

Internship Report

On

Recruitment & Selection Process
of URMI GROUP





BRAC University

Internship Report

On

“Recruitment & Selection Process of URMI GROUP.”

Submitted To:

Mohammad Tanvi Newaz
Senior Lecturer & Coordinator
MBA Program
BRAC Business School
BRAC University

Submitted By:

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Program: MBA
Major in Human Resource Management

Letter of Transmittal

Date: August 21, 2014

To

Mohammad Tanvi Newaz
Senior Lecturer & Coordinator
MBA Program
BRAC Business School
BRAC University

Sub: Submission of Internship report on “**Recruitment & Selection Process of URMI GROUP**”

Dear Sir,

With due respect and humble submission I would like to inform you that I am Abdullah-Al-Fahad from MBA program. It is indeed a great pleasure to have the opportunity to submit the Internship report. I have prepared the Internship report according to your instructions. The topic name is “**Recruitment & Selection Process of URMI GROUP**”. While preparing this Internship report I came to know about several terms on HR. I have tried my best to present all the things to make the report more informative and usual one. If any part of the assignments means inappropriate and irrelevant with the subject please advise me.

In fine I am very grateful to you for assigning such an important area of HR and your kind and generous guidance to make the report successful.

Thanks and Best Regards,

Abdullah-Al-Fahad

ID# 12164069

Program: MBA (Major in Human Resource Management)

Acknowledgement

I would like to acknowledge the guidance and effort of Internship and placement committee for arranging such a nice program for co-relating theoretical learning with real life situation.

It's a pleasure to convey my heartiest gratitude and greeting to my honorable supervisor **Mohammad Tanvi Newaz**, Senior Lecturer & Coordinator, MBA Program, BRAC Business School, BRAC University. None of his co-operation it would have been possible to prepare the report into a nice ending.

I'm gratitude specially to **Mr. Md. Shahnewaz Khan**, AGM (HR, Compliance & Admin) Of Urmi Group for giving me such a opportunity to complete my internship here.

I would also like to acknowledge and thanks the following personnel who has extended their whole-hearted co-operation for preparing the report.

- Md. Rezaul Hasan.
- Mr. Nazrul Islam.
- Mr. Jahangir Alam.
- Mr. Yousuf.
- Mr. Foyez

I am also gratitude to all other Personnel of **Urmi Group** for their earnest co-operation.

Finally, I would like to convey my heartiest thanks and gratitude to all of my teachers, friends, and many others who extend their support to prepare the report.

Preface

We shall be benefited of by our education if we can effectively apply the institutional education in practical fields. Hence, we all need practical education to apply theoretical knowledge in real world. By considering this importance arranges internship program each semester compulsory for the students of Masters of Business Administration (MBA) to complete the requirement of the course. As a part of this program my topic of the study was selected as “**Recruitment & Selection Process of URMI GROUP.**”

I tried my best to conduct effective study by collecting current data. Even though if mistake appears, it is truly undesirable. So I would request to look at the matter with merciful eyes.

EXECUTIVE SUMMERY

The Ready-Made Garments (RMG) industry occupies a unique position in the Bangladesh economy. It is the largest exporting industry in Bangladesh, which experienced phenomenal growth during the last 25 years. By taking advantage of an insulated market under the provision of Multi Fiber Agreement (MFA) of GATT, it attained a high profile in terms of foreign exchange earnings, exports, industrialization and contribution to GDP within a short span of time. The industry plays a key role in employment generation and in the provision of income to the poor. Nearly four million workers are directly and more than twelve million inhabitants are indirectly associated with the industry. Over the past twenty five years, the number of manufacturing units has grown from 180 to over 4000. The sector has also played a significant role in the socio-economic development of the country.

Inception of Urmi Group dates back to 1984 when Urmi Garments Ltd was set up. Today Urmi Group is one of the leading manufacturers & exporters of knit garments in Bangladesh. Over the last two decades, by offering the best blend of quality, efficiency and productivity to their valued customers, Urmi Group has been able to grow up from a 50 machines stitching unit to a composite textile having knitting, dyeing and finishing facilities of about 20 tons fabric and 70000 pc garments per day

Recruitment & selection process of Urmi group is quite impressive in terms of other RMG groups. Their techniques and procedures are competitive. They conduct proper background check before finally recruit the employee whether it's external or internal recruitment.. By doing this Urmi group easily attract the qualified employees who will help Urmi Group to achieve their ultimate Goal.

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Chapter 1

Objectives

Objectives can be divided in two parts

Broad objective

To know the Recruitment and Selection process of Urmi Group.

Specific objective

The key objectives of the report are as follows:

1. To know the HRM practices of a Ready-made Garments.
2. Identify the duties and responsibilities of HR division.
3. To acquire depth knowledge about Recruitment and Selection Process of Urmi Group.
4. To know the practical situation of an organization.
5. Identify the opportunities and challenges for knitwear farm.
6. To gather practical knowledge that can be implemented in professional life.

Limitations of the Report

1. Large-scale research was not possible due to time constraint.
2. Relevant data and documents collection were difficult due to the organization Confidentiality.
3. The responsible persons tried to avoid answering many questions.
4. Management is very busy with their daily works. So all requirements can't be included.
5. As the Group does not have a website, so information collection was so difficult.

Lack of Experience

To complete such kind of report need a lot of experience. Nevertheless, I had very little experience in this work field. During the process of preparation due to various constraints there may be some mistaken.

Organization and Department Overview



Starting from the beginning, Urmi Group has put highest emphasis on quality and credibility, which helped a lot in earning buyer's confidence. Upholding a customer centered perspective, highly experienced professionals of Urmi Group are working constantly to ensure best support to the valuable clients. For regular buyers, dedicated lines of production and nominated merchandisers are there to customize the service and ensure successful execution of orders.

Established in 1984 Urmi Group has expanded dramatically over the past two decades and built a remarkable distinction as exporting giant in this part of world. Diversification and quest for specialization has made the group a true leader in the face of global competition. Working with private entrepreneurs, Urmi Group has earned unrivaled success in the field of readymade garments, textiles, navigation, shipping etc.

Urmi group is one of the fastest growing and rapidly diversifying groups of companies. The group has given more emphasis on different types of knitted fabric and garment. Reputation and its aggressive state of the art management, it has flourished within a short span of time as one of the leading manufacturer and exporter of the country. **Mr. Shamsul Alam** started his business at the age of 40 (forty). In the early stages, **Mr. Shamsul Alam** formed Urmi Garments, a 100% export oriented garments industry. He became a rising entrepreneur by virtue of his dynamic foresight. From 1995 **Mr. Asif Ashraf** and **Mr. Ashfaque Ahmed** looks after the Group. They established six more projects within last two decades. By the start of the 1984s the group they

had become one of the leading manufacturer and exporter of readymade garments. The company within their control became today's '**Urmi Group**'. With a view to develop garments backward linkage industries, Mr. Ashfaque and Mr. Asif invested heavily in fabric knit composite, roup success, its total manpower including head office management personnel stands around 5000.

Urmi Group has been working with good reputation in the industry. Total numbers of employee of Urmi Group is 5000 and among them staffs are 350, total workers are 4650. They do have 1350 set of Machines, and their production capacity is 63,000 pcs per day. The company's products that mainly include T-Shirt, Polo shirt, Tank Top, Shorts, Trousers, Fleece Jacket, Vest etc. are exported to France, Sweden, USA, Germany, UK, and Spain. Main Byers of Urmi Group are La Redoute, Ellos, Bryllane, LIDL, S. Oliver, The Outdoor Group, Losan, Regatta, Wal-Mart, and Avenue.

The production units are equipped with sophisticated equipment imported from USA, UK, China, France, Italy, Taiwan, Thailand & Japan. The Company participates in different trade fairs in home and abroad constantly looking for new markets around the globe.

Company Address

Urmi Group does have one corporate office and factory offices in every campus. The addresses of these offices are:

Corporate Office

235/B, Tejgaon Industrial Area (Tejgaon-Gulshan Link Road), Dhaka-1208, Bangladesh.

Phone: 9882471, 9885716, 9885629

Fax: 880-2-8826354

Factory:

- i. 235/B, Tejgaon Industrial Area (Tejgaon-Gulshan Link Road), Dhaka-1208, Bangladesh.

Phone: 9882471, 9885716, 9885629

- ii. Ghargaria Master Bari, Kewa, Sreepur, Gazipur.

Phone: 9289539

E-mail: info@urmigroup.net

Vision

Strive hard to optimize profit through conduction and transparent business operations and to create more competitive in the internal and external market.

Mission

Create customers need through manufacturing and supplying qualitative products and ensure high standard. Urmi Group retains the motto **“Quest for Excellence.”**

Objectives of Urmi Group

- ❖ Urmi Group’s goal is to achieve zero tolerance in production by upgrading total quality management and proper production management
- ❖ Create a favorable image of world as a high quality garments manufacturer and supplier.
- ❖ Train and develop a motivated and skilled workforce considering the “Quality of life” for the employees.

Management

Urmi Group has a dedicated, strong, intellectual, sincere Management team. They make management policy, objectives, organizational structure etc.

The Top Management is given bellow:

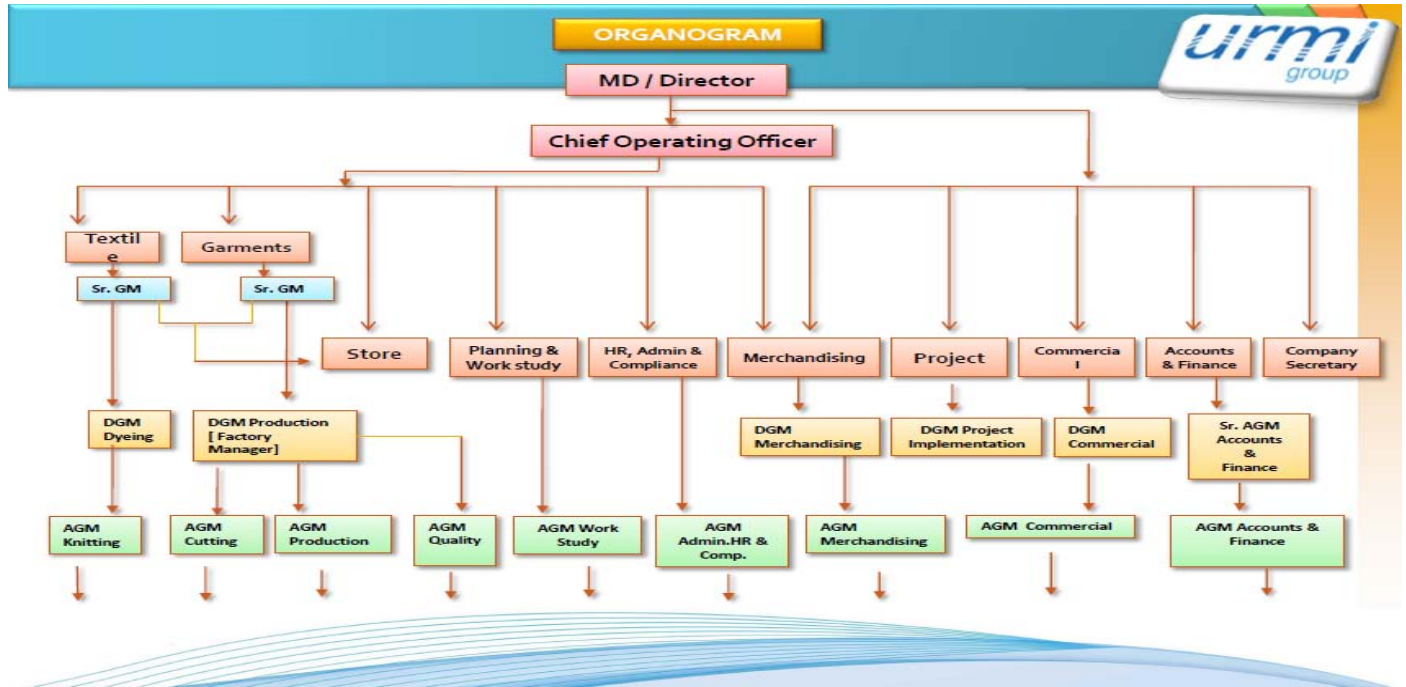


Figure 1: Organogram of Urmi Group

Urmi Group Top Management

Sl.	Name of the Person	Designation
1	Mr. Shamsul Alam	Managing Director
2	Mr. Ashfaque Ahmed	Director

3	Mr. Asif Ashraf	Director
4	Mr. Mir Ashraful Hossain	Chief Operating Officer
5	Mr. Jahangir Kabir	General Manager (Prod.)
6	Mr. Tahir Ahmed Khan	DGM (Commercial)
7	Mr. Ataur Rahman	AGM (Accounts & Finance)
8	Mr. Md. Salauddin	Factory Manager
9	Mr. Md. Shahnewaz Khan	AGM (HR, Compliance & Admin)
10	Mr. Anjan Kumar Shaha	Manager (Accounts & Finance)
11	Mr. Ziaur Rahman	Manager (Commercial)
12	Mr. Syed Kamrul Hassan	Manager (Merchandising)
13	Mr. Md. Jahangir Kabir	C. Q. A. M
14	Mr. Mohsin Parvez	Cutting Manager
15	Mr. Nazibulla Bhuiyan	Technical Manager
16	Mr. Abdullah Al-Mamun	Store Manager

Table 1: Urmi Group Top Management

Management Responsibilities

With the concern of Managing Director, Directors are responsible for declaring Quality Policy and ensuring responsibility and authority for the persons who manage, perform and verify work-

affecting quality and shall ensure adequate resources for implementing Quality Management System (QMS).

Managing Director and Directors are also responsible for preparing business plan and ensuring adequate internal communication.

Managing Director, Directors, Chief Operating Officer, General Manager, Managers, and head of departments are responsible for setting quality objectives of their area in line with the quality policy and business plan.

Procedure

Quality Procedure

- ❖ Quality procedure will be prepared and declared by the Directors
- ❖ Management representative will ensure that the quality procedure is circulated, understood and followed throughout the organization. This will be achieved by posting the quality policy at prominent locations, and discussing it on appropriate occasions
- ❖ In every management review meeting, this quality policy will be reviewed for continuing suitability and update if required.

Responsibilities

Directors concern with Managing Director will be appointing a management representative. Management representative shall perform his regular departmental activities in addition to his responsibilities as management representative. Management representative is also responsible for ensuring awareness of customer's requirements throughout the organization. He will also be responsible for maintaining liaison with external parties on matters relating to quality management system such as Registrar, Consultant, Calibration source etc.

Quality Objectives

Directors concern with Managing Director shall provide a framework for defining quality objective of the company in Quality Policy. The quality objectives shall be established at department level and communication to concerned employees.

Quality Management System Planning

Quality Management System shall be planned in order to meet the requirements of international standards. The integrity of the quality management system shall be maintained when any changes to the quality management system is planned and implemented.

Directors concern with Managing Director shall update his plan, if needed, after review in each management review meeting.

Internal Communications

At least once every 3 months each departmental head will arrange a quality awareness meeting. In the meeting, departmental head shall inform responsibilities and duties of the employees to achieve quality objectives, impact of meeting or not meeting customer, statutory and regulatory requirements. Time to time notice will be circulated on the above issues if needed.

Management Review

Management representative is responsible for arranging management review meeting, which will be chaired by the managing director. Urmi group follows below procedure for management review:

Quality Management System (QMS) shall be reviewed at least once in every 3 months by holding the management review meeting.

Managing director shall preside over the meeting. In his absence, the Director shall preside. Chief Operating Officer, department heads will attend management review meeting and any other person invited to do so.

Review shall consist of well-structured and comprehensive evaluations that include:

1. Results of internal, customer and third party audits
2. Customer feedback
3. Process performance and product conformity
4. Status of corrective and preventive actions
5. Follow up actions from previous management system
6. Resources need in terms of people, infrastructure and work environment
7. Recommendation for improvement
8. Continuing suitability, adequacy and effectiveness of the quality management system including assessing opportunities for improvement and need for changes to the QMS including quality policy and quality objectives.

Manpower of Urmi Group

Urmi group has created an immense opportunities for qualified employees as well as workers to work under country's one of the leading RMG sector. In concern of workers, most of them are female. Urmi group's manpower list are as below:

Unit	Officer & Staff	Worker	Total
Urmi	361	1161	1522
FTML Garments	574	3248	3822
FTML Textile	258	938	1196
Total	1193	5347	6540

Figure 2: Manpower of Urmi Group

Urmi group has also some professional degree holders who are serving for the company:

Sl. No.	Name of Education	Persons
1	Masters	106
2	BBA/MBA	29
3	Industrial Engineering	05
4	B.Sc. In Textile Engineering	39
5	B.Sc. In Mechanical Engineering	2
6	B.Sc. In Electrical Engineering	3
7	B.Sc. In Computer Science and Engineering	3
8	CA (CC)	3
9	MBBS	2
10	PGDHRM	2
11	L.L.B	2
12	Diploma In Engineering	60
	Total	256

Figure 3: Professional Degree holders of Urmi Group

Products

Readymade garments products are the main export items of Bangladesh to support the country in its prim venture and to take the opportunity of already established products market. Urmi Group has focused on the readymade knit sector. Urmi Group's product line includes:

- ❖ T-Shirt
- ❖ Polo Shirt
- ❖ Tank Top
- ❖ Shorts
- ❖ Trousers
- ❖ Fleece Jacket &
- ❖ Vest

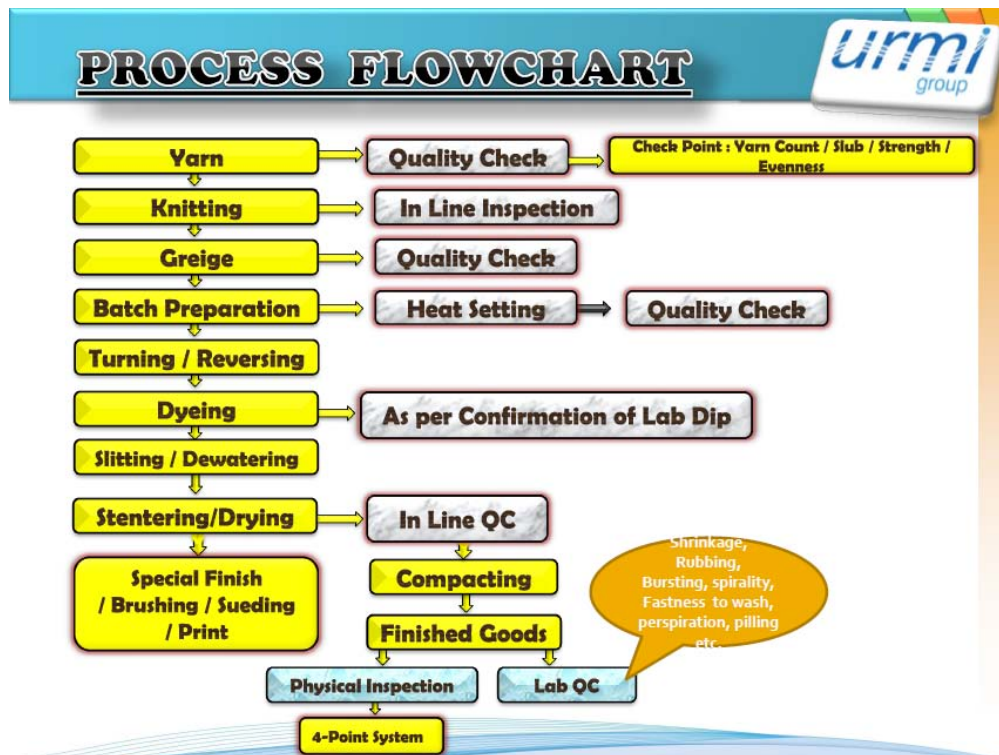


Figure 4: Process Flowchart of Urmi Group

Product Division

Urmi Group mainly produces Men's, Ladies', Boys', Girls' and Infant garments.

Men's	25%
Ladies	45%
Children (Boys' & Girls')	20%
Infant	10%

Table 2 : Gender Wise Product Ratio

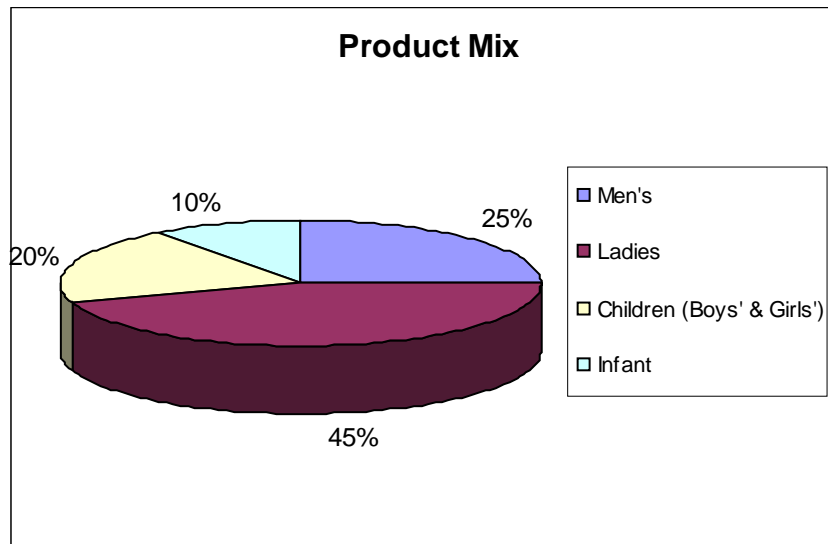


Figure 4: Product Mix

Production Capacity

Implementing the latest development in manufacturing technology, the Group always increases to remain at par with world-class standards. The state-of-the art facilities combined with efficient manpower is their focus. The Group is committed to produce at the highest quantity with quality. The daily production capacity of the Garments section is:

Particulars	Production Per Day
Pique Polo Shirt	15000 Pcs
T-Shirt + Tank Tops	36000 Pcs
Fleece Shirts + Jacket	12000 Pcs
Total	63000 Pcs

Table 3: Production Capacity per Day

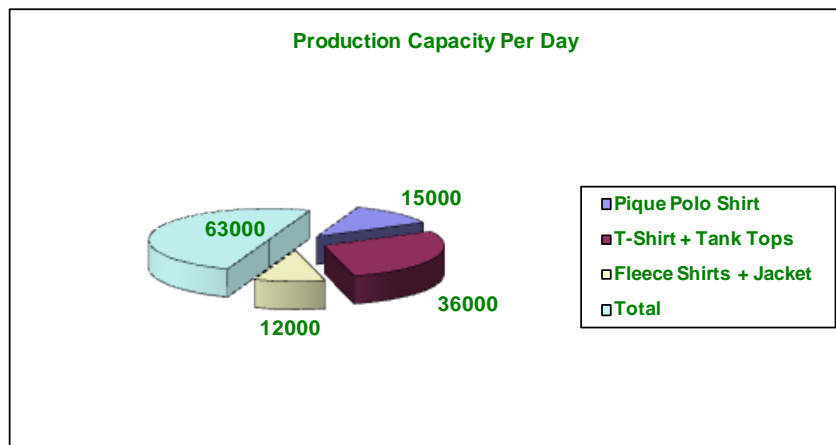


Figure 5: Production Capacity per Day

Urmi Group Machineries

Urmi Group used latest, modern and updated machineries for smoothly operate their production.

The machines that are used in Urmi Group are given bellow:

Description of Machine	Brand	Origin	Qty
Plain Machine	Juki/Brothers	Japan	280 pcs.
Plain Machine With Auto Trimmer	Juki	Japan	20 Pcs
Double Needle	Juki	Japan	04 Pcs
Over Lock (4 Thread)	Pegasus/Juki/Siruba	Japan/Taiwan	146 pcs
Over Lock (5 Thread)	Juki	Japan	15 pcs
Flat Lock (Flat Bed)	Pegasus/Siruba	Japan/Taiwan	84 pcs
Flat Lock (Cylinder Bed)	Pegasus/Siruba	Japan/Taiwan	30 pcs
Button Hole (Auto)	Brother/Juki	Japan	10 Pcs
Button stitched (Auto)	Brother/Juki	Japan	10 Pcs
Kansai Special (PMD)	Kansai	Japan	04 pcs
Bar tack	Brother	Japan	04 pcs
Pecoating Machine	Kansai	Japan	02 pcs
Lettuce Machine	Pegasus	Japan	09 pcs

Back tape Machine	Pegasus	Japan	04 pcs
Rib Cutting Machine	Idel/Tsm	Taiwan	10 pcs
Layer end Cutter Machine	East man	USA	04 pcs
Fabric Cutting Machine	KM	Japan	10 pcs
Vacuum Table	Noamoto/Uzo	Japan/Thailand	18 pcs
Steam Iron	Noamoto	Japan	42 pcs
Boiler (Capacity-4000 kg)	Modern	Bangladesh	02 pcs
Conveyor Type metal Detector	Lock	U.K.	1 Pc.
Conveyor Fusing Machine	Hashima	U.K.	2 Pcs
Spot Lifting Machine with	Netmac	Italy	2 Pcs
Compressor & Air Dryer	Fini	Italy	1 Pc
Lectra Cad System	Lectra	France	1 Pc
Fabric Inspection Machine	UZU	Thailand	2 Pcs
Standby Generator (500 KW)	Petbow	U.K.	1 pc
Color Shade Matching Cabinet	Verivide	U.K.	1 pc
Washing Machine	Sharp	Japan	1 pc
9 Color 20Head	Haina	China	1 pc

Table 4: List of Urmi Group Machines



Organization

Urmi Group employs over 3650 hundred skilled workers and around 350 hundred supervisory managerial staffs. Production, Procurement, Finance and Accounts, Shipping, Human Resources, Administration, Work Study Centre and Information Systems are located in corporate Head Office. The production team comprises of skilled labours and around seventy percent of the workforce in women.

Excellent salary structure supplemented with performance incentives. Urmi group motivates the workers to achieve the highest level of productivity.

Urmi Group Business Growth

Urmi group is one of the fastest growing and rapidly diversifying groups of companies. The group has given more emphasis on different types of knitted fabric and garment. Reputation and its aggressive state of the art management, it has flourished within a short span of time as one of the leading manufacturer and exporter of the country.

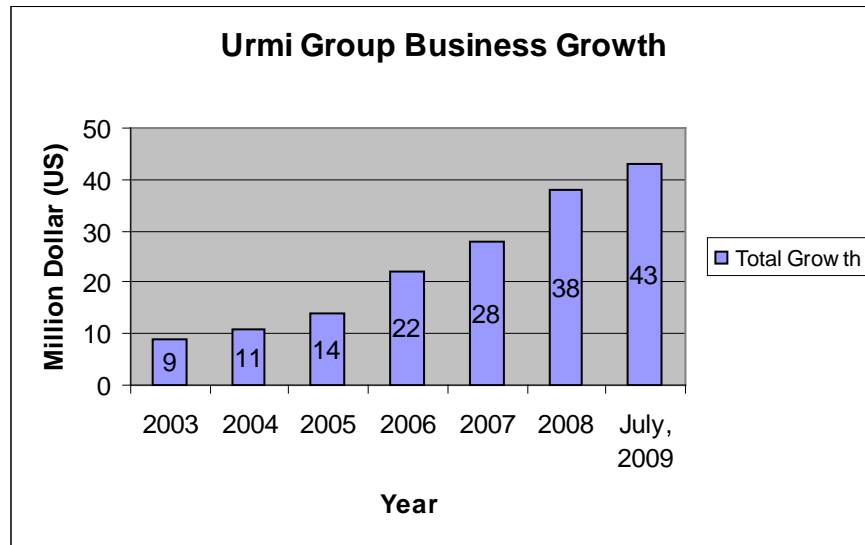


Figure 6: Urmi Group Business Growth

Design & Development

Urmi Group team members translating designers' sketches, images as well as original samples for their range presentation meeting. These samples are developed using yarns mainly suggested by customers. Design inputs are acquired from visits to yarn and garment fairs, trade publications as well as from the Internet. A sampling department with some efficient employee enables quick turnaround of sampling request. CAD (Computer Aided Design) and CAM (Computer Aided Manufacturing) system is used some spheres of the design & development process of the samples as well as the final output.

Production Process & Technology

Modernistic knit garments manufacturing techniques have been customized to comply with Urmi Group's production process and adopted in its facilities to ensure optimum efficiency. Production monitoring system using bar code ensures accurate recording of work in management

to be proactive in correcting potential defect with in a particular process and provides important records monitor operations efficiently.

Main Customers

The Group is proud to have the reputed names of the knit garments market. Their products of many famous brands are given below:

Buyer Name	Country
Brylane, Avenue, Wallmart	USA
Regatta, Empire Store, The Out Door group, M & S	U.K.
La-Redoute, Vertbaudet, Etam, Umbro, Movitex	France
Tchibo, Aldee, Jebesen & Jessen, S'Oliver, Heusel, Lidl	Germany
Hanes, Wilford.	Belgium
Losan	Spain
Ellos	Sweden

Table 5: Customers of Urmi Group

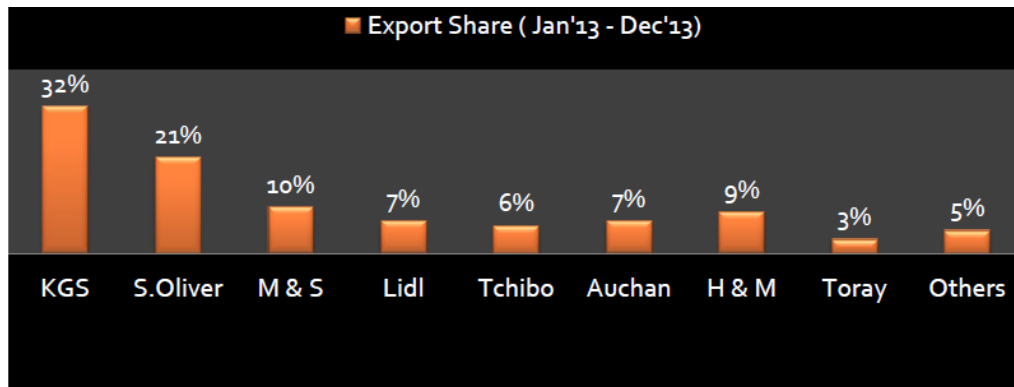


Figure 6: Customer Profile

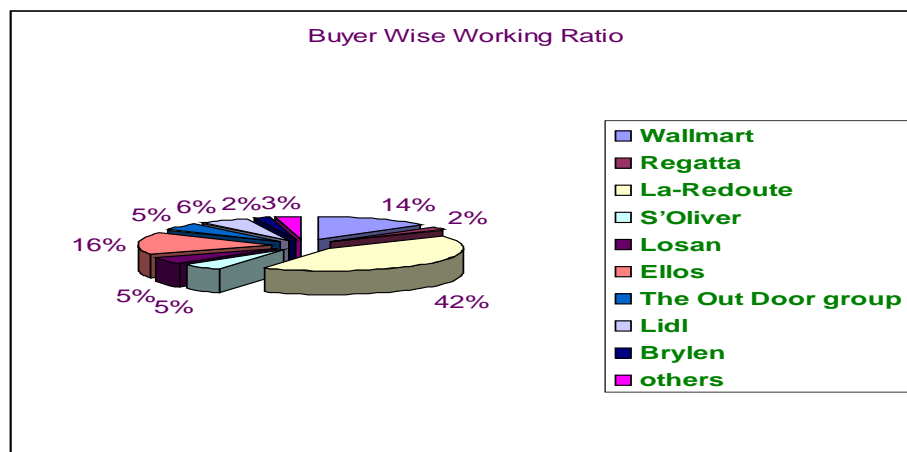


Figure 7: Buyer Wise Working Ratio

Daily Work Plan

The office schedule is 8:00 am to 5:00 pm. Most of the time workers do their work until 7:00 pm. It is considered as over time. Launce break starts from 1:15 pm to 2:15 pm. Daily meeting starts from 8:30 am to 9:30 am. The meeting is presided over by the Factory Manager. All concern persons present in the meeting. Mainly Factory Manager, Cutting Manager, Quality Assurance Manager, Quality Controllers, APM, Floor In charge, Line Chief, and Supervisor present in the meeting. Administration department provides daily attendance report to the

meeting. Factory Manager discusses with Cutting Manager, Quality Assurance Manager, APM, Floor In charge about the previous day production report. Factory Manager allocates job and target to his subordinates like APM, Floor In charge, Line Chief, and Supervisor etc. Administrative officer announces the summary of the meeting to each floor by Company's sound system. Every day after office time Senior Coordinator (Maintenance) check the organizational equipment. Clean up procedures also include every day work plan.

Sometimes Chief Operating Officer arranges special meeting with Factory Manager, Cutting Manager, Production Manager, Quality Assurance Manager, Human Resource Manager, Admin & Compliance Manager, Technical Manager, Merchandising Manager, Commercial Manager and Accounts & Finance Manager about the production, quality, safety issues, workers welfare and facilities, buyer visit, audit etc. This meeting is presided over by the Chief Operating Officer.

In any special cases, Chief Operating Officer, General Manager, Deputy General Manager, Assistant General Manager are arranged a meeting for discuss among them.

The Human Resource Manager and Administration Manager allocate job to their subordinates. There is an attendance policy also if any worker absent or enter the office after 5 minutes to due time then he or she will be considered as latecomer and will not get attendance bonus.

Every day Social compliance team visits the floor for ensuring the cleanliness and safety matter of the floors. The Admin & Compliance Manager distributes their work schedule. Social Compliance team observes, discuss, direction to the concern persons for ensuring cleanliness and safety issues in each floor. The team also ensures the workers to use Personal Protective Equipment (PPE). Admin & Compliance Manager and Compliance Consultant follow up the team members activities. The team members have to report to the Admin & Compliance Manager in written.

Key Functions

Order received from buyer with proper negotiation. Then the organization open back-to-back letter of credit (LC). The company then conduct to the fabric supplier with negotiate price.

Normally this group collects fabric from their sister concern Fakhruddin Textile Mills Limited (FTML). After that fabric and accessories received in store and sample approved by the buyer. This fabric is inspected by fabric inspection machine. Then this fabric cut by pattern and marker in cutting section. Completion of fabric cutting, it distributed to the sewing section that is allocated by the line chief. Accessories supply to the store as per cutting ratio.

They are using assembling method in the whole production process. Quality department inspected the garment as per buyer requirement. After ironing, quality department ensure the goods standard and quality. Quality department passes the goods to finishing section. Finishing section ensure all finishing activities like attaching hand tag, poly tag, folding, blasting cartooning etc. Then buyer's representative does final inspections and the goods are prepared for export.

Quality Assurance

Urmi Group focuses on quality rather than quantity. They are committed to produce at the highest level & never compromise quality with quantity. They have earned a reputation for being a marker of quality garments in our country. They follow **“Quest for Excellence”** Strategy. Here they try to make products not only meet their clients required criteria but also give them recognition to their Quality Management System.

Work Place Environment

Environment is an important factor to get best performance from all employees. Urmi Group strictly maintains healthy & hygienic provisions as per ILO, Bangladesh Labor Code, 2006, Several Buyer Code of Conduct. Urmi Group ensures required working space for movement for performing operations smoothly; Sufficient ventilation is provided by installing ceiling fans, exhaust fans, large windows, they also provide a safe and healthy environment. There are proper and sufficient arrangements for clean dining room, pure drinking water, Canteen for workers, Separate & Hygienic toilets for male & female workers, Personal Safety arrangements.

Safety

Regarding work place safety, they take maximum precautions against fire, mechanical and chemical hazards. There are clearly remarkable evacuation zones and routes to be used in emergencies along with fire safety equipments like fire hydrants, smoke detectors, adequate fire extinguishers, gas mask, lock cutter, Sufficient volume of water reservoir at underground & overhead, Quality electrical cable with circuit breakers, adequate first aid boxes and adequate consciousness sign hanging in the working area.

The Group is very much aware of the compliance requirements of the buyers. They always give preference to protect the buyer's brand by preventing child labour, Force labour, abuse, harassment etc.

Medical & Day Care Center

At Urmi Group, they recognize the importance of physical and mental well being of their potential workforce, as it is vital for efficiency and productivity. There is adequate arrangement of medical facilities for employees in each of the manufacturing units. Workers get treatment and medicine free of charge. There is a full- time doctor and a nurse to attend to medical emergencies and health complaints of the workers. There is also adequate arrangement of day care center. They are well equipped with clean, dry bedding and toys for workers children.

Urmi Group also ensures the free treatment of the workers if the workers injured in their working place. If any worker injured at the time of coming and going to the office, Urmi Group also treatment them free of charge. They expense huge amount for treatment of the workers in different medical centers. They make an agreement with the medical centers for treatment the workers.

Incentives and other Facilities

They are extending facilities to workers to encourage them for better performance. At present, they are giving Attendance Bonus, Efficiency Bonus and best employee award in the end of the year. Urmi group always evaluates workers staying long Period with them. They honor them with cash and commodity prizes for serving 5 years, 10 years etc. They also provide compensation as excreta for 2 or 3 years services.

In the end of the year, Urmi Group arranges a picnic combination of all workers and official employees. In this type of arrangement, minimize the distance between workers and employees. It is also refreshment of workers for their long time services. In the picnic spot, they arrange a cultural event. It is open for all. In addition, best performer will get prize as his/her achievement.

Methodology

For any types of report, methodology is very important. Without adopting proper methods, it is difficult to complete report successfully. The optimum outcome of the standard report depends largely on the adopting of the proper methods related to the topics in the field of relevant investigation. When I prepare this report, I followed some methods i.e. practical involving to work, observation method, statistical method, historical method, case study method etc. respectively where it is applicable. The techniques of data collection followed in this report are practical working to the organization, interviewing, questionnaire, uses of documents. I also have taken help from different websites to collect the topic related information.

The report has been prepared based on primary and secondary data. I collected data by the following ways:

1. From the organization manuals
2. Internet
3. By talking with organization's officials time to time
4. Observation method also used to prepare this report
5. Face to face conversations with the workers.

Chapter 3

Recruitment & Selection Process Of Urmi Group

Purpose of the Procedure

Recruiting and selecting the right people is paramount to the success of the Urmi Group and its ability to retain a workforce of the highest quality. This Recruitment and Selection Procedure sets out how to ensure as far as possible, that the best people are recruited on merit and that the recruitment process is free from bias and discrimination.

Legal Requirements

Recruitment and selection procedures must comply with the Urmi Groups's Diversity Policy. This procedure incorporates compliance with the following legislation:

- ❖ **Bangladesh Labour Code, 2006**
- ❖ **ILO Convention code of conduct**
- ❖ **BSCI (Business Social Compliance Initiative) code of conduct**
- ❖ **ICS ((Initiative Clause Sociale) Code of Conduct**
- ❖ **S. Oliver Code of conduct**
- ❖ **Red Cats code of conduct**
- ❖ **Wall mart code of conduct**
- ❖ **Blacks Leisure Group code of conduct**

Most of the codes of conduct are hanged in the wall, floor, working area of the workers.

Urmi Group believes, recruitment is that-

- ❖ **Process of attracting qualified job applicants,**
- ❖ **Strategic recruitment involves the appropriate use of internal and external sources**

- ❖ The process of finding and attempting to attract job candidates who are capable of effectively filling job vacancies.

Recruitment

Recruitment is the process of identifying and hiring best-qualified candidate (from within or outside of an organization) for a job vacancy, in a most timely and cost effective manner.

Recruitment is the process of attracting qualified applicants for a specific job. The process begins when applications are brought in and ends when the same is finished. The result is a pool of applicants, from where the appropriate candidate can be selected.

According to Edwin B Flippo, "Recruitment is the process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization." Thus, recruitment enables the organization to select suitable employees for different jobs. it is the most important function of the personnel department. It is concerned with the discovery of the sources of manpower and tapping of these sources so that the potential employees are properly evaluated and the new employees are placed and inducted to fill up the vacant position in the organization. Recruitment aims at developing and maintaining adequate supply of labor force according to the need of the organization.

The recruitment process is all about gathering information about jobs and people and matching the two. Recruitment also flows from the broader task of workforce planning.

Recruitment consists of 4 key steps:

Define: the role and the type of person you need to satisfactorily complete this work.

Attract: a pool of qualified and interested applicants (both within and outside the organisation) to the role.

Assess: information about your applicants so that you can make an informed decision about which applicants have the required capabilities for the job.

Select: the best person for the role.

Linking all of the four key steps involved in the recruitment process back to the relevant key objectives identified for the particular role, considerably increases the chances of choosing "the right person for the right job".

Internal Recruitment

Internal recruitment is the process of finding potential internal candidates and encouraging them to apply for and be willing to accept organizational jobs opening.

The Internal Recruitment is the most favorite source of candidates in the stable and developed companies. The Internal Recruitment can build a strong loyalty with the organization as the employees have a chance to change their position after a period of time. The employees are not pressed to look for opportunities on the external job market.

Urmi Group also uses to recruit as above mentioned process.

Employee Referral

Employee referral is an internal recruitment method employed by organizations to identify potential candidates from their existing employees social networks. An employee referral scheme encourages a company's existing employees to select and recruit the suitable candidates from their social networks.

E.g. Recently Junior Executive (Accounts) Mr. Md. Mamunur Rashid is appointed referred by Company Secretary Mr. Ismail Hossain.

External Recruitment

External recruitment refers to the practice of recruiting a candidate from the talent pool outside the recruiting organization.

External recruitment is the process of finding potential candidates and encouraging them to apply to and be willing to accept the organizational job openings. It is included the following things:

Advertisements

Advertising is a form of communication that typically attempts to persuade potential candidates to apply for a particular position. For these purposes, advertisements sometimes embed their persuasive message with factual information. Every major medium is used to deliver these messages, including television, radio, cinema, magazines, newspapers, video games, the Internet, carrier bags and billboards. Advertising is often placed by an advertising agency on behalf of a company or other organization. (Web sites, Newspapers, Leaf lets, Poster, Banners, etc).

Urmi Group mainly used bdjobs for their advertisement in officers level. In workers level, they used Leaf lets, Posters, Banners (Appendix-B)

Walks-in-Interview

Companies and organizations generally conduct walk-in interviews to source personnel to meet their immediate need. In today's business world where growth and achievement of target is the mantra, companies need staff on short notice for fulfillment of their projects. Generally candidates in production and technical staff, operational staff and many other categories find opportunities in walk in interview venues. Companies advertise the interview schedule and positions to be filled, along with venue details and offers. Usually successful walk in candidates get an offer instantly, and are required to join the company immediately.

Walk-in-Interviews procedure is mainly used in workers level. Assistant Sewing Machine Operator, Sewing Machine Operator, Quality Inspector, Cutter man, Input man, Packer man etc. are recruited in above procedure.

Professional Organizations

Professional organizations mean that types of organizations where taught the students about specific profession. Such as BIFT, NIFT, BIM, IPM trained the students about Merchandising, Fashion Design, Apparel Manufacturing, PGDPM etc.

Urmi Group recruited the potential employee from those organizations. Recently Urmi Group recruited Mr. Sayed Ibnul Kalam (Assistant Merchandiser) from BGMEA Institute of Fashion Technology (BIFT).

Potential Competitors

Urmi Group recruited potential employee from their potential competitors. Their potential competitors are DBL Group, Ha-Meem Group, Viyellatex Group, Envoy Group, Nassa Group etc.

Recently Urmi Group recruited Mr. Nasirul Islam (Assistant Manager, HR) from Viyellatex Group.

Recruitment and Selection Framework (Worker Level)

Processes are being maintained to recruit are as follows-

- ❖ Respective department head with the approval of the HR Manager prepares requisition for additional and replacement workers.

- ❖ Vacancies announced by advertising, posters, leaf lets, putting banners at the front side of the main gate, different places, and reliable sources.
- ❖ Application receives from hand to hand and in most of the cases walk in interview system is followed.
- ❖ In cases of skilled workers, recruitment's being done by "on the job test" (Practical interview)
- ❖ In cases of unskilled workers, recruitment's being done by written and oral test.
- ❖ General health checked-up by factory medical officer is an essential part of recruitment procedure.
- ❖ Salary, wages, and other benefits fixation is done in fulfillment to the applicable Bangladesh labor laws-2006 and minimum wages gazette.

Recruitment and Selection Framework (Officer Level)

- ❖ Assess the need for the job and ensure there is adequate funding for it
- ❖ Review the job description to ensure that it meets the present and future requirements
- ❖ Review the person specification to ensure it meets the requirements of the job description
- ❖ Design the selection process
- ❖ Draft the advertisement and select the advertising media
- ❖ Short list using the person specification only
- ❖ Written tests for entry level employee
- ❖ Interview and test short-listed candidates
- ❖ Validate references, qualifications and security clearance
- ❖ Make appointment

Chief Operating Officer holds the responsibility for ensuring this framework is followed. HR is available for advice and will assist in general administration of the recruitment process.

Recruitment and Selection Provisions

Design Selection Process

Managers need to design the selection process they will use, giving consideration to the following points:

Panel Composition

All interviews for permanent posts must be conducted by a panel. The Chief Operating Officer is responsible for selecting interview panel members. The panel composites by The Chief Operating Officer, the HR Manager and respective department head. The Interview board is normally presided over by The Chief Operating Officer. Some time the interview board is presided over by the Director.

This Committee shall comprise of the following:

- | | |
|---------------------------|--------------------|
| ❖ Director | Chairman |
| ❖ Chief Operating Officer | Member |
| ❖ Concern Department Head | Member |
| ❖ Manager (HR) | Member & Secretary |

Interview Questions

Human Resources hold the Urmi Group Interview Guides that contain competency based interview questions. The Urmi Group's potential team emphasis on basic knowledge rather than theoretical knowledge. The Chief Operating Officer thinks that if the candidates have the basic knowledge, they can do the work effectively and proper way.

Advertising

Advertising of Vacancies

The HR Team provides a centralized advertising service for the advertisement of vacancies and will assist the Manager prepare an appropriate advertisement.

All permanent vacancies are advertised concurrently internally (oral notice passed to current employee) and externally. External advertisement is on the website (bdjobs), generally along with appropriate newspaper publications. Applications are to be forwarded to the HR Team in the first instance and not directly to the Chief Operating Officer.

Short-listing

Short-listing must be completed based on the person specification. New criteria cannot be introduced to assess the candidates at this stage as it would be unfair. It is the HR Manager's responsibility to complete the short-listing and to ensure the process remains free of unlawful discrimination. It is desirable that a second person from the panel also participates in the short-listing process. Former employees who have been dismissed for misconduct cannot be considered for appointment. Staffs who have taken early retirement or redundancy may be considered on their merits.

Short-listing notes must be returned to HR for filing and are retained for a period of 6 months.

Interviewing

Written Test

At the entry level (Junior Executive, Front Desk Executive, Trainee Merchandiser); limited numbers of candidates are called for written test. The Chief Operating Officer must then notify HR of these arrangements and HR will confirm via phone to the short-listed candidates for

written test. The HR Manager also confirms that where and how way the limited number of candidates will come for written test.

Written exams are usually obtained in the entry level in Urmi Group. These tests are designed to determine employee's level of technical and/or analytical abilities associated with the particular position for which they have applied. Questions are usually multiple choice. Some questions are also conceptual to find out candidates ability to write something new and innovative power. Some tips on filling out these sheets:

- a) Every question carry equal mark
- b) Make sure you are marking your answer neat and clean
- c) Use ball point pens only
- d) If you change an answer, it considered completely wrong and you won't receive any marks from it
- e) Don't bend or fold your answer sheet
- f) Use the allotted time wisely. If you finish early, go back and check over your answers to make sure you answered them all.

Arrangements for Interviews

The Chief Operating Officer is responsible for scheduling dates and times for interviews directly with the short listed candidates and notifying the candidates of any selection tests that will be used. The Chief Operating Officer must then notify HR of these arrangements and HR will confirm via phone to the written test selected candidates including the following details:

- ❖ Date, time and place of the interview
- ❖ Instructions on how to find their way to the interview venue
- ❖ A request that they contact the author of the letter/message if they have any special requirements in relation to the interview (related to access to the venue or any other special need related to a disability)

- ❖ Based on experienced candidates' interviews presentation, the Chief Operating officer, HR Manager and other panel members understood their skill and experience in the selected area (e.g. examples of work or proof of qualifications that are essential to the post)

At the Interview

The purpose of interviewing is to appoint the best person for the job based solely on merit and suitability. The Urmi Group recruitment and selection framework achieves this by using methods that are systematic, thorough, fair, unbiased and based on rational, objective, job related criteria.

At the interview, each candidate should be treated consistently. To achieve this, the panel should:

- ❖ Ask the same initial questions of each candidate
- ❖ Supplement their understanding of the candidate's responses by following up questions as appropriate
- ❖ Not allow any discriminatory questions, harassment, or any other conduct which breaches the Urmi Group equal opportunities policy or code of conduct.
- ❖ Keep in mind that information obtained throughout the selection process is treated as confidential and is known only to parties involved in the selection process.
- ❖ Keep records of interviews and the reasons for decisions - returning this information to HR for filing (and disposal six months later)

Panel members must be aware that it is their responsibility to ensure recruitment/interview documentation is stored securely and confidentially while in their possession.

Selection

Decision to Appoint

In selecting the successful candidate, the panel must make a decision based on the merit and eligibility of the candidates as judged by:

- ❖ Content of application
- ❖ Qualifications (if required for the post)
- ❖ Performance at Interview
- ❖ Outcome of any selection tests

The panel must seek to ensure that candidates appointed will actively promote the Urmi group's Core Values.

Checks

As part of assessing the merit of each candidate, Chief Operating Officer must satisfy themselves that the information the candidate gives is authentic, consistent and honest. This includes being satisfied about information regarding the candidate's:

- ❖ Application
- ❖ Work History
- ❖ Qualifications (where a qualification is a requirement for the post, supporting evidence or certification must be obtained from the candidate and recorded)
- ❖ Evidence presented at interview

Should any of these not meet the required standards, HR must immediately discuss the issue with the Chief Operating Officer.

Offer

Offer of Employment

A conditional verbal offer of employment is to be made by the Chief Operating Officer within a week of interview. The offer must be on a conditional basis while the required checks take place in relation to security clearance, health declaration, references, and qualifications.

It is the Chief Operating Officer's responsibility to notify HR of the offer. HR will then send the candidate an appointment letter and statement of particulars detailing post, salary, benefits, holiday entitlement, notice period, working hours and location. If the offer is acceptable to the selecting candidates, they signed the appointment letter. When the following candidates joined the offered position, they have to write a joining letter to the Chief Operating Officer. It is also noted that Chief Operating Officer, HR Manager and other panel members are explained and described the responsibility, working area, salary, compensation and other benefits to the interviewee because of he can be adjusted with the mentioned situation.

In case of the special condition or important position, the Director specially discussed with the interviewee the following details:

- ❖ Condition of work
- ❖ Job Responsibility
- ❖ Working Area
- ❖ Importance of the position

Placement to the Position

When the selected candidates submitted his joining letter, the HR Manager describes his responsibility, ensure his responsibility, and introduce him to the other respective persons. Then he finally took his responsibility and continues his daily activities.

Findings & Analysis

Recruitment & Selection are the core issues for choosing a right candidate for a right job. Many organizations follow different techniques for recruit & select candidates. As I am doing my internship at Urmi Group, I tried to communicate with one of the HR personnel to collect some necessary information. That information are briefly discussed below:

For the worker level employees Urmi group usually make their recruitment through attaching Notice in the main gate for job openings for workers. From there interested candidates start submitting their applications for their desired posts. From those applications HR screen candidates CV and then call them for a interview session. After taking interview of candidates Urmi group select only those candidates who actually deserve the job as per their experience or knowledge about that particular job. After joining Urmi group usually conduct a practical test on newly recruited worker to see what amount of output a worker can produce in a day. For example, If the worker is a operator then examiners set a target say for 10pcs of t-shirt should be completed in 1 hr. After this test it can be easily identify the capacity of the worker. This is because Urmi Group put more emphasis on Practical test as well as interview.

In terms of worker recruitment sometime Urmi Group face some constraints like recruiting wrong candidates. Sometimes there are urgent needs of worker then Urmi group recruit some workers only having some informal interview with workers. But at the time of production Urmi Group faced few situations like workers incompetence in work. But now Urmi Group's management is quite strict. They have taken strict initiative in terms of recruitment & selection process of workers.

After selecting Workers they have to abide by the rules & regulations of Urmi group. Before joining Urmi group ask the newly recruited worker to submit their old service book and Urmi Group issues a new service book to the worker. When that particular worker joins the work, they have to submit following things:

- a. National ID card photocopy.
- b. Certificates (if have).

- c. Interview sheet.
- d. 4 copy picture
- e. Old service book (if have).

In terms of Staff recruitment & selection, Urmi group use to recruit employees through online service (Bdjobs.com). They also recruit via newspapers. In recruitment process, Urmi group usually takes written test to judge the knowledge skill of the candidates. If a candidate got selected then HR contact with the candidate and arrange an interview session and he or she does well in interview then Urmi group select that candidate for a particular job. Urmi Group usually takes 15 to 20 days to offer selected candidates' appointment letter. In terms of internal recruitment, employee referral candidates also have to sit for a written test.

SWOT Analysis of Urmi Group

Urmi Group's Strength

Organization Strengths as skills and capabilities that enable an organization to convince of and implement its strategies. Here I discuss strengths of Urmi Group.

These are given bellow:

- ❖ Urmi group is a rapidly expanding Company
- ❖ All the units of the factory enjoy highly of machinery are imported from USA, UK, China, France, Italy, Taiwan, Thailand & Japan. As a result, it can maintain a smooth rate of production.
- ❖ Dedicated & Competent workforce

- ❖ Management team comprising hard core professionals
- ❖ Focus on continuous improvement
- ❖ Urmi Group has independent Merchandising control unit. Each Merchandiser is assign to specific customer account to follow up right from the sampling stage of export shipment
- ❖ Proactive planning
- ❖ Latest machinery & technology
- ❖ Competitive Pricing

Weakness

Organizational weaknesses are skills and capabilities that do not enable an organization to choose and important strategies that support its missions. Weaknesses of Urmi Group are given bellow:

- ❖ There are too many departments under the supervision of the General Manager that can cause low productivity due to large span of supervision.
- ❖ Employee turnover exists because of the availability of job in garments and buying house.
- ❖ Workers turnover exists because of abuse, miss behave.

Opportunity

Organizational opportunity is areas in the environment that, if exploited, may generate higher performance. Opportunities of Urmi Group are given bellow:

- ❖ There are bright opportunities for the Company in the overseas market. If it can communicate well and capture a significant market portion in the Europe and USA market, it can possible to contribute a large scale of national economy.

- ❖ This Group Head office and factory is situated at Tejgaon Industrial Area. Another factory is situated at Gazipur. Both areas are renowned as a commercial area and this area could be an opportunity for this organization.
- ❖ Urmi Group emphasized on expanding business in various sector. So it can be a great opportunity for them.
- ❖ Urmi Group has emphasized on market segmentation in a regular basis. Through segmenting market in the existing market share, the company can gain potential market opportunities.
- ❖ As garment sector earns high amount of foreign currency, the government encourages this sector to explore. Therefore, it is also an opportunity.

Threats

Organizational threats increase the difficulty of an organization performing at a higher level.

Threats of Urmi group are given bellow:

- ❖ Because of Globalization, competitors are increasing rapidly worldwide
- ❖ Day by day technologies are changing and to adopt those technologies are big threats because it requires large amount of investment
- ❖ Employees are generally afraid of new technologies
- ❖ Foreign buyers get afraid of placing order in Bangladesh because of political environment.
- ❖ Labour unrest is increasing day by day in RMG Sector. So it can be a great threats for them.
- ❖ Economic recession is occurred all over the world. It can be a threat for garments Industry as well as Urmi Group.

Chapter 4

Recommendations

After analyzing Urmi Group's recruitment & selection procedures it has been identified that they are following good criteria for recruiting and selecting appropriate employees and worker for their organization. To be a good is not perfect for this competitive market of RMG sector, they have to be perfect. For that reason there are some recommendations that I would like to suggest:

1. For internal recruitment Urmi group should follow "Succession Planning" technique specially for those post which are tend to create leader (e.g. Assistant Manager). This technique will help Urmi group to avoid extra training cost which will occur if they hired employee from outside.
2. Urmi group's recruitment team should consider the "reliability" and "validity" of the methods they use as part of the selection process. This means that the selection methods should be consistent and measure what they are intended to measure.
3. Telephone interviews can be used at any stage of the selection process, but are particularly useful when the employer wants to screen out the least suitable candidates for the role.
4. A presentation exercise could be useful if the employer wishes to assess candidates' verbal communication skills.
5. Employers need to be aware of the possibility of discrimination occurring during all stages of the selection process, and make every attempt to mitigate this risk.
6. Short listing against the job-related criteria is a key early stage of the selection process. If the employer carries out the short listing stage effectively, this means that it will need to interview and test only the most suitable candidates for the role.
7. Urmi group should recruit employees with minimum computer knowledge which will be an competitive advantage for them in terms of competition.

Chapter 5

Conclusion

Urmi group is one of the leading RMG manufacturing companies in Bangladesh. They provide exceptional products to their buyers to retain them. In Urmi group there were no conflicts between workers and supervisors since I was doing my internship there. This is because Urmi Group strictly follows the rules & regulations Imposed By BGMEA and Bangladesh labor law. Interaction between Human resource departments with all other department was quite well and they help each other to follow up the direction given by COO to accomplish the task. Recently they are working on a new project where all departments are working together to start the project as soon as possible. Moreover Urmi Group have the following facilities for smooth operation like Stand by Generator to run the full factory, Fire protection system, Sufficient volume of water reservoir at underground & overhead, Quality electrical cable with circuit breakers, Separate toilets for male & female workers, Sufficient ventilation is provided by installing ceiling fans, exhaust fans, large windows, Factory premises is always kept neat & clean, they do not have any child labor, Doctor & Nurse are provided to take care of workers health, Canteen for workers, Day care center and Work study center.

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