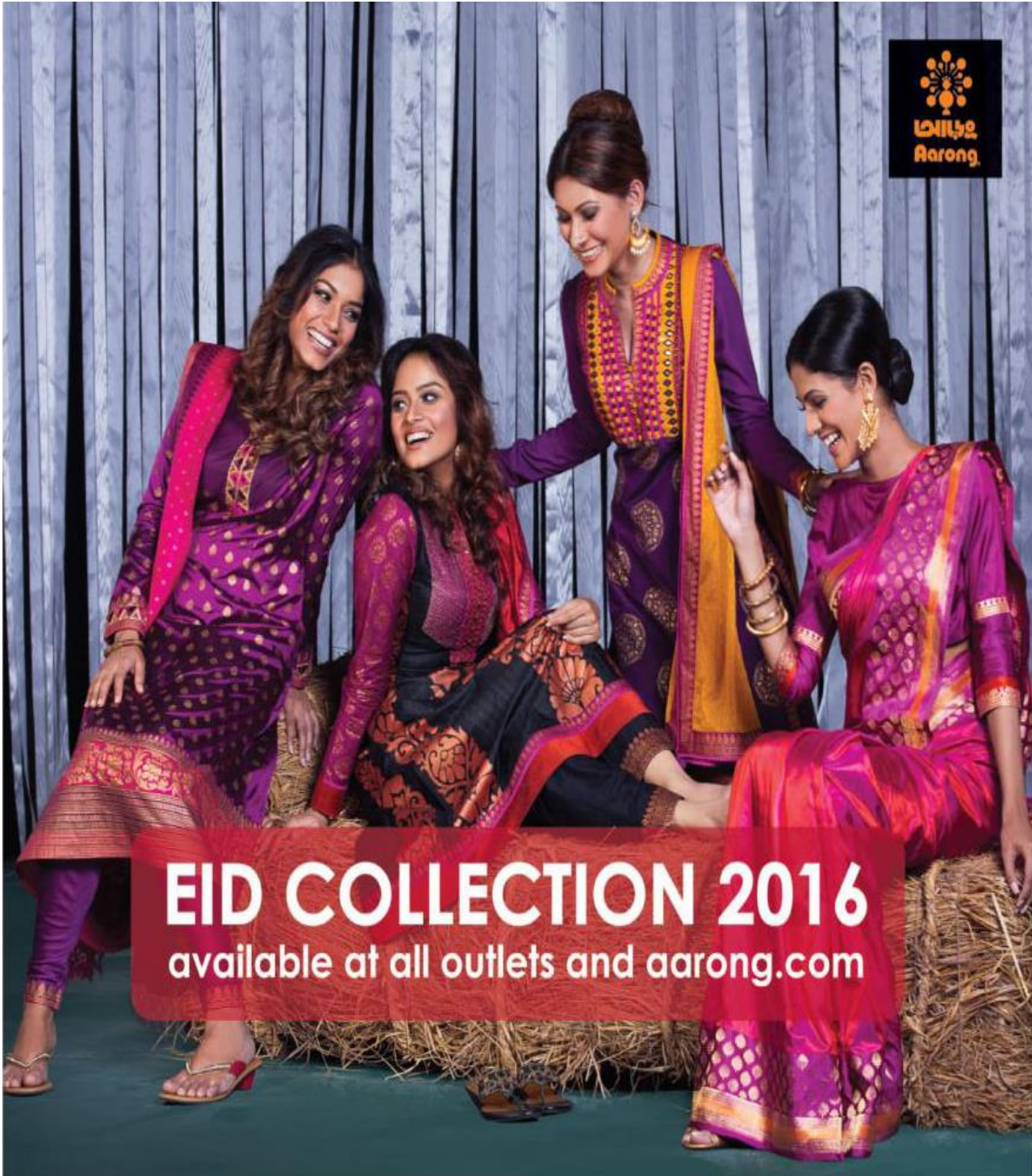


# Internship Report on Aarong- BRAC Social Enterprise





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“A study on Recruitment, Selection, Training and Development and critical challenges of Aarong- BRAC social enterprise”

**Submitted To:**

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Submission Date: 22 August 2016

August 22, 2016

Mr. Md. Tamzidul Islam  
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Dear Sir,

The report on “A study on Recruitment, Selection, Training and Development and critical challenges of Aarong- BRAC social enterprise” is written in order to fulfill the internship program which includes a detailed explanation from the sight of the experiences that I have practically gone through during my internship. This report is the crucial part of the program and assigned in the beginning of the semester which reflects the learning and the knowledge gained throughout the internship period.

The practical experience while working in the organization which was mostly linked with the academic knowledge helped the report to fulfill its objectives. It meant to clarify the concept of recruitment, selection process and a shortly described training and development process of the organization. This knowledge helped me to enhance my understandings. Moreover, the opportunity to suggest findings and recommendations in the report represents critical analysis which will be supportive for future course works.

I would like to express my gratitude to my supervisor for allowing me to choose the topic and prepare this report on it. I tried my best to deliver this report with all the appropriate information and facts.

Sincerely Yours,  
Naznin Akhter Moushumi  
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## **Acknowledgement**

The report is prepared with my experience of internship in Aarong, it could not be enough lessons for someone but for me I enriched my knowledge and achieved so many learnings from Aarong Centre. First of all, I would like to thank the whole HR department of Aarong specially my organization supervisor (Tahmina Hossain-Executive of Aarong) to provide me all the information I required to prepare this report and cooperating me anytime to explain those. I would also like to thank the Training Team of Aarong for providing and explaining some information which I would not be able to find anywhere else. And also liked to thank my academic internship supervisor, Mr. Md. Tamzidul Islam who has given me the opportunity to choose the topic to analyze 'A study on Recruitment, Selection, Training and Development and critical challenges of Aarong- BRAC social enterprise' the sales workforce and allowing me to do more research which has really helped me to clarify a lot of things. it was a wonderful journey for me which will help me in future to fight in the corporate world.

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## **Executive Summary:**

The study of this report is the mirror image of one of the most popular retail chain organization “Aarong” and the project describes the Recruitment and Selection process and training –development process for the position of “Sales Associates” along with the overall Recruitment and Selection process of other positions in the organization. For Sales associates Aarong had a separate dedicated training department. The first part of report, simply describes the objectives, methodology, scope and limitation of the report. The second part is based on the information of the organization mentioning the history of the organization at first, then followed by its birth, meaning of the logo, the mission and vision of Aarong, key values, operational network, outlets, “Aarong’s contribution in export sector and the reward it has achieved. In the third part, it is completely based on job of internship which I did for three months. The nature of the job which discusses both jobs of the HR department as well as job for the position of internship is the focus of this part. At this part I explained regular activities in “Aarong” along with the project task I was assign by my internship supervisor which was recruitment and selection and training and development of sales associates of “Aarong” not only that I was part of other recruitment such as- store helper, quality controller, outlet supervisor, fashion designer etc. There were some the critical observation and recommendation based on the project task where some analysis has been being discussed. After that the recruitment and the election process of “Aarong” and “AAF” has been explained and then again some critical observation and recommendation is discussed based on the recruitment process. Last topic is the conclusion and after that in the end I have mentioned references from where I have taken some information to fulfill this report.



## Introduction:

Most of us know Aarong as a social enterprise. It is among the famous and oldest brand of Bangladesh. The question always knocks our mind though how it is a social enterprise not being a non-profitable organization. Does it possess the characteristics to be one? From the customer point of view, we adore the brand for its superior quality and authenticity but how that is helping the society anyway? Being an intern of HR department of Aarong, get to about how it helps people-

- To ensure economical solvency of those people who need job to get rid of poverty (like- store helper).
- Encouraging youth group to enter into work environment besides education.
- Undergraduate students get opportunity to earn money and get experiences.

This report is basically debriefing the topic itself which is “Recruitment, selection, training and development and critical challenges of Aarong- BRAC social enterprise”. The report will focus on the process of the recruitment and selection, training and development process of sales associates of “Aarong”. To complete these process a number of critical challenges had to face through every day.

### 1.1 Objective:

Objective of this report is to provide a brief summary of Aarong as the organization and analyze its process of recruitment and selection for their employees in the position of Sales Associates. The aims of the report to illustrate the organization’s recruitment and selection process, training and development process also provide a clear picture of the whole process in order to understand and relate it to the concept of whole process of recruitment and selection. And also will relate with training and development for the findings and provide recommendations in different parts of analysis.

## **1.2 Methodology:**

The information used in this report to carry the analysis are obtained from both primary and secondary sources. The organization's information such as the history, product information, operations and the vision are obtained from the secondary source which is the official website of Aarong. The information used to do the analysis of the project of this report are obtained from the primary sources which are the employees of the HR department. For example- recruiting sales associates and select them from thousands of candidates, train them for their actual work and finally try to find out the development area. These types of process will be discussed here. On the other hand, there are some information was acquired from job experience of internship in the HR department.

## **1.3 Scope:**

This report only focuses on the analysis of recruitment and selection process of Aarong's "Sales Associates". Aarong have different procedure of recruitment of their management and other employees other than Store Helper, Supervisors, Floor Managers etc but this report doesn't keep any concern on those.

So any information related to the recruitment and selection process of employees other than "Sales Associates" is out of the scope of this report. Moreover, the report is produced understanding and concerning the organization's confidentiality. So, any information which the organization thinks are not appropriate to provide is kept outside and not provided here.

## **1.4 Limitations:**

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

## The Organization

### **2.1 History of the Aarong:**

With the vision of enlightened, healthy and democratic societies free from hunger, poverty environmental degradation & forms of exploitation BRAC started its journey in 1972 after the liberation war. Aarong established 1978; Aarong is a fair trade organization. Aarong dedicated to bring about positive changes in the lives of disadvantage artisans and underprivileged rural women by reviving and promoting their handicraft. Reaching out to weavers, potters, brass workers, jewelers, jute workers, basket weavers, wood carvers, leather workers & more. Aarong embraces and nurtures 65,000 artisans, 85% of whom are women. Today, Aarong has become the foundation upon which dependent cooperative groups and family-based artisans market their craft, in an effort to position the nation's handicraft industry on a world patron of appreciation and acknowledgement.

Today few urban consumers will argue that Aarong is the local Mecca for DESHI handicraft. Aarong product designs has bought consumer attention back to the products and style that are indigenous to Bangladesh, its designers blending the traditional with the contemporary in a manner that has won instant consumer appeal, starting a revolution intent that has now been taken up by countless boutiques and stores. Aarong's present design focus on the diverse types and textures of crafts and patterns that have been played along from generation to generation among weavers and artisans in craft hubs around the country.

Aarong means a village fair – it symbolizes fairness in the global village. Aarong works as the marketing arm of BRAC. Its objective is to provide a stable and gainful source of employment for the poor rural people. Aarong established in a vision to help the artisans to help themselves by restoring their pride and self-esteem, reviving Bangladesh's traditional Art and Craft.



Another aim was to confirm the women right and to establish them as a valuable asset in the society. In the process Aarong contributes greatly to BRAC's goal of poverty alleviation and empowerment of the poor.

## **2.2 The birth of Aarong:**

BRAC observed that women in Bangladesh were increasingly involved in agricultural activities. It also recognized that it was the male members of families who marketed the crops and reaped the profits, even though women completed about 75 percent of the agricultural work. In order to create an alternative opportunity to earn an income for these women and contribute to the development of a skilled workforce, BRAC established its sericulture project in 1978 under the leadership of the late Ayesha Abed, former executive assistant director of BRAC.

The sericulture project has supported women in the rural areas of Manikganj in producing high quality silk, and women in rural communities of Jamalpur in producing traditional hand-stitched nakshikantha. However, it soon became apparent that the women producing the silk and nakshikantha did not have sufficient buyers for their products, nor were there any stable platforms for them to market their items. Seeing the opportunity that lay in

the challenge, BRAC took the initiative to create a platform so that these women could sell their products to the urban market. Thus, Aarong was launched in 1978, creating a linkage between the rural poor and urban retailers. Since its inception “Aarong” has been working towards BRAC’s mission of poverty alleviation through economic development and human capacity building, with a specific focus on the empowerment of women. The retail process follows several steps: first, a design team conceptualizes the season’s motives which are then sent to the rural artisans for production. “Aarong” continuously develops the artisans’ skills through training programs, and conducts quality control of the completed items before they are bought at a fair price and then sold across retail outlets in urban markets. By evolving the traditional retail process, “Aarong” strives to provide a uniquely Bangladeshi lifestyle experience while encouraging social change. A newly generated demand for Bangladeshi handcrafted products illustrates that “Aarong” has achieved this vision, and continues to challenge the retail industry with its sustainable fashion ‘revolution’

### **2.3 Aarong Logo:**

The logo of Aarong symbolizes an image of a peacock. It is marvelously beautiful because of the shining, luminous, diversified colorful patterns in its tail. This logo of Aarong indicates that its products are as eye-catching and as unique as a peacock. There are two colors in the logo. One is black and another is orange. Black represents professionalism and the orange represents energy.



Figure 1: Logo of Aarong.

## **2.4 Mission of Aarong:**

“To make “Aarong” the best in the world in providing a unique Bangladeshi lifestyle experience which promotes Bangladeshi pride while empowering people and protecting the environment.”

## **2.5 Vision of Aarong:**

“ Aarong’s vision is a just, enlightened, healthy and democratic Bangladesh free from hunger, Poverty, environmental degradation and all forms of exploitation based on age, sex, religion and Ethnicity.”

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

## **2.6 Key Values:**

There are four key values of Aarong which is followed strictly. They are-

- Integrity
- Inclusive
- Innovative
- Effectiveness

Aarong has 4 key values which is shown in the following diagram.

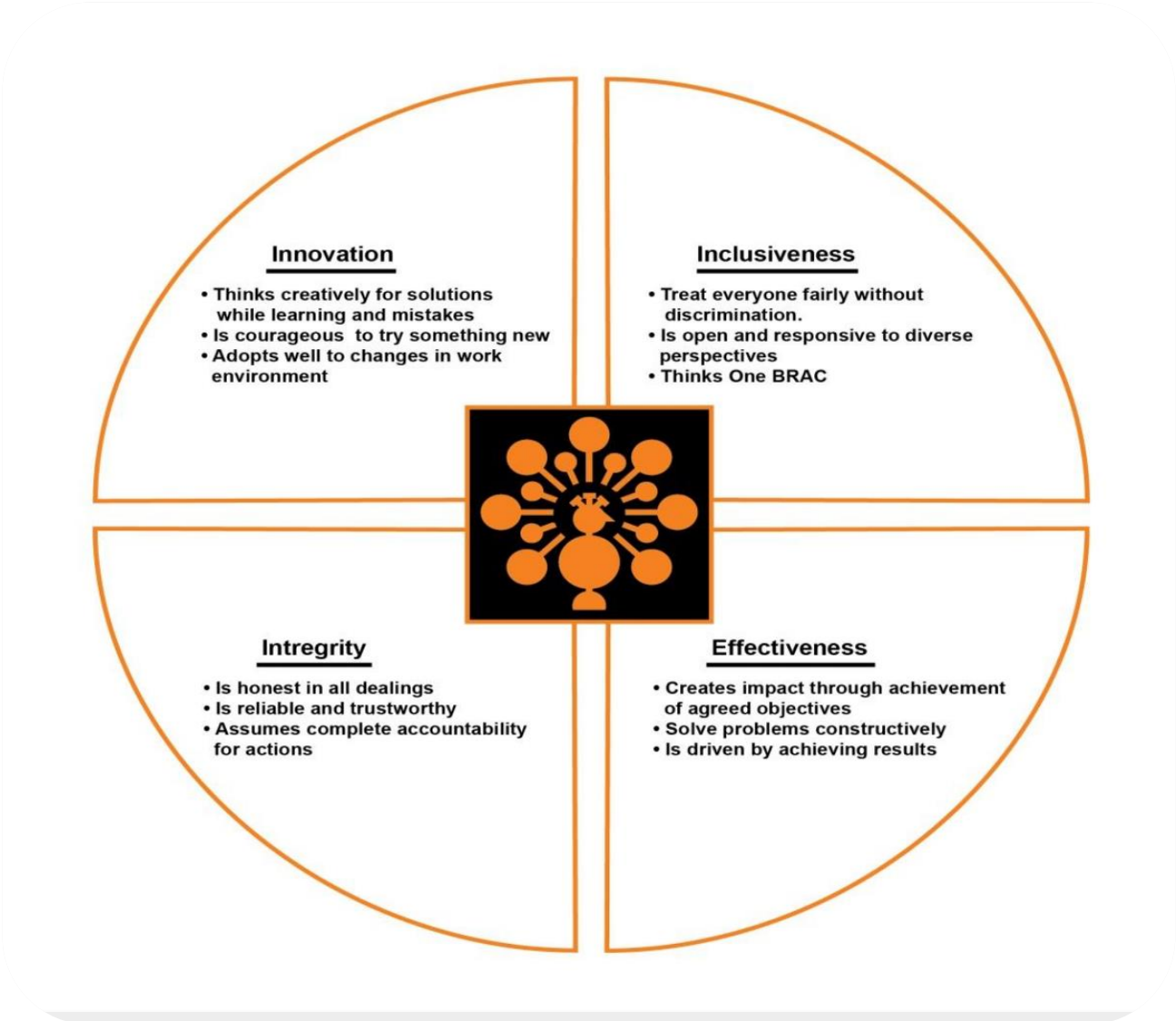


Figure 2: Key values of Aarong



## **2.7. Operational Network Organogram:**

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

After the collection of the products and arrival in the outlets consumers can buy the products from the retailed outlets. This is how the collection and selling of the product goes on. The operations in the outlets are mainly carried by the managers of the outlets. They mainly are responsible to manage the outlet inventories, product sells, customer services, payment collections and personnel management. They supervise the outlet's performance and are directly responsible to report the Chief Cooperative Officer of Retail and Infrastructure for any kind of operation takes place. The Organogram of the operation network of outlets is given below:

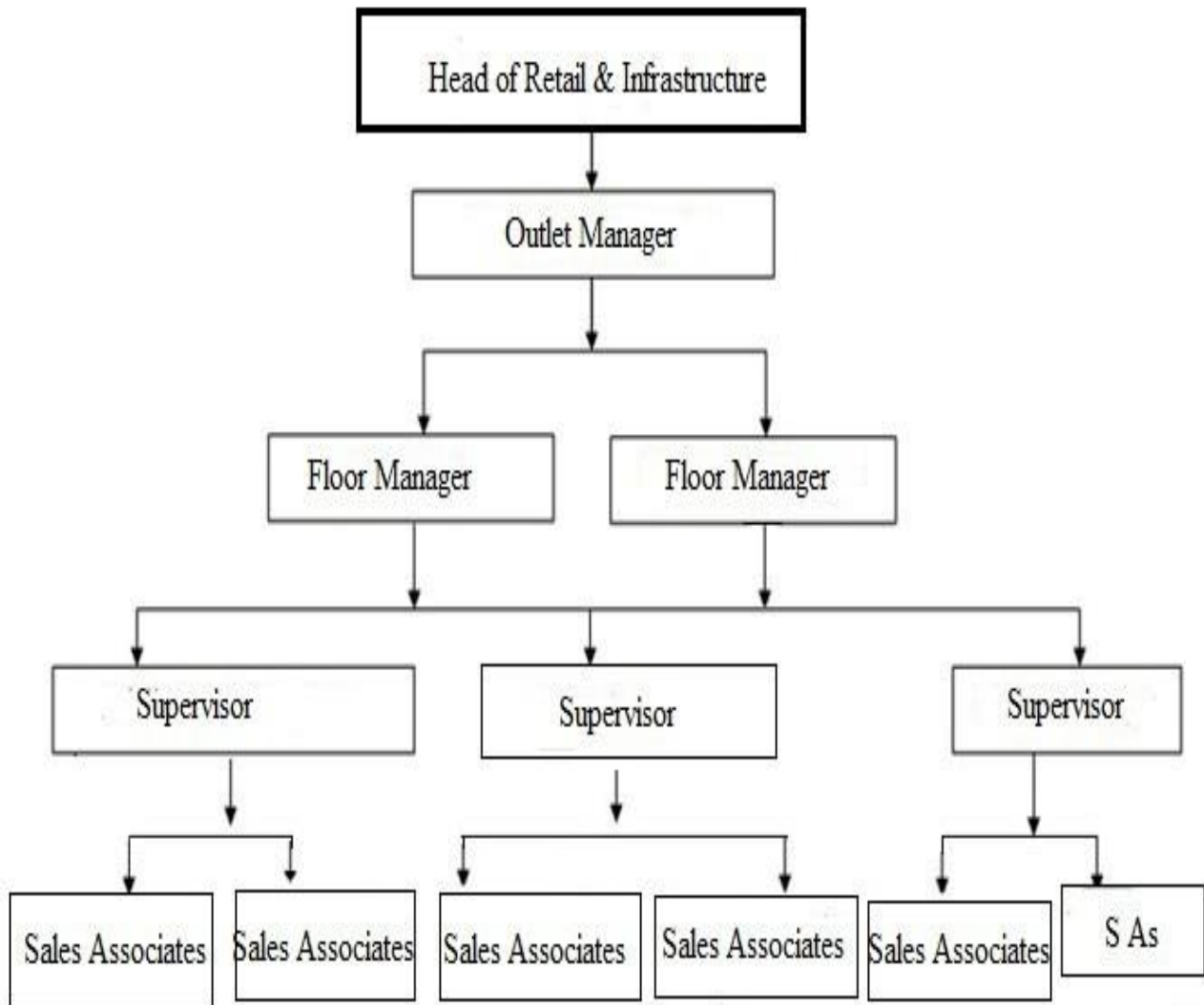


Figure 3: Operational Network Organogram

## **2.8 Relationship between BRAC & Aarong:**

The women Aarong employees are among the country's most disadvantaged. Through Aarong they have been offered a way out of destitution and degradation where before they had none. And the benefits that they received extend well beyond simply the wages they earn of their products, since every single woman who works in Aarong- owned product facilities is also a beneficiary of BRAC's multifaceted development programs. As a support entity of BRAC, a significant portions of Aarong's earnings go directly into financing the NGOs development programs in healthcare and education as well as economic and social development.

### Aarong Retail Outlets:

1. Aarong Center (Head office)
2. Aarong Gulsan
3. Aarong Uttara
4. Aarong Banani
5. Aarong Dhanmondi
6. Aarong Dhanmondi 2
7. Aarong Bashabo
8. Aarong Moghbazar
9. Aarong at Wari
10. Aarong Mirpur
11. Aarong Jamuna Future Park
12. Aarong Haliashahar, Chittagong.
13. Arrong Sholoshohor, Chittagong
14. Aarong Khulna
15. Aarong Sylhet
16. Aarong Comilla
17. Aarong Narayanganj
18. Aarong London (Buyer, Franchise)

## **2.9 Aarong's contribution in Export:**

Aarong's export business started in 1986, with an initial order from Tradecraft, a UK-based fair trade organization. Aarong is a recognized fair trade organization and a provisional member of IFAT, the global network of fair trade organizations. Based on Aarong's reputation as a social business, it has successfully grown its export customer base over the last 20 years through the addition of a number of fair trade organizations in Europe, North America, Australia and New Zealand. In 2007, nearly five per cent of sales came from exports, approximately 85 per cent of which were to fair trade organizations and the remaining 15 per cent to commercial organizations.

The fair trade organizations are mostly wholesalers that channel products to retail outlets such as world shops or fair trade shops. Goods sold in this form are usually marketed under the importers' brand; however, retailers tend to attach stories in the tagline or promotional materials about Aarong and the social and financial benefits it provides for the development of the underprivileged artisans. Aarong maintained a London-based franchise that accounted for approximately 11 per cent of the total export sales in 2007. Aarong franchised itself in London to cater to the needs of the large Bangladeshi community living in the region. However, the franchise was not continued after 2010 in anticipation of launching an e-commerce website. In 1991 and 1992, Aarong opened its own retail outlets in Vancouver and London. Due to poor management and inventory control both locations were closed in 1994; however, Aarong remains focused on a long term strategy to enter the mainstream Western markets.

## **2.10 Reward:**

Aarong was honored the Best Brand Award in the Fashion Boutique category at Bangladesh Brand Forum's annual award ceremony. The Bangladesh Brand Forum's Best Brand Awards 2015 ceremony was held at the Radisson Blu Hotel in the capital on Saturday, November 21, 2015

Bangladesh Brand Forum partnered with Milward Brown and identified top brands of Bangladesh for 2015 to acknowledge those brands that have reached considerably meaningful heights in both business value and consumer preference. Mohammad Abdur Rouf, Chief Operating Officer, BRAC-Aarong, attended the award ceremony to receive this prestigious award.

Aarong is the country's leading lifestyle retail store. Aarong is dedicated to bring about positive changes in the lives of disadvantaged artisans and underprivileged rural women. This ethical brand began in 1978 as a humble means to empower rural artisans to rise above poverty. Today, with 15 retail stores across Bangladesh and over 100 fashion and lifestyle product lines, Aarong supports 65,000 artisans with fair terms of trade. Revolutionizing the retail industry with high standards for quality and artistry, this iconic brand blends the traditional with the contemporary in ways that never cease to win consumer appeal both at home and abroad.

## My Internship Journey at Aarong

### 3.1 Summary of the job:

Three months internship is very little to learn and experience but in this organization I learned so many things which will help me in future. During three months internship period at “Aarong” I was assigned with different types of jobs by my supervisor. These tasks can be categorized under two different sectors where each and every category had different types of activities. Those two different sectors were:

- I. Regular activities
- II. Project task

### 3.2 Regular Activities at Aarong:

As a part of Human Resources department of the organization, I had to do the regular activities which are important to complete every day in the department. During accomplishing tasks which was given by my supervisor helped to have a clear understanding of those tasks and it also enriched my knowledge with practical experience. The lists of those tasks are given below:

- Making interview board list, training list, outlet wise sales associates list etc were the regular activities. There were two types of lists I had to prepare for those interviews. First one “Normal list” which contained the information of – Serial no, Candidates name, Fathers name, Home district and Signature. This list was used only during the written examination for the candidates. Second one was “Detailed list” contained the information of – Serial no, Candidates name, Fathers name, Gender, Age, Home district, Educational background,

Experiences, Viva status and Remarks. This list was used for the interview purpose which was prepared by me and handed over to the interviewers.

- Making and attending phone calls were very much challenging. There were thousands of candidates for various posts such as- sales associates, store helper, supervisor, floor manager, senior manager, designer, engineers etc of outlets and AAF. In the whole internship program, I had to call them for interview, for confirmation not only that I had to respond their calls if they called for information. As a HR intern, I represented as a part of HR department and tried to respond them and calmly handle the situation.
  
- Acting as an invigilator was another tasks. The written examination of the candidates used to take place and I had to consider myself as an invigilator where my task was to provide examination script, question paper, verifying the candidates, assisting my supervisor etc.
  
- Working with HRMS software of HR department is one on the most critical task. In that software, I had to input of all employee of Aarong sales associates, café staff etc. here inputted the whole information of an employee. After inputted there information they can punch there card or finger prints not only that there were more information given which will discussed later. In three months internship program, I inputted about 1500 sales associates, store helper, café staff etc detail informations. They were from different outlets such as- Moghbazar, Banani, Wari, Uttara, Khulna, Dhanmondi, Dhanmondi-2, Sholoshahar, Haliashahar, and other outlets.

### **3.3. Project Task (The recruitment and selection process of sales associates and store helpers):**

During my internship period my project task was to deal with the whole recruitment and selection process of the sales associates of “Aarong”. It follows a procedure where I played the active role in each and every step of this process. It helped me a lot with the practical knowledge of the recruitment and selection process. Though “Aarong” follows different process of recruitment and selection process, the steps of the recruitment and selection process of sales associates is given below:

#### **a. Demands of the outlets to HR department:**

Outlet managers send their demands or requisition for sales associates and store helpers to the executive of HR department through a requisition form. In this requisition form information such as how many sales associates will be required, in which shift the sales associates will be working, how many male and female associates will be required etc is clearly mentioned. After getting the requisition from all the outlets the executive and officer are decides to post the job circular both in Bangla and English language.

#### **b. Job circular:**

In this step, executive and officer takes the initiatives to post the job circular which was both in Bangla and English language for sales associates, but for store helper they use Bangla language circular. The social media (websites, Facebook pages), organization notice board, posting job circular outside the organization, newspaper are the options for job circular posting. Moreover, individual outlets also announce the job circular outside the outlets for CV collection.



**c. CV Sorting:**

After collecting the CV and resume from websites and different outlets the step of CV sorting starts. For the sales associates CV is collected from the outlet CV drop box and also from the CV drop box of the head office (Aarong Center). At this stage of sorting some issues are considered for selecting the candidates. These conditions are given below:

- Candidate must have completed SSC, HSC and should have enrolled in HONORS level study.
- Candidates from Madrasha background will not be selected.
- Candidate's age cannot be over 28.
- Candidate must have a fresh and smartness in their outlook.
- Candidate's present address should not be far from the outlet location for which he or she will be selected.

I had to face the bulk recruitment for Eid-ul-Fitre. For this reason we had to take about 1600 sale associates and around 300 store helper as temporary staffs. To fulfill the demands of Outlet Managers we sorted out About 50000 CV.

**d. Calling for the selected candidates for interview:**

At this stage the selected candidates from the sorted CV are called for their interview on a particular date. During assigning the candidates their interview time I had to discuss with the candidates about their comfortable time schedule. Moreover, I also had to maintain the policy that within an hour only 20-25 candidates will be interviewed by the interviewer.

For the bulk recruitment we arranged 15 interview board and each board have almost 180 candidates for Ramadan sales associates. So that we called per day 266 calls and confirmed 200 candidates for interview. For the bulk recruitment, there were five other outlet employee helped us in these stage.

Otherwise I had to call for other posts per hour 15-20 candidates for interview. Such as- store helper, driver, quality controller, fashion designer etc.

**e. Preparing interview list:**

After confirming that the candidate who will be received and confirmed me to attend the interview I had to prepare a list for the selected candidates who will be attending their interview. The list will contain the information of candidates' name, serial no, father's name, remarks etc. This list was used to prepare by me and handed over to the interviewer.

**f. Preparing list for training:**

After the interview takes place, the candidates are selected for pre-service training. A paper is provided to the selected candidates where the paper contains the information of the training date; time, rules and regulation. I had to prepare a list for those selected candidates for training and post into a training folder which created before in computer network.

**g. Making phone calls for document checking:**

The pre service training takes place for 1 or 2 days. After the training the candidates have to give an examination based on the training given to them. After the examination the training department publishes the list of the candidates who have passed the examination. After getting that list I had to call the candidates to attend a session for their educational documents checking. These documents refer to the main copy or photocopy of SSC, HSC, HONORS level enrollment, 2 passport size photos and 1 stamp size photo, reference letter etc. Though this information was that slip which given them into the interview, I had to mention again.

**h. Issuing access card:**

After checking the documents on the particular date given to the candidates, the candidates are given an access card where the candidates photo, signature, serial no exists along with the signature of the Executive of HR department. With that access card the selected candidate gets the clearance from the head office of “Aarong” to join the particular outlet and they are supposed to report to the outlet manager.

**i. Preparing appointment letter:**

The outlet managers of the outlets send an updated list of the candidates mentioning which candidates have joined their particular outlets, and who is working on which shift and also their joining date. After getting that updated list from the executive, I had to prepare the appointment letters (with assigning staff pin number) for those listed candidates. This assigned pin number will be the identity for the sales associates until the sales associate becomes regular staff or terminated. The appointment letter is an agreement between “Aarong” and the sales associate where sales associate’s name, pin number, father’s name, address, joining date, terms and conditions of the agreement is clearly mentioned. It also explains how many hours the sales associates will be working, on which shift she or he will be working, how much she or he will be paid etc. After preparing the appointment letter I had to make another two copies of the same and then send it to outlets where the candidates have joined based on the list.

**j. Updating the HRMS database:**

After getting the appointment letters from the outlets having signed by the selected sales associates I had to update the HRMS database software which contains the information of each and every employee working in “Aarong”. In this software I had to fulfill the information both from the selected sales associates’ CV and also from the information provided in the appointment letter. In this software the selected sales associates are considered as the project staffs and after 6 months

based on their performance they become either regular staff or terminated. This updated database software is used in future for any kind of HR activities which explains the status about the sales associates.

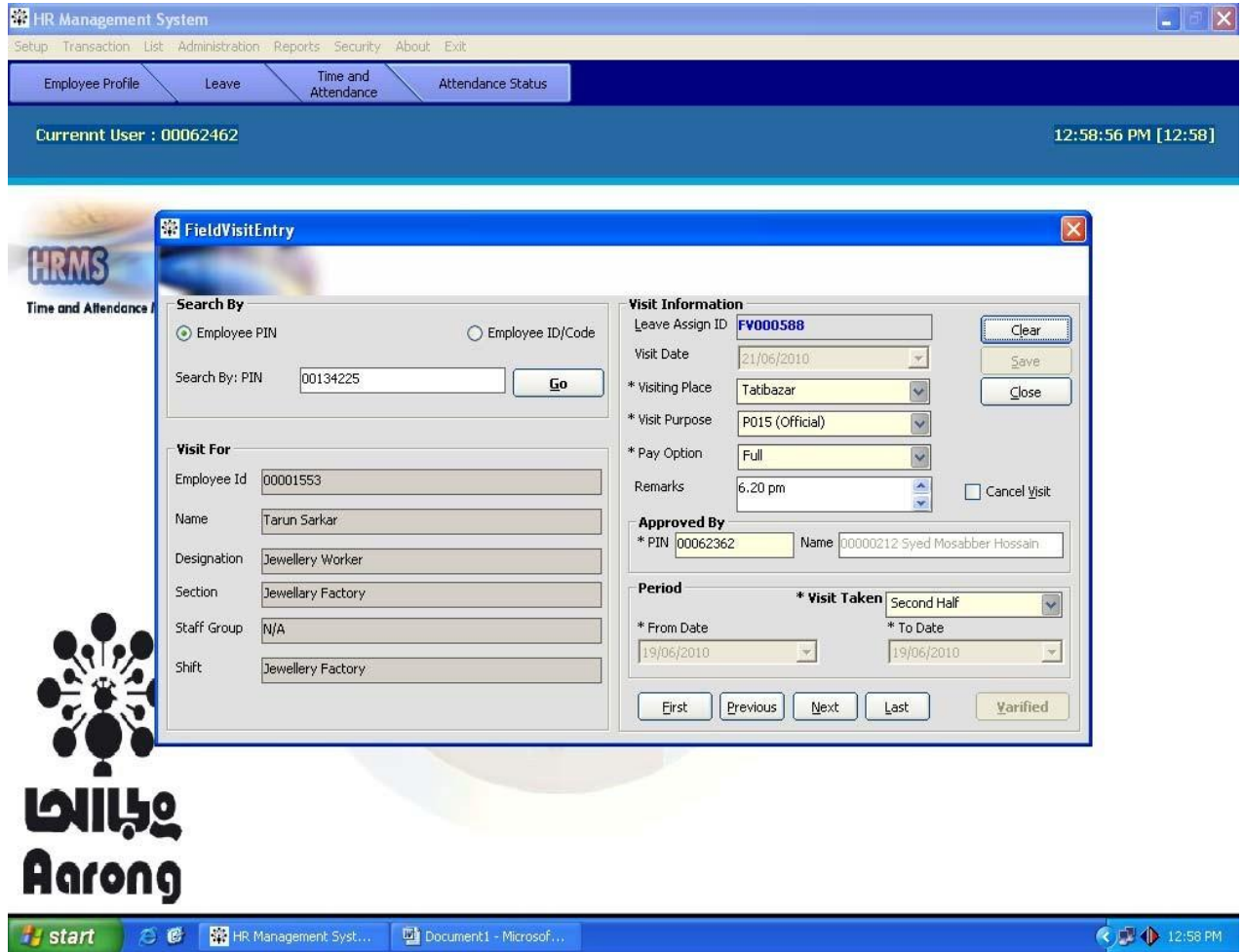


Figure 4: HRMS Database

**k. Forming separate file for sales associates:**

After updating the HRMS software with the newly joined sales associates I had to create individual file for each and every newly joined sales associates. This file contains the information such as sales associate's name, joining date, pin number, outlet name (written on the cover of the file) and appointment letter; CV, educational documents, reference letter etc. are attached inside the file. After creating such file I had to recheck all the necessary documents which were supposed to attach in that file.

### **1. Hand over the file to the HR employee file store:**

At this stage I had to hand over the created file to the HR employee file store where the individual files of each and every sales associates are kept according to the outlet folder and maintaining the serial of assigned pin numbers.

At this stage after fulfilling all these twelve steps my project task came to an end. Every time when the recruitment for the sales associates took place, I had to follow these twelve steps and had to play my role effectively and efficiently.

### **3.4 Critical observation and recommendation:**

During performing my project task, I had some observation which made my task more challenging and time consuming. If proper steps are taken in this sector the problems can be avoided. These are discussed below:

1. Sometimes during calling the candidates I found out that the candidates were not interested anymore to attend for an interview. As a reason they said that they had submitted their CV a long time ago and had already joined another organization.

This was happening because of not checking the drop boxes of CV's regularly. If the drop boxes are checked regularly with proper care this type of incident will not take place in future and the task will be more less time consuming.

2. Sometimes there was confusion among the candidates regarding their preferred outlet and shift.

At first though they agreed to work in a particular outlet and in a particular shift in the interview session, during their reporting time to outlet manager they became uninterested.

If the authority implies more strict rules in this process then this type incident will not take place in future.

3. Sometimes during document checking session the candidates could not manage to bring all the required documents which were considered and allowing them to submit it later. After joining the outlets the sales associates did not bother to bring those documents and submit it to the HR department. As a result the documents remained missing.

The sales associates should not be allowed to join their outlets before submitting all the documents. Rules should be implied on the sales associates that they can join their outlets after submitting all the necessary documents. If they become unable to submit in case of emergency then extra time should be given to them to submit those documents.

4. Sometimes after joining the outlets, it took a long time to update the sales associates' individual file because of not getting the appointment letters from the outlets. Without the signed appointment letters individual file could not be created.

Outlet managers should act in this issue in order to send the appointment letters to the HR department in time to avoid that latency

5. Sometimes problem in HRMS software made my task more time consuming. During updating the information it did not take command properly and showed some error codes where I had to put all the information from the beginning which caused my task more time consuming.

Proper steps should be taken to make the software more advanced in order to avoid this type of latency in the recruitment process.

### **3.5 Training & development cycle**

In Aarong there is a dedicated separate department for training which is called HR training of Aarong. As an intern of HR, a taste of training department work experienced also has been absorbed during my tenure. The lists of segmented works that has to be gone through by training and development department is listed and debriefed below-

#### Training

- After finishing the interview of the Sales Associates, they had to go through the training process. Selected candidates get the slip and this slip helps to get into training and also need for final paper submission.
- The training process had to be long. It start from 8.30 am and finish at 5.15 pm. First half up to 12.00 pm they go through learning process and then they gave a written exam what they leant from the learning process.
- By the whole training process, the training team observe their behavior, attitude, language etc.
- After training session, training team give marks for the taken exam and make a result sheet. And submit the result to recruitment team so that recruitment team can choose the best candidates for Sales associates post and also can fulfill the requirement of outlets.

#### Development:

- During the training session, we have to go through many difficulties. Such as- the slip which is given to selected candidates after interview that can be copied or steeled by anyone and sit in the training. Because there is no photograph on the slip. To prevent cheating, recruitment team should develop this area.

### **3.6 The recruitment and selection process of “Aarong” and “AAF”:**

As the “Aarong Center” is considered the head office of both “Aarong” and Ayesha Abed Foundation it follows a specific process for recruitment and selection for both “Aarong” and Ayesha Abed Foundation. The process is given below:

#### **a. Requisition from the different department to HR:**

In this stage, different departments send their requirements to the HR department letting them know about the requisition.

#### **b. Job Posting:**

In this stage officers from different departments sit with HR officers to prepare the job description by discussing with one another. After preparing the job description, job circular is posted in various sites such as- bdjobs.com, “Aarong’s website and also on other popular job sites. On the job circular there is deadline for applying before which the candidates should apply if the job description matches with their preference.

#### **c. CV Collecting:**

In this stage CV is collected from the various sites such as- bdjobs.com, BRAC official website, Aarong website etc. After collecting all the CVs of the applicants HR department look forward for CV sorting task.

#### **d. CV sorting:**

In this stage from the collected CVs, some CVs are selected for interview and written test. This CV sorting is done depending on the applicants’ age, gender, experience, expected salary range, present address etc. Sometimes the senior officers from the particular department sit together with the HR officers for the CV sorting. These senior officers decide which applicants should be selected for their department.



**e. Communicating with the applicants for the written test and interview:**

In this stage the selected applicants are called for their written test and interview on a particular date. The written test and the interview of these applicants normally take place at “Aarong Centre”. Generally the duration of the written exam is 1 hour. After that, the examination script is checked by the HR officers. Then the applicants who get selected in the written test get the opportunity to attend the interview.

**f. Making the final selection:**

The final selection is done based upon the applicants written test result and interview result. During the interview the applicants get the chance to discuss about their salary with the interviewer. Considering all the facts HR officers sit with the senior manager of “Aarong” for final selection. After the final selection the applicant gets call from the head office for joining date.

**g. Document checking:**

At this stage the selected applicant comes for joining with all the documents. After checking all the documents and discussing the terms and conditions the applicant gets the appointment letter issued from the organization. After reading all the terms and conditions the applicant decide whether he will join or not.

**h. Assigning the applicant to the respected department:**

In this stage if the applicant agrees to join the organization, then after signing on the appointment letter the applicant is taken to his or her department and the applicant directly reports to his or her supervisor.

**i. Assigning pin, creating file:**

In this stage after joining of the applicant he or she is assigned with a pin number which remains as his or her identity. Then the information about the applicant is updated in the HRMS software inserting the important information given in the CV and the crucial facts mentioned in the appointment letter. After creating the file of the applicant it is kept in the HR employee file store.

**3.7 Critical observation and recommendation:**

During the whole process of the recruitment and selection of “Aarong” and “AAF” there were some issues which needed special attention. These observations are given below:

1. The applicants who were firstly selected for the written test were told about a specific time and date for the written test. Sometimes some applicants are allowed to sit for their written test though they had come late. This latency was allowed to even 1 hour. This consideration was only for those applicants who used to come for the written test from outside of Dhaka. This consideration was applicable if the applicant’s number for written test was less than expectation.

Every applicant should follow the proper timing and schedule of the written test organized by the organization and the late comers should not be allowed for their test with extra time.

2. The written test of the applicants used to take place in the canteen room, conference room or training room depending on which was vacant on that situation. Sometimes this hampered to create a proper environment and was a reason of disturbance for the applicants’ attention.

3. During the collection of the CV only the online sites were under consideration. The applicants who manually submitted their CVs in the head office CV drop box did not get any chance for consideration.

Along with the online sites, CV drop box should be checked in order to get more competitive applicant who may deserve the further consideration.

4. There was no medical checkup process for the finally selected applicant. There must be some initiative to start the procedure of medical checkup for each and every newly joined employee both in “Aarong” and “AAF” in order to avoid spreading of any kind of vital disease.

## **Conclusion:**

The internship journey was very exciting which journey helps me to develop my self-confidence and gave me courage to work in pressure. In Aarong, there were lots of working pressure and I had to go through this. It is able to do work in Human Recourse department because the work environment was very friendly specially my supervisor Tahmina Hossain who is Executive at Aarong. She helped me to improve my self-confidence. I also got valuable instructions from other employees working under HR department which will help me to set my career in upcoming days. Working with “Aarong” was a wonderful experience for me.

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