Satisfactory () Poor

Others (Please Specify).....

() Excellent () Very Good () Good () Satisfactory () Poor

Computer literacy:

() Excellent () Very Good () Good () Satisfactory () Poor

Performance Evaluation

Please bear in mind the Employee's work performance should be judged by appropriate standards. Please use the Rating Scale given below. Appraisers are encouraged to make specific comments in cases where they feel that the Employee's performance is 'Unsatisfactory' or 'Excellent'.

Rating Scale	
(1-2) = Unsatisfactory	Fails to meet job requirements.
(3-4) = Improvement Needed	Performance is deficient in certain areas.
(5-6) = Good	Meets performance standards of the job.
(7-8) = Very Good	Results clearly exceed most position requirements.
(9-10) = Excellent	This rating should be given on the basis of performance, which is recognizable as being far superior to others.

1	Job Knowledge (Understanding job duties and related work)		
2	Quality of work (error free and accurate)		
3	Quantity of work (amount of work done)		
4	Time Management (meeting deadlines, commitments)		
5	Flexibility (Consider performance under pressure and handling of multiple assignments)		
6	Interpersonal Relations (Consider the extent to which the employee is co-operative, considerate, and tactful in dealing with supervisors, peers and superiors)		
7	Approach to Work (Characteristics the employee demonstrates while performing job assignments)		
8	Hard working (ability to work hard and takes interest in the job)		
9	Communication (ability to communicate verbally and in writing)		
10	Discipline (Punctuality, attendance)		
Comments:			

Strengths and Weaknesses

State areas in which the individual is doing well or any particular strength(s):

-
-
-
-
-

State areas in which s/he needs improvement or any particular weakness(s):

-
-
-

Employee's Opinion

- What do you consider to be your most important achievement of this year?
- What element of your job do you find most difficult?
- What element of your job do you find most interesting?
- What action could be taken to improve your performance in your current position by you or by Aarong?
- What sort of training/experience would benefit you?

▪ **Employee's Observation on the Performance Evaluation** (a) Agree (b) Disagree
If you have ticked box (b), please identify the rating / comments(s) with which you are not satisfied and briefly explain why:

Employee's Signature: Date:

Recommendation (if any):

Confirmation Extension of probationary period for months Promotion Special Allowance/

Increment Change of Designation Termination Dismissal Regularization Training

With effect from:

Reason(s) for Recommendation (if any):
.....
.....

Appraiser's Information

Name of Appraiser..... PIN.....

Designation..... Department.....

Length of time you have supervised employee: Years Months:

Appraiser's Signature Date.....

Reviewing Supervisor

Comments.....

...

Name PIN Designation.....

Signature Date.....

Director

Comments.....

Signature: Date.....

Executive Director

Comments.....

New PA form of sales associates and changes we have made



**Aarong
Performance Appraisal Form
Sales Associate**

Employee Name:		
Grade:	Location:	Badge #:
Joining Date:(dd/mm/yy)	Grade Change:	
Evaluation Period:	From:	To:

Rating Scale		
1 = Unsatisfactory	(UN)	Fails to meet job requirements.
2 = Improvement Needed	(IN)	Performance is deficient in certain areas.
3 = Average	(AVG)	Meets performance standards of the job.
4 = Good	(G)	Results clearly exceed most position requirements.
5 = Excellent	(EX)	This rating should be given on the basis of performance, which is recognizable as being far superior to others.

Note: Tick (✓) the appropriate option.

Customer Service					
	(UN)	(IN)	(AVG)	(G)	(EX)
Customer Greeting:					
Communication with customers:					
Pro-active Salesmanship:					
Customer Relations:					
Knowledge about products and features:					
Knowledge about sales policies and services offered:					
Promptness of service:					
Refilling stock:					
Appraiser's Comments:					
Behavioral aspects					
Internal Relationships & Teamwork:	(UN)	(IN)	(AVG)	(G)	(EX)

Organizational Standards

	(UN)	(IN)	(AVG)	(G)	(EX)
Adherence to policies:					
Grooming:					
Rules and responsibilities :					
Cleanliness and tidiness :					

Appraiser's Comments:

Total Marks(Out of 70)	
-------------------------------	--

Appraiser's Information

Name of the Appraiser..... PIN/Badge.....

Designation..... Department.....

Length of time you have supervised employee: Years..... Months:

Appraiser's Signature..... Date.....

For Employees Only

Strengths and Weaknesses

State your strength(s):

State your weakness(s):

Behavior:					
<i>Appraiser's Comments:</i>					

Organizational Standards					
Adherence to policies:	(UN)	(IN)	(AVG)	(G)	(EX)
Grooming:					
Rules and responsibilities :					
Cleanliness and tidiness :					
<i>Appraiser's Comments:</i>					

Total Marks(Out of 70)	
-------------------------------	--

Appraiser's Information

Name of the Appraiser..... PIN/Badge.....
 Designation..... Department.....
 Length of time you have supervised employee: Years.....Months:
 Appraiser's Signature..... Date.....

For Employees Only

Strengths and Weaknesses

<u>State your strength(s):</u>
<u>State your weakness(s):</u>

Employee's Opinion

- What sort of training/experience would benefit you?

- Do you think Aarong has a gender friendly environment? (a) Yes (b) No, If no, explain below

- Employee's Observation on the Performance Evaluation
 (a) Agree (b) Disagree

If you have ticked box (b), please identify the rating /comments(s) with which you are not satisfied and briefly explain why:

Employee's Signature: _____ Date: _____

[Note: By signing this form, you confirm that you have discussed this review in detail with your Supervisor/Manager. Signing this form, it indicates that you have seen the evaluation and are aware of your strengths and weaknesses.]

Note: Tick (✓) Final Evaluation

54-60	48-53	42-47	36-41
Super Stars	Stars	Flyers	Achievers

For Official Purpose Only

Placement after probation		
Stays in the same grade		
Grade change:		
From: (dd/ mm/ yyyy)	To: (dd/ mm/ yyyy)	
Recommend termination/dismissal		

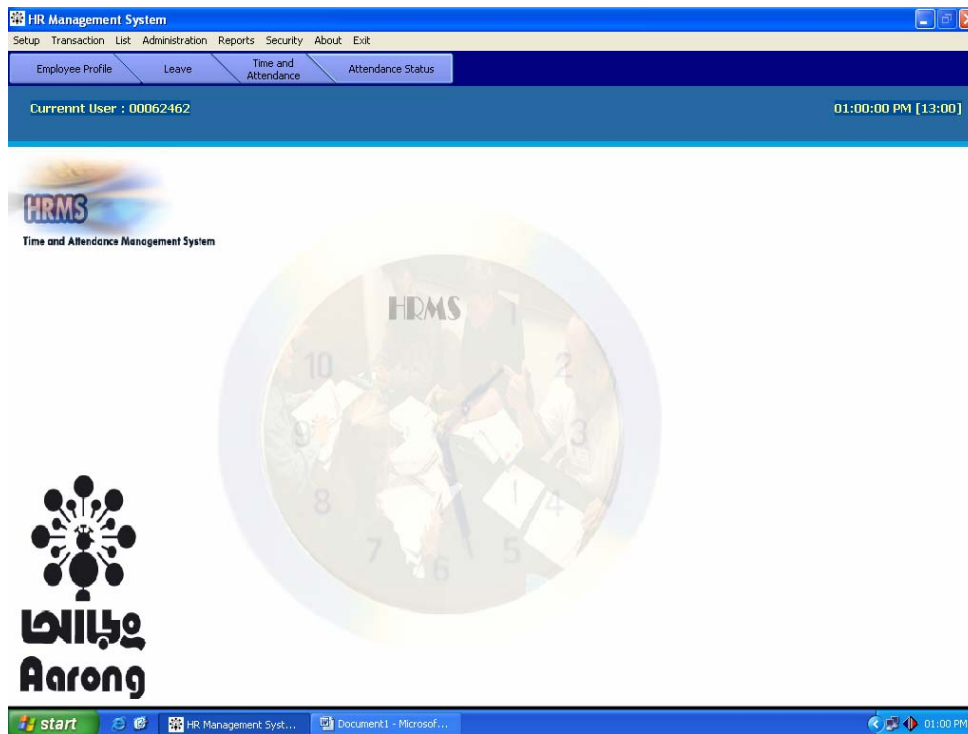
Head of Retail	Head of HR	Director

- We reformed the total PA form, red mark areas shows the structural difference between these two PA

Human Resource Information System(HRMS):

From the beginning of the organization Aarong maintained its employee information manually. Every employee in Aarong & AAF has a personal file with a unique personal identification number (PIN), where HR department preserve their every document. With the growing business Aarong has a huge workforce 650 only in head office and more than forty five thousand people are working in production centres, which is very difficult to maintain manually. That's why to maintain its personnel and keep it up- to date Aarong & AAF needed an automated system.

After a concrete plan HR department needed an approval from the top management, because it required huge amount of money, time, and a matter of security. With Aarong's strong IT team they were able to build the HRMS (Human Resource Management System)



The Software: HRMS

This internal employee database system contains all the vital and important data of individual employees. It contains employee's education, personal information, insurance information, and training, references etc. with the help of this software Aarong HR department can keep track of their attendance and leave balances. This data base provides a vital key to HR related issues and work.

General HR

Leave Management:

Managing leave in Aarong HRD one important task as there are so many employees in 27 departments in Aarong head office, beside head office there are the outlets and AAF. The leave management is performed with the help of HRMS. Because of HRMS the job of HR department has become quite easy.

Aarong keeps the attendance of the employees by finger print, employees match finger print every morning the come to office. The attendance record is kept through software maintained by HR department. All the employees in head office and tailoring units in Niketon use their finger print to log in. only the outlet employees still maintain their attendance manually. These attendance records are used when employees take leave. When employees want to take leave they have to fill-up the leave form and get approval from their department head then submit it to the HR department.

After end of a month the HR department updates previous month's leave of employees in different departments. In HR department different people are in charge of different departments, it is the job of the HR officers and Executives to maintain leave of their assigned departments. The leave forms are matched with the attendance software and in case of outlets with the attendance register and recorded in HRMS. The HRMS automatically counts the leave with payment and non-payment and shows annual balance of leave for the employees. Later HR department provide the list of non-payment leave to the Finance & accounts department to make

adjustment in the payment. There are several types of leave the employees can apply for. These are:

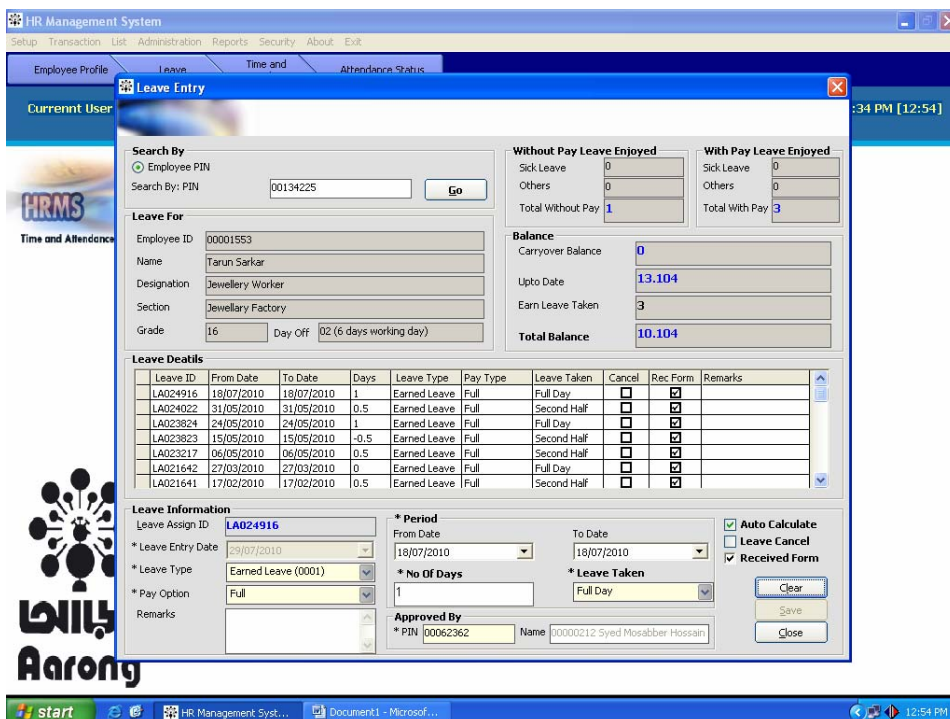
- Earned Leave
- Sick Leave
- Maternity Leave
- Paternity Leave
- Extra ordinary leave

• **Earned Leave :**

Earned leave is a type of leave that is earned by the employees through working in the organization and each working day an employee earns 0.0831 day leave. So the employees working five days a week will be able to spend 20 days of earned leave and those employees working six days a week will be able to spend 23 days of earned leave per year.

• **Sick Leave:**

Employees can take sick leave with pay when they are sick and the disease is infectious. Employees can take up to 14 days including non-working days in a year as sick leave but if the disease takes more than 14 days to cure employees can take special permission from director and can have 21 days leave. In these cases the employees must provide all the documents of their sickness along with the leave form.



- **Maternity Leave:**

Female employees who have passed more than one year in the organization are allowed to take maternity leave for four months while they are pregnant. Maternity leave is given with full payment and employees can also draw four months' salary in advance. Employees can extend their maternity leave but without payment. The female employees can have maternity leave twice while they work at Aarong.

- **Paternity Leave:**

In case of the male employee who have been working more than one year are allowed to take paternity leave while birth of their child's birth for about one week. In case of paternity leave the leave is calculated including the weekends. Employees can take paternity leave within one month of the child's birth. Each male employee can have paternity leave twice in his working period at Aarong.

- **Extra Ordinary Leave**

Aarong allows its employees to take extra ordinary leave for any kind of unavoidable and unusual situation. Employees can take leave for their higher education or treatment in abroad if approved by the director and can join Aarong after they have finished.

Promotion:

Just like any other organization promotion is one important aspect of HR in Aarong. Promotion in Aarong is given once in a year to earnest employees. Every year in the month of November employees are assessed by their supervisor and the employees with outstanding performance are recommended to be promoted. The assessment is reviewed by the HR department and after getting approval from the general manager it has to be sent to the director for approval. There are 20 levels of employees in Aarong all of their promotion is performed in the same manner. When the director approves the promotions the promotion paper are sent back to HR department for further formalities. The HR department provides one copy of promotion letter to the employee, one copy to the Finance & Account department. And lastly update the designation of the promoted employee in HRMS.

Salary Management:

Aarong has a fixed salary structure for every position but because of the increase in standard of living in society, they adjust salary of the employees once a year. The adjustment of the salary is usually done in July. It is the responsibility of HR department to adjust the salary and to carry out all related formalities. While adjusting the salary beside confirmed employees the non-confirmed employees are also brought in to consideration. HR department calculates and adjust the new approved salary. After that they send one letter to the employees so that they can be aware of their new adjusted salary and another copy to the accounts so that the salary of the employees can be adjusted.

In Aarong the salary of the employees is increased every year in January. There are 20 levels of employees in Aarong and increment level is fixed for each of the level. In every level employees can get 20 increments, sometimes based on the performance salary of the employee can be increased more than once in a year. HR department is accountable for the calculations. When the new salary is adjusted HR departments sends letter to every employee to their department and one copy to the Accounts for adjusting new salary structure.

Dismissal:

Aarong & AAF is very firm and organized about their rules and regulation. And all the employees follow these disciplines. Like any other organization Aarong & AAF follows some code of conducts. If anyone violates the code of conducts or does not follow the general regulations, first they will be warned with a warning document if it is not something rigorous. But if it is something unavoidable and harmful for the organization then they investigate about the person violating code of conduct and gather evidences. If it is proved that the employee is responsible for violating the code of conduct then HR department takes further action to dismiss the employee from the organization. In cases like this some formalities are to be carried out, these are:

- First the reason for dismissal is presented at HR department.
- Then HRD appoints an enquiry team to perform the enquiry and present a report to the HRD within a week.
- Then HRD to review it and send it to the director of the Aarong & AAF. The final decision is made by the director.
- Once the decision is made and if the employee is to be dismissed, the HR department gives notice to the dismissed employee about their dismissal. Usually when an employee is dismissed they do get any facilities like provident fund, gratuity insurance money etc. promised by the organization.

Finding and Analysis

During my internship at Aarong & AAF I have come across different HR practices which lead me to analyze Aarong and find its strengths and lacking.

SWOT analysis of Aarong

SWOT analysis is a powerful technique for understanding organizations strength and weakness and looking for the opportunities and threats it may face. Used in a business context it helps organization crave a sustainable niche in a market. This analysis is mainly based on a current market situation.



Figure: SWOT analysis of Aarong & AAF

Strength:

Aarong & AAF is the pioneer organization in handicraft. Aarong has more than 68 % market share, which makes it the market leader. And over these years Aarong has built a strong brand name in home and abroad. The products quality maintains a certain standard and it secured Aarong with loyal customers. Aarong's one of the biggest strength is its production centres (AAF). The sale of Aarong is so high that it has almost "zero" production damage rate which reduces producing costs.

Weakness:

Even though Aarong is the market leader it still has its drawbacks, one of the weakness is Aarong charges higher price for their products on the other hand the competitors charges lower price for the products. It not only reduces Aarong's sale but also similarity in design as boutiques are coming up with similar designs. Aarong has its outlets in Dhaka, Chittagong, Sylhet and Khulna, but they do not have any outlets in Rajshahi, Rangpur, and Jessore etc.

Opportunities:

Aarong can go for new outlets in different cities. They can also start joint venture with other boutiques so that they can have more coverage in home and abroad. Aarong has no seasonal collection; they can start seasonal collection for each season it will give them opportunity to attract new markets

Threats:

Even though Aarong does not have any big competitors now but the number of completion is ever growing. There is always new competitors' threat. And the number of consumer for other boutiques is increasing which will eventually decrease Aarong's market and as well as sales.

Major Findings of the study:

In my internship at Aarong I have observed and found different issues, these are:

- ❖ Fair system in recruitment and selection process: Aarong believes in fair recruitment and selection process for their employees. They try to make the whole process unbiased and fair. The transparency in recruitment & selection process is their first priority
- ❖ Hiring the right number of employees in right place: the objective of Aarong & AAF is to make sure that each department has sufficient workforce to get the organization ahead.
- ❖ The whole HR department is very well designed and organized, even though limited workforce is a problem sometimes.
- ❖ They have lack emphasize in research and development, means that they are continuous upgrading the work process through technology but not paying enough attention of the employee development and their demand.
- ❖ Competence gap for the employees is noticeable, the gap between the standard and actual performance is noticeable in employees.
- ❖ Compensation and benefits at Aarong & AAF is not attractive comparing to other organizations.
- ❖ Employee turnover rate is high because of the salary structure. Unless Aarong improve their salary Structure they will have hard times finding employees with higher competencies.

Recommendation

After completing this project, I have come up with some recommendation which Aarong can use for their advancement. These are

- Besides taking interviews Aarong should take written test on the computer to understand the applicants' computer literacy and other job related knowledge.
- The Training for the sales associates should be more related to their job responsibilities rather than just product orientation.
- The amount of work in HR department is huge but the manpower is comparatively lower. As the Organization is ever growing Aarong should recruit more HR personnel to get the jobs done in a more effective manner.
- Aarong's website should be updated more frequently with the current issues and vacancies. It will ease the work of HR as more people would be informed.
- Aarong should introduce online application for their vacancies, it will help them reducing cyber hunting times in bdjobs and other sites
- The compensation package in Aarong is not Attractive they should restructure their salary and other compensation.
- As there is competency gap in employees Aarong should start employee training and other development programs to develop the employees.

Conclusion

Aarong is not only a fashion house it is more than that. With times Aarong has evolved itself as one of the most successful lifestyle store in our country maintaining the tradition and the trends. Besides becoming the leading lifestyle chain store in Bangladesh they have cherished the traditional crafts of Bangladesh through Ayesha Abed Foundation and have been able to create employment of thousands of people. As a result Aarong is a fair trade organization reaching global market by representing folklore tradition of Bangladesh. Aarong & AAF plays the role of protector and promoter of traditional Bangladeshi products and designs. the designers and the innovators of the products offered by Aarong have not only established the organization of as leaders in handicrafts but have also reignited interest and popularity for styles and traditional crafts that are native to the country. It is this gracious blend of contemporary and customary, that ensures that each product is original and saleable in a modern society.

With Aarong growing on this scale, it is Aarong's HR departments' tribute that Aarong can work with almost more than one hundred thousand people. In the end of my study I would like to conclude by sharing my feeling that, it was a great journey of my internship in Aarong & AAF. I have achieved contemporary HR issues which are now practicing in most modern organization. Thus we hope Aarong will keep up their journey and would become one of prestigious brand by representing Bangladesh.