

TOTAL QUALITY MANAGEMENT (TQM) IN BANGLADESH: AN IMPERATIVE FOR RMG SECTOR

Group Captain Ashraf Uddin Faroque, ndc

INTRODUCTION

Quality Circles (QCs) are basic method used for developing employees in the basics of problem solving and eliminating some problems in the employee's realm of control. The steps for QCs follow the logic of 'Plan-Do-Check-Act'. The idea of QCs is commonly attributed to the Japanese, though discussions, groups and generating suggestions for production improvement were known in the UK and elsewhere in the 1950s and earlier (Towers, 2000, p.230).

Theory of TQM was originated in 1950s and has steadily become more popular since the early 1980s. TQM is a wide approach to improve quality and customer satisfaction. This approach needs commitment from the organization. Human Resource (HR) is one of the essential assets to provide the organization with well qualified individuals, who can perform a highly standard work. Effective HRM (Human Resource Management) can help TQM through developing skilled and motivated workforce required for the organization.

The concept of HRM in Bangladesh is new and the idea of TQM is even newer. Until the end of the last century, Bangladeshi business organizations used to be structured with personnel department for managing their workforce. Most of the government organizations are still running with old structures where personnel management has been blended with administration. World class MNCs (multinational companies), wherever they operate, always try to keep pace with the change of management concepts. Number of such MNCs in Bangladesh is rather less. Moreover, some of them prefer limited scale of operations in Bangladesh. As such, their modern management approaches such as TQM etc could not influence Bangladeshi business enterprises that significantly.

Although Bangladesh is yet to be developed in large scale industry, her garment industries have grown very rapidly. She is now known as the second largest RMG exporter in the world (BGMEA, 2011). It is the leading manufacturing sector of Bangladesh in terms of employment and foreign exchange earnings.

At present, this sector accounts for more than 78 percent of total export earnings of Bangladesh and engages a huge workforce of about 3.6 million. But this sector lacks effective HR practices. ELR (Employer Labor Relations) in this sector is not very good. Recently, labor unrest has become rampant in this sector.

Sometimes, it even creates crisis scenario which indicates the sector is devoid of quality management. As such, the problem of labor unrest in the RMG sector of Bangladesh needs to be addressed with due importance and implementation of TQM will help this sector come out of the present crisis. Moreover, TQM is required for laying a solid foundation for sustained economic growth of Bangladesh under the environment of ever increasing global competition.

Prevailing HR Practices in RMG Sector of Bangladesh

HRM is the most ignored area in Bangladesh. It is due to the availability of abundant and cheap labor in the country. HR practices in the RMG sector are related to two important aspects: the level of compliance and the standard of HRM. Compliance standard deals with workers' welfare and safety while HRM deals with workers' salary/wage, incentives and other monetary benefits. Inadequate salary (at present minimum TK.3000.00), insufficient benefits, and unsatisfactory welfare and safety are the root causes of labor unrest in the RMG sector of Bangladesh. As such, the sector is still faced with challenges of poor compliance standard and ineffective HRM. The Sixth Five Year Plan (FY2011-FY2015, Part-2, p-84) of the government of Bangladesh describes the situation as follows:

“In addition to speedy supply, the social dimensions of the RMG industry are getting more attention from consumers, social workers, welfare organizations and brand name international buyers demand compliance with their “code of conduct” before placing any garment import order. Although Bangladesh was able to solve the problem of child labor very successfully in the mid-1990s, the country's performance in improving the factory working environment is not yet satisfactory. Informal recruitment, low literacy levels, wage discrimination, irregular payment and short contracts of service are very common practices in the RMG factories in Bangladesh. It is true that the country still enjoys some comparative advantages in manufacturing garment products based on low labor costs. However, such advantages cannot be sustained forever nor can they be expected from humanitarian perspective. Rented factory premises, narrow staircases, low roofs, closed environments, absence of lunch rooms, unavailability of clean drinking water and no separate toilets or common rooms for female workers, low wages etc are other concerns in the garment factories of Bangladesh.”

Evolution of Management Theories

The production of goods for sale, at least in the modern sense, and the modern factory system had their roots in the Industrial Revolution which began in the 1770s in England. The same revolution spread to the rest of Europe and to the USA during the nineteenth century. Prior to that time, goods were produced in small shops by craftsmen and their apprentices with the help of simple and indigenous tools because the machines that we use today had not been invented (Stevenson, 2007-2008, p.19). Industrial Revolution ultimately aimed at greater productivity with lesser cost and better quality which depends on the efficient use of workforce in the field of production.

This requirement led to the study of management through developing following five theories/approaches (Ivancevich et al, 1996, Pp.36-46):

- a. The Classical Management Approach
- b. The Behavioral Approach
- c. The Decision and Information Sciences (DISC) Approach
- d. The Systems Management Approach
- e. The Situational Management Approach

TQM Approach

Introduction and Definition

Until Second World War, the process of industrialization had its national or territorial boundary and traditional management theories were adequate to perform management activities even with their inherent limitations. But in the post-war era, the same process gradually expanded beyond national boundaries and appeared as a global phenomenon which was finally termed as ‘globalization’ in early 90s. This new phenomenon demanded new management style because traditional management approaches appeared to be inadequate to address management problems unfolded by the process of globalization.

Almost everyone involved in the management businesses felt the said inadequacy. This feeling made the Western Corporate Houses adopt Management by Objective (MBO) and Business Process Reengineering (BPR) as new management styles. The same feeling made Japanese companies adopt TQM approach. In fact, the Japanese did not invent this style of quality-focused, team-

concept management rather it is the American quality pioneers who took the process of quality techniques to Japan in the fifties. However, in 1990s, TQM became popular worldwide including America.

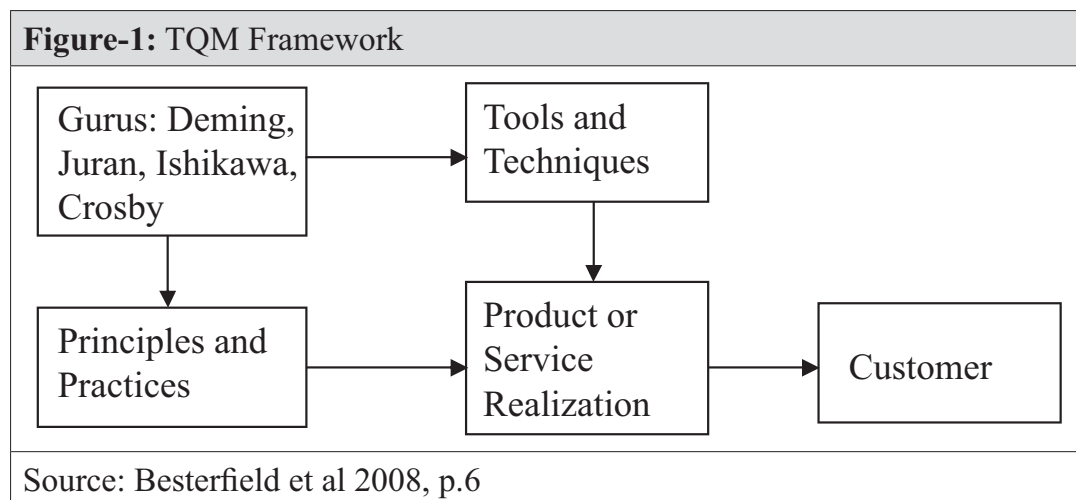
TQM is composed of three words: Total, Quality and Management. Total means made up of the whole; Quality means degree of excellence a product or service provides; and Management means act, art or manner of handling. Therefore, TQM is the art of managing the whole to achieve excellence (Besterfield et al, 2008, p.1). Product, process, organization, leadership and commitment are the five pillars of TQM (Creech, 1995, p.7).

TQM as a Management Tool

TQM approach has proved itself as the best tool for crisis management. The classic example in this regard is '*SHIFT: Inside Nissan's Historic Revival*' (March 21, 2006) written by Carlos Ghosn and Philippe Ries (Carlos Ghosn is CEO, Renault-Nissan Alliance). In the early 1990s, the Malaysian government began to focus on how to create efficiencies in a bureaucratic system. TQM was deemed the most appropriate and logical reform approach to create their efficiencies (Website of the Government of India, 2012).

Effective TQM Framework

TQM is a top-down approach and primarily based on knowledge provided by the TQM gurus (Deming, Juran, Ishikawa and Crosby). This knowledge helps the top management develop effective tools and techniques; and introduce supportive principles and practices to implement TQM in the organization. Figure-1 illustrates effective TQM framework.

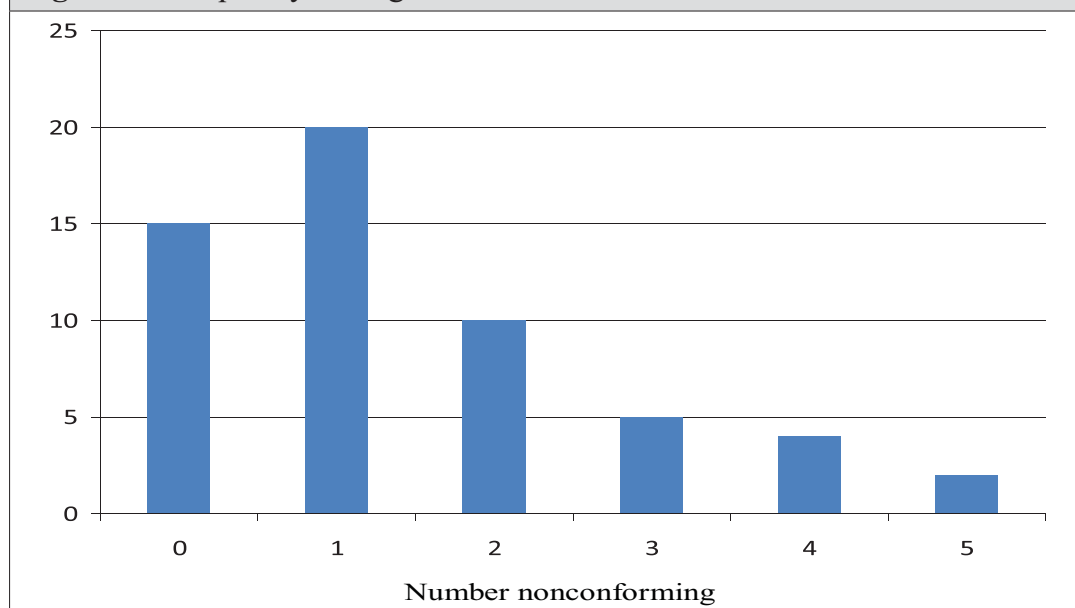


Tools and Techniques for TQM

There is a host of tools and techniques which an organization may develop for implementing TQM. Following four are the most important ones in this regard:

- a. **Benchmarking:** It refers to the method of measuring an organization's own practices against the best industry practices. Benchmarking is an increasingly popular tool.
- b. **Quality Management System (QMS):** Primarily, QMS focuses on identifying needed organizational processes and methods for arriving at results. Processes are management activities, provision of resources, product realization, and measurement.
- d. **Quality Function Deployment (QFD):** QFD focuses on customers' expectations and requirements. As such, it is often referred as to the voice of the customer.
- c. **Statistical Process Control (SPC):** SPC is a statistical assessment tool which can substantially contribute to addressing process variability and improvement. SPC starts with the histogram which graphically estimates the process capability data through describing the variation in the process as illustrated by Figure-2.

Figure-2: Frequency Histogram

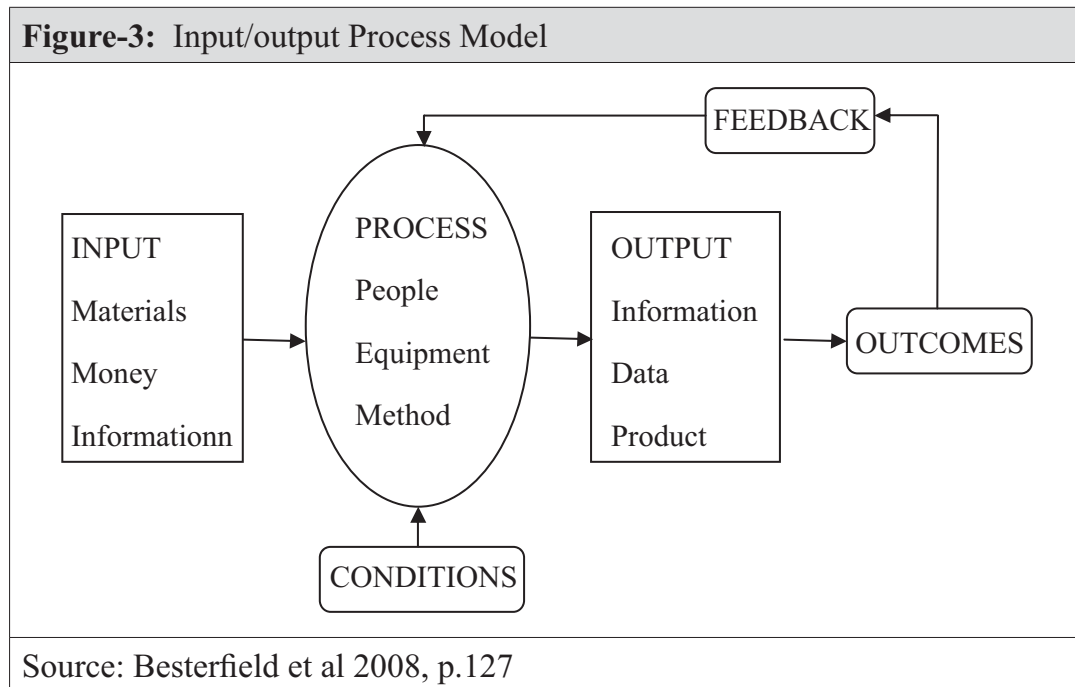


Source: Besterfield et al 2008, p.468

Principles and Practices for TQM

Implementation of TQM in an organization requires following principles and practices:

- a. **Leadership:** It is the ability to influence a group toward the achievement of goals. Management is about coping with complexity while leadership is about coping with change. TQM needs both managerial skills and leadership.
- b. **Customer Satisfaction:** For any business enterprise there are two types of customers: external and internal. One basic concept of TQM is an unwavering focus on customers, both external and internal.
- c. **Continuous Process Improvement (CPI):** Process refers to business and production activities of an organization. CPI is one of the basic concepts of TQM philosophy. Figure-3 illustrates CPI in the form of ‘input/output process model’.



- d. **Supplier Partnership:** Purchasing raw materials, components, and services is almost common for all business organizations. Therefore, suppliers' quality can substantially affect the overall cost of product or service.

TQM and Employee Involvement

For achieving motivated workforce, an organization should implement required employee involvement programs. There are four forms of widely accepted employee involvement programs (EIP) : Participative Management, Representative Participation, Quality Circle and Employee Stock Ownership Plan (Robbins, 2000, p.194).

TQM and Standard HR Practices

In order to develop a conceptual framework to examine HRM in developing countries, it is important to define HRM in the broadest sense (Debra & Budhwar, 2001, p.5). HRM deals with one of the essential assets to provide the organization with well qualified individuals, who can perform high standard and high quality works for the organization. TQM needs not only qualified but also motivated and committed workforce which is not attainable without following standard HR practices:

- a. **Formal Recruitment:** This is the beginning of HR practices carried out by any organization. There are two ways of recruitment: formal and informal.
- b. **Employee Remuneration:** Effective management of employee remuneration starting from fixing fair pay to making the payment in time is very vital to the success of an organization (Aswathappa, 2002, p.243-244).
- c. **Training and Development:** Benefits of training and development include opportunity for self improvement, improved job satisfaction, chance to learn new things, flexibility for job rotation, and ability to adapt to and cope with changes (Aswathappa, 2002, p.172).
- d. **Performance Management:** It is one of the important functions of HRM. When operated successfully performance management will give the means for evaluating and improving both individual and company performance against pre-defined business strategies and objectives (Neale, 2004, p.7).
- e. **Recognition and Reward Management:** Recognition is one of the most powerful workplace motivators. It is about the development, implementation, maintenance, communication and evaluation of reward processes (Armstrong & Murlis, 1998, p.1).

- f. **Employee Welfare:** Welfare facilities are designed to take care of well-being of the employees-they do not generally result in any monetary benefit to the employees. Employee welfare measures are divided into two broad groups: welfare measures inside the workplace and welfare measures outside the workplace.
- g. **Employee Benefits:** These include any monetary benefits that the employees receive in addition to their direct remuneration (wages/ salary and incentives).

Implementing TQM in RMG Sector

Labor intensive industry like RMG is the most appropriate sector for labor surplus economy like Bangladesh. About 80 percent of the labor force of this sector is disadvantaged and economically poverty stricken women (BGMEA, 2012). As such, employment of labor in the RMG sector of Bangladesh is relatively cheaper. The cheap labor has put Bangladesh in an advantageous position compared to other competing Asian countries in terms of price competitiveness. The so called price competitiveness is primarily based on cheap labor. But under TQM, price competitiveness should be achieved by reducing cost of other business activities.

Cost Components of Business Organizations

Labor cost is one of the cost items of manufacturing and service organizations. In this regard, other important cost items are cost of capital, cost of rent, cost of machineries, cost of raw materials, cost of inventory, and cost of transportation/ shipment. As such, competitive advantage for business firms does not depend only on the cheap labor rather it depends largely on the effective and efficient management of their operations. RMG sector of Bangladesh has so far enjoyed competitive advantage based on cheap labor but time has probably arrived to shift that advantage on to the other cost areas through practicing effective and efficient operations management. It is also required to ensure well-being of the RMG workers as per modern business ethics.

Productivity and Competitiveness

The basic idea of overall productivity enhancement is to ensure full utilization of resources to produce maximum output. Higher productivity reduces overall manufacturing cost thus improves cost competitiveness. RMG sector of Bangladesh still has enough scope to improve competitiveness through productivity enhancement.

Prevailing HR Practices and Level of Motivation

Prevailing HR practices in the RMG sector of Bangladesh is not satisfactory. It is the source of grievance and disappointment for the workers who are now at a very low level of motivation. There is tremendous lack of morale, commitment, and sense of belongingness among the workers which is, time and again, making them counterproductive even within their own factories. As such, standard HR practices (including adequate motivational programs) need to be introduced as an organizational culture in the RMG sector of Bangladesh for creating environment for implementing TQM in the sector.

Motivational and Welfare Programs

As per Abraham Maslow's motivational theory of 'Hierarchy of Needs', garment workers of Bangladesh still belong to the lower order needs. Even their survival needs are yet to be fulfilled. As such, very basic motivational theory of Abraham Maslow may be applied for motivating the workforce of the RMG sector of Bangladesh through addressing their survival and security needs. BGMEA has been carrying out a host of welfare programs for the garment workers (BGMEA, 2012). But their efforts appear to be insignificant compared to the huge workforce of the RMG sector which has been growing at a rate of over 20% for the last two decades (BGMEA, 2012).

TQM and Productivity

TQM is the philosophy of managing all available resources for the best quality and the highest level of productivity. Labor productivity is directly related to the level of skill and motivation of the workforce of an organization. Implementation of TQM with the participation of highly skilled and motivated workers will increase the overall productivity and quality of products of the RMG sector of Bangladesh. Motivational and skill development programs for the workers will increase the labor cost of the RMG sector to some extent but that additional cost will be compensated by the increased productivity.

Training and Skill Development for RMG Sector

RMG sector of Bangladesh still has a shortage of 0.8 million skilled manpower, which accounts for 25 percent of the present workforce (BGMEA, 2012). BGMEA (Bangladesh Garment Manufacturers and Exporters Association), as the apex trade body of the sector, is running training programs through 27 Technical Training Centers and 3 other centers with the objective of producing skilled workers for the RMG sector. BGMEA has already trained 15,000 people

and employed them in the factories (BGMEA, 2012). But, it is not enough to meet the sector's huge requirement of skilled manpower. More training centers are required to produce adequate skilled manpower for supporting implementation of TQM in the sector.

Around 17,000 foreign experts are currently working in the RMG sector to produce high quality garments (BGMEA, 2012). BGMEA has established "BGMEA Institute of Fashion and Technology (BIFT)" in 2000 for producing local professionals for this sector through organizing courses on 'Fashion Designing' and 'Garment Merchandising'. BGMEA is trying to transform the institute into university (BGMEA, 2012). It requires capacity building in terms of technology and expertise for producing local experts as well as professional mid-level managers for implementing TQM in the sector with lesser cost.

Need to Addressed

Total three professionals/experts have been interviewed for getting their opinions on the implementation of TQM in RMG sector of Bangladesh. All of them have opined that improved HR practices will resolve the present issue of labor unrest and pave the way for implementing TQM in the sector. However, they have expressed their concerns about following aspects which, they think, need to be addressed with due importance for effective implementation of TQM in the RMG sector:

- a. Regulatory Bodies for RMG Sector.** The expansion of RMG sector in Bangladesh (at a growth rate of over 20 percent over the last two decades) took place in an unregulated way. BGMEA has been trying to bring the sector under regulatory framework by formulating and executing vital policies and programs. But this framework is not strong enough for regulating such a huge sector like RMG. As such, BGMEA needs government support for developing an effective regulatory framework for the sector.
- b. Factory Management for RMG Sector.** Factory management in the RMG sector of Bangladesh still works under the shadow of ownership. They lack managerial skills and leadership required for operations and labor management. As such, garment factories of Bangladesh need to be provided with neutral and efficient management which can act as an effective bridge between owners and workers.

- c. **Workers' Welfare Programs.** At present, garment workers are organizing different movements for fulfilling their 10-point demand. BGMEA needs government's help to fulfill some of the demands such as, dormitory and ration for the garment workers. Fulfillment of these two demands will ensure wellbeing of the garment workers outside their workplace.

RECOMMENDATIONS

In view of the above, following recommendations are made for effective implementation of TQM in RMG sector of Bangladesh:

- a. **Salary and Allowances.** Minimum salary for the garment workers (both male and female) may be made equivalent to the minimum salary (Tk 4,100) of the public sector employees. Garment workers may be provided with two festival allowances per year which are popularly known as Eid-bonus (Festival Bonus). BGMEA in coordination with concerned government agencies may ensure timely payment of salary and bonus for the workers of RMG sector particularly before the commencement of Eid-holidays.
- b. **Maternity Leave and Childcare Facilities.** At present, public sector employees enjoy six months maternity leave with full pay. The government may make the same mandatory for the private sector (including RMG) as well. Garment factories may be provided with adequate childcare facilities particularly for breast feeding babies of woman workers who leave their babies back at home and pass their working hours with anxiety.
- c. **Canteen Facilities and Tiffin-break with Tiffin.** Garment factories may be provided with adequate canteen facilities so that the workers can have their working meals in a healthy and befitting manner. At present, garment workers enjoy Tiffin-break but in some factories Tiffin is provided only during overtime. The same arrangement may be introduced for normal shifts as well.
- d. **Formal Recruitment with Incremental Pay Structure and Career Progression for Long-term Employment (5-10 years).** It is one of the very basic HR practices for any company/enterprise but difficult for the new factories to introduce. However, couple of established garment factories may introduce this practice under the guidance of BGMEA for examining the result. If the result is good then the same practice

may be introduced by other garment factories. Long-term employment will remain incomplete without introducing pension benefit in the form of provident fund. This practice will make the workers try to keep their factories fully functional until their tenure of engagement is over.

- e. **Employee Involvement Programs.** If a company shares its good time with its employees, then its employees get mentally ready to share the company's bad time as well. Otherwise, for the employees, there will be no difference between the company's good and bad times. BGMEA may encourage its member companies to introduce one or two employee involvement programs such as profit sharing etc for improving employee involvement in the RMG sector of Bangladesh. At the same time, garment factories may develop effective mechanism so that expected performance can be appraised and the best performers can be recognized with appropriate reward/incentive.
- f. **Compliance Standard.** In 1990s, it was the weakest area of the apparel industry of Bangladesh. With the effective monitoring arrangement of BGMEA, the situation has improved a lot. There are still some areas where the standard can be improved for ensuring welfare and safety of the workers in their workplace. BGMEA along with concerned government agencies may continue their efforts to improve the compliance standard of garment factories of Bangladesh.
- g. **Neutral and Efficient Factory Management.** Garment factories of Bangladesh may be provided with neutral, efficient and knowledge-based management so that they can get out of the shadow of the ownership. At the same time, the factory management should be empowered enough to develop dynamic leadership required for implementing TQM. BIFT may introduce short course on TQM for serving mid-level managers of garment factories. In addition, government may allocate necessary fund for public universities/institutes/centers to initiate diploma/post-graduate courses for developing mid-level management professionals in the RMG sector.
- h. **Recreational and Welfare Programs.** Owners of garment factories may organize monthly cultural programs, half-yearly get-together, yearly picnic and other recreational/social programs for their workers. This type of program will help the garment workers get rid of work related boredom and anxiety. The government may take necessary steps for introducing ration and constructing low cost dormitory for the garment workers of Bangladesh.

- j. **Producing Skilled Manpower.** The government may help BGMEA for setting more training centers/institutional facilities with need-based training curriculum for producing required skilled manpower for the RMG sector. The government may also help BGMEA for building capacity of BIFT so that it can produce required local experts for the RMG sector.
- k. **Regulatory Framework and Special Facilities for RMG Sector.** The government may activate its regulatory bodies, if required, through improving existing laws and rules for developing a workable and effective regulatory framework for the RMG sector of Bangladesh. At the same time, the government may think of providing the RMG exporters of Bangladesh with some special facilities like adequate duty-free bonded warehouse, special railway container service, special economic zones etc for reducing their dependency on cheap labor for maintaining their existing price competitiveness.

CONCLUSION

Quality control is an old concept of industrial process. Initially, the concept was product oriented and there was less concern for productivity. But, with the rapid industrial growth, business organizations in different sectors found themselves in increased competition both at local and international markets. As a result, issue of productivity became equally important and manufacturing companies tried to find their own ways to increase productivity to remain competitive in the market with better quality and higher productivity. In fact, that was the environment after industrial revolution within which different management theories evolved.

After 2nd World War the process of industrialization became a global phenomenon and the business world became even more competitive. At that time, the issue of production cost came into consideration and some smart companies tried to achieve the best quality and the highest level of productivity at the least cost. The approach was later termed as TQM which is now viewed as the modern theory of management and successfully practiced not only by manufacturing companies but also by different service organizations (both public and private) across the globe.

RMG sector has relieved Bangladesh from over populous unemployment burden through providing the largest employment next to agriculture and transport sectors. The sector is accounting for more than 78 percent of the yearly foreign exchange earnings of the country. As such, sustainability of the sector is a

matter of great importance for Bangladesh where low productivity and poor HR practices still remain as crucial issues. Implementation of TQM in the sector may be considered as an effective tool for addressing these issues. For this purpose, dynamic leadership may be developed to create required motivated workforce for the sector through implementing standard HR practices for ensuring well-being of the garment workers both inside and outside their workplace.

BIBLIOGRAPHY

Books

1. Armstrong, M. & Murlis, H., 1998. *Reward Management*. 4th ed. New Delhi: Kogan Page India.
2. Aswathappa, K., 2002. *Human Resource Management*. 3rd ed. New Delhi: Tata McGraw-Hill Publishing Company Limited.
3. Besterfield, H.D. et al., 2008. *Total Quality Management*. 3rd ed. New Delhi: Prentice-Hall of India Private Limited.
4. Budhwar, S.P. & Debrah, A. Y. eds., 2001. *Human Resource Management in Developing Countries*. London: Routledge.
5. Creech, B., 1995. *The Five Pillars of TQM*. New York: Truman Talley Books/Plume.
6. Ghosn, C. & Ries, P., 2006. *SHIFT: Inside Nissan's Historic Revival*. New York: Currency Doubleday.
7. Ivancevich, M.J. et al., 1996. *Management (Quality and Competitiveness)*. 2nd ed. Chicago :IRWIN.
8. Neale, F. ed., 2004. *Handbook of Performance Management*. 3rd ed. Mumbai: Jaico Publishing House.
9. Robbins, P.S., *Organizational Behavior*. 9th ed. New Delhi: Prentice-Hall of India Private Limited.
10. Rothwell, J.W. & Kazanas, C.H., 1989. *STRATEGIC HUMAN RESOURCE DEVELOPMENT*. New Jersey: Prentice-Hall. Inc.
11. Stevenson, J.W., 2007-2008. *Operations Management*. 8th ed. New Delhi: Tata McGraw-Hill Publishing Company Limited.
12. Towers, B., 2000. *Human Resource Management-A Manual*. New Delhi: Infinity Books.

Document/Report

1. Centre for Policy Dialogue, 2011. *Bangladesh Economy in FY 2010-11 (Second Interim Review of Macroeconomic Performance)*. Dhaka: Centre for Policy Dialogue.
2. The Government of Bangladesh, 2011. *Sixth Five Year Plan (FY 2011-FY 2015), Part-2*. Dhaka: Planning Commission, Ministry of Planning.

Websites

1. BGMEA, 2011. *PM opens BATEXPO 2011* [Online]. Available at: http://www.bgmea.com.bd/home/pages/PM_opens_BatExpo_2011 [accessed on 7 February 2012].
2. BGMEA, 2011. *BATEXPO 2011 ends* [Online]. Available at: http://www.bgmea.com.bd/home/pages/BATEXPO_2011_ends [accessed on 7 February 2012]
3. BGMEA, 2012. *About BGMEA AT A GLANCE* [Online]. Available at: <http://www.bgmea.com.bd/home/pages/aboutus> [accessed on 7 February 2012].
4. Department of Administrative Reforms & Public Grievances, Ministry of Personnel, Pensions & Public Grievances, Government of India, 2012. *Total Quality Management in Malaysia* (Online). Available at: <http://indiagovernance.gov.in/bestpractices.php?id=150> [accessed on 10 June 2012].

Interview

1. Ahsan Habib, CEO, Haantex Bangladesh (Importer of Garment Machineries) [interviewed in Dhaka on 04 August 2012].
2. Fikret Cicek, President, Turkey-Bangladesh Chamber of Commerce and Industry [interviewed in Dhaka on 28 July 2012].
3. Md Shahidullah, General Manager, Pinaki Group (RMG Manufacturer) [interviewed in Dhaka on 04 August 2012].

Author

Group Captain Ashraf Uddin Faroque, ndc, was born in May 1965. He was commissioned in the Maintenance Branch in Bangladesh Air Force (BAF) in 1989. He joined BAF as an engineer. He completed B Sc in Mechanical Engineering from Bangladesh University of Engineering and Technology in 1988. He also completed MBA with major in Human Resource Management from American International University-Bangladesh in 2008. He attended number of professional courses both at home and abroad. He did basic professional course at Officers' Training School (OTS) of BAF in 1990 and advanced professional course in Pakistan Air Force in 1994. He also did basic Explosive Ordnance Disposal (EOD) course in Turkish Air Force in 1995. He attended Junior Command and Staff Course (JC&SC) at Command and Staff Training Institute (CSTI) of BAF in 1997. He served BAF at various capacities. He served as Officer Commanding of 203 Maintenance Unit of BAF twice. He also served DGFI as GSO-I (Air). He was Director of Armament at Air Headquarters before being detailed for the National Defence Course (NDC) - 2012. He did two UN peace keeping missions with BAF contingent deployed in Democratic Republic of Congo. He can read, write and speak two international languages: English and French. He visited a good number of countries across the globe. He is married and father of one son and one daughter. His recent hobbies include travelling, reading books and listening folk-songs.