



Effectiveness of Recruitment and Selection Process of Aarong & Ayesha Abed Foundation (A study on Management Staff)

Internship Report on





INTERNSHIP REPORT

On

Effectiveness of Recruitment and Selection Process of Aarong &
Ayesha Abed Foundation
(A study on Management Staff)

Submitted to-

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Date of Submission 19th April, 2017

Letter of Transmittal

April 19, 2017

Humaira Naznin

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Dear Ma'am,

The report on “**Effectiveness Recruitment and Selection Process Aarong and AAF (A Study on Management Staff)**” is written in basis of the internship program which includes a detailed explanation from the sight of the experiences that I have experienced during my internship period. The practical experience while working in the organization linking to the academic knowledge helped the report to fulfill its objectives. It aimed to clarify the concept of recruitment and selection process in organizations and make an analysis of the concept in terms of Aarong and AAF’ management workforce.

I convey my gratitude toward my faculty of give me an opportunity to write the report. However, I tried my best to provide all the relevant information I have gathered throughout my internship period.

Sincerely Yours,

Shefa Binta Zakir Shefa

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Acknowledgement

At the very beginning I would like to thank the Almighty for giving me strengths, courage, and opportunity to complete my internship from Aarong (A concern of BRAC). It was near to impossible to make this report a productive one help, support and assistance of a number of people throughout the preparing report. It is really impossible to express their level of support and unforgettable help in words; nevertheless, I will definitely try my level best to show my gratefulness towards them.

I would like to thank both BRAC University and Aarong for giving me this opportunity of completing my internship program and permit me to complete my internship report on Effectiveness of Recruitment and Selection Process of Aarong & Ayesha Abed Foundation.

I would like to give gratitude thanks to my internship supervisor and honorable faculty Ms. Humaira Naznin, without her guidance it was not possible to complete my internship report. In simple words I would not have completed this report without the support and instruction of my honorable teacher.

I would also like to thanks to my supervisor SM Zahidul Islam, Assistant Manager HRD, Aarong and AAF. He really helps me to collect information in several Departments. Along with that, I have received information from Tahmina Hossain, Executive, Human Resources, Aarong, Monica Monjori Drong, Senior Officer, Aarong and AAF and also Ishfaq Halim, Officer, Aarong and AAF. They helped me in every sphere of my internship period.

Executive Summary

The study of this report reflects one of the most popular retail chain Aarong a concern of BRAC and the project describes the Effectiveness of Recruitment and Selection process of Aarong and Ayesha Abed Foundation (A study on Management Staff). The overall process of recruiting Aarong management staff is another major part of this report. This report is divided into several parts. The first part simply describes about the organization, history of Aarong and Ayesha Abed Foundation, product line, mission vision and the organizational structure. However, the project related detail is described in the next part. This part contains the schedule of my work, the major objective on both broad and specific perspective, the job nature of Aarong and my work responsibility in Aarong as an intern with key learnings. For this research I chose qualitative data collection along with some secondary data collection from internet which is mentioned in the methodology part. To understand the broad purpose of this report, it was important to go through some research on related article which is mentioned in literature review with proper referencing. The core of this report which is findings and analysis is also described in this part with the limitations. However, This report indicates a positive reflection in terms of effectiveness of hiring management staff. The cost of recruitment in terms of money is 10,000 bdt which is very reasonable and affordable and time is 1.5 months which is also very efficient. Not only cost, the turnover rate of Aarong and AAF is due to ineffective recruitment .04% yearly which is detailed described in second part as well. Moreover, the succession planning of Aarong and AAF is also been discussed in analysis part. The recommendation with conclusion and other data is described in the last part.

Contents

Letter of Transmittal	4
Acknowledgement	5
Executive Summary.....	6
Introduction	10
1.1 Organization Overview	12
1.2 Histroy of Aarong	13
1.3 Ayesha Abed Foundation	14
1.4 Logo.....	15
1.5 Product line of Aarong	16
1.6 Aarong Outlets	17
1.7 Organogram	18
1.8 Mission, Vision & Key Values	19
Project.....	21
2.1 Project Introduction.....	22
2.2 Objectives.....	23
2.3 Working Schedule	24
2.4 Nature of Job.....	25
2.5 My Job	28
➤ Key Learning	31
2.6 Methodology.....	32
2.7 Literature Review	36
2.8 Recruitment & Selection Process of Aarong and AAF.....	39
2.9 Findings & Analysis.....	45
➤ Effectiveness of Recruitment and Selection Process	45
2.10 Limitation & Recommendation	54
Conclusion.....	57
Bibliography	58
Appendix	60
Abbriviations:	73

Table of Figure

Figure 1 Logo of Aarong	15
Figure 2 AAF Logo	15
Figure 3 Product line of Aarong	16
Figure 4 Outlets of Aarong	17
Figure 5 Organizational Chart of HR Department.....	18
Figure 6 Detail Work Schedule.....	24
Figure 7 HR Department of Aarong	25
Figure 8 Data Collection Process.....	32
Figure 9 Recruitment process of Aarong & AAF	39
Figure 10 Basic Data.....	45
Figure 11 Approximate Cost chart of recruitment.....	50
Figure 12 Schedule of Recruitment.....	51

Table of Graphs

Graph 1Product Usage of Aarong	16
Graph 2 Turnover reason	46
Graph 3 Percentage of Turnover	47
Graph 4 Retention rate of last 7 years.....	48
Graph 5 Rate of Succession Planning.....	52

1.

Introduction

According to academic rule, each business student must complete the “internship” period with a direct attachment with organization environment. Learning the organizational behavior and gathering the practical experience of corporate world is the core theme of this particular program. However, according to my major subject, I have been selected in Aarong Human Resource Department under recruitment team as an intern. The courses related to Human Resource Management I had so far completed; helped me to break the wall between the academic knowledge and practical experience. This internship period helps us to understand corporate culture, organizational behavior along with practical work experience.

The report focuses on the effectiveness of hiring process staff for management in Aarong and Ayesha Abed Foundation (AAF). Moreover, the critical analysis of the whole recruitment process and its effectiveness will be discussed in detail as well. However, in this report I will mention the problem I faced during making report and my internship period. This report will also relate with different perspective from scholars about “turning an applicant to employee” in literature review. Moreover, this report contains the scope of this research along with limitation observed during internship period.

1.1 Organization Overview

Organization plays the most vital role in term of new entrants and interns as well. However, corporate culture can be learnt well from a well reputed organization. However, Aarong the concern of BRAC is tremendous platform in the job market.

Overview about the Brand

Brand Name : Aarong

Brand Logo :



Brand Founded In : 1978

Founder Name: Ayesha Abed
Martha Chen

The Word "Aarong" Means : "A Village Fair or Market"

Number of Outlets: 16

Production Monitored By: Ayesha Abed Foundation (AAF)

Brand Head Office Address:

Aarong Centre (Head Office),
346 Tejgaon I/A, Dhaka-1208.

Online Shopping URL : <http://www.aarong.com/>

Email Address: marketing.aarong@brac.net
customerservice.aarong@brac.net

1.2 Histroy of Aarong

“Hope is an element in which people take action, and energize them out of poverty”

– Sir Fazle Hasan Abed.

Aarong was introduced to eliminate poverty engaging the village woman throughout making handicrafts. In 1976, BRAC world number one organization has taken this initiative to engage the women into empowerment. However, BRAC on that time observed that women are more engaging themselves in agricultural sector. Creating more opportunities as earning source and developing bunch of skilled workforce in 1978, BRAC established its sericulture project under the supervision of Ayesha Abed. (About Aarong)

Initially, women working under AAF, started to produce high quality silk and silk products in Manikganj and hand stitched nakshi- katha in Jamalpur. On that period of time, the number of buyers of silk and nakshikatha were poor and on contrary there were not stable market place to sell those products. Keeping the situation ahead, Aarong was launched in 1978, to create a linkage between in rural and urban people with products made by village women.

Aarong, which means 'village fair' in Bengali, 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'.(BRAC)

. With the huge response and great direction it has reached the peak of success. Now Aarong has its 16 outlets in Dhaka, Sylhet, Khulna, Chittagong and Comilla.

1.3 Ayesha Abed Foundation

Ayesha Abed Foundation established in 1982, acting as a production junction of Aarong. AAF serves free skill building training to the artisans along with the job security and other benefit as transportation, day care for working mother. Hence, AAF also engaged with the direct production like taking care of the raw material supply, quality control, storage etc.

Moreover, AAF ensures that the artisan and direct employee of AAF got the support from BRAC (micro-credit services; seeds, agriculture, poultry, livestock, and fisheries inputs; free schooling for their children; subsidized tube-wells and sanitary latrines; health care including free eye check-ups and glasses, free treatment of tuberculosis and severe illnesses and health education; as well as legal awareness and support. Currently a health security scheme for artisans and their family members is being piloted to protect artisans against catastrophic health expenditures).(BRAC)

Ayesha Abed Foundation has 13 production centers and 637 sub centers along with more than 65000 artisan and employee working. Among those artisan and staff, 85% are women. The centre are located several districts of Bangladesh. This are-

- Manikganj
- Kurigram
- Nilphamari
- Jhenaidah
- Jessore
- Kustia
- Sherpur
- Jamalpur
- Pabna
- Rajbari
- Baniachong
- Gorpara
- Pallabi

1.4 Logo

The logo of Aarong shows an orange peacock flourishing its wings visible in black background. The peacock symbolizes the colorful, shining, diversified product line, product variety of Aarong. On the other hand the black background blends the belief of tradition and trend together.



Figure 1 Logo of Aarong



Figure 2 AAF Logo

The logo of Ayesha Abed Foundation is very simple and easy to explain. The logo contains the 3 letters AAF (Ayesha Abed Foundation) in calligraphy. Even in the logo the name of the foundation is written in Bengali language as well that makes the village people more comfort with the company.

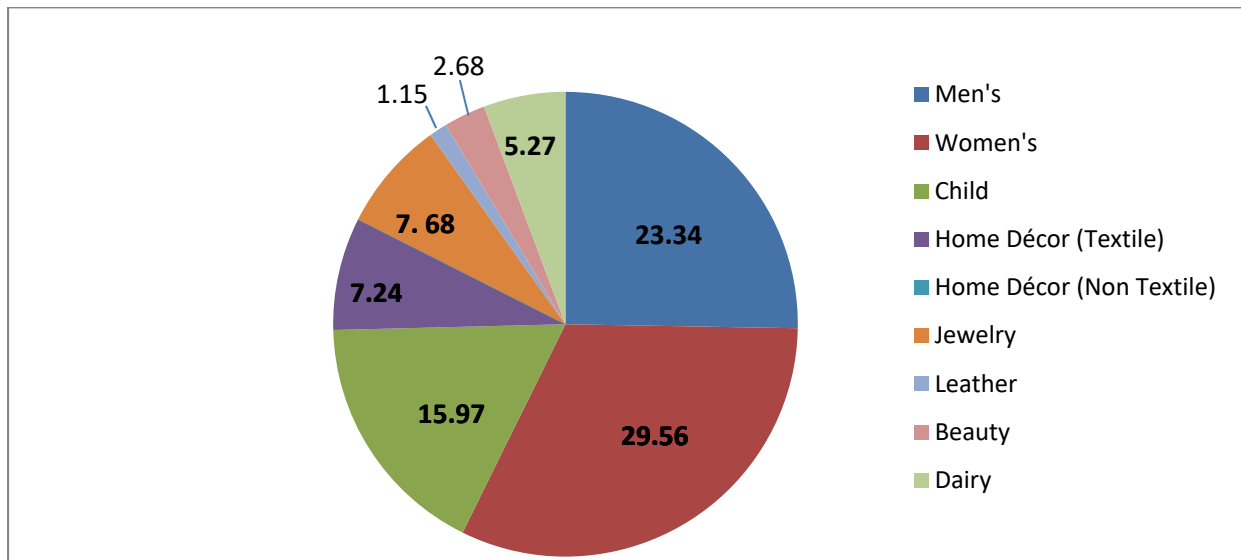
1.5 Product line of Aarong

Aarong started with the theme of making pure silk and handmade nakshi kantha, gradually, it becomes the number one retail chain of Bangladesh along with fashion, life style and household products. The products can be divided into 5 parts and the detail product line is given in (Appendix 1)



Figure 3 Product line of Aarong

The products of Aarong sell in different ratio. According to the usage ratio of Aarong product, the pie chart is given below-



Graph 1 Product Usage of Aarong

1.6 Aarong Outlets

Aarong started at 1978 with one outlet; however, in 2017 they are having 16 outlets inside and outside of Dhaka. The first outlet situated in Shukrabad, was closed down. Precisely, there are 8 outlets in Dhaka and 7 outlets are in different districts. Mentioning that, Aarong had 3 outlets crossing the national territory.

The list of the “Aarong” outlets across the country is given below:

Year	Outlet
1978	Shukrabad Road Dhaka (Closed)
1983	Nasirabad Chittagong
1984	Moghbar
1985	Sylhet
1989	Lalmatia
1995	Khulna
1997	Gulshan
1998	Wari
2001	Uttara (Flagship Outlet)
2008	Halishahar
2010	Mirpur
2012	Comilla
2013	Narayanganj
2014	Jamuna Future Park
2015	Dhanmondi
2015	Banani
2016	Bashundhara City Outlet

Figure 4 Outlets of Aarong

1.7 Organogram

In this part, I will describe the organizational chart of HR department. According to the organizational detail, the senior director directly report in BRAC Enterprises. The detail Oragnogram of Ayesha Abed Foundation will be attached in appendix part.

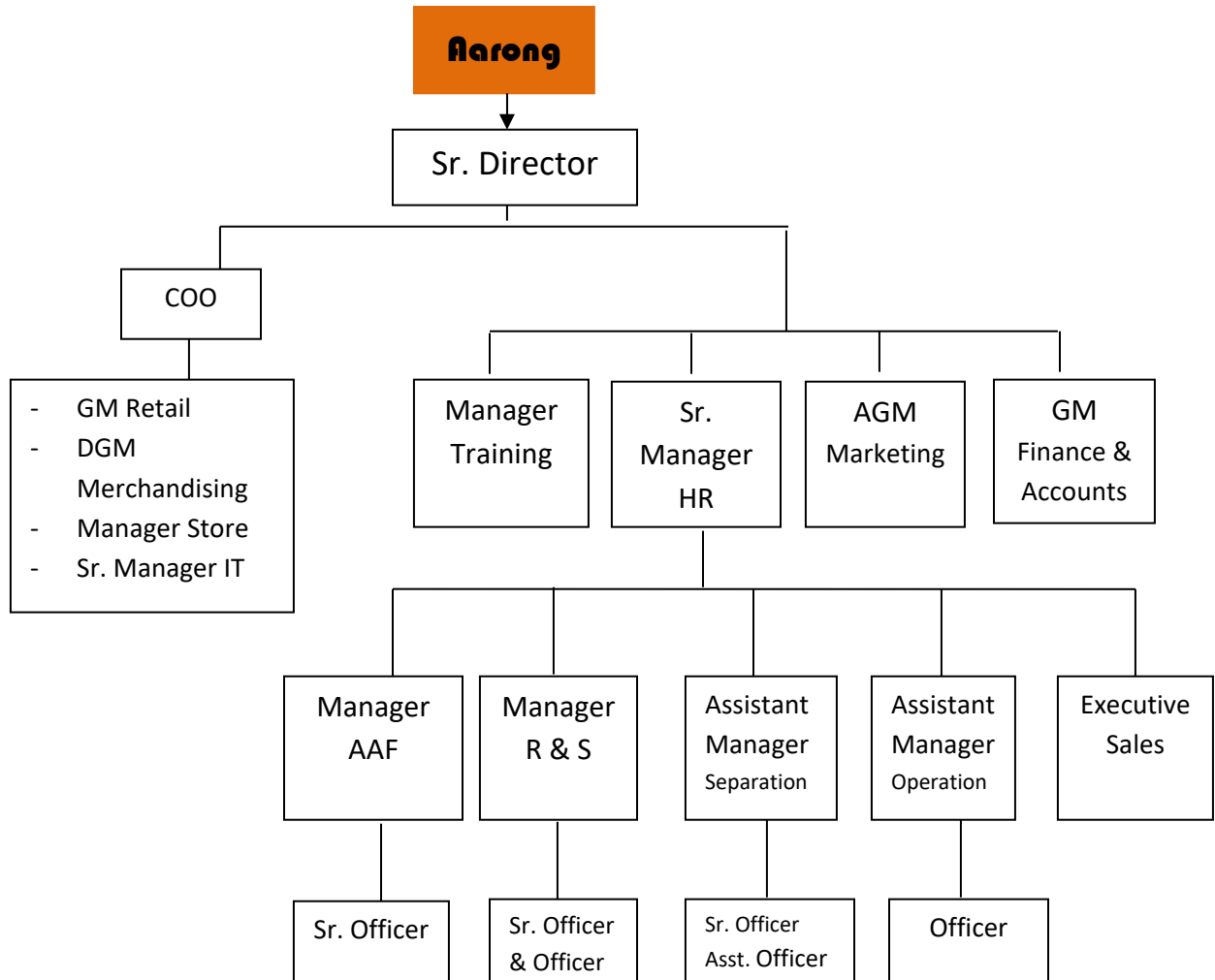


Figure 5 Organizational Chart of HR Department

1.8 Mission, Vision & Key Values

Aarong and Ayesha Abed Foundation concern of BRAC is following the mission and vision of its mother company. The mission and vision of BRAC in simple word makes a poverty free earth with empowering and engaging people in skill labor.

- ✓ **Mission-** “Our mission is to empower people and communities in situations of poverty, illiteracy, disease and social injustice. Our interventions aim to achieve large scale, positive changes through economic and social programs that enable men and women to realize their potential.”
- ✓ **Vision-**A world free from all forms of exploitation and discrimination where everyone has the opportunity to realize their potential.

Particularly, 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.

✓ **Key Values**-The key value followed by Aarong is same as BRAC. This key value is benefitting both the company and the people related to Aarong around the country. The key value is divided in 4 parts-

- I. **Innovation**- Aarong believes in innovation and value the new trend with touch of tradition. Aarong value the innovation that created opportunity to eliminate the poverty. With the help of “innovation” Aarong strive to display ground breaking leadership.
- II. **Integrity**- Aarong value integrity as Aarong believes accountability and transparency is the core elements of their work ethics. In term of financial dealing Aarong provides the clearest policies.
- III. **Inclusiveness**- Aarong value inclusiveness to ensure they recognize and engage all members in term of society, age, sex, gender, ethnicity etc.
- IV. **Effectiveness**- Aarong value effectiveness in thirst of taking challenges to perform in better manner.

In a nutshell of organization part, Aarong is the biggest retail chain in Bangladesh fashion industry. Not only, keeping the name and fame of Aarong throughout the country, Aarong is working for enriching rural economy by empowering rural people.

However, the next part will describe the project of my internship period in Aarong.

2.

Project

2.1 Project Introduction

Aarong a concern of BRAC has one of the active and efficient Human Resource Department in Bangladesh. However, recruitment and selection is one of the major focusing HR activities in Aarong HR. Aarong is hiring employee for a longer period but, there is no clear record of the effective rate of hiring management staff. Hence it is difficult to find out the cost efficiency of hiring, success rate of recruitment without a proper evidence of effectiveness. Precisely, this report is conducted to measure the effectiveness of recruitment and selection process of Aarong and AAF management staff.

The purpose of this research is to make a generalize report on the overall Effectiveness of hiring management staff of Aarong and AAF. Defining the effectiveness of recruitment especially for management staff is important for succession planning, changes in organ gram, and for better output of work as well.

➤ Scope of this research:

The scope of this report includes the brief discussion on the particular recruitment and selection process of management staff Aarong and AAF. Along with the process, this report contains the effectiveness of the hiring and the analysis upon the findings.

However, the project staff or sales associate of Aarong is another biggest recruitment part of Aarong recruitment team which is not included in this report. Moreover, the other aspects of Aarong and AAF Human Resource department were also not discussed briefly than providing a slight idea.

2.2 Objectives

The objective of this report is to provide a clear vision of the overall recruitment process of management staff in Aarong and Ayesha Abed Foundation along with its effectiveness. However, I will divide the objective part into two divisions.

- Broad Objective: Broad objective is the general goals to be achieved on the basis of practical experience.
 - To gather practical knowledge and experience about the recruitment and selection process
 - To get a general idea about different divisions of Aarong and Ayesha Abed Foundation
 - To learn the corporate environment and norms for near future
 - To fulfill the academic regulations
- Specific Objective: Specific objective will be the goals of this report.
 - Learning the general recruitment and selection process of Aarong.
 - Finding out the effectiveness of the recruitment process of Aarong and AAF
 - Experiencing the relationship between academic learning and practical activities conducted by Aarong

2.3 Working Schedule

The work schedule contains data for 29 days (March 17- April 18)

No of Days	Teacher Meeting	Topic Selection	Questionnaire	Interview & Data Collection	Data Analysis	Report Writing	Presentation Making
1							
2							
3	Report Outline Prepare						
4							
5							
6							
7							
8							
9							
10	Report Writing (Initial)						
11							
12							
13							
14							
15							
16							
17							
18	First Draft Submission						
19							
20							
21							
22							
23	Report Editing						
24							
25							
26							
27	Final Touch, Report Binding, Slide Finalizing						
28		Report Approval from Harong					
29	Final Submission						

Figure 6 Detail Work Schedule

2.4 Nature of Job

In this part, I will discuss about overall work and responsibilities of Human Resource Department of Aarong and my assigned job. Mentioning that in a very short time of internship period, it is very difficult to understand the whole nature of job however, I will describe the job nature on the basis of my observation.

The nature of the job means the overall work process of HR department in Aarong. HR department consist of 4 teams and each team is assigned for particular work division.

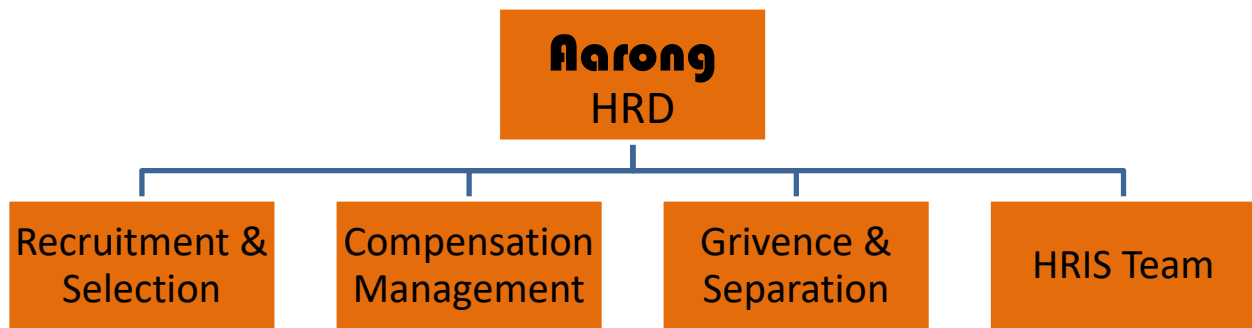


Figure 7 HR Department of Aarong

- **Recruitment and selection team:** Choosing the best fitted applicant for Aarong and AAF is the core theme of recruitment and selection team. After getting the job requisition from any department for a vacant position (to be), the HR departments first get the approval from Chief Operating Officer (COO). The recruitment and selection team is divided into two parts-
 - Management staff recruitment team
 - Project staff recruitment team

The work of Recruitment and selection team continues till the software entry of the new applicants. The detail of recruitment and selection process will e discussed in next chapter.

- **Performance Appraisal-** Apart from the core responsibility of this team, Recruitment and selection team does another most important duty that is Performance Management System. The PMS contains the whole year performance of each employee working in year. Collecting the PMS form, Input the result is spread sheet, Promotion demotion, increment, slab changes, report making, graph, chart representation presentation perpetration is all done by the R&S team.
- **Compensation Management Team:** This team deals with completely compensation and pay system. The pay scale of Aarong is quite similar with BRAC, but some of the issue differs. Work specialization of this team are-
 - ✓ **Salary:** This team makes the salary according to the grade/ slab for both management staff and project staff. Moreover, they fix the salary level for temporary staff as well.
 - ✓ **Allowances:** Preparing allowance for an employee is another core responsibility of Compensation management team. Allowances consist of medical allowances, house allowances, mobile allowances etc.
 - ✓ **Fund:** Providing fringe benefits like provident fund, gratuity fund is another main responsibility of CM team.
 - ✓ **Loan:** Sanction loan and approval of loan for management staff is another major responsibility.
 - ✓ **Travel Authorization:** Along with other compensation system, this team also approves the travel related issue for official purpose.

- **Job separation and Grievance management team:** The team basically deals with the job separation, resignation, termination; grievances management related issue for both management and project staff. Precisely, they investigate the reason behind each separation or termination. After the successful investigation, they file up the situation and get the approval for final job separation.
- **Support and HRIS team:** The support and HRIS team is a part of compensation team. This team deals with various issues for management staff, field staff and project staff and interns as well. However to be more specific-
 - ✓ **Attendance-** Keeping record of attendance of each employee by automated attendance machine for regular staff and register for temporary staff and interns. It is directly related to salary system.
 - ✓ **Leave-** Managing leave is another core responsibility of support team. Both long terms, short term, paid leave, non paid leave is under the control of support team. Regular record and update of leave situation makes the compensation easier.
 - ✓ **Id card issue-** Issuing Id card for staff, visiting card for temporary staff and ensuring staff entry punch is one of support team's responsibility.
 - ✓ **HRIS-** This team completes the employee detail in software. However the initial entry is given just after the employee is recruited by R&S team. The detail entry, insurance detail, family detail is ensured by support team.

The HR department of Aarong is well organized. The team does not contain a lot of people, but a bunch of efficient people. Mentioning that, the **Training Department** of Aarong is not a part HR department but a completely separated department. However, this two department substitutes each other.

2.5 My Job

Up to this part the report contains the overview about the organization and the work detail of HR department. Now, this part will discuss about my job responsibility in the internship period at Aarong.

As already mentioned, I was assigned in Recruitment and Selection team in Aarong and AAF mainly management staff, but along with recruitment and selection process I was lucky enough to learn about Performance Management System as well. However, the detail of my work is given below-

- **CV sorting:** I was assigned to sort CV's online media (www.bdjobs.com) where the ad of the vacant position was published. To sort out CV some criteria has to meet according to the Job Description and I had to ensure that all criteria are appropriate. Criteria as in-

- Work Experience
- Education Qualification
- Age Limit
- Salary Expectancy etc

Mentioning that, along with online media I had to sort the hard copy CV, and also need to check the reference CV and internal applicant's CV.

- **Interview Calling:** After getting the good candidates for a position, I had to call them for written test and interview as well. We maintain a norm to make call for the interview applicant. Aarong and AAF believe that, the candidate will have a particular idea and get the positive "first impression" from the telephone call. Before the interview date, I provide the candidates reminder through text message in their mobile phone.

- **Database of detail list:** This part is counted as a crucial part for recruitment, as this report is given to the interviewers in interview time. This list has to be clear, short but distinctive that the interviewer can have idea about candidate with one glimpse only. This list consist of –
- Candidates name
 - Candidate's Father name
 - Age
 - Education detail (major, institute and result)
 - Total experience years and last 3 job detail both position and company name etc.

Along with the detail list, I have to prepare **single list** that is counted as the candidate records and signature sheet as well.

- **Employee Joining:** After the selection of employee through written test and interview, the candidate is being called for joining. I as an intern helped the employee joining with filling up the employee detail form, new employee joining for, ID card application form, insurance nominee form, and insurance form as well. Along with the form formalities I have to check-
- Employee's educational certificate
 - Photo id card
 - Clear photos
 - Reference check
 - Joining date
- **Filing &Software Entry:** After all the formalities done by the new staff, I am responsible to make the employee file where the papers is kept systematically. Precisely the file considered as the manual record. However, I have to provide a pin in the file and in other papers too which will be the permanent pin for the employee. Aarong and AAF maintain a individual PIN list for management staff, from where I cut a pin manually and provide it to the new staff.

On the other hand, I input his information in management staff software known as HRMS according to his PIN and “Joining Date”. I have to be careful when I give input in this software. This software contains all sort of information given in the form and this is considered as the permanent record of the employee. After the initial entry, the HRMS record for a particular staff is ready to be verified by officer/ senior officer of Aarong and AAF.

- **Deployment list:** the deployment list is basically a excel sheet, where I keep a record for each new employee entry according to the HRMS. This list is being maintained because, the manual file is handed- over to the compensation management team for further input in the HRMS. Deployment list also helps keeping the record of new staff joining in monthly basis.
- **Performance Management System:** As I was an intern of spring session, as I joined Aarong in January which is the starting of a year appraisal time of last year. I consider myself lucky to get an opportunity to learn about the practical experience of performance management system.

In PMS, I basically learn about the promotion system, increment and way of inputting the number in PMS soft copy. My contribution in PMS-

- Number inputting
 - Cross checking number with reference
 - Numbering the PMS form
 - Differentiate the recommended and not recommended forms
 - Filing the form according to the center, department and outlets
 - Keeping tack and record of PMS
 - Assisting officer and senior officer in PMS related work
- **Grade and position change:** While working on PMS, my supervisor and the entire recruitment team helped me to learn about how grades and positions are defined. Along with that, grade wise salary range was also another major learning from PMS.

These are some core duties I have done throughout my internship period. However, there are some other works I have done on my supervisor's advice. Such as-

- ✓ Helping project staff recruitment (CV sorting, calling, listing)
- ✓ Handing over the ID form to the support team with proper record
- ✓ Handing over the insurance form (Guardian form)
- ✓ Invigilate in writing exam
- ✓ Compiling the written test mark and interview marks
- ✓ Preparing the interview file, CV serial
- ✓ Assist the member of Recruitment and selection team

In a nutshell, during my internship period I had touched the basic aspects of recruitment and selection process for management staff.

➤ Key Learning

The key learning of my internship period is of course my practical experience about recruitment and selection process and the overall idea about PMS. However, in the key learning part I would like to discuss my learning on organizational behavior rather than the assigned work. Precisely, the different aspects of learning are-

- Finding the relation between academic education and work life experience
- Experiencing the corporate behavior, culture and norms
- Meeting the deadlines
- Maintaining hierarchy in corporate level
- Experiencing the real flavor of Human Resource department
- Importance of accountability and transparency
- Relation between departments in corporate culture
- Working under pressure
- Last but not the least, enjoying the work

2.6 Methodology

This report contains number of information related to recruitment process and overall HR department of Aarong and AAF. This research requires both **qualitative research** and **quantitative research**. According to the report topic this research requires more exploratory data collection. I have to go for both primary and secondary method to collect data and information.

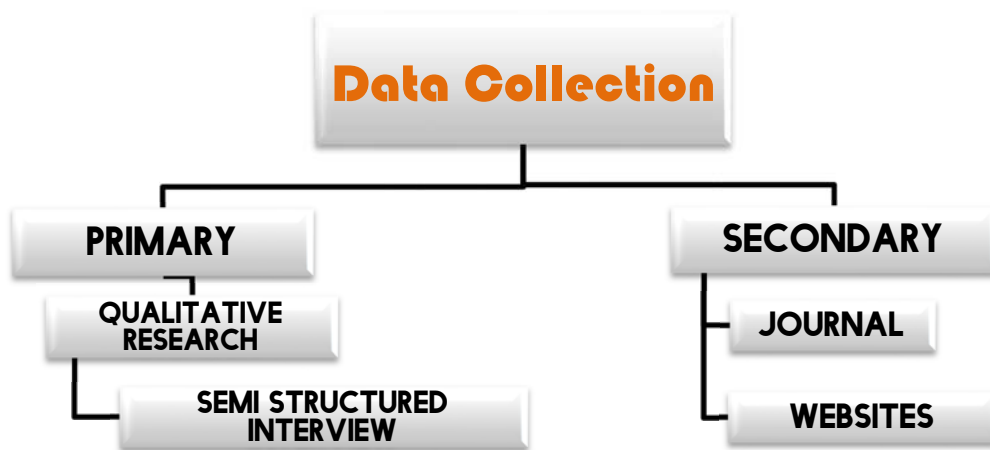


Figure 8 Data Collection Process

- I. Primary Data: To collect data related to recruitment effectiveness I have to conduct 3 (three) “**semi-structured interview**” with assistant manager and officer of recruitment and selection team assistant manager of separation and grievance team of Human Resource department. Basically, the analysis part was based on the information I have collected through the interview I have conducted. However, some of information is provided on the experiences I gathered in my internship period.
- II. Secondary Data: This report contains the history, mission, vision; product related information, working procedure of Aarong and AAF, has been collected through the website and journals. Some information has taken from the other similar report which will be clarified in the literature review part.

Questionnaire for Semi- Structured Interview

Research on Effectiveness of Recruitment requires more of qualitative research than quantitative. However, as I have conducted 2 semi structured interviews; my questionnaire is based more on the finding of effectiveness and efficiency.

Questionnaire-1: This is conducted with Asst. Manager and officer of Aarong Recruitment & Selection team about general detail. The interview is provided in appendices.

1. What is the biggest strength of Aarong HR department in comparison to other companies in fashion industry?
2. What is your opinion about the regular recruitment process of Aarong and AAF management staff? Do you recommend any changes from your perspective to make the hiring process more effective?
3. In term of “measuring an effective recruitment” what process needs to be followed?
4. Can you please tell us, if the turnover rate has increased or decreased over years?
5. How the recruitment process is being effective in terms of cost and time?
6. In general, how much does it cost to turn applicant to an employee?
7. Which recruitment is more effective internal or external recruitment?
8. Can you please explain a little about the succession planning of Aarong? Does Aarong follow succession planning of new hire?
9. How does the brand value of Aarong affect the hiring process in terms of “efficiency”?
10. What is the core reason behind effective recruitment process?

Questionnaire-2: This interview is conducted with Asst Manager of Separation and Grievance team. This is more on numerical answer based question.

1. What is the current employee of Aarong and AAF management staff right now?
(According to 2016 detail)
2. How do you define the retention of Aarong and AAF management staff? (approximately retention rate of 2016)
3. What retention steps Aarong and AAF following?
4. In general, how many staff left Aarong and AAF in 2016?
5. Do you think, the job separation and termination is happening due to non effective recruitment? If so, what is the percentage?
6. Can you explain the cost for recruitment? (general)
7. What costs more internal recruitment or external recruitment?
8. Do you think succession planning is a better idea for effective recruitment?
9. Do you suggest any change in recruitment process?
10. Why do you think the Recruitment & Selection process of Aarong and AAF is effective?

Data Collected from Interview

I have conducted 3 semi structured interview for collecting data related to my document. The summary of the data –

Interview 1: According to the interview taken from S.M Zahidul Islam Assistant manager of Recruitment and selection team about the general effectiveness recruitment policy, the gist of the interview can be ([Appendix 6](#))-

- ✓ More experienced and knowledgeable people in Hr team
- ✓ Succession planning is in initial stage. Only 22% succession planning is being effective till now
- ✓ Aarong and AAF prefers internal recruitment for top p]most position and welcomes fresh talent for mid level position
- ✓ Minimal cost and less time makes the recruitment effective
- ✓ Measuring effective recruitment Aarong is following quality of hire and supervisor feedback.

Interview 2: Md. Golam Saclain, Assistant manager of Separation and Grievance Management team helps us to define the overall turnover and retention ration ([Appendix 7](#)).

The summary of this interview-

- ✓ Number of management employee in 2016 in 857
- ✓ Number of people left job in 2016 is 37
- ✓ People are terminated or left job for non efficient work 3-4 persons yearly considered as ineffective recruitment ratio
- ✓ Turnover rate has been decreased drastically over last 7 years
- ✓ Cost of recruitment is normally 7000 bdt to 10,000bdt.

Interview 3: The third interview I have conducted with Mr Ishfaq Halim, officer recruitment and selection team. This interview helped me to draw the perfect picture of the organizational chart of Aarong HR department and AAF.

2.7 Literature Review

In this part I will discuss some of the Articles related to the report topic. Hence, at the very beginning I will point the variables of my report which is related to other articles. As this report is only constructed on the basis of effectiveness of recruitment process my variables will be the measuring point of effective variables.

Discussion of the Variables-

- Metrics of effectiveness: Measuring the effectiveness with different tools is one of the most important variables to find out the effectiveness of recruitment and selection process. However, in this research I will try to relate whether the measuring variables of effective recruitment are being maintained in Aarong or not.
- Employee Retention: Employee retention is another most important variable to measure the effectiveness of recruitment and selection process. The higher retention often indicates an effective recruitment of best candidates. In this report I will analyze the employee retention rate and find out the effectiveness of recruitment of Aarong and AAF management staffs.
- Employee turnover: The retention and turnover is vice versa. The higher turnover often indicates of ineffective recruitment as well. However, this report will show the general turnover rate and the relation with ineffective recruitment process.
- Succession Planning: Preparing internal employee for higher position for near future is known as succession planning. Effective recruitment is very much important for succession planning.
- Cost: Measuring the cost of recruitment is another major tool to identify the effective recruitment. Precisely, an ineffective hiring costs the whole organization.

Related Literature:

According to Jennifer Brown (2015) in her article on “How to Measure Effective Recruitment” claims 5 parameters to measure an effective recruitment. These measuring parameters are

- time to fill the vacant position,
- quality of hire,
- hiring source of candidate,
- cost per hire and lastly
- Satisfaction of the applicant. (Brown, 2015)

According to the Kelvin Jhonson in the article Importance of Effective Recruitment & Selection stated that- The importance of effective recruitment and selection in any organization is way much important. However, to get the best candidate fitter for the vacant post often leads to long retention and better output of work. Even, succession planning can be ensuring with the help of effective recruitment and selection. (Jhonson K.)

On the other hand Jen Dewar wrote about the methods of reducing turnover ratio in “The Key to Reducing Employee Turnover is to being during Recruitment”. The ways can be defined as (Dewar, 2016)-

- **Encouraging employee referrals** can be cheap and faster at the same time. These candidates are more satisfied and stay longer.
- **Screen for cultural fit**, behavior interview and reference check also helps to find out the right candidate for vacant position.
- **Offer fair compensation** and encourage bargaining helps to retain employee.
- **Positive on boarding experience** helps retaining employee

Another related literature stated by Cameron Lacker (2015) mentioned turnover risk mitigation, new talent impact, new hire engagement, manager selection strength, and passive pipeline growth as the measuring parameters of effective recruitment in his article “Measuring Effectiveness of Recruitment Process”. (Lacker, 2015)

To increase the effectiveness of recruitment the steps can be- Determine current and future needs, Assess the talent inventory, Determine the Mix for Filling Gaps, Define the Pool of Internal Candidate, Assess and Develop the Pool, Track Development Progress, Track Promotion and Turnover Rates, Define the Pool of Existing External Candidates, Define and Execute Campaigns to Engage Candidates, Assess and Refine Current Sourcing Strategies, Implement and Monitor Sourcing Strategies, Track the Overall Size and Quality of Internal and External Pool. (Barcelos)

The succession planning depends on the internal movement. According to the article “The succession planning: why recruitment needs to focus on internal movement” Focusing on internal movement, recruitment can be more pointed to the succession planning. Most of the organization are failed to structure a succession planning due to inefficient way to build internal talent. However, succession planning is cheaper than external hiring for the powerful uphold positions. On the other hand, succession planning helps to increase employee retention rate and increase employee satisfaction at the same time. (Sullivan, 2008)

The recruitment process emerges some costs like time, money and energy. However, a bad hiring is always cost consuming and drops the productivity. Moreover, wrong and ineffective hiring can make more cost to management of an organization as well. Most importantly, bad hires impacts on customer relationship, productivity, management and sales as well. (Whitelegg)

According to Harry Grienling (2008) recruiting the right person for the right position in the right time increases the retention. Retention depends on an effective recruitment and also with the employee satisfaction in the job. (Griending, 2008)

2.8 Recruitment & Selection Process of Aarong and AAF

The recruitment and selection process of Aarong and AAF is well organized and maintained properly. The process is followed step by step for each hiring. This part will focus on the detail flow chart of recruitment and selection process of Aarong and Ayesha Abed Foundation. The Process is given below-

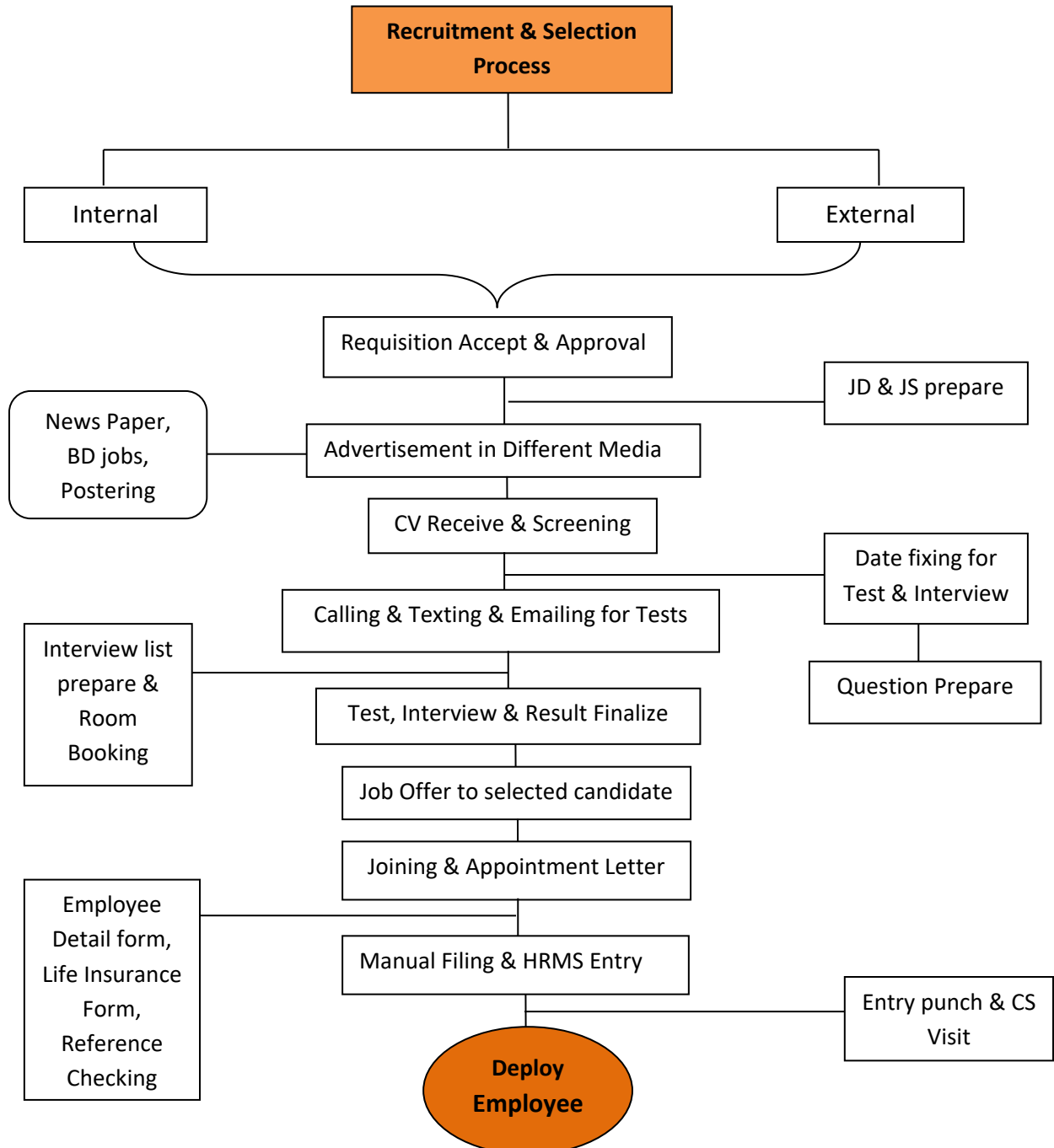


Figure 9 Recruitment process of Aarong & AAF

Internal and External Recruitment

In term of recruitment and selection, Aarong and AAF follows both internal and external source of recruitment. However, for each management staff Aarong and AAF both takes internal and applicant candidates. Hence, they do not differentiate in term of selecting best candidate for the best position.

Internal recruitment is most focused for the highest management position like CEO, COO. They like to choose the best experienced candidate that can manage the whole company wisely. Sometimes, they follow the succession planning, to fit the position.

On the other hand, **External recruitment** is focused for mid level to high level management. In such case, they encourage new and fresh idea, innovation and updated idea. As example, for higher position in design department or marketing department, Aarong focus more on external recruitment for new strategy.

Recruitment & Selection Process: According the flowchart (figure 6) Aarong follows several process to recruit management staff for vacant position. The recruitment process starts with requisition acceptance and ends with deploy employee to the respective department. The process is given below-

- **Requisition accepts & approval:** The first step of recruitment process of Aarong and AAF is accepting employee requisition from department. Then HR department gets approval from COO and other authority for further hiring actions. After the approval, HR confirms –
 - i. Prepare Job Description accurately with proper job detail, job responsibility
 - ii. Prepare Job Specification with required age, education level, experience requirements and other aspects required for the vacant position

- **Advertisement in different Media:** Preparing job description and job specification leads to the second step, which is publishing job circular advertisement with deadline in different media. Aarong prefers mostly, News paper, online media (www.bdjobs.com), and sometimes pasting on notice board or poster pasting in different area. The different job circular is attached in ([Appendix 2, 4](#))
- **CV Receive and Screening:** After the advertisement deadline we receive numbers of CV from applicants via Email, online CV, hard copy from CV box, internal CV and employee referral CVs. However, after getting pool of applicants, we start CV sorting for best eligible candidate for interview and written test. CV sorting criteria-
 - ✓ Age limit
 - ✓ Education level
 - ✓ Experience
 - ✓ Expectation of salary etc.

Date fixing for test: Along with CV screening, the senior officer fixes a suitable date for written exam and interview.

Question Prepare: After fixing the date for interview and test, assign officer starts preparing question paper for written test. The question is prepared following 3 criteria -

- ✓ Job Specialization part
 - ✓ General Math and Analytical ability
 - ✓ Bangla and general knowledge
-
- **Calling Candidates for interview:** In the 4th step, the requisition and selection team calls candidates for interview. Here, HR team follows some norms to invite candidates so that they feel comfortable with the organization and get a good impression at the very beginning.
 - ✓ Addressing sir/ Ma'am
 - ✓ Seek permission to talk
 - ✓ Ask if they are interested position
 - ✓ Confirm, date, time, location detail

However, we ensure their participation in test by texting their mobile with proper detail of the interview and written test as a notification. Sometimes, we send them Email with proper detail of the test with job description for the higher position.

- **Preparing Interview List & Other formalities:** In this stage, we make detail list named as “top sheet” for those candidates, who will possibly be coming for interview and written test. According to the HR policy, this list is much important and has to be more accurate because the interviewer will follow this list for the candidate detail at a glance and interviewer will mark candidates in this list. This detail list contains-

- ✓ Name and fathers name
- ✓ Age
- ✓ Education detail
- ✓ Total Year of experience
- ✓ List of work experience

With the interview detail list, we prepare attendance list for candidates, Mark compiling list etc.

Other Formalities: Along with detail list, in this stage they have to accomplish some other formalities such as-

- ✓ Confirming the interviewer through email/ phone invitation.
- ✓ Room booking for test and interview
- ✓ Confirm the agreement of invigilator

- **Test and Result:** In step 6, the written test and interview has been taken for psycho metric test. Sometimes, for some particular position we take computer test like computer skill test etc. At first the one hour written exam is held. Just after the exam finished, concerned HR member, starts checking the exam script and compile the mark. Secondly, those who obtained pass mark (according to the policy and sometimes situational), HR calls them for Interview, and ask pardon for the rest applicants.

Finishing all the tests, HR team compiles the mark according to each interviewer. After comparing all written marks, interview marks and practical test HR selects the best candidate for the post.

- **Job Offering:** HR team offers the job to the selected candidates with the detail policy, salary policy, and other benefits to the selected candidate. If the candidate agrees to all the policy, HR team fixes joining date for the candidate. The offering consists of-

- ✓ Basic Salary
- ✓ Mobile allowance
- ✓ Weekend and total holidays
- ✓ Medical benefits
- ✓ Other policies etc

- **Joining and Appointment Letter:** Last step of recruitment is joining of employee. The joining requires some formalities to be filled. In joining, employee has to fill some form with proper detail. The requirements are-

- ✓ Employee detail form
- ✓ Life insurance form
- ✓ Nominee form
- ✓ Agreements signing
- ✓ Reference Check

Appointment Letter: After joining, the new employee gets his Appointment letter with dedicated PIN number. Moreover, HR team member gives a short briefing about norm, rules regulation and policy of Aarong and AAF.

- **Filing and Entry:** This step is basically a post recruitment step, but with step the work processing of recruitment ends. After getting all the information of employee and providing PIN, HR team makes a manual file for the employee with all the papers submitted by him.

Afterwards, the employee detail input is given in Software named HRMS ([Appendix 8](#)) and EDMS. The HRMS is accessible from every management end. In HRMS, it is very easy to get all kinds of detail of the employee.

- **Deploy Employee:** The candidates already became an employee of Aarong and organization. Finally, HR team confirms the entry- exit (punch) and deploys the employee to the particular department.

Lastly, HR team handover the manual file to the compensation management team for the salary preparation.

In a nutshell, HR department of Aarong and AAF follows all the process step by step and ensure that they are not violating any Environment regulation, Government law etc.

2.9 Findings & Analysis

This section of this report will be the analysis of data collected through interview with Manager and Assistant Manager of Aarong HR team. The analysis will be represented through graph and table representation. Basically, this part will conclude if the recruitment process of Aarong and AAF is really effective or not.

➤ Effectiveness of Recruitment and Selection Process

There are several parameters to measure the effectiveness of recruitment. However, in depth to use those parameters like quality of hire, turnover rate, retention rate requires etc requires some numerical data to be identified. Precisely, I will use 4 parameters to find out the overall effectiveness of recruitment and selection of management staff. Parameters are-

- i. Total Turnover
- ii. Employee Retention
- iii. Cost & Time of Recruitment
- iv. Succession Planning

To analyze these parameters, some basic information is requires. These informational data is taken from the semi structured interview conducted with staffs. These are the data of last year 2016. For the ease of my analysis, I have taken 2016 year as my sample base.

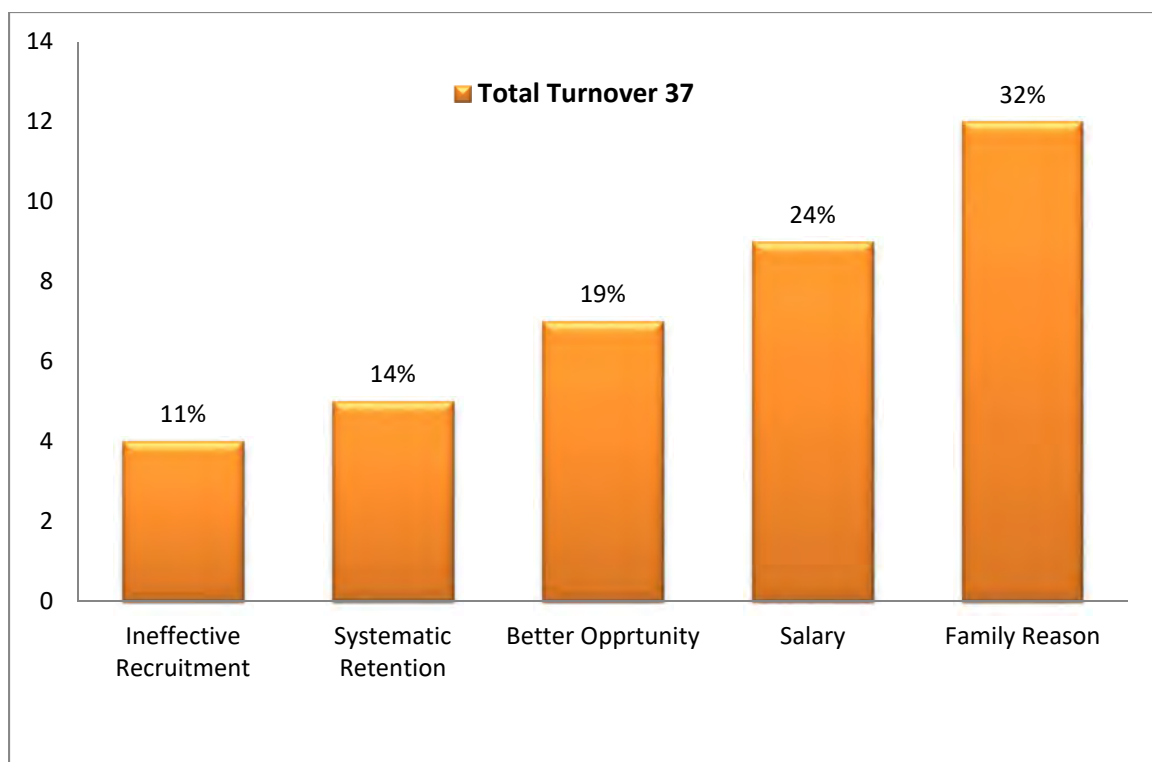
Parameter	Numbers
Total Employee	857
Total Turn Over	37
Recruitment in 1 month	58 (Approx.)
Turnover in one month	3 or 4 persons
Cost of Recruitment	7000- 10000/- Bdt
Offer acceptance rate	98.36%
Time Required	1.5 months

Figure 10 Basic Data

➤ **Turnover Rate of Aarong & AAF:**

The turnover rate indicates the percentage of employee leaving the organization after a certain period. Finding the turnover ratio helps to find out the recruitment effectiveness.

According to the data collected from grievance and separation management team turnover of Aarong and AAF management happens in different reason. According to 2016 data, total turnover is 37 persons in management staff.



Graph 2 Turnover reason

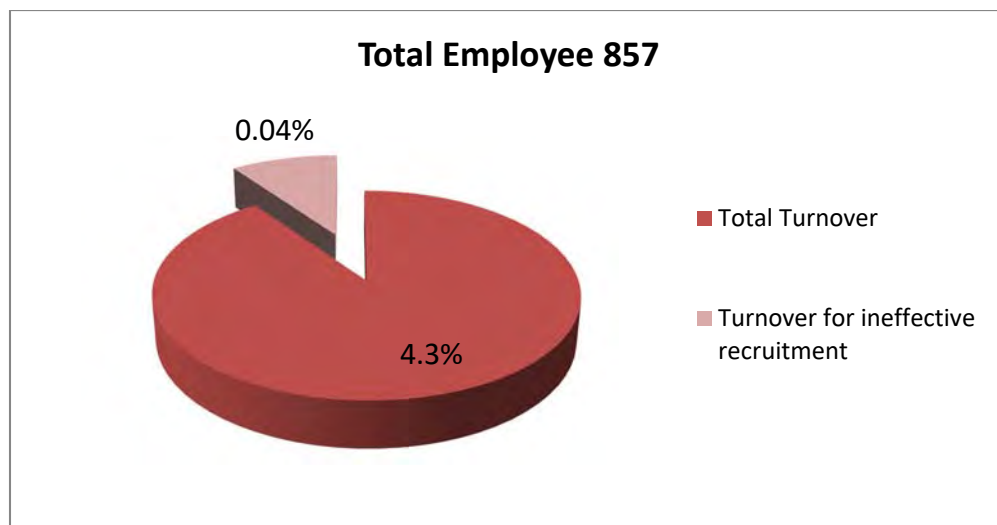
Interpretation: Here, the total turnover rate is 37, among them the main reason of turnover is familial issue and marital issue which is 32% of 37 turnovers. On the other hand the least percentage which is 11% indicates the turnover or termination due to ineffective recruitment. Only, 4 people are leaving the organization for ineffective recruitment which indicates of an effective recruitment.

However, according to the basic data given, in 2016 there were total 857 management staffs in Aarong and AAF. The ratio analysis of total turnover will be-

$$\begin{aligned}\text{Turnover Ratio} &= \frac{\text{Total Turnover}}{\text{Total Number of Employee}} \\ &= 37 \div 857 \\ &= 0.043 \\ &= 4.3\%\end{aligned}$$

Total turnover ratio is 4.3%, and total turnover due to ineffective recruitment and selection is,

$$\begin{aligned}\text{Turnover for Ineffective recruitment} &= \frac{\text{Total ineffective recruitment turnover}}{\text{Total Number of Employee}} \\ &= 4 \div 857 \\ &= 0.004 \text{ or } 0.04\%\end{aligned}$$



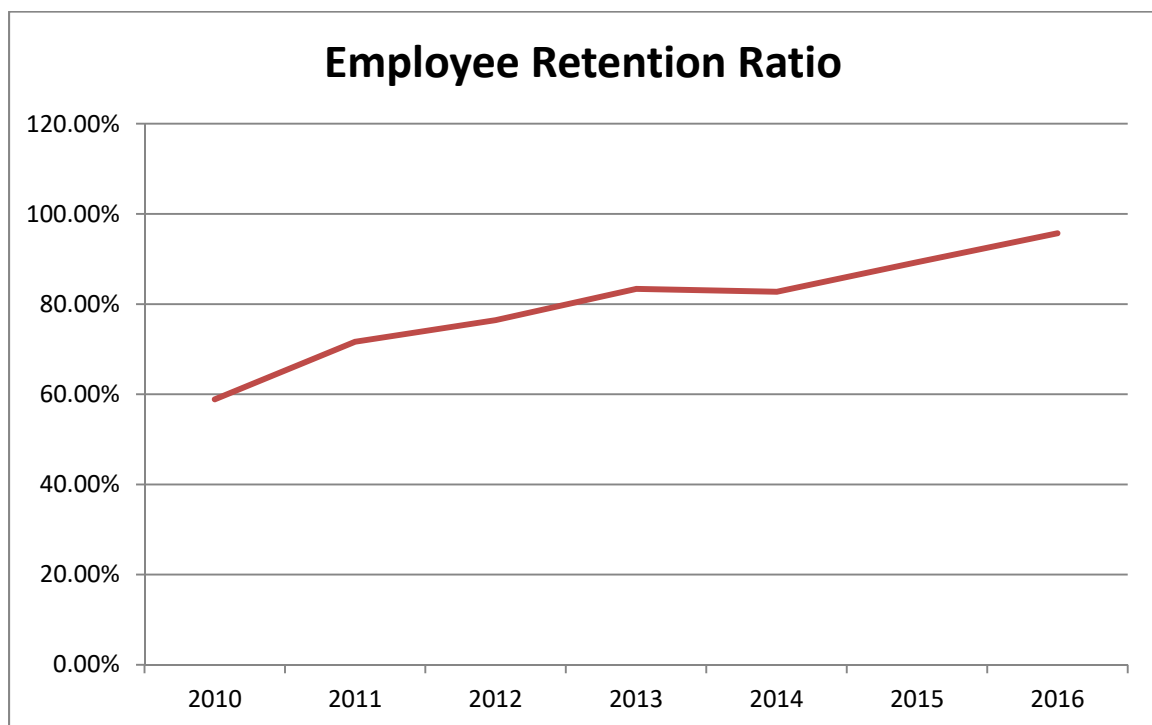
Graph 3 Percentage of Turnover

Interpretation: According to the analysis and pie chart, it shows that the turnover rate of Aarong and AAF is only 4.3% among them total turnover for ineffective recruitment is 0.04% which is very low

➤ **Employee Retention:**

Employee retention ratio indicates the ability of organization to enhance staff loyalty. The employee retention rate of Aarong and AAF is comparatively higher than any other organization. According to the data and analysis on turnover shows the retention rate is 95.7% in terms of mid level to top level management staff.

However, I will be showing a graphical analysis of employee retention comparison for last 7 years-



Graph 4 Retention rate of last 7 years

Interpretation: The graph is showing that, the retention ratio has increase more than 40% over last 7 years. In 2010 the retention rate was below 60% now it is more than 95% which is extremely positive for any organization.

Result of Analysis: The analysis of turnover and retention ratio and graphical representation stated above is clearly stating that, the recruitment process of Aarong and AAF is effective and efficient. The turnover is relatively low in Aarong and AAF but turnover due to ineffective recruitment is less than 1 yearly. So, it can be said that the recruitment and selection process of Aarong and AAF management staff is completely effective in terms of turnover and high retention.

Effective Recruitment and Employee Retention:

Employee retention and turnover rate depends on various variables. According to the graphical representation, Aarong and AAF have a great rate of retention in terms of management staff. In case of retaining employee Aarong and AAF have some standards such as- working environment, employee benefits (financial and non financial), strict maintenance of code of conduct and most importantly, effective and efficient recruitment.

Aarong and AAF focuses on effective recruitment for higher retention rate. According to interview conducted Aarong and AAF ensure the recruitment and retention by (Islam, 2017)-

- ✓ 3 types of exam (Written, viva, practical test)
- ✓ More than two interviewer from different department to search out the best fit
- ✓ Trained interviewer for every recruitment board
- ✓ Avoiding Halo effects in recruitment
- ✓ Avoiding Nepotism
- ✓ Proper reference checking

Retention of employee is closely related with the selection of best employee. A major ratio of retention of employee depends on accurate recruitment. Aarong and AAF consider retention ratio as a parameter of measuring effectiveness of hiring process.

➤ **Cost and Time Analysis:**

Cost Analysis: The cost and time of recruitment is another parameter of measuring effectiveness. According to the interview conducted the total cost of mid level recruitment to top level is about 7000/- to 10,000/- (Saclain, 2017). However, the approximately cost sheet is given below-

Description	Amount
Advertisement cost	5700
Calling and texting candidates	300
Food and beverage of interviewer	200
Utility bill	500
Examination cost	500
Others	1500
Total	8800/-

Figure 11 Approximate Cost chart of recruitment

Cost of hiring staff for centers: The standard cost of a recruitment is 10,000/- 12,000/- in perspective of Bangladesh. Whereas, Aarong is managing their recruitment process within 9000/- (slightly varies). To recruit management staff for foundation center, it costs a little higher than general. Sometimes, HR manager has to visit the center out of Dhaka for recruitment which increases the cost to 15000/- bdt or more.

Cost of expatriate hiring: The cost sheet of recruitment varies when Aarong and AAF recruit foreign employee. Sometimes, for the higher position it costs near 1, 00,000/- (1 Lac Bdt) just to recruitment and offer them for the job. However, it seems costly for a short period hence; in long run it benefits the company.

Cost of hiring in weekend: Aarong and AAF often keep its recruitment in weekend holidays like poster pasting in different places, interview and tests etc. Recruitment in weekend costs relatively higher than weekdays.

Cost of bad hiring: Cost of bad hiring means hiring wrong person or not getting perfect match for the vacant position. However, cost of bad hiring is relatively very low in Aarong and AAF for management staff. Even the ration of bad hiring for management staff is less than 2% yearly.

Time Analysis: The standard time of recruitment is 2 months according to Aarong and AAH Human Resource policy. Hence, Aarong and AAF deploy an employee to the respective department within 1.5 months. Deploying earlier than dead line of course reflects in positive manner. However, the time effectiveness of recruitment is very high in Aarong and AAF. The approximate schedule of recruitment and selection is given below-

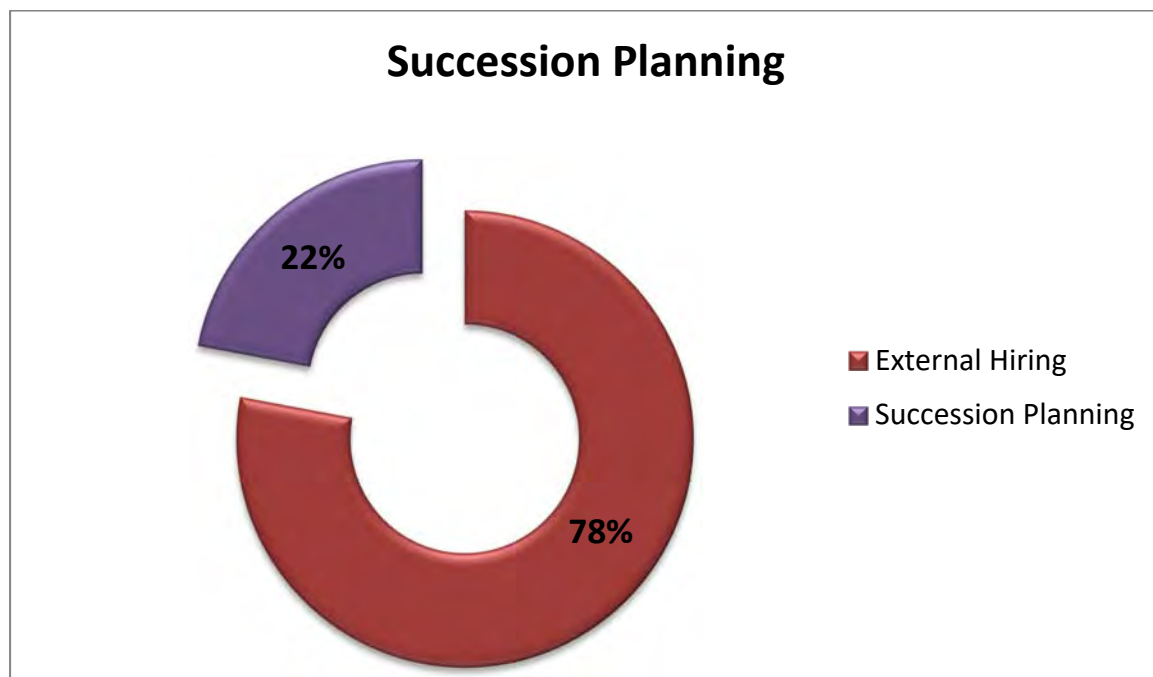
Weeks	Requisition	Advertisement	CV Screening	Calling & Listing	Test & Result	Job Offer	Filing & Entry	Deploy Employee
1								
2								
3								
4								
5								
6								

Figure 12 Schedule of Recruitment

In some special cases mostly higher level, it takes more than two months to deploy the best suitable employee for the position. Though it takes much time than deadline, but for the top most level requires several interviews, tests. Yet, the better candidate is the first priority for Aarong and AAF.

Result of Time and Cost analysis: Time and cost effectiveness of recruitment is complicated to analyze. Sometimes, the cost and time is being used more for better employee. In general, to recruit an employee Aarong and AAF consumes less time and lower cost. Overall, it can be said that recruitment of Aarong and AAF in terms of time and cost is effective.

- **Succession Planning:** Succession planning is identifying and developing new leader to replace old leader when they retire. The succession planning is another major parameter to measure recruitment effectiveness. Hence, succession planning in Aarong and Ayesha Abed Foundation is not yet well described. However, they are in initial stage of building organized succession planning. The HR department has started to take initiatives for succession planning. Only 22% of succession planning has been effective till now-



Graph 5 Rate of Succession Planning

Along with these parameters, one more parameter is “**acceptance rate of job offer**”. In Aarong and AAF this rate is more than 98% in term of management staff. Moreover, acceptance rate depends on recruitment effectiveness. If perfect candidate is selected he/ she will definitely accept the job offer.

Aarong believes that, internal recruitment is more powerful in terms of experience and knowledge. To ensure perfection in internal recruitment they are working on their succession planning for best future leader.

The recruitment and selection process of Aarong and AAF is effective according to turnover and retention rate. Even the process followed by the expert team of Aarong and HR is also effective in term of time and cost. To make it more efficient and they are planning to introduce “**Assessment Center**” recruitment policy in near future.

2.10 Limitation & Recommendation

The limitation part of this report will be divided in to two parts. The first part will include the limitations I had been through to conclude my study on the effectiveness of recruitment process of Aarong. While the other part will be a general discussion on limitation of Aarong recruitment and selection process on the basis of my observation.

Limitation of this report

- Lack of updated information: Information taken as secondary source was not updated in the website of Aarong according to the changes. However, the data was not recoded properly and update on time.
- Confidential Information: Financial information, process related information related information is considered as confidential information as per BRAC and Aarong rule. So it was difficult to analyze these issues without having appropriate information.
- Limited knowledge area: In a period of 3 months, it was very difficult to understand the different aspects of Aarong HR rather understanding the procedure of particular department. So making the report specialized on effectiveness of recruitment process of management staff was way too difficult. Because it relates with other HR activities such as retention, turn over etc.
- Time Constraints: Understand a corporate culture within 3 months is very difficult. Hence, making an efficient report based on a short period experience is a big challenge indeed.

Limitation of Aarong recruitment and selection process

- New Technology: Almost every day Aarong and Ayesha Abed Foundation recruits for vacant position as the wings of both are wide spread. According to process stated in the recruitment process part, the candidates get phone calls and mobile text from Aarong HRD. Texting a pool of candidates is very difficult from a mobile and time consuming at the same time as every time it needs to dial individually. Sometimes, candidates did not get text message because of wrong number dialing.

Hence, this problem can be done with a short time more accurately, if it is done through software. However, with the help of software, it would be much easier to keep records of the number.

- Candidate call back system: After calling and texting candidates for interview, sometimes they call back us for further query, but unfortunately, Aarong does not provide a dedicated number for incoming call rather than the official PABX. However, when candidates call for query, usually HR team misses their call because of line busyness.
- Less manpower for Aarong recruitment team: The recruitment and selection team dedicated for Aarong and AAF management staff consists of only 5 persons which are comparatively less. According to my observation Aarong HR has relatively less power. Sometimes, it slows down the overall work process.
- Manual document record: In the technological era where use of paper is getting lower, Aarong still follows the manual paper record for each employee/ staffs. Though they are also following software record but at the same time keeping manual record is too time consuming and costly as well. However, it becomes more than difficult to find out data from file record of an employee.

Recommendation

The recommendation or suggestion is completely based on my observation and perspective over 3 month internship period experience. I will provide the recommendation only for the process of recruitment and selection. This are-

- More usage of newer technology for calling and texting candidates for interview and other psycho metric test. It will reduce both time and cost of recruitment and will be more accurate. It will lessen the tendency of wrong texting.
- Dedicated calling number for candidate so that they can call for any query can help getting more candidates in interview or written exam according to my perspective.
- Utilize the brand value of Aarong in term of management recruitment. Most of the people do not even know about Aarong corporate office and Ayesha Abed Foundation. Whereas utilizing the brand value of BRAC and Aarong it can be beneficial for effective recruitment.
- Continuous training to the recruiter so that they can keep themselves always updated and can use more efficient technique to bring out the best of best.

This recommendation was completely a suggestion based on the findings of the report. From my point of view, these suggestions can help the recruitment process to be more effective in terms of time and cost.

3. Conclusion

The report tried to meet with objectives of analyzing the effectiveness of recruitment process of Aarong and Ayesha Abed Foundation management staff. To complete this report I have faced several limitations and difficulties due to confidential issue. Overall, the recruitment process of Aarong and AAF is well organized and focused in terms of management staff. Being one of the best HR departments in comparison to other local companies, Aarong is way effective and efficient in recruiting the best employee out of the pool of candidates. On the contrary, according to this analysis and my internship experience under HR recruitment team in Aarong and AAF I have observed some limitations which have been discussed detail in the dedicated section. Aarong is dedicated to cope up with change and accept the challenges to bring new and better for the organization. Finally, I would like to conclude saying that, research on Aarong and AAF recruitment effectiveness was extremely helpful to understand the real life work experience.

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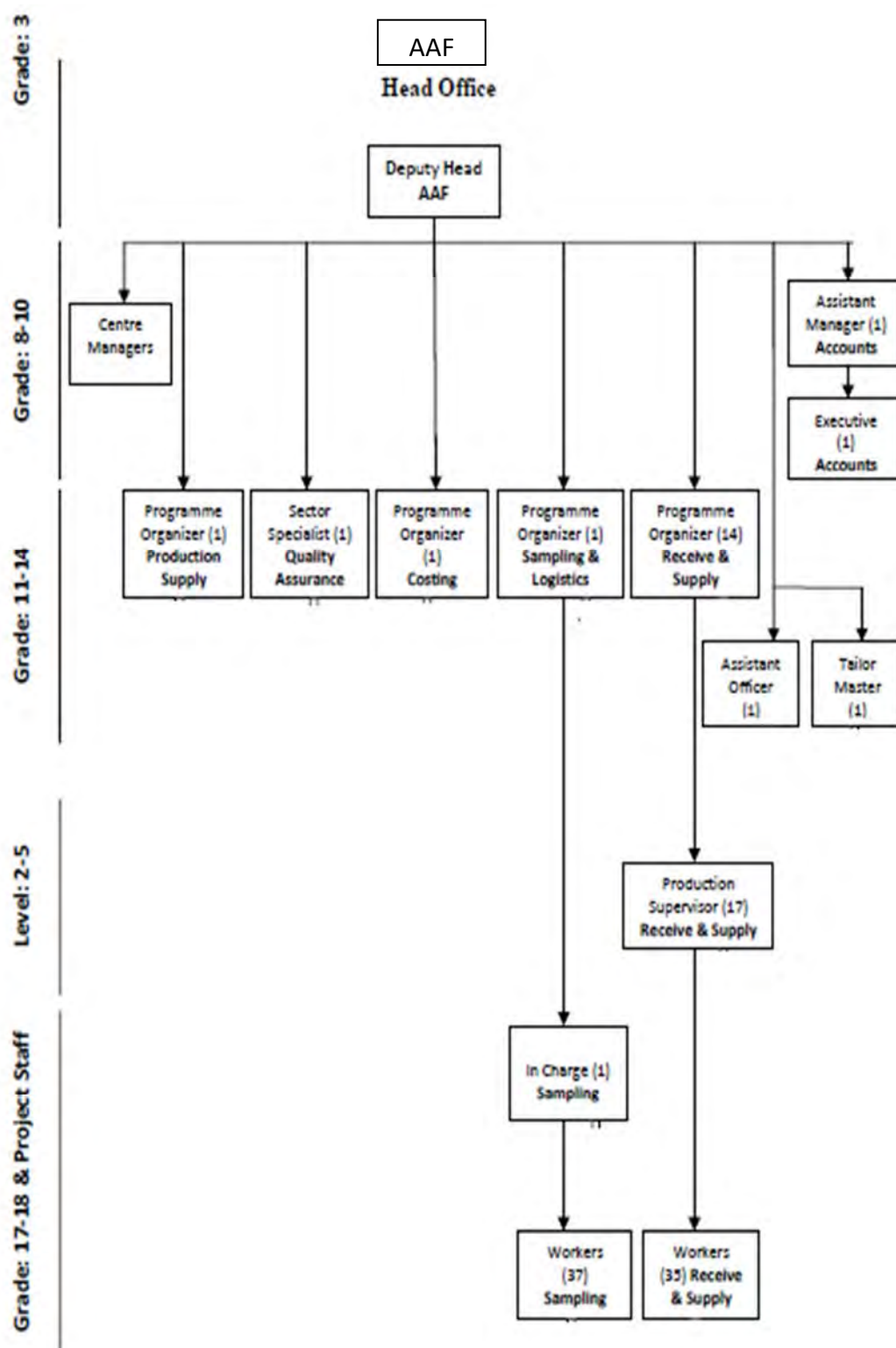
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5. Appendix

1. Detail product list of Aarong

<i>Men's Products</i> Panjabi Shirts T-Shirts Fatua Kurta Scarves and Uttorio Sandals Sherwani	<i>Women's Products</i> Sarees Shalwar Kameez Kurta Ladies Panjabi Shawls/Scarves Shoes Bags Fabrics	<i>Home Textile Products</i> Bed Table Living Kitchen Kids Rugs Fabrics	<i>Leather Products</i> Shoes Bags Wallets Belts Boxes Photo Frames Office
<i>Children Products</i> Clothes Toys Books Shoes	<i>Home Accessories</i> Bed Table Living Kitchen Lamps	<i>Jewelry Products</i> Gold Silver Pearl Other	<i>Terracotta Products</i> Decorative Dining Lamps Plant Accessories
<i>Bamboo/Leaf Products</i> Living Dining	<i>Metal Products</i> Decorative Living Lamps	<i>Candles</i> Pillar Floating Decorative Seasonal	<i>Jute Products</i> Decorative Personal Accessories
<i>Paper Products</i> Cards Stationery Wrapping Paper	<i>Wood Products</i> Decorative Living Table	<i>'Nakshi Kantha' Products</i> Decorative Fashion Bed Table Personal Accessories Decorative Fashion	<i>Glass Products</i> Table
<i>Ceramics Products</i>	<i>Food Products</i>	<i>Herbal Products</i>	

2. Detail Organogram of AAF



3. Job Circular Published in bdjobs.com



Career Opportunity at Aarong

Aarong is one of the largest social enterprises of BRAC established in 1978 as retail chain that is making a significant contribution to the local economy through the creation of market linkage, entrepreneurs and employment opportunities. Aarong offers a fair price to the rural suppliers and artisans while introducing the products to urban markets where both demand and consumers' willingness to pay the highest. Today, Aarong has transformed into a high surplus generating enterprise, operating as one of the largest lifestyle retailers in Bangladesh. Aarong invites applications for the following position:

Position: General Manager, Administrative Services

Job Description / Responsibility

- Responsible for Maintenance, Security, Transport, Procurement, and Raw Material and Finish Products Store operations of Aarong.
- Build, lead and empower a communicative and effective administrative, service and store teams by delegating, coaching and directing all members to ensure the achievement of organization's objective.
- Supervise and manage administrative departments to ensure that the work is accomplished in a manner consistent with the organization's strategic and operational needs.
- Responsible for the coordination and management of all maintenance and repair work of Aarong Central Services (CS) and outlets adhering with time and cost effectiveness.
- Ensuring the safety and security of personnel as well as assets of Aarong CS, outlets and other installations of Aarong.
- Overseeing the Transport Department to ensure effective and efficient services by monitoring its day-to-day operations.
- Monitoring and ensuring timely sourcing and procurement of raw materials and recurring items by following the organizations policies.
- Monitoring and ensuring the receiving, storing and distributing the raw materials to the producers and finish products to the outlets.
- Developing the sourcing and distribution process to make it more efficient and responsive.
- Maintaining constant liaison with contractors, suppliers and security service providers to ensure the smooth execution of services at all Aarong Central services, and outlets.

Educational Requirements

- Post graduate degree/ MBA in HRM/ Supply Chain Management or in a closely related subject from any reputed university.

Experience Requirements

- 8 - 10 years experience with minimum three years of experience in the similar position. Experience may be minimized for the personnel of Defense background

Additional Job Requirements

- Age not more than 45 years.
- Proven ability to lead and manage individuals and team.
- In-depth knowledge on supply chain management, store operations, people management, safety & security and customer satisfaction management.
- Should have adequate knowledge on labor law.
- Excellent written and oral communication skills in Bangla and English.
- Ability to establish & maintain effective relationships with public officials, subordinates, peers.

Salary and Benefits

- Negotiable
- Highly competitive compensation package

Job Location Dhaka

If you feel you are the right match for above mentioned position, please send your CV along with a letter of interest outlining your vision for the role to Human Resource Department, Aarong, Aarong Centre, 346, Tejgaon (I/A), Dhaka-1208 or apply electronically to career.aarong@brac.net writing 'Application for General Manager, Administrative Services' at the subject line. Envelope should be marked at the top for the position applied. Only short-listed candidates will be contacted.

or

Application Deadline: March 30, 2017

4. Job Circular Posted in news paper



Opportunity as Management Trainee

Ayesha Abed Foundation (AAF) is the network of 13 handicraft production centres located all over Bangladesh responsible for producing apparels for Aarong. AAF was founded in 1982 and now employs 35,000 artisans and coordinates production through localized clusters of women-artisans at its 637 sub-centres.

Management Trainee

AAF will recruit a number of ten (10) Management Trainees (MTs) under its Management Training Programme from self motivated fresh graduates with a positive attitude and would like to build career in a goal-oriented, sustainable production environment and has a desire to make a difference, we welcome you to apply for Management Trainee position in Ayesha Abed Foundation (AAF).

Selected candidates will go through a training programme for a period of one year and on successful completion of training the MTs will be deployed in different centres of AAF such as Manikgonj, Jessore, Kushtia, Jamalpur, Sherpur, Pabna, Rajbari, Hobigonj, Nilphamari, Kurigram and Jhenaidah.

Educational Requirements:

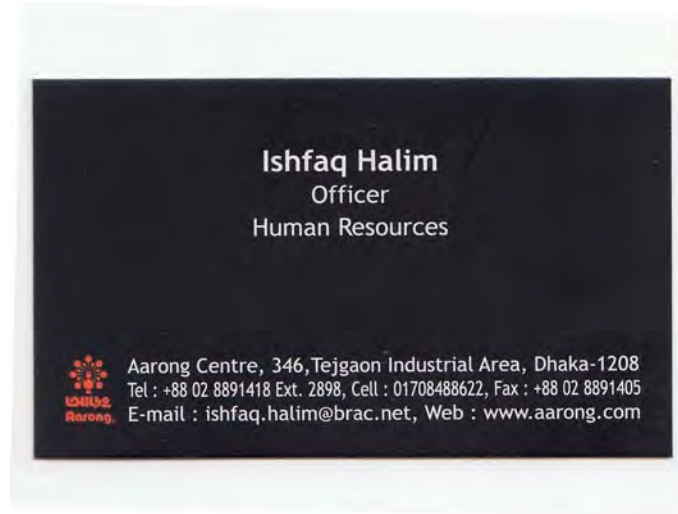
- B.Sc in Textile Management/Textile Engineering/Apparel Manufacture and Technology from any reputed university with CGPA 3.0 and above (in a scale of 4.0). No 3rd division/class/CGPA below 2.0 in other academic examinations will be considered.
- Masters degree holders with Diploma in Apparel Manufacture Technology/Apparel Engineering and Production Planning are also encouraged to apply.

Salary and Terms of Employment:

Successful candidates will receive a remuneration of Tk. 18,000 per month (consolidated) during the training period. A deposit of Tk. 2,000 per month will be kept in their savings account which will be paid to them when they complete two years service with the organization.

If you are below 27 years of age and want to take this learning opportunity to build your career in production industry please send your CV along with a cover letter explaining the reason of your interest to develop a career with AAF. Please enclose photocopies of all academic certificates, National ID Card and two recent passport size color photographs to the **Deputy General Manager, HR and Training, Aarong and Ayesha Abed Foundation, Aarong Centre, 346, Tejgaon (I/A), Dhaka-1208** no later than **September 05, 2012**. Please mention the name of the position on top of the cover letter and the envelope. You may also apply through career.aaf@brac.net. Only the short-listed candidates will be contacted.

5. Visiting card of the interviewer



6. Interview of Recruitment and Selection team

Interview with Asst. Manager, R&S. ①
SM. Zahidul Islam.

- ① Biggest strength can be said as in many aspects, according to me, experienced people and more knowledgeable people. Along with that - work synchronization and people as per business demand.
- ② The recruitment process we follow in AARON and AAF HR is quite organised. But to make it more efficient soon we will introduce "Assessment Centers" for mid to top level management. The plan is on progress.
Change A will suggest to make it little more systematic, and introduce new technology to reduce time constraints.
- ③ Measuring an effective recruitment in work place is mainly the feedback we got from supervisor according to his quality of hire, his ability to perform job more accurately. And of course staff loyalty can be another parameter.

④ Aaronson follows the supervisor feedback and quality of work to measure recruitment effectiveness ~~is~~ for a limited time span. But for death, we follow retention rate.

⑤ Well retention ratio is the key of measuring an effective recruitment. In Aaronson & AAR we follow a standard of 3 year retention. Employee working in this organization more than 3 years considered as a well retained staff.

⑥ And the retention for management staff is more than imaginative. ~~100~~ yearly 35-37 people switch off job. Among them only 3-4 people yearly turn over of terminated due to job lacking considered as non effective recruitment.

⑦ As mentioned, only 3-4 people leaving due to non effective recruitment.

Basically the amount saving for recruitment^② is very normal. So, I think the changes for this won't be big or drastic. Say for more trained interviewers.

⑦ Of course turnover rate has been decreased over 5 years. The accurate result is confidential but it has increased more than 40% over last 7 years.

⑧ To retain employee, basically the working environment is the major issue. That employee considers the most. Along with that benefits, day care, center ^{ie add} value to retain employee. (working flexibility)

⑨ The approximate time of an recruit we need is 1.5 months. But the standard time is 2 months. But for some crucial position we take more than 2 months for the best employee. overall its effective. For cost, it takes 7-9 thousand for each recruitment. 12000th for recruit outside Dhaka, But for foreign employee

recruitment we need, more or less ③
1 loc. But ~~it~~ it looks expensive at
first but provide better input in
long run. So yes. It's effective.

⑩ Already mentioned, 7000 to 9,000 tk.

⑪ Well according to me Internal
recruitment for top most position and
external for mid level recruitment.
Why? For top level employee, it is
important to know the depth of ~~com~~ org.
to lead. So, if it's a new employee
it may take more than 2-3 years.
Ofcourse we welcome fresh idea for
mid level.

⑫ We are in very initial stage of
succession planning. We are working on
it. Currently, it's a 'no', but ofcourse
we will develop plan on succession
planning.

⑬ For management staff No! There are
many people, they don't know about
ARON or corporate office or AAR. So it
doesn't affect much in 'hiring'?

- ④
- ⑫ This might be a complicated answer.
Because several of reasons. Still
- we ensure -
- Training of recruiters
 - Monitoring recruitment
 - No 'Halo effects' on 'negotiation'.

7. Interview of Assistant Manager Separation and Grievance Team

⑥ Interview-2 Separation & Grievance Team.
Gulam Saeed, Assistant Manager.

① According to last PMS, in 2016 approximately 857 staff in the division for AAT Management.

② We maintain a standard of 3 years in terms of retention rate. And to find out the percentage we check the turnover rate.

⇒ What is the turnover ratio then?

Well, in 2016 in total 37 employee left. And this which is very low to be considered.

③ For retention steps we follow - (Specifically Management Staff) -

- ☐ work flexibility
- ☐ benefits
- ☐ Most importantly recruitment policy.

④ Due to more effective recruitment turnover people is being terminated approximately - 3% which is very low.

⑤ Cost can be defined in 3 ways.

normal - 8,000 - 10,000

foreign - upto 1,00,000

outside Bhakra - 12,000/- - 15,000/-

⑥

Costs include ad cost, food cost, utility cost, logistics cost, travel cost, time cost and others as well. ₹

In weekend the cost is relatively higher.

7. It costs much in external, because advertisement cost is merely 4000/- - 7000/-

8. Of course, it will lessen the turnover rate even more with more employee encouragement.

9. Well, suggestion would be a little more systematic way and introducing assessment centers.

10. ₹ In our R&S process there is no Halo effect. and biasness. and fair recruitment.

Cost detail -	
Ad -	5200
calling -	300
entertainment -	200
Utility -	500 (+/-)

Examination -	500
Others -	1500

8. Employee HRMS record

HRD Module

Standing Data Staff Information Status Monitoring HRD Others Confirmation Branch Activity Reports Security Exit

Staff Detail Setup (0116)

Staff PIN: 00175877 Staff Name: MD. YOUSUF HOSSAN

Present

1. Address: HOUSE-603, WEST NAKHALPAPA

2. District: Dhaka

3. Thana: Teigaon

4. Mobile(Official):

Mobile(Personal): 0175920134

Permanent

5. Address: VILLAGE-JODUPUR
POST OFFICE-ARKANDI

6. District: Rajbari

7. Thana: Baliakandi

8. Telephone:

Other Details

Birth Place: Rajbari

Mother Name: JHANARA BEGUM

Father Name: MD. ESAHAK HOSSAN

Spouse Name:

National ID: 19948210717000152

E-mail:

Blood Group: B+

Nationality: BANGLADESHI

Passport No.:

Passport Issue Date: ./. .

Passport Expire Date: ./. .

Previous Employment PIN:

Emergency Contact

Contact PIN:

Contact Name:

Name and Address: NIJAR BEGUM
HOUSE WIFE
VILLAGE-BAMUNDI
POST OFFICE-BALIAKANDI
THANA-MODHUKHALI
DISTRICT-FARIDPUR

Telephone: 01952626406

E-mail:

Add New Delete Undo Save Close

Human Resource Management System... [Inbox (50) - rinprava1993@gmail.com - Gmail - Google Chrome]

Abbreviations:

- AAF- Ayesha Abed Foundation
- CEO- Chief Executive Officer
- COO- Chief Operation Officer
- JD- Job Description
- JS- Job Specification
- HR- Human Resource
- HRD- Human Resource Department
- R&S- Recruitment and Selection
- PMS- Performance Management System
- HRIS- Human Resource Information System
- HRMS- Human Resource Management System
- EDMS- Electronics Document Management System