

Subject: HR Practices and Policies of Rahimafrooz

Submitted By:

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**An internship Report submitted of the requirements
for the degree of Bachelor of Business Administration**

Submitted To:

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LETTER OF TRANSMITTAL

16th September, 2014

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Subject: Submission of the internship report on “HR Practices & Policies of Rahimafrooz”

Dear Sir,

It is huge pleasure for me to submit you my internship report titled “HR Practices & Policies of Rahimafrooz”. I was assigned to work at Head office of Rahimafrooz Distribution Limited. I have tried my level best to fulfill all my requirements of this course and tried to follow my supervisor’s instructions while preparing this report. This gave me the opportunity to theoretical knowledge in practical field, which help me in my future career. It has been a great pleasure for me to work on this report as it provides many opportunities to gain insight about the human resource practice and policies followed in Rahimafrooz.

So, I would like to thank my academic supervisor and employees of Rahimafrooz to help and support me preparing this internship report.

Thank You

Sincerely Yours,

.....
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ACKNOWLEDGEMENT

At first I am grateful to Almighty ALLAH to give me the opportunity to complete my internship program and this internship report.

As a student of BRAC Business School, BRAC University, I would like to express a great pleasure to prepare an internship report on “Human Resource Practices and Policies of Rahimafrooz. It would be quite impossible to complete this report without the co-operation and suggestion of Rahimafrooz employees. It gives me immense pleasure to acknowledge them with my gratitude.

I am extremely thankful to my honorable supervisor of my internship program **Mr. Suntu Kumar Ghosh**, Assistant Professor, BRAC Business School, BRAC University. His tremendous support and direction, co-operation, valuable advice and endless inspiration enable me to overcome all the difficulty that produce during my internship and preparation of this report.

I also acknowledge the whole hearted support extended to me in compilation of the report to **Md. Afsar Uddin**, Head of HR & QMS. Moreover, I am really thankful to **Md. Afshin-Uz-Zaman**, Executive-Training Development & HR and also **Md. Ashfaqur Rahman**, Officer, HR. for helping me in every aspect. It is a pleasure to acknowledge the contribution of all concerned regarding the preparation of this internship report. I am indebted to the entire employees of Human Resource Department of Rahimafrooz.

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EXECUTIVE SUMMARY

Rahimafrooz is not just a name. It indicates milestone which Rahimafrooz has achieved with trust, support and dedication of all stakeholders and most importantly its customers. Rahimafrooz has endured turbulences of the last 60 years and has been able to transform itself from a small trading company to a leading business house. They want to emerge as an employer brand. Rahimafrooz always give value to their customers as well as talented and hard working employees. Rahimafrooz try to attract, develop and retain qualified and competent people.

Human resource management covers the fields of staffing (hiring people), retention of people, pay and bonus setting and management, performance management, and taking care of exiting employees. Now-a-days, human resource management does not merely handle recruitment, pay, and discharging, but also capitalize on the use of an organization's human resources in a more strategic level.

I have analyzed the recruitment procedure and policies of Rahimafrooz. I have found that the HR department of Rahimafrooz performs its activities competently and successfully. The major activities of this department are filling up the vacant posts through proper recruitment and right placement of the new work forces, storing and updating the employee information, providing training and development program to the employees. Rahimafrooz provide training to their employees so that they can work effectively and efficiently and also improve their performance level. Human Resource Department of Rahimafrooz prepares monthly statement to identify the current employee status of Rahimafrooz.

This internship report contains human resource practices and policies of Rahimafrooz. Recruitment policy, corporate designation and grade policy, training policy, promotion policy, performance management policy, benefits- retention initiatives of Rahimafrooz are described in this report. A different learning which is I+10 Habits developed among employees of Rahimafrooz. In addition, analysis of monthly turnover rate in percentage of Rahimafrooz.

1. INTRODUCTION

Human resource management (HRM) refers to maximize employee performance in service of their employer's considered objectives in an organization. Human Resource (HR) is mainly concerned with how people are managed and supervised within organizations, focusing on policies and systems. HR departments and units in organizations are typically responsible for a number of activities, including employee recruitment, training and development, performance appraisal and rewarding (managing pay and benefit systems), motivational activity and so on. Business is enlarged from manufacturing and selling to placing right people at right position in the right place at the right time. Human Resource Management provides an opportunity for discussion and promotes the understanding of the importance of human resource management to business strategy. HRM is the process of managing people in organizations in a structured and systematic manner. Human Resource Management is a key business operation practice for managing personnel within a company.

Human resource management, in the sense of getting things done through people, is an essential part of every manager's responsibilities. People are the most valuable asset for any organization. However, the reality for many organizations is that their people remain undervalued, under trained and underutilized. Human Resource Management (HRM) involves all management decisions and practices that directly affect or influence the people, or human resources, who work for the organization.

In recent years increased attention has been devoted to how diversified the human resources, how organizations manage those resources and how satisfied they are. 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.

1.1 RAHIMAFROOZ

Rahimafrooz, founded in 1954 by Late A. C. Abdur Rahim as a trading company in Chittagong, is one of the largest business groups in Bangladesh. It consists of nine SBUs and several other affiliations. Rahimafrooz operates in three broad domains: automotive aftermarket, power and energy, and retail chain. It sells tires, batteries, lubricants, emergency power products, diesel as well as gas generators, lighting products, electrical accessories, solar systems, energy solutions using compressed natural gas, and power rectifiers. The Group also runs 'Agora' the first retail chain in Bangladesh.

The Group has strengthened its market leadership at home while reaching out to international markets. Ranging from automotive aftermarket products, energy and power solutions, to a retail chain. Through Rahimafrooz IPS, UPS and Voltage Stabilizer, the Company enjoys clear leadership of the emergency power products market. It also markets home and industrial lighting products from General Electric USA (GE) and electrical accessories from Hager (France).

Rahimafrooz, in 2001, made a breakthrough in the urban lifestyles by launching one of very few retail chains in the country – Agora. The Group operates a non-profit organization Rural Services Foundation (RSF) through which the solar home systems reach the customers in the rural areas of Bangladesh.

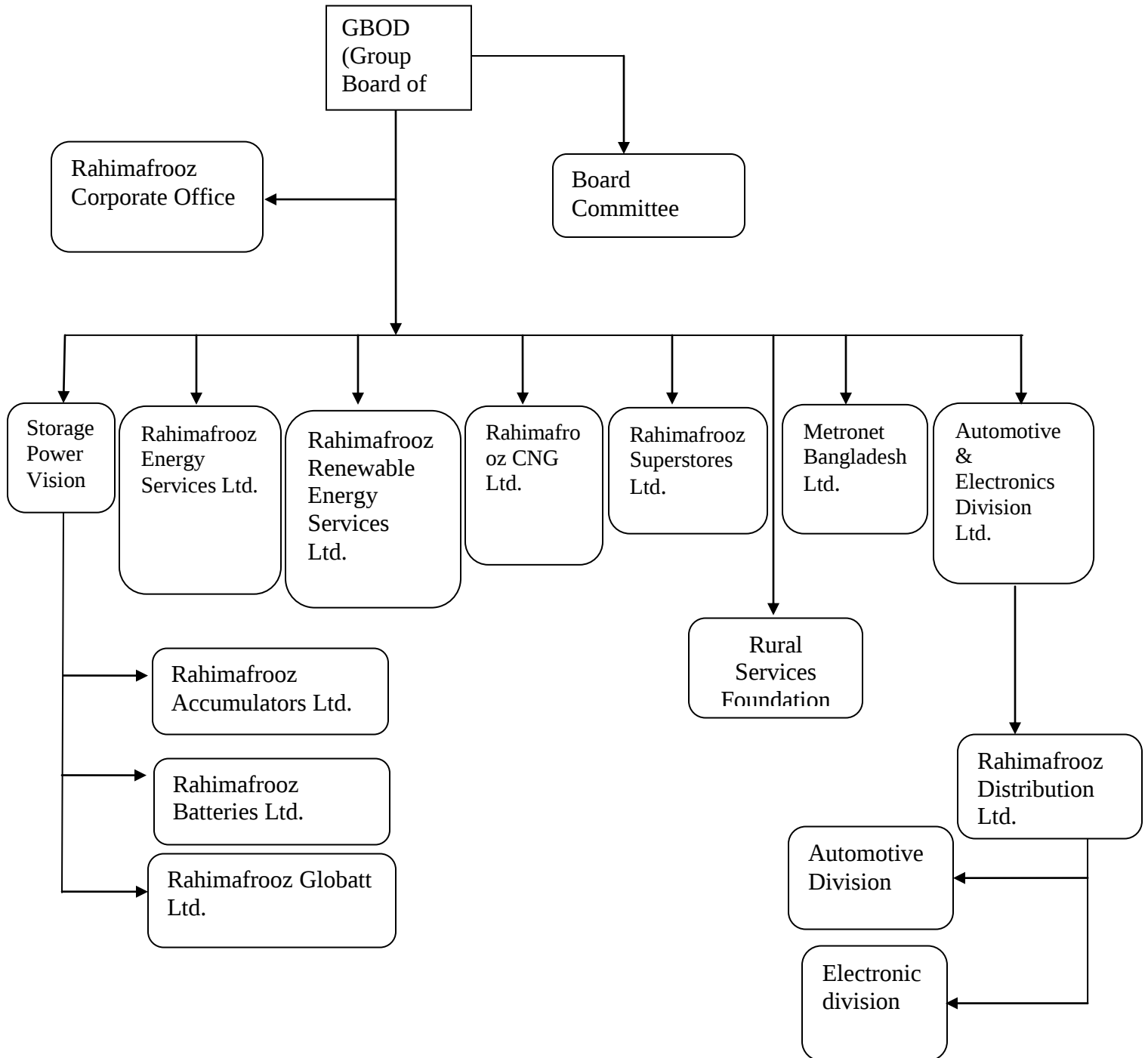
1.2 Milestones

- ❑ Founded in 1954 by Mr. A.C. Abdur Rahim. It was incorporated as a trading company.
- ❑ Entered into collaboration agreement with LUCAS, UK for setting up manufacturing and distribution system of Lead-Acid automotive batteries at Dhaka in 1959.
- ❑ Established Battery factory at Nakhalpara in 1960
- ❑ Appointed exclusive distributorship of Dunlop tires and launched it in the market in 1978.
- ❑ Completed acquisition of Lucas Services (BD) Ltd. and renamed it as Rahimafrooz Batteries Limited.
- ❑ Introduced “dry charged” plastic case battery in 1982.
- ❑ Established exclusive nationwide distributorship for automotive aftermarket in 1984.
- ❑ Only producer of industrial battery in 1985.
- ❑ Extended manufacturing capacity and semi-automated production in 1985.
- ❑ Pioneering Solar Power promotion in 1985.
- ❑ Started assembling and marketing industrial batteries in 1986.
- ❑ Established independent Lead-Oxide plant in 1990.
- ❑ Completed acquisition of plant and technology for industrial battery manufacturing from Electrona, Switzerland in 1991.
- ❑ Entered into manufacturing collaboration agreement with Chloride Group, UK. Made its first export of battery to Singapore in 1992.
- ❑ Launched Rahimafrooz Instant Power System in 1992.
- ❑ Introduced Instant Power System (IPS) for power back up in 1993.
- ❑ Completed acquisition of Yuasa Battery (Bangladesh) Limited in 1994.
- ❑ Extended technical and general assistance to setup Pakistan Accumulators Limited, Haripur, and NWFP, PAKISTAN in 1994.
- ❑ Extended export market to Middle East, Nepal, Bhutan, Sri Lanka, Myanmar and Pakistan in 1994.
- ❑ Established Excel Retreads, a cold-cure tire retreading plant, as a franchisee of Elgi Retreads, India in 1994.

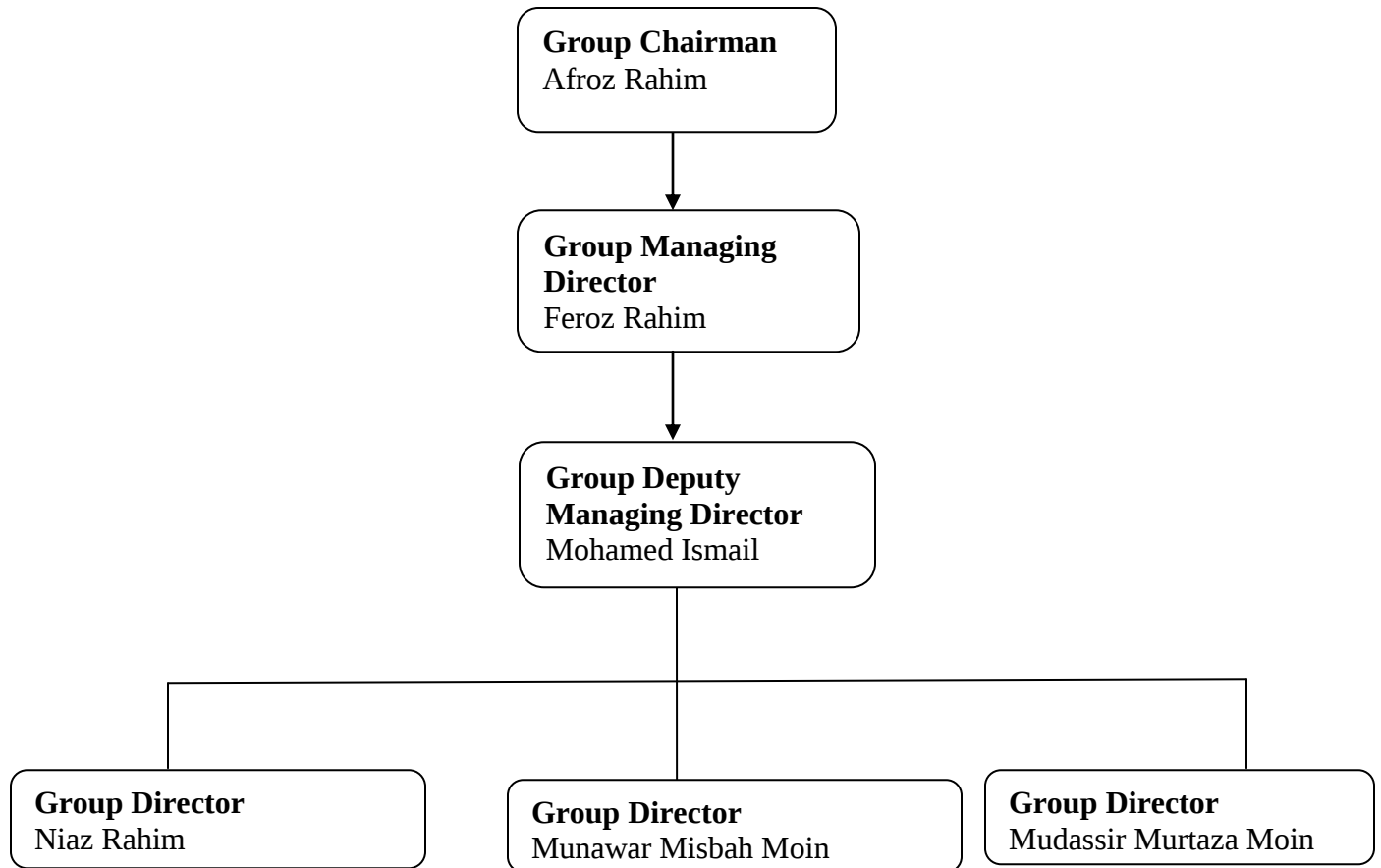
- ❑ Undertook a management and organizational restructuring to Recognize Group business operations into strategic business units (SBUs) in 1996.
- ❑ Introduced Rectifier and Power Back-up Application in 1997.
- ❑ Attained ISO 9002 certification for Battery Manufacturing in 1997.
- ❑ Introduced PCM range economy battery for commercial vehicle segment in 1998.
- ❑ Started exporting to Kuwait, Lebanon, Georgia and CIS countries in 1999.
- ❑ Hold First India Distributor's Convention in 1999.
- ❑ Opened India Business Office in Ahmedabad in 2000.
- ❑ Launched new brand of automotive battery- VOLTA, which is a valve regulated Lead Acid Battery in 2000.
- ❑ Introduced own brand RZ tire and introduced in the local market in 2000.
- ❑ Awarded Enterprise of the year in 2001.
- ❑ Made export to United Arab Emirates (UAE) in 2001.
- ❑ Opened Nepal Business Office in Katmandu in 2001.
- ❑ Recommended for ISO 14001:1996 Certification.
- ❑ Established the first grocery retail chain super store called Agora in 2001.
- ❑ Launched energy service company, Rahimafrooz Energy Services Limited (RESL), for promoting distributed power in 2001.
- ❑ Launched 2nd outlet of Agora at Gulshan in 2002.
- ❑ Awarded National Export Trophy in 2003.
- ❑ Established Rahimafrooz CNG ltd to facilitate CNG station installation and services in 2004.
- ❑ Launched Metro Net Bangladesh Limited, a fully digital fiber optic based metropolitan data communication network, as a joint venture with Flora Telecom in 2004.
- ❑ Launched new automobile battery Spark for taxicab in 2004.
- ❑ Received McGraw-Hill Platt Global Energy Award for Renewable Energy in 2004.
- ❑ Launched 3rd outlet of Agora at Moghbazar in 2005.
- ❑ Launched Volta Maintenance Free Battery in 2005.
- ❑ Received the Ashden Award for Sustainable Energy in June 2006.
- ❑ Commencement of Domain Focus Management Restructure (DF-MOR) in 2009.
- ❑ Established Rahimafrooz Globatt Ltd in 2009.

- ❑ Launched Daewoo (Electronic Brand) in 2009.
- ❑ Named Asia's Best Brand and Asia's Best Employer by CMO Council, Asia in 2010.
- ❑ Established Rahimafrooz Urban Living Ltd. In 2011.
- ❑ Rahimafrooz Renewable Energy Ltd. commenced its commercial operation of PV plant in 2012.
- ❑ Awarded "National Export Trophy" for 2010-2011 in 2013

1.3 RAHIMAFROOZ GROUP AT A GLANCE



1.4 GROUP BOARD ORGANOGRAM



1.5. I+10 Habits

Habit 1: Response rather than react

Act in advance and act on things rather than letting them on others. Try to be hopeful of likely changes. Always try to takes steps to avoid/minimize the impact of the possible changes to the business situation.

Habit 2: Be purposeful

It is important to draft a life mission. Having a mission, a sense of what I want to achieve, gives my life both direction and makes it prioritization.

Habit 3: Choose to grow

Produce quality outputs. Finish deadline related work on time. Spend time doing on purposeful work.

Habit 4: Work toward success for all

Try to understand the objectives of others. Share knowledge and resources with others. Appreciate others contributions.

Habit 5: First enter the other persons world before inviting them to your world

Listen to other person, matches other person emotions, thought process and behaviors. When communicating a different point of view thinks about the other person situation.

Habit 6: The even better, third alternative

Appreciate others point of view. Try to bring synergy which will produce a higher quality solution.

Habit 7: Constant and never ending improvement

Show constant desire to improve 6 aspects of life:

- Competencies
- Health
- Relationships
- Emotions
- Finance
- Spiritual

Always use every opportunity to learn something from colleagues, company, TV, newspaper and kids etc.

Habit 8: The magical right brain and the logical left brain

Believes in imagination and hopes are powerful and uses them. Works toward improve even the little things.

Habit 9: Lighten up

Appreciate even the little things in life and consider them as blessings. Always smile, greets and is a pleasure to be around.

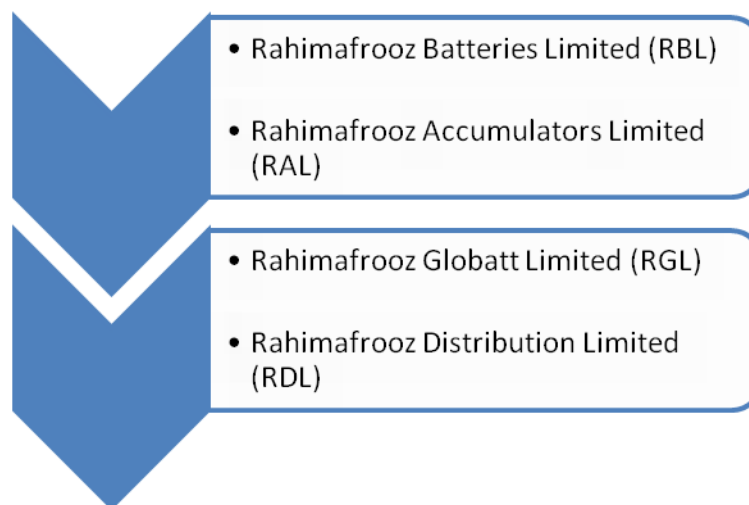
Habit 10: Give more than expected

Promises only what can be delivered. When promises are made, they are delivered better than promised (earlier, more caring, better quality)

2. Sister Concern of Rahimafrooz (Bangladesh) Limited (RABL)

Rahimafrooz (Bangladesh) Limited (RABL):

Rahimafrooz Bangladesh Limited (RABL) is the Group Parent Company that supports and guides the Strategic Business Units (SBU) from the Rahimafrooz Corporate Office (RACO). Rahimafrooz has been a partner in the development journey of this nation for sixty years now. They set the highest standards in responsible corporate behaviour and passion for success is aligned with the development of the country. Rahimafrooz are committed to playing a leading role in driving growth, prosperity, ethical values and social responsibility.



2.1Rahimafrooz Batteries Limited (RBL):

Rahimafrooz Batteries Ltd. (RBL) is the largest lead-acid battery manufacturer in Bangladesh. The company is one of the leading regional players, with market leadership at home and export endeavors to more than 44 countries around the world. Lucas and Spark are the leading names in the local automotive battery market while Volta, Optus and Delta are gaining equity as international brands. Rahimafrooz as a Group is highly committed to its social and environmental responsibilities. All its operations are built and managed in a way so that the possibility of any detrimental effect on the environment can be eliminated or minimised. Being

the leader in the lead-acid battery industry, RBL is no exception to that commitment. Safe disposal of the used batteries in Bangladesh has been a big concern.

2.2Rahimafrooz Accumulators Limited (RAL):

Rahimafrooz Group started manufacturing industrial batteries in the year 1991, in collaboration with Electrona of Switzerland. Rahimafrooz Accumulators Ltd. (RAL) commenced operation from 2009, as a separate unit to cater to the growing needs of the local as well as international market. RAL produces and markets a wide range of industrial batteries which are used in telecommunication, power station, railways, electric vehicles, forklifts, ships, buoy lighting, UPS, inverter and solar power systems. It aims to manufacture high quality batteries by employing new and innovative technology, which offers safer and more environment-friendly manufacturing processes. RAL aspires to be the leading industrial battery manufacturer for traction, stationary, solar in the South Asia region.

2.3Rahimafrooz Globatt Limited (RGL):

Rahimafrooz Globatt Ltd (RGL) is the global wing of Rahimafrooz group. RGL is the largest battery export plant in South Asia. RGL offers a broad range of maintenance free automotive batteries manufactured according to JIS and DIN standard for a variety of vehicles, ranging from small cars to large commercial vehicles. RGL also manufactures deep cycle battery for inverter application. All these batteries have been designed by one of the leading German company. These batteries are designed for millions of vehicle enthusiasts across Asia & Pacific, Middle East, Africa, Europe and Americas.

2.4Rahimafrooz Distributions Limited (RDL):

Rahimafrooz Distribution Limited (RDL) is the largest marketing and distribution house in automotive aftermarket and in emergency power back-up systems in Bangladesh. RDL is the market leader in its product categories. Its product portfolio includes battery, tires and lubricants for all types of vehicles and lubricants for industrial use. It leads emergency power back up market with its IPS, UPS and Voltage Stabilizers. RDL is the exclusive distributor and marketer of the full product range of Dunlop and Castrol.

3. Aspiration, Vision and Values

3.1 Aspiration:

“To be the most admired and trusted organization through excelling in everything we do, following ethical business practices and adding value to stakeholders.”

3.2 Vision:

Vision 2015: A billion dollar diversified group committed to adding value to all stakeholders and community.

3.3 Values:



Integrity in all our dealings



Excellence in everything we do



Total commitment to
Customer Satisfaction



Thinking ahead and taking
New Initiatives

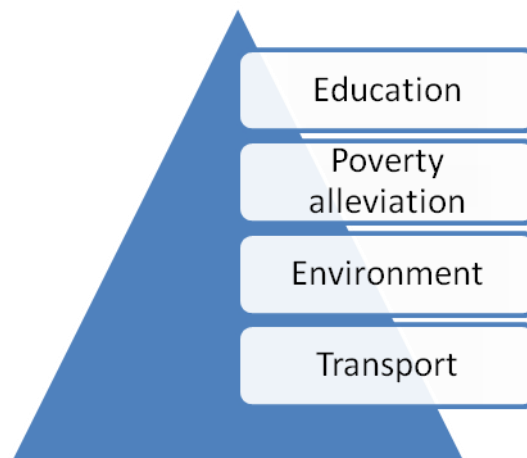


Valuing and Inspiring People

4. CORPORATE SOCIAL RESPONSIBILITY

Rahimafrooz’s aspiration is to be the most admired and trusted organization, by excelling in everything it does, following ethical business practices, and adding value to its stakeholders. The Group wants to achieve all of these while being firmly committed to social responsibilities. Rahimafrooz Group, with a proud history of 60 years, strongly believes in the principle of contributing back to the community where it operates. Rahimafrooz strives to add value to the society, its economy, and environment through intelligent efforts and focused initiatives.

Rahimafrooz’s CSR vision reads, “Passionate and driven to make a difference among the Community and Environment.” Much of the Rahimafrooz CSR efforts are carried out through its social development initiative Rural Services Foundation. Currently, Rahimafrooz Group is contributing in the following areas.



5. DIFFERENT DEPARTMENTS OF RAHIMAFROOZ

5.1 AUTOMOTIVE & ELECTRONIC DIVISION (AED) MANAGEMENT COMMITTEE

The AED Management Committee (MC) is the authority responsible for guiding the AED business in line with AED and Group objectives.



5.1.1 AUTOMOTIVE DIVISION

The Automotive Division is responsible for the effective marketing & management of automotive products of AED- Tyre, Battery and Lubricant. The Automotive Division's objectives are ensured through the Automotive Executive Committee.

Vision Statement

“Be the number 1 enterprise with turnover of USD 200 million for one stop automotive aftermarket solutions in Bangladesh with revenue of USD 200 per vehicle.”

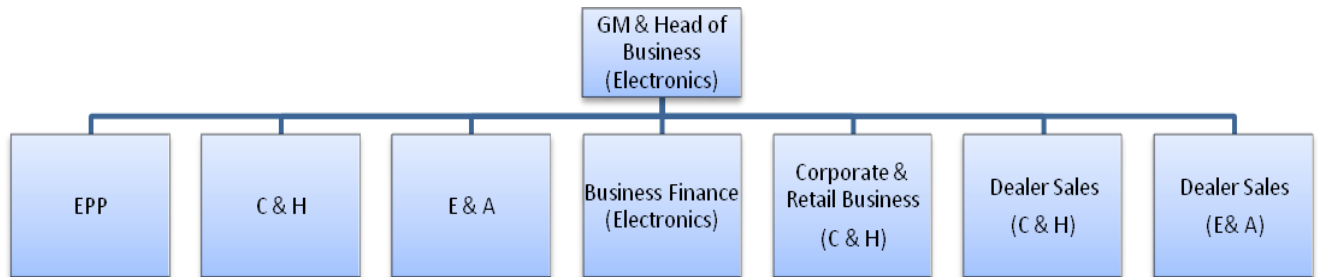


5.1.2 ELECTRONICS DIVISION

The Electronics Division is a newly created division presenting a wide range of emergency products, industrial accessories and consumer appliances. Notable in its arsenal is the renowned Rahimafrooz IPS, a name familiar to many households in Bangladesh.

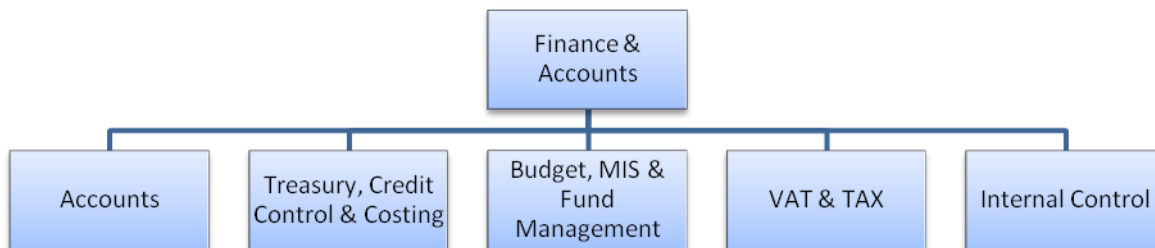
Vision Statement

“Be the fastest growing distribution enterprise for electronics and products and services with a turnover of USD 120 million. Be the most preferred enterprise for Electronics products creating unique experience in matching customer lifestyle.”



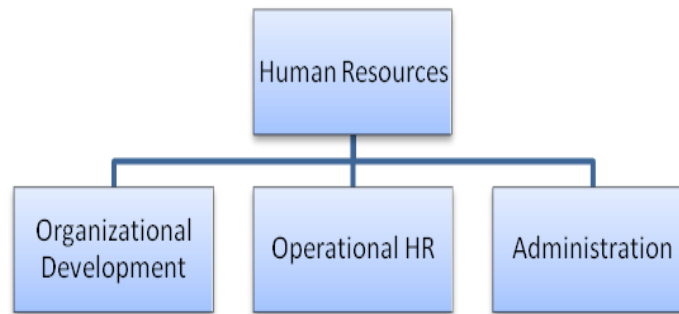
5.2 FINANCE & ACCOUNTS

The Finance Department is the most vital department in AED responsible for the arrangement of funds for operations, maintaining records, and reporting to Management. The Finance department also plays an important role in preparing budgets for both operational planning and annual business plans.



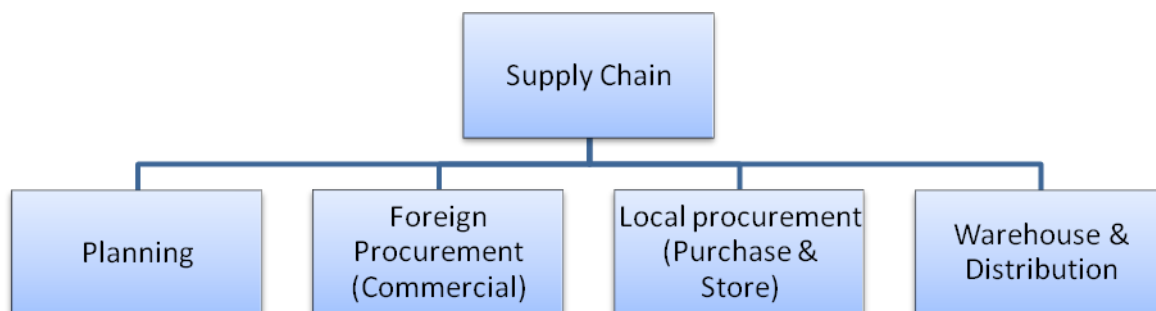
5.3 HUMAN RESOURCES

The Human Resources department is responsible for ensuring motivated, talented and ever-developing pool of professionals at AED who respect what Rahimafrooz stands for and values, and can carry the company to greater horizons.



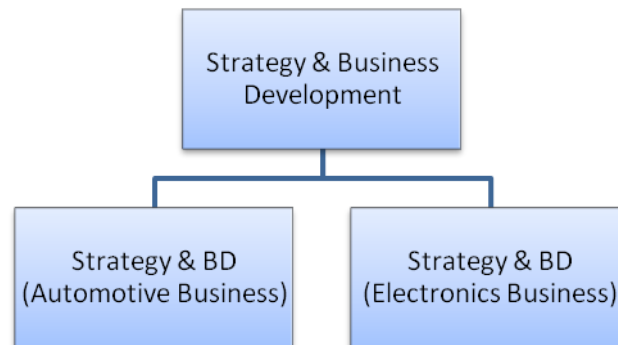
5.4 SUPPLY CHAIN

The supply chain department is responsible for ensuring on-time availability of AED products so that customers do not have to wait to buy its products. This department is supported by four main functions- Planning which deals with operational planning, Commercial, which deals mainly with import of products, Purchase & Store, which handles local procurement, and Warehouse & Distribution, which handles logistics.



5.5 STRATEGY & BUSINESS DEVELOPMENT

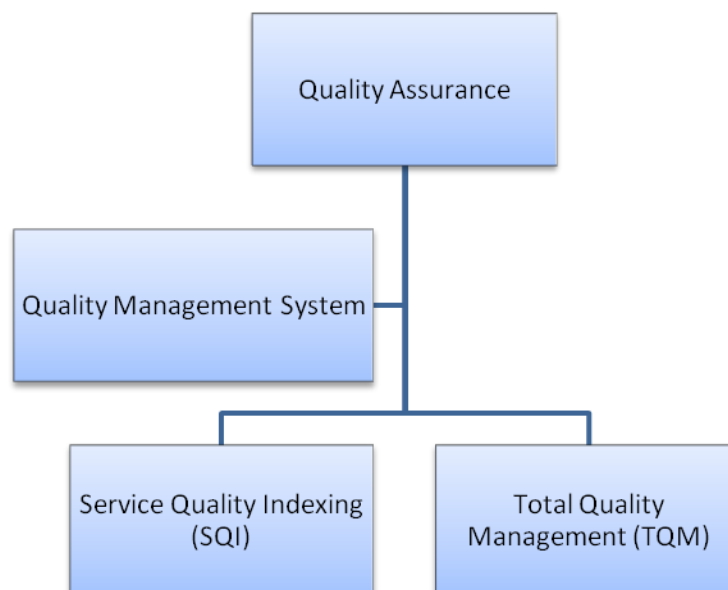
In the world of ever-changing business dynamics, having a sound strategy can benefit a company immensely. Both the business divisions of AED will have strategy functions which will guide their directions to growth and success.



5.6 QUALITY ASSURANCE

Rahimafrooz strive to ensure quality in their products and service, and hence, they welcome the role that Quality Assurance plays in our dealings. AED has in place a Quality Management System complete its own set of policies that is under continuous surveillance and routine audit from external auditor panels.

Recently, AED has introduced a service Quality Indexing system designed to capture in-depth information on customer satisfaction levels with our major products.



6. Human Resources Practices of Rahimafrooz

6.1. Recruitment Policy of Rahimafrooz

The goal of recruitment process is to select and recruit competent Rahimafrooz requires for its operation and to attain aspiration, missions and objectives.

6.1.1 Objective

- Ensure quality recruitment of personnel.
- Bring clarity and consistency in the selection and recruitment process.
- Ensure equal opportunity for employment.
- Encourage all candidates to demonstrate their suitability for a post through the establishment of a clear, welcoming and positive process.

6.1.2 Validation of Need & Approval

- The Group HR or SBU HR as the case may be, shall administer the recruitment process. Best efforts shall be made to attract suitable numbers of qualified applicants and shortlist them on relative qualification, skills, and attributes to meet human resource recruitment. The Group Human Resources may authorize agencies to conduct their own recruitment programs for specific grades or positions with approval of the CEO.
- A requisition be respective Department Head should be made using the prescribed form to HR department to fill a vacant post.
- Any requisition for vacant post from grade 5 and above will be advertised in a manner likely to bring it to the notice of persons qualified to fill the post.

- They may appoint internally after internal advertisement the details will be posted, in writing, on the employee notice board(s) giving at least seven (7) working days for applications to be made.
- All types recruitment advertisements will be clear and helpful to potential candidates, and will contain a minimum of the information:
 - a) Post title.
 - b) Grade
 - c) Location
 - d) How and where to apply
 - e) Role definition
 - f) Name and description of the organization/SBU/department.
 - g) Last date for applying

6.1.3 Eligibility for Employment

- The candidate's age must be 18 years or above.
- The candidate must not be convicted by any criminal court.
- Medically fit for the job he or she is seeking.

6.1.4 The Selection Panel

A Selection Panel will be made up of the senior management level of the concerned SBU and RACO as required. For recruitments in managerial level (Grade 8) or above, at least one person from the Group HR should be present in the final selection stage. The quorum is at least three (3) persons.

6.1.5 Short Listing

- Short listing is the responsibility of the Selection Panel.
- The criteria for selection will be consistently applied to all applicants.
- If the pool of applicants is found to be weak, the Selection Panel may recommend to the management that the post is re-advertised.
- When taking reference, referees should be asked specific questions. These will include:

- a) Length of time they have known the candidate. Last regular contact with the candidate.
- b) Capacity in which they have known the candidate.
- c) Assessment of the candidate's strengths and weaknesses.
- d) Reasons for leaving.

6.1.6 Interviews

The format, style and duration of interviews are matters for the Selection Panel to decide, but the following will be adhered to:

- a) Briefing: All candidates will be given relevant information about the company to enable the candidates to make further enquiries about the advertised job.
- b) The formal interview: Before the interviews the Selection Panel will agree on the line of questioning to be followed and will ensure that similar questions are put to each candidate. The questions asked will be aimed at obtaining evidence of how each candidate match the requirements of the Role Definition. The same areas of questioning will be covered for each candidate.
- c) The Selection Panel will evaluate the candidate at the end of the interviews. The notes taken and documentation used in this evaluation process will form part of the formal record of why candidates were or were not selected. In case the candidate is selected, the interview records will be appended to the employee's personal file. For all other candidates who were not selected, the records will be retained for six (6) months; after that time they will be destroyed.

A range of options to develop an interview process appropriate to the level of post on offer should be used. Options that the Selection Panel may consider include:

- a) Presentation by candidates.
- b) Discussion in small groups about a topic relevant to the post on offer.
- c) Small group interviews with management panels.
- d) Practical test.
- e) Skills demonstration

The Selection Panel to be provided by HR Department with copies of:

- a) Role Definition covering job descriptions and person specifications;
- b) Application forms, letters of application, and CV;
- c) Reports of any exercises or practical tests or skills demonstration;
- d) Timetable of interviews.

At least three interviews should be taken for jobs from grade-5 and above. The number, place, interviewers and procedure of the interview will be decided by the Selection Panel. The short listed candidates on each stage must be informed at least three (3) days prior to each interview.

6.1.7 Recommendation by the Selection Panel

1. The Selection Panel must reach an accord on the prospective candidate within the specified time and will make clear recommendation for offer of employment.
2. Recommendation made by the Selection Panel should be approved by the COO/CEO as the case may be to be treated as the final decision.
3. The offer of employment shall be issued by Group HR or SBU HR depending on the situation.
4. The candidates who have participated in the final round of interview but not considered for employment should given a letter of regret.

6.1.8 Offered Pay and Probation

1. Only the approved pay scale/grade could be offered by the SBUs. Any deviations should be approved by Group HR.
2. Any selected candidate irrespective of position should be placed in probation for six (6) months unless otherwise having approved by CEO/SBU Head

6.2. Corporate Designation and Grade Policy

6.2.1 Objectives:

1. Standardize and maintain consistency in job grade structure with proper designation
2. Bring clarity of understanding about jobs and grades
3. Facilitate staffing decision

Corporate Designation and Grade Policy

RA GRADES	JOB TITLE
G-13	Divisional COO
G-12	COO-SBU
G-11H	GM & Head of Business
G-11	GM
G-10S	DGM
G-10	Head of Function or Sr. Manager
G-9S	Manager
G-9	Manager
G-8	Manager
G-7S	Sr. Executive
G-7	Executive
G-6	Sr. Officer
G-5	Officer
SG-4	Supervisor, Receptionist, Telephone operator
SG-3	Sr. Electrician, Sr. Foreman, Cashier, Officer Assistant
SG-2	Electrician, Driver, Welder, Attendant

SG-1	Jr. Technician, Jr. Attendant, Peon, Cleaner, Security Guard
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6.3. Training Policy of Rahimafrooz

6.3.1 Objectives

1. Develop a competent workforce, able to respond to the demands made upon them in carrying out their jobs.
2. Ensure quality training is provided to equip the workforce with the necessary skills, knowledge, competencies and attributes to perform their jobs effectively.
3. Update employees with technological and operational changes and developments.

6.3.2 Training Need Assessment

Training needs will be identified at the following stages:

1. The identification of the training and development needs of individuals and groups of employees is vital to the success of the training and development policy.
2. During Induction: Any immediate training needs will be identified and discussed by the concerned manager and HR department during the employee's induction period when initial targets and objectives are set. Required trainings will be organized during the first three months of employment wherever possible.
3. Selection Interview
4. End of Probation Assessment
5. Everyday interaction and monitoring by supervisor

6.3.3 Roles and Responsibilities for Implementing the Policy

- **Employees have the responsibility to:**
 - a) Seek out and participate in training opportunities to improve their job performance and competencies.
 - b) Obtain approval from their supervisor to attend training programs.

- c) Apply learning in the work place.
- **Supervisors and managers have the responsibility to:**
 - a) Support and provide opportunities for individuals to pursue job-related training.
 - b) Help and guide employees in identifying their weak areas for improvement.
- **Human Resources department's responsibilities:**
 - A) Facilitate concerned department in identifying training/development needs.
 - b) Arrange in-house or external facilities/resources for providing the required training.
 - c) Conduct/assess training effectiveness in association.

The training budget will be allocated at the beginning of each financial year in accordance with training needs identified and the organization's objectives for the forthcoming year. The training plan will be reviewed annually. All training will be evaluated by the HR Department by means of feedback from the trainee and their manager. A training record will be set up for each employee and held on the personnel file for all training, whether in-house or external.

6.4 Promotion Policy of Rahimafrooz

6.4.1 Objectives

1. Facilitate career progression of employees.
2. To reward really deserving employees.
3. Maintain clarity and uniformity in promotion/upgrading decisions.
4. Provide a transparent system through which employees can foresee a career path.
5. Provide appropriate criteria/requirements for promotion to a higher grade.
6. As far as practicable, internal promotion is encouraged to replace vacancies in higher grades when occur.

6.4.2. Evaluation

1. Promotion is not an automatic process and cannot be claimed by an employee as a matter of right.
2. Generally, no promotion would be considered before completion of three (3) years in a particular position. However special consideration would be made in case of proven and outstanding performance and ability. Promotion should only be considered when one has consistently exceeded in performance compared to his or her present position's requirement.
3. Job evaluation will be done for promoting employees.
4. A separate assessment is required for the concerned person by at least three persons, of which one from the HR department

6.4.3. General Conditions

1. Consideration of promotion to a higher level is linked with fulfilling of the minimum education, experience, skill and competency requirements.
2. There must be a substantial increase of overall responsibility in the job to be considered for promotion.

3. The employee must have a demonstrable performance record
4. The organization structure and business plan must support the promotion.
5. Person profile of the employee must match the requirements of the higher position.

6.4.4. Approval

For considering promotion for Grade 8 and above approval of CEO is required. Approval of COO is required for considering promotion for all other grades.

6.4.5. Minimum Requirement

Grade	Minimum Academic Qualifications and Competencies	Additional Requirements
4 and below	• HSC/Technical diploma, Bachelors' degree will be preferred.	• Experience: 2 years
5, 6	• Bachelor degree/Technical diploma, Masters' degree will be preferred	• Experience : 3 years • Computer literacy
7	• Bachelor degree/Technical diploma Masters' degree will be preferred • Basic functional/Technical competency	• Experience : 4 years • Language Proficiency: Business English • Good interpersonal skill • Computer literacy
8, 9	• Bachelor degree/BSC Engineer/ Professional degree will be preferred • Sufficient functional/Technical competency	• Experience : 6 Years • Exposure to other functional areas • Excellent interpersonal skill • Language Proficiency: Business English • Computer literacy
10, 11, 12,13	• Professional qualification • Significant functional/Technical Competency	• Experience: 8 years • Ability to effectively run a department independently • Multi disciplinary and overseas exposure • Excellent interpersonal and leadership

		skill • Language Proficiency: Business English • Computer literacy
--	--	--

6.5 Performance Management Policy of Rahimafrooz

An ongoing process of communication between the supervisor and the employee focused on making the employee achieve his or her best workplace results and continuously improve upon.

6.5.1 Objectives

1. Provide direction and clarify performance expectations and goals
2. Share feedback and observations with the employee concerning job performance, both what is done well and what needs improvement
3. Identifies training and professional development needs for career growth.
4. A tool to provide reward in a systematic manner
5. Reinforce core values and model behavior
6. Encourage performance and continuous learning

The review process is top-down. The individual employee and his or her superior will set the key Result Areas (KRA) targets. The KRA targets should be Specific, Measurable, Attainable, Realistic, and Time-bound. Make the target as elaborate and specific as possible. The target statement should contain enough details and broken into interim measures. Qualitative aspects of the target must be considered as well.

- An individual's KRA must not conflict with another's
- Both the appraisee and appraiser should agree on the KRAs and associated ratings.
- KRA targets of all managers from grade 8 upwards must be approved by Group CEO after validation by Group HR.

6.5.2. Role of the Appraiser

1. Fix a mutually convenient time
2. Ensure there are no interruptions
3. Listen/see with an open mind to what is said or presented
4. Keep language clear & free from misinterpretation

5. Sum up time to time
6. Keep notes

6.5.3. Role of the Appraiser

1. Fix a mutually convenient time
2. Listen with an open mind to what is said
3. Keep note of what is said/advised for improvement
4. Keep language clear & free from misinterpretation

6.5.4 Role of the HR Team

1. Facilitate the whole process, provide necessary training, clarification where needed
2. Ensure completion of the process within the time schedule
3. Validate the process
4. Keep language clear & free from misinterpretation
5. Validate the KRA targets

6.5.5 Interim Appraisal

1. Mid year appraisal sessions are encouraged. Such sessions may take place during December/January each year.

6.6 Benefits- Retention Initiatives in Rahimafrooz

- **Variable Profit Bonus: (VPB)**

VPB is linked to segment profit achievement and SBU profit achievement. It manifests performance-based reward. The better performing teams are rewarded more than poor performing teams. It makes the teams motivated to perform better as group. It is powerful driver of segment performance. It gives the people an opportunity to get some added benefit over their basic salary. Eventually, the whole group is benefited. This is one kind of variable pay.

- **KRA Bonus:**

KRA bonus is linked with individual performance. It makes the employee achieve his or her best workplace result. The individual and his/her superior will set the KRA targets. KRA targets should be fixed based on SBU Annual Business Plan and role definition of the employee. KRA bonus is determined on the basis of KRA target achievement.

- **Festival Bonus:**

There are two festival bonuses in a year. Each bonus is equivalent to the basic. An employee is entitled to get the full festival bonus after completing one year of service. If an employee has not completed minimum six months or more than six months, he will be given a bonus on a pro-rata basis for the period completed.

- **Provident Fund & Gratuity:**

There are provisions of provident fund and gratuity. It secures a tension free post retirement life. It creates savings for the employees. Every month 10% of the basic salary will be deposited in provident fund account. The company will deposit equal amount of

money deposited by the employee. The employee will get gratuity at the end of service with the company. Gratuity= Number of Service Year X the Last Basic Salary.

- **Training:**

There are ample scopes for training. Training makes an employee feel confident and motivated. It also makes him/her loyal to the company. There is scope of overseas training as well subject to requirement.

- **Education Sponsorship:**

There is provision of education sponsorship. If an employee wants to get a professional degree in order to develop his career and the company considers justified then the company will bear the expenses of his education.

- **Hospitalization Benefit:**

The permanent employees and their family (father, mother, spouse and children only) of Rahimafrooz are entitled to hospitalization benefits to a minimum limit of Tk. 50000. It is a compelling retention initiative. Health care benefit is the most preferred reward for any employee of any organization. It removes anxieties and worries of employees and enhances a sense of belongingness among the employees.

- **Vacation/Holiday Benefits:**

It is another top priority benefit among the employees. It provides time for rest and recreation that result in better performance and job satisfaction. In Rahimafrooz Group there is provision of five type of leave.

- a) Casual Leave: The employees are entitled to casual leave with full pay for ten days in a year.
- b) Sick Leave: The employees are entitled to sick leave with full wages for a total period of fourteen days in a year. Sick leave can be carried forward not exceeding twenty-eight days.

- c) Quarantine Leave: An employee is entitled to quarantine leave for a maximum of three months in case of contagious disease or temporary disability. The leave period can be extended for maximum another three months. After that the person will be considered unfit for the job. This is surely a persuasive benefit for the employees.
- d) Annual Leave: Employees who have completed a period of (12) twelve months continuous service shall be allowed during the subsequent period of twelve months leave for twenty days with full wages.
- e) Maternity Leave: A female employee who has completed a minimum of nine months service shall be entitled to enjoy sixteen weeks maternity leave with pay. Maternity leave will be admissible for six weeks before and six weeks after the date of delivery.

- **Personal Loan Policy:**

Any permanent employee is eligible for personal loan if he or she works, apart from being confirmed in his or her job, for at least one year to the satisfaction of the management. Personal loan may be sanctioned against security of the employee's Provident Fund and the loan amount shall not exceed the total amount accrued in that fund till the date of application. Repayment of personal loan must be made in ten equal monthly installments.

7. MY JOB RESPONSIBILITIES

Rahimafrooz is a leading company in their industry and I was working their Human Resource Department as an intern. Since an intern is a contractual employee, they did not assign me any critical or confidential work. The workings what I have done in my whole internship period are given below.

7.1 RECRUITMENT PROCESS:

Total recruitment process is very organized in Rahimafrooz. Recruitment procedures start from the “Recruitment Requisition Form”. After requisitions are being approved COO, HR department search for the resumes from internal vacancy or the external vacancy. I just give it (Sample of Requisition Form) to show you.

<u>Requisition Form</u>		
Post: Grade: Location: Reporting To:	Required Date: Number:	
<u>ABP:</u> Does it include in ABP? ☒ Yes ☒ No ☒		
<u>Reason :</u> (Why recruitment is needed?) 		
<u>Signature:</u>		
----- SBU Head	----- COO	----- Head of HR

- At first, HR department send vacancy advertisement to their internal employees through mail. They may employ internally after internal advertisement. The details will be posted, in writing, on the employee notice board(s) or giving at least seven (7) working days for applications to be made. In addition, they try to get applicants from external source such as bdjobs.com and so on. Along with they use recruitment agency such as Yes Pvt. Ltd, Grow & Excel and EMC.
- I have screened numerous CVs of several positions and gave them their desired pool of applicants. After gathering the resumes; they are screened according to some requirements such as educational qualification, total years of experience and experience on relevant area.
- I have listed screened applicants CV into the database for advance procedure. The applicant's names and other required information are listed into database and it helped them for further operation regarding to recruitment process. This information is listed down after screening the candidates resume. Selected candidates are further calling for interview. Below information are listed in applicants' database.

SL No	Name	Total year of experience	Working Organization	Last degree of education	University	Result	Email address	Contact No
1								
2								

- Then interview process starts with short briefing about the organization. Interview processes are totally based on the competency framework which is designed by Rahimafrooz. Before giving the interview, candidates have to fill up "Application for

Employment Form”. I have to give this form to the applicant and then collect it from them.

Application for Employment

Name:

Designation:

Address:

Grade:

Address:

Phone number:

Email address:

Marital status:

Number of children:

Education qualification:

Degree	University	Year	Results

Time required for joining:

Do you have any criminal case?

✓ Yes

✓ No

Do you have driving knowledge?

✓ Yes

✓ No

Interest:

Future plan:

Reference:

Contact Person	Number

- Minimum three (3) interviews are taken to select any candidates as an employee. There are organized and designed Joining formalities and orientation schedule which is provide by HR department. Selection Panel will have the same opinion on the line of questioning
- Minimum three (3) interviews are taken to select any candidates as an employee. There are organized and designed joining formalities and orientation schedule which is provide by HR department. Selection Panel will have the same opinion on the line of questioning to be followed and will ensure that similar questions are put to each candidate. The questions asked will be intended to acquire indication of how each candidate go with the requirements. The same questionnaire will be covered for each candidate. I have to send mail toward the selection panel (Interviewers) to inform them about the interview schedule.

Category	Grade	Interviewers
Management Employee	G-8 to G-13	1.Category Head+ Head of HR 2. Head of HR+COO 3.CEO + SBU Director + Group Head of HR
	G-5 to G-7S	1.Category Head+ Head of HR 2. Head of HR+COO 3.CEO+SBU Director +Group Head of HR
Non-Management Employee	G-1 to G-4	1.Category Head+ Head of HR 2.Head of HR+COO

- Rahimafrooz has its own set of rating sheet which helps the interview panels to rate the qualities of any candidates. Different designed rating sheet are being used for management or non management employee. Rahimafrooz have some questionnaire

pattern based on leadership competency and functional competency. Applicants are rated based on this two competency criteria. In the rating scale 1, 2, 3 is for unsatisfactory and 13, 14, 15 for outstanding. I have calculated the points of applicants after passing the interview and listed those into database. At this point, I had to give them the list of capable applicants for further operations.

Sample of rating sheet:

<u>Applicant Rating Form</u>	
Position: Candidates Name: Interviewer: Date:	Signature:
<u>Leadership Competency:</u> • • •	
<u>Functional Competency:</u> • • •	
TOTAL SCORE:	
Comments: ✓ Suitable for employment ✓ Hold for comparison ✓ Not recommended	

- When one candidate is selected for employment, HR department will provide him/her “Offer for Employment Letter”. Offer for Employment Letter provides a list of documents which is required for joining as an employee at Rahimafrooz. This list are given below:
 - Original and photocopy of all academic certificates & mark sheets
 - Release letter or Letter of acceptance of resignation
 - Experience certificates
 - Passport size photograph
 - Photo of nominee
 - Photocopy of Passport
 - Nation ID card
 - Name, date of birth and photo of parents, spouse and children

After appoint an applicant as an employee of Rahimafrooz, I have checked his/her academic certificates and above documents and after that reported to assigned HR officer about it. This is the final phase of Rahimafrooz’s recruiting.

- After completing the entire formalities one selected candidate is ready for start their working at Rahimafrooz. Subsequent to verify all the documents they get “Joining Letter” from Rahimafrooz. Rahimafrooz issue two joining letter one is given to the selected candidate and another one is put on employee’s personal file. I have issued this two joining letter for per selected candidate.
- Rahimafrooz has personal file for each and every employees. Sometimes I need to check employee’s personal files whether all forms and documents are there or not. Rahimafrooz keeps several forms and letters on employees personal file such as :
 - Hospitalization Form
 - Nomination Form
 - Joining Letter
 - Offer For Employment Letter
 - Application For Employment Letter
 - Employment contract
 - Educational Certificates

- Mark sheets
 - CV
 - Photocopy of National ID card
-
- I have composed several types of letters time to time according to the HR department of Rahimafrooz. This letters are essential for tracking; rehiring, future recruitment and other activities after completing the entire formalities one selected candidate is ready for start their working at Rahimafrooz. After verifying all the documents they get “Joining Letter” from Rahimafrooz.

7.2 EXIT INTERVIEW

Rahimafrooz is a better place to work in terms of culture, environment and pay. HR department of Rahimafrooz takes exit interview from the employee who is going to exit their job. In Rahimafrooz employee mobility, transfer and promotion rate is low. It creates dissatisfaction among employees. I am responsible for providing and collecting “Exit Interview Form” from the employees who are leaving. In exit interview form there are several questionnaires such as-

Exit Interview

Name:

Employee ID:

Designation:

Grade:

QUESTIONNAIRES:

- a. Why you are leaving Rahimafrooz?
- b. What you like about Rahimafrooz?
- c. What you dislike about Rahimafrooz?
- d. Do you satisfied with compensation package?
- e. Give feedback about your job
- f. Comment on Rahimafrooz Policy
- g. Give suggestion for the improvement

Signature:

7.3 Monthly Statement

A monthly statement is a general term for a personalized employee's record that regularly informs about the status of employees of Rahimafrooz. Rahimafrooz prepare monthly statement for every month to know about the status of their employees. Monthly statement of Rahimafrooz gives following information:

- New appointment
- Resign/dismiss/discontinue
- Job confirmation
- Contract renew
- Promotion
- Transfer

This is a sample of monthly statement for new appointment.

New Appointment

Employee ID	Name	Designation	Grade	Salary	WEF

These types of table are prepared for New Appointment, Resign/dismiss/discontinue, Job confirmation, Contract renew, Promotion, and Transfer. After preparing the total tables Human Resource Department of Rahimafrooz identify the total number of employees of this month.

Within first 20 days of every month monthly statement should be submitted to RACO (Rahimafrooz Corporate Office) by Human Resource Department. Updated data are given by HR officer toward me to place them into AED database. I need to put information regarding New

Appointment, Resign/dismiss/discontinue, Job confirmation, Contract renew, Promotion, and Transfer into the database. After preparing and updating this monthly statement it needs to submit in RACO.

7.4 FINAL SETTLEMENT

A final settlement for organization is an agreement which closes the relation of employees with the company and ensures that it cannot be brought up again. As the term implies, a final settlement is final. Once all parties have agreed, the case is finished. For this reason, Rahimafrooz prepare final settlement for the employees who are leaving their organization. Through the Final Settlement Rahimafrooz gives clearance to the employees about leaving the organization.

I have made several final settlement letters for leaving employees according to the department standard. It provides clearance and assurance to the employees that have no due in the Rahimafrooz.

Final Settlement

Name:

Employee ID:

Designation:

Grade:

Nature of Separation:

Effective date of separation

Particulars	Comments
ID card status	N/A
Notice Pay	N/A
IT clearance (Laptop/Pc)	N/A
Corporate Mobile Status	N/A
Loan policy (Personal Loan)	N/A
Earned Leave Status	N/A
Any Other Issue	N/A

8. Total number of employees in different category

Rahimafrooz categorize total number of employees into 4 categories:

- Management Employee
- Non-Management Employee
- Contractual Employee
- Casual Employee

Category	Grade	Number of Employees
Management Employee	G-5 to G-13	200
Non-Management Employee	G-1 to G-4	240
Contractual Employee	G-1 to G-4	145
Casual Employee	G-1 to G-2	535
Total Number of Employee		1120

Table: Total number of employees into 4 categories (Source: AED Database of RA)

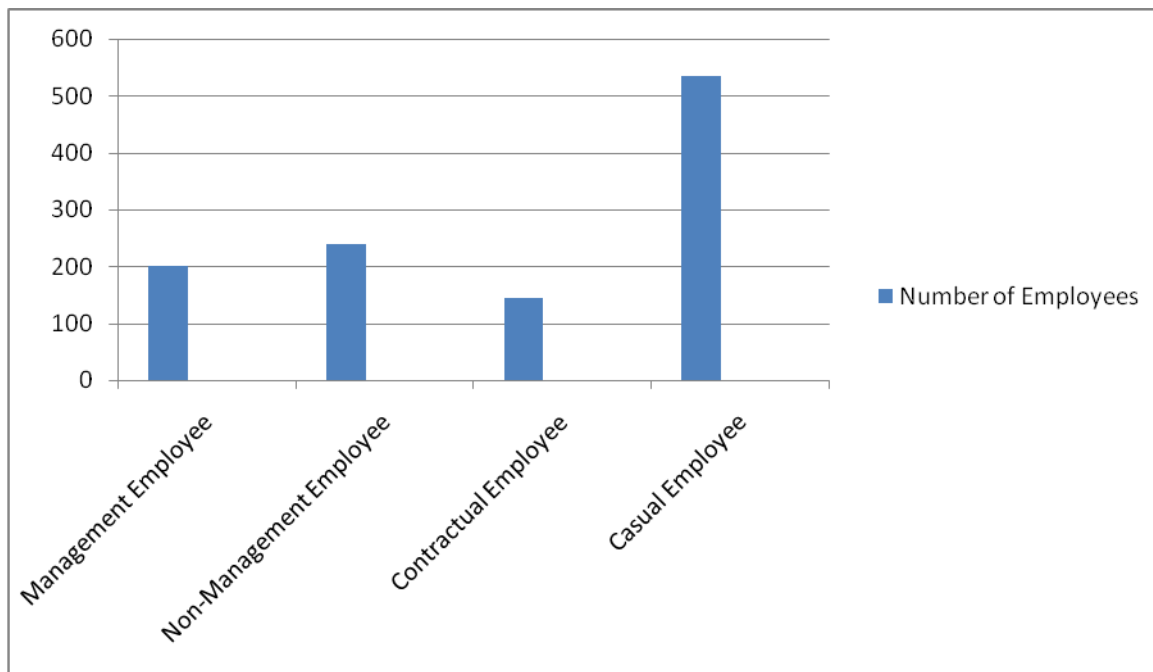


Fig: Total Number of Employee

9. PROJECT WORK

Turnover Analysis:

Rahimafrooz is one of the leaders in their respective business arena. Rahimafrooz is not unconquerable to the basic problem of 'Employee Turnover'. Human Resource Department of Rahimafrooz handle the issues like employee satisfaction, HR training & development, motivation etc.

Turnover becomes a serious problem for the today's corporate environment. The employment culture is changing as well. It is now relatively common to change jobs every few years, rather than grow with one company throughout the employment life. Turnover cost for organizations are high because it directly effect on companies financial performance. Direct costs include recruitment, selection, and training of new people. More time and expense is required for this process. Indirect costs include such things as increased workloads and overtime expenses for coworkers. Turnover (Dismiss, Termination, Transfer, Resign and end of contract) rate measurement and analysis are very important for retention management of any organization. The reasons of turnover rate in Rahimafrooz are as non-competitive compensation, high stress, working conditions, inadequate training and poor communications.

Objective:

- Identify the monthly and average turnover rate
- Find out the reason of employee turnover
- Measure the satisfaction level among employees
- Forecasting for recruitment

Methodology:

This data are collected from secondary source. This information is gathered from Rahimafrooz AED (Automotive & Electronics Division) Database.

Scope of the study:

This analysis has been prepared through AED employee database of Rahimafrooz. At the time of preparing the analysis, I had a great opportunity to have an in depth knowledge about turnover analysis.

Limitations of the Study

The employees of Human Resource department are very co-operative but they are too busy to complete their job duties and responsibilities. Every task has some limitations. I faced some usual constraints during the course of my internship. These are as follows:

- Time Limitation
- Busy working environment
- Inadequate information

Turnover Rate:

In measuring Turnover rate of Rahimafrooz Group the following formula has been used.

Monthly Turnover Rate= (number of separation during the month / Average number of employee during the month) * 100

Month	Separation(Management & Non-management employee)	Average Number of Employee	Turnover Rate in%
July'13	1	582	0.171821306
Aug'13	8	576	1.388888889
Sep'13	4	579	0.690846287
Oct'13	6	579	1.03626943
Nov'13	3	577	0.519930676
Dec'13	8	569	1.405975395
Jan'14	7	564	1.241134752
Feb'14	7	606	1.155115512
March'14	4	609	0.65681445
April'14	9	608	1.480263158
May'14	6	607	0.988467875
June'14	2	606	0.330033003
July'14	6	596	1.006711409

Table: Monthly Turnover Analysis (Source: AED Database of RA)

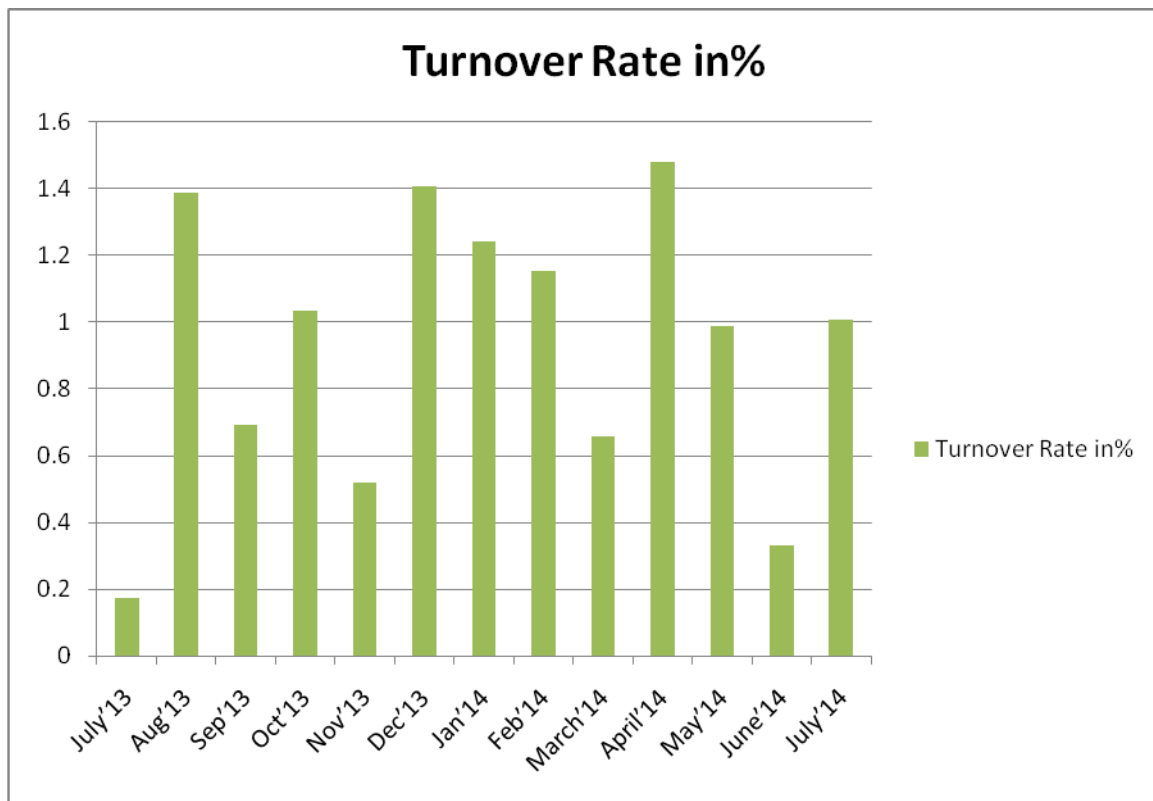


Figure: Monthly Turnover Analysis in %

To identify monthly turnover rate number of employee separated during the month should be divided by average number of employee during the month, then it should be multiply by 100. The time period of interest is July'2013 to July'2014. A period of 13 months has been taken under study. The total workforce of the group has been segmented into two groups: management and non-management. In turnover calculation only full time employees has been considered. Contractual and casual (part time) employees have been excluded.

The problem of employee turnover has plagued the organization for many years and will most likely to continue. The problem of high employee turnover warrants attention. From the table and the chart it is clear that overall turnover rate of Rahimafrooz is around 1%, which is very nominal. Though there are ups and downs in the trend line of Turnover, the line is below 1% level. Rahimafrooz has low turnover rate. This table & chart only provide turnover rate about management and non-management employees. It manifests effective retention management system in Rahimafrooz.

10. OBSERVATION & FINDINGS

- **Culture/Norms:**

Organizational culture is the behavior of humans within an organization and the meaning that people attach to that behavior. Respect for employees of all level exists in Rahimafrooz. It is getting a rare phenomenon in most of the local organization. Rahimafrooz has proved itself a caring organization.

- **Employer Branding:**

Minchington (2005) defines employer brand as "the image of your organization as a 'great place to work'". Rahimafrooz Group tries to attract, develop and retain employees. Now they are getting concerned about attracting talent. They are putting emphasis on employer branding.

- **Work Environment:**

A wonderful work environment exists in Rahimafrooz. It has earned the reputation of being a caring organization for the employees. Low turnover rate is the manifestation of it. Lot of people has been serving in Rahimafrooz for more than 10 to 15 years. People are hardly fired or discharged unless it is a case of major misconduct. Even the underperforming employees are given opportunity to develop themselves.

- **Training:**

Training and development is a function of human resource management concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. Training is a common activity in Rahimafrooz. At SBU as well as group level training is conducted round the year.

- **HR Practices:**

As far as HR is concerned, a culture of acquiring knowledge of modern Human Resource practices and implementing them in the organization exists. It has made HR play a significant role in the overall organization. The Human Resource practices are well-defined and widely explained to ensure an all encompassing HR management. They are not confined within traditional administrative role. They are devoted to play a proactive strategic role contributing directly to strategy development and implementation. Rahimafrooz are committed to drive business excellence and create a rewarding workplace through people.

11. RECOMMENDATION

1. Human Resource Inform System should be utilized effectively and efficiently.
2. Employer branding of an organization is important to attract good talent. People have perception about Rahimafrooz as a leading business firm in their industry. They have to make them unique to be the desire of pick talents.
3. Rahimafrooz should appoint more internship program for graduate students. However, the new graduates who are entering into the job market have little knowledge about Rahimafrooz as a workplace. Extensive programs like participation in the job fair, seminar in leading universities, taking interns, sponsoring different programs in universities etc.
4. More intensive training program should be introduced to increase employee performance. Employees need more training to improve their performance to achieve their KRA targets.
5. Transport facility should be introduced for employees.
6. Based on performance one employee from each SBU can be awarded “employee of the year”. They should categorize their employees according to performance and year of employment. To give security to their employees, they can give awards to the best employee of each category.
7. Rahimafrooz should give scholarship for education/diploma to potential employees. It will help employees to be loyal to them.
8. For being working friendly, they should redecorate their office and manage an effective relaxation space (Google) for employees. This will add a new wing to their HR.

12. CONCLUSION

Rahimafrooz emerged as a small trading house in 1954. Over last 60 years business expansion, product differentiation and acquisition took place. Rahimafrooz is at the moment one of the leading business houses in Bangladesh. It is a brand name as far as business is concern. Rahimafrooz focuses on building high quality human resources with expertise and professional skills .The company human resources development strategy is too built up quality manpower with conceptual managerial knowledge skills through designing of continuous in house and outside training program. They arrange in house, customized special training at for fresh entrained to build up quality manpower and suitable placing them in productive channel. It also arrange training program, workshop etc. Rahimafrooz offer attractive salaries and benefits in line with top industrial employers in Bangladesh. Scope of advancement is strictly performance based. They have mobilized adequate distributors to serve all parts of the regions; they are one of the largest distribution organizations in Bangladesh. This network makes possible the flow of goods from the producer through intermediaries to the buyer.

Rahimafrooz has proved itself a caring organization to the existing employees. As a result, apart from some exception, turnover rate is still very low. Overall manning trend line is almost flat. All these manifest compelling retention management practices in Rahimafrooz. Time is changing. The corporate environment is getting competitive. Constant supervision of the environment and application of modern retention management practices are necessary to cope with the competition.

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