



Department of MBA
BUS 699 : Internship

Internship Report On
HUMAN RESOURCES PRACTICE
OF
THE ORBITAL (BD) LTD

Course Instructor

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Date:

Chapter-1

Introduction

1.1 Background of the report

In the age of economic development of the world business and commerce state is expanding. Scope of the business and commerce is growing larger in size and transactions relating to them are becoming more and more complex so that the range of competition is becoming wider with the changing economy of a country in particular and globe in general. Business changes are taking place very rapidly and business firms have to adopt the changing situation in very short period of time for their survival. With a view to adapting the new situation, the business firms require graduates and postgraduates in order to carry out their activities smoothly for success.

Theoretical knowledge increases eagerness to know anything and practical knowledge opens the eyes of men. Knowledge and practical training go hand to hand. It is crying need to us to acquire practical knowledge as well for the partial fulfillment of the requirement for the degree of MBA.

Report can be familiar with the following areas:

- ❖ Manpower recruiting
- ❖ Selection of manpower
- ❖ Developing the existing manpower
- ❖ Findings the training need of manpower
- ❖ Appraising people

- ❖ Evaluating people
- ❖ Maintaining manpower

Under this volatile situation, only the theoretical knowledge cannot be able to adapt the changing situation.

1.2 Objectives of the Study

1.2.1 Broad Objectives

- ❖ To gather the overall knowledge and acquire practical knowledge about the Human Resources Management Practices.
- ❖ This report is also to fulfillment of the requirement of MBA program of BRAC UNIVERSITY.

1.2.2 Specific Objectives

- ❖ To find out the policies involved in the Human Resources Management practices of a specific Organization.

1.3 Subject of the Case

The subject of my Report is “**Human Resource Management Practices of THE ORBITAL (BD) LTD.**”

1.4 Methodology

Methodology is a way to systematically solve the research problem. It concerned with identifying the relevant sources of data, application of appropriate data

collection method and use of proper statistical tools and techniques for analysis the collected data.

1.5 Operation Methodology

1.5.1 Data Sources

Primary Data

The primary data was collected from the department through their publications, Service rules etc.

Secondary Data

Moreover this study is based on secondary sources of data and information. The only source of secondary data was the official record of THE ORBITAL (BD) LTD. Other sources of secondary data were as follows:

- ❖ Some published and unpublished research reports.
- ❖ Books, Magazines and papers.
- ❖ Business and technical journals.
- ❖ Public records and statistics.

1.5.2 Nature of the Study

This study is a combination of exploratory and descriptive types.

1.5.3 Data analysis

For quantitative data, I used

- Descriptive
- Causal predictions
- Relationship analysis

1.5.3 Sampling Procedure

I had followed Random Sampling Technique. Sample universe was the members of the HRM of The Orbital (BD) LTD. and respondents of various departments.

1.6 Limitations of the study

To conduct the study properly I had to consult the HR department of the company. The members could not provide me enough time because they were busy with their departmental scheduled job. Sometimes they did not provide me proper data due to their confidential state within them. Some confidential secondary data cannot be supplied and published in this Report. As well as this company do not maintain their HR department in a structured basis. It is mostly controlled by the top level management.

HRM practices of a firm are a vast context to discuss. I had to concise the descriptive subjects and explanations, which could be very much essential for, better understanding of the report. The web sites I visited regarding HRM practices were completely subjective to clarification. So it was not possible to take some lessons as a whole from the webs.

Chapter-2

Literature Review

2.1 Management

2.1.1 Definition

Management is a set of organizational activities by which a manager can achieve goal effectively and efficiently by doing co-ordination.

2.1.2 Why Management

Management is for facing and competing with the competitors.

2.1.3 How Management

Management process is done through Planning- Organizing- Staffing- Leading- Controlling.

2.2 Different Courses of Management

We have studied different courses of Management for MBA program, such as:

- Organizational Management
- Marketing Management
- Production & Operational Management
- Strategic Management
- Career Management
- Human Resources Management

Here, for this report, I have more concentrated with Human Resources Management of the organization- The Orbital (BD) LTD.

2.3 HRM Practices: A brief statement

In Bangladesh, jobs are more complex and require significant interaction with sophisticated technology. We must ensure that we have the right people for those jobs, which, in most cases, will require us to continuously train and upgrade our

employee's skills. But let us keep in mind that, this will not be an easy task, all employees are not, alike-either in skill level or in their backgrounds. Thus we need to pay more attention to the diversity those exists in the work force. What do I mean by attention to diversity? By and large, I think that it means recognizing and respecting differences in people. We have employees from all walks of life. Accordingly, we need to be more sensitive to each person's background and their needs. In doing so, we can capitalize on their strengths they bring to us. Consequently, we must advocate more acceptances of one another in the organization as we work toward achieving our common goals by valuing differences as well as similarities.

2.3.1 What does HRM mean?

Human Resource Management is the set of organizational activities directed at attracting, developing and maintaining an effective workforce. Human resource management takes place within a complex and ever changing environmental context.

Human resources are valuable means of improving productivity of human beings work within an organization.

Human Resource Management is the part of the organization that is concerned with the people's dimension. HRM can be viewed in one of two ways. First, HRM is a staff, or support, function in the organization. Its role is to provide assistance in HRM matters to line employees, or those directly involved in producing the organization's goods and services. Second, HRM is a function of every manager's job. Whether or not one works in a formal HRM department, the fact remains that to effectively manage employees requires all managers to handle the activities.

2.3.2 Why Is HRM Study Important?

Diversification

The environment of jobs has changed. They have become more technical and require employees with greater skills. Furthermore, job boundaries are becoming blurred. In the past, a worker performed a job in a specific department, working on particular job tasks with others who did similar jobs. Today's workers are just as likely, however, to find themselves working on project teams with various people from across the organization. Others may do the majority of their work at home and rarely see any of their coworkers.

Attraction

Practices are needed to ensure that these employees maintain their productive affiliation with the organization. The work environment must be structured to induce workers to stay with the organization, while simultaneously attracting new applicants.

Strategic

Attracting and keeping such employees require HRM to have policies and practices that such employee's desire. Being a strategic partner also involves supporting the business strategy.

Certification

The society of human resource management offers opportunities for individuals to distinguish themselves in the field by achieving a level of proficiency that has been predetermined by the human resource certification institute as necessary for

successful handling of human resource management affairs.

2.3.3 Functions of H.R.M

HRM is an approach consisting of four basic functions for getting and keeping effective and efficient people.

Staffing: getting people-

- Strategic human resource planning
- Recruiting
- Selection

Training & Development: preparing them with the advances of technology-

- ❖ Orientation
- ❖ Effective training
- ❖ Employee's development
- ❖ Career development

Motivation: stimulating them-

- ❖ Motivational theories and job design
- ❖ Performance appraisal
- ❖ Rewards and compensation
- ❖ Employee's benefits

Maintenance: keeping them-

- ❖ Safety and health
- ❖ Communications
- ❖ Employee's relations

2.3.3 Goals of Human Resource Management

- ❖ Locate and secure competent and adaptable Employee's
- ❖ With updated skills and knowledge
- ❖ Abilities of their job responsibilities
- ❖ Provide them an environment that encourages them to exert high level of energy
- ❖ Maintain their commitment and loyalty to their organization.

	<i>Staffing</i>	
	Strategic HR planning	
	Recruiting	
	Selection	
<i>Maintenance</i>	HRM Goals	<i>Training & Development</i>
Safety and health		Orientation
Communication		Employee training
Employee relations		Employee development
		Career development
	<i>Motivation</i>	
	Theories and job design	
	Performance appraisals	
	Rewards and	

compensation

Employee benefits

Chapter-3

Company Profile

3.1 The Orbital (BD) LTD.

The Orbital (BD) LTD. is a sophisticated construction firm with a 26-year history of providing quality, constructions for its clients. Mostly the client is MES (MILITARY ENGINEERING SERVICE). It is a government department doing construction, repair work, abnormal repair work of office building, residential building, small bridge and many others throughout the country which is limited to their work in CANTONMENTS. We are committed to provide quality construction as per design on time as well as at a limited time with challenge. We can do any type of construction work that MES can provide.

The Orbital (BD) LTD. offers comprehensive architectural services, including project programming; Cost analysis; preliminary and presentation design drawings; architectural, civil/structural and mechanical/electrical construction documents; and complete project administration and construction observation. We have built our reputation on relationships, providing services for our clients on a continual basis.

We bring the experience and sophistication of a large firm with the personal attention and service. One of our two principals is the primary contact for each project, giving clients access to top talent, experience and commitment. Our full-service consultation will guide our clients through all the various components of building design, including systems, technology and equipment. We are accustomed to tackling complex projects that involve dealing with multiple layers of organizations as well as numerous vendors—always with the best interest of the client in mind.

3.1.1 Address

The Orbital (BD) LTD.

Road # 30, House # 434, 3rd Floor,
NEW D.O.H.S, Mohakhali, Dhaka-1206
Land Phone: 880-2-8816399
EMAIL: orbital.bd@gmail.com

3.2 Philosophy

The Orbital (BD) LTD. is a modern, forward-looking company with contemporary ideas about quality of service. They actively involve their client in not only discovering articulating their values but also in representing these values in construction features.

We believe that every project, however large or small, has the potential to make a contribution to its users and its surrounding community. Our clients are our permanent customers and not ne-time clients.

The Orbital (BD) LTD. emphasis on interior detailing combined with a naturally challenging approach to design form a unique offering. The firm's philosophy of the difference is in their service as well. This approach allows the firm to provide its clients with superior service. The whole team works closely with the client over the course of the project to achieve a highly desirable end result.

3.3 Board of Directors

The Orbital (BD) LTD. was established in the year 1986 as a partnership construction firm. The company is headed by Major (Retd) Habibur Rahman since its birth and Engr. Gazi Md. Aftabuzzaman and Mrs. Umme Salma Begum are incorporated as the Directors of the company.

Major (Retd) Habibur Rahman, Chairman & Managing Director of The Orbital (BD) LTD, graduated and post graduated in history from Dhaka University in the year 1975. Later on he joined Bangladesh Army and served there for 10 years. He took early retirement in 1986. Then he started business and been responsible for the overall operations of the company. He is also an Executive Member of RAOWA CLUB (Retired Armed Forces Officers Welfare Association Club).

Engr. Gazi Md. Aftabuzzaman, Director of the company, graduated from Bangladesh University of Engineering & Technology (BUET) in the year 1980 has extensive experience gained in the last 26 years spanning a huge range of projects from Commercial, Residential, Housing, Institutional, Healthcare, Interior projects etc.

Mrs. Umme Salma Begum, Director of the company, graduated and post graduated from University of Dhaka in the year 1984. Currently she is a senior teacher in Viqarunnessa Noon School & College. She is wife of Major (Retd) Habibur Rahman, (Managing Director). Especially she is not responsible for any type of work. She only signs on paper on requirements.

3.4 Strength

HR Strength:

Number of Employees (Full-Time): 36 persons

Number of Employees (Part-Time): 10 persons

Construction Capabilities:

Number of Factory: 7 (currently on work)

Manpower: 500 (10% permanent & 90% subcontract)

Equipments Capabilities:

Number of own truck: 1

Number of leased truck: 4

Facilities:

- All modern local and Imported Equipments.
- Specialized design implementation section
- Head Office area 1500 sft
- Construction site area office is 500 sft in each site (Approx)
- There is possibility to expand the facility for production
- Loading unloading area
- Workers' Accommodation.
- 24 hrs. Security facility.
- Backup generator facility for un-interrupted production facility

Design & Communication Skill:

- Our design team is a convergence of Civil Engineers, Architects,
- Faster turn-around team
- Dedicated Design & Survey team
- We quickly respond to any project
- Material buy team

Production Facility

- Dedicated production team for individual job.
- Dedicated engineers In-charge

- Quality Control (QC) team
- Dedicated steel workshop for each site
- Carpentry workshop with storage facility

3.5 Field of Interest

The Orbital (BD) LTD., bears its identity in its name, setting new trends & techniques in the field of designing. Comprised of young, energetic and enthusiastic designers & architects, the productions unmistakably bear the signature, style and exceptional quality in every case. Over the years our range of services spread as did our list of clients from high end corporate to small business groups or personal entrepreneurs. The firm provides likewise solutions, satisfactory in every measure. Our field of interest covers the following areas of construction:

- ❖ Residential Building
- ❖ Commercial Building
- ❖ Office Building
- ❖ Officers Quarter
- ❖ Soldiers Quarter
- ❖ Officers MESS
- ❖ Soldiers MESS
- ❖ HALLS
- ❖ Multipurpose Complex

3.6 Services

ARCHITECTURE

Design & Supervision of, Residences, Commercial Buildings, Industrial Buildings,

Group Housing Projects, Hotels, HealthCare buildings, Landscape Design etc. In designing, our effort is to design at all levels from the primal form of the building to the design of a little niche or a junction. This detailing ensures proper implementation of design & quality of construction.

INTERIOR

Design & Supervision of Residential, Commercial, Corporate Offices, Retail Showrooms, Customer Care Points, Restaurants, Exhibition Spaces etc. Our effort has been not to treat interior design as embellishment / decoration. We design interiors with the same care and understanding of representation as building design itself. Our services in this area are particular and specialized.

DESIGN & BUILDING PACKAGE

Complete design & build package for Residences, Factories, Commercial & Residential Interiors. We offer complete delivery of the product – the building by the architect – where design & execution become one & client is secured from the responsibility of managing contractors and other agencies & is ensured of quality and material at competitive prices. We have a task force of dedicated & committed personnel who are skilled to implement the instructions with highest meticulousness.

BUILDING RENOVATION

In a fast paced world, buildings also tend to become outdated and run down & hence command less value. We offer our professional skills for structural & functional up gradation including increment in habitable space. We have been actively involved in finding ways & means of renovating old buildings to suit new functions. This involves re-interpretation of tradition in order to fit with modern technology.

We have a team of dedicated and experienced professionals and associated consultants to provide the following comprehensive services:



Chapter-4

Human Resource Management of “The Orbital (BD) LTD

4.1 Organizational strategy and HR Planning

4.1.1 Assessing current HR inventory

The existing HR are being Assessed through development of a profile of the organization’s current employees. This is an internal analysis that includes information about the workers and the skills they currently possess. HR inventory report is done by computer based data processing

system. Such inventory report would include a complete list of all employees by name, education, training, prior employment, current position, performance ratings, salary level, languages spoken, capabilities and specialized skills.

4.1.2 Future HR supply condition

Future HR supply can be made from internal or external sources. An increase in the supply of any unit's human resources can come from a combination of four sources: new hires, contingent workers, transfers in, or individuals returning from leaves. The task of predicting these new inputs can range from simple to complex.

4.1.3 Matching Demand and supply

Human resource planning is to bring together the forecasts of future demand for workers and the supply for human resources, both current and future. The result of this effort is to pinpoint shortages both in number and in kind, to highlight areas where overstaffing may exist. Special attention must be paid to determining shortages. An organization should find that the demand for human resources will be increasing in the future, and then it will have to hire or contract with additional staff or transfer people within the organization or both, to balance the numbers, skills, mix, and quality of its human resources.

4.1.4 Assessing demand and ensuring supply

Usually **ORBITAL** assesses its HR demand through department wise regular demand sheet. Technical positions are assigned by calculating the number of projects and project duration. Managerial (Mid level) positions are determined by doing a simple team leading system. T&D positions are determined through the training need of the employees round the yearly manpower development plan.

4.2 Classification of Employees

4.2.1 Permanent employees:

Permanent employees are confirmed after expiry of 3 to 6 months or more probation period and entitled to become member of Contributory Provident Fund and enjoy other service benefits. In some cases no probation period is given in case of ex-employee with good track record.

4.2.2 Contract employees:

Contract employees are employed for a defined period of time or for a particular project.

The services of the contract employees stand automatically ceased on the day the contract of employment expires as indicated in the letter of appointment. However, if that particular work is extended subsequently for another period, they may be offered extension / new contracts, at the discretion of the management.

4.2.3 Trainee employees:

Trainee employees are employed for skill development and after completion of training; he/she is deputed in a designated permanent position with a probation period of 6 months. This is applicable for the position of Security Guard, Driver, MLSS, Checker, Store Helper, Helper, and Cleaner. Moreover, there are casual workers and master roll workers employed at the factory level by the local management as per requirement.

4.3 EMPLOYMENT POLICIES

4.3.1 Equal Employment Opportunities

The establishment and administration of policies that enable ORBITAL to develop and implement equal employment opportunities related to recruitment, employment, promotion, remuneration, benefits, transfers, training opportunities and dismissals, without regard to age,

sex, race, national origin, political belief, religion or physical disability.

4.3.2 Adequate Working Conditions

The establishment and administration of policies wherein team members are assured of necessary resources to perform tasks, an adequate work environment, and other conditions conducive to effective work.

4.3.3 Rewarding Performance

The establishment and administration of a policy wherein employees' salary is determined on the basis of job classification, taking account also of experience and qualifications relevant to the job; and whereby a substantial proportion of salary increases is based on individual and team performance.

4.3.4 Skill Development

The establishment and administration of policies for skill development which shall afford team members the opportunity to acquire new skills and knowledge and/or to improve existing skills and knowledge, which are relevant to ORBITAL's requirements.

Chapter-5

Recruitment & Selection Process

5.1 Recruiting

Recruiting is the process of discovering potential candidates for actual or anticipated organizational vacancies. Or, from another perspective, it is a linking activity bringing together those with job to fill and those seeking jobs.

5.1.2 The recruiting constraints

In a number of communities, local firms have a reputation for being in a declining industry, engaging in practices that result in polluting the environment; poor-quality products, and unsafe working conditions, or being indifferent to employees needs. Such reputations can and do reduce these organizations abilities to attract the best personnel available.

In a job market where unemployment rates are low and where a wide range of opportunities exist creating competition for **these architects, engineers, clerks, workers** a shortage results. More over any job that is viewed as boring, hazardous, anxiety-creating, low paying, or lacking in promotion potential seldom will attract a qualified pool of applicants. Even during economic slumps, people have refused to take many of these jobs.

Internal organizational policies when followed typically ensure that all positions, other than the lowest level entry positions, will be filled from within the ranks. Although this is promising once one is hired, it may reduce the number of applications.

The government's influence in the recruiting process should not be overlooked. An employer can no longer seek out preferred individuals based on non-job related factors such as physical appearance, sex, or religious background.

Recruiting efforts by an organization are expensive. Sometimes continuing a search for long periods of time is not possible because of budget restrictions.

5.1.3 Recruiting Sources

Certain recruiting sources are more effective than others for filling certain types of jobs. As we review each source in the following sections:

THE INTERNAL SEARCH

Many large organizations will attempt to develop their own employees for positions beyond the lowest level. These can occur through an internal search of current employees. It helps like-

- It is good for public relations.
- It builds morale.
- It encourages good individuals who are ambitious
- It improves the probability of a good selection, since information on the individual's performance is readily available.
- It is less costly than going outside to recruit.
- Those chosen internally already know the organization.
- When carefully; planned, promoting from within can also act as a training device for developing middle and top level managers.

EMPLOYEE REFERRALS

Employee referrals also may have acquired more accurate information about their potential jobs. The recommender often gives the applicant more realistic information about the job that could be conveyed through employment agencies or newspaper advertisements.

THE EXTERNAL SEARCHES

These efforts include

Advertisements

When an organization wishes to communicate to the public that it has a vacancy, advertisement is one of the most popular methods used.

Employment Agencies

We will describe three forms of employment agencies public or state agencies, private employment agencies, and management consulting firms. The major difference between these three sources is the type of clientele served.

School, Colleges, and Universities

Educational institutions at all levels offer opportunities for recruiting recent graduates. Most educational institutions operate placement services where prospective employers can review credentials and interview graduates. As well as we offer diploma engineers to come for assessment. Through this we get service from them without paying anything.

Cyberspace recruiting

One of the newer arenas for locating resume of qualified employees is looking on the Internet.

Unsolicited applicants

Unsolicited applications whether they reach the employer by letter, telephone, or in person, constitute a source of prospective applicants. Although the number of unsolicited applicants depends on economic conditions, the organizations image and the job seekers perception of the types of jobs that might be available.

5.1.4 RECRUITMENT ALTERNATIVE

Temporary help services

Temporary employees are; particularly valuable in meeting short term fluctuations in HRM needs.

Employee leasing

Whereas temporary employees come into an organization for specific short-term project, leased employees typically remain with an organization for longer periods of time.

When a vacancy is to be filled in through direct recruitment, it should be advertised in newspapers.

Internal candidates are free to apply for any position advertised externally. They are subject to the normal selection process and the best candidates are always to be selected as objectively judged against the job responsibilities and person profile for the position. If any internal candidate is selected for a position, she/he will be given continuity of service.

5.2 The Selection Process

The selection process is composed of number of steps. Each of these steps provides decision makers with information that will help them predict whether an applicant will prove to be a successful job performer. One way to conceptualize this is to think of each step as a higher hurdle in a race. The applicant able to clear all the hurdles wins the race – victory being the receipt of a job offer. And how long this takes varies. The process may take weeks.

5.2.1 Initial screening

As a culmination of our recruiting efforts, we should be prepared to initiate a preliminary review of potentially acceptable candidates. This initial screening is in effect a two step procedure:

- 1) The screening of inquiries and
- 2) The provision of screening interviews.

5.2.2 Completion of the application form

Once the initial screening has been completed, applicants are asked to complete the organizations application form. In our country, the employer in paper form provides a prescribed form.

5.2.3 Employment tests

Organizations historically relied to a considerable extent on intelligence, aptitude, ability and interest tests to provide major input to the selection process. Even handwriting analysis and honesty tests have been used in the attempt to learn more about the candidate.

Employment tests is the better known written tests that attempt to assess intelligence, abilities and personality traits as well as the lesser known performance simulation tests, including work sampling and the tests administered at assessment centers.

Written tests

Written tests historically have served as significant input into the selection decision. This type tests are taken commonly while recruiting. General knowledge, geographical knowledge, calculative power and psychological strengths are got from the written tests.

Performance simulation tests

Other type of written test is called simulation tests. The single identifying characteristic of these tests is that they require the applicant to engage in specific behaviors necessary for doing the job successfully. In contrast to the types of tests discussed above, performance simulation tests should more easily meet the requirement of job relatedness because they are made up of actual job behaviors rather than surrogates.

5.2.4 The comprehensive interview

Those applicants who pass the initial screening, application form and required tests are typically given a comprehensive interview. The applicant may be interviewed by interviewers, senior managers within the organization, potential supervisor potential colleagues, or some or all of these.

5.2.5 Background investigation

Background investigation include contacting former employers to confirm the candidates work record and to obtain their appraisal of his or her performance, contacting other job related and personal references, verifying the educational accomplishments shown on the application.

5.2.6 Conditional job offer

If a job applicant has passed each step of the selection process so far, it is typically customary for conditional job offer to be made. Conditional job offers usually are made by an HRM representative.

5.2.7 Medical Examination

Physical exams can only be used as a selection device to screen out those individuals who are unable to physically comply with the requirements of a job.

5.2.8 Job offers

For administrative purposes the offer typically is made by an HRM representative.

But that individual's role should be only administrative. The manager in the department should make the actual hiring decision where the vacancy exists.

5.3 Selection of team members on short term contract

Where contract employees are being hired for a term of less than two (2) years, either the position is advertised as normal or a streamlined process may sometimes be used. For the streamlined process, a supervisor may recommend a person for recruitment and submit his/her CV with other necessary documentation to manager, then forwards it to the relevant functional head that provides written comments and justification on the application. Final approval is given by the Managing Director. If interviews are needed a local interview team may be constituted.

5.4 Selection of permanent team members/ team members on contract of two years or more

All prospective candidates are required to submit a written application for employment. The Manager is responsible for processing applications.

Selection of permanent team members and team members on contract of two years or more is undertaken by a Selection Committee. In the case of the job this committee is composed of the

members of the Board of Directors. The Board participates in the interviews of short listed candidates but may delegate this task where appropriate. For all other positions, the committee comprises the Managing Director and the Director. The committee may delegate responsibilities where this is appropriate. For certain technical jobs the selection committee may co-opt an external expert to assist them with the selection process.

Short listing and interviews of candidates are carried out by the Committee itself or by officials who the Committee delegates responsibility to, in writing. Manager contacts the short listed candidate/s and arranges interviews. Written tests may be conducted if the members of the Selection Committee so desire.

5.5 Appointment, joining and induction

All offers of employment require the approval of the Managing Director. The appointment letter specifies the terms and conditions of employment together with job responsibilities. The letter is issued in duplicate, one copy of which is signed and returned to the office as a token of his/her acceptance of the offer.

Before commencing work the applicant must sign a Joining Report and, if they have left another employer to join ORBITAL may present a letter from their previous employer, which confirms their release from employment.

All newly recruited employees up to the level of Manager in the Head Office is to be given an induction program when they join. The induction program contains basic information related to the organization, and information which the employee needs in order to familiarize himself/herself with the organization's culture, norms, rules and regulations. During induction, employees are introduced to relevant key personnel gain an understanding of ORBITAL's activities through field visits and given information and training needed to undertake their role effectively.

5.6 Probation

The probationary period for newly recruited permanent employees is three to six (3-6) calendar months. The probation period is considered as a trial period during which the new employee and his/her supervisor has an opportunity to evaluate the employee's attitude and performance under actual working conditions.

If during the probationary period the employee's performance is found to be unsatisfactory his/her service is liable to be terminated without assigning any reason. The period of notice by ORBITAL or by the employee during probation is two (2) weeks.

During probation, team members are entitled to a maximum of Six (6) days casual leave on pro rata basis with no more than two (2) days being taken at one time. They are not entitled to any other leave. Team members who become ill during the first six

(6) months periods are entitled to the amount of sick leave accrued. Any extension of sick leave is at the discretion of management and is normally to be charged to leave without pay. Contract team members may have a contract review after six (6) months, which gives ORBITAL and the employee the opportunity to terminate the contract, if desired.

Probation may be extended if the employee has not reached a sufficient standard in the job.

5.7 Confirmation

One month ahead of the probationary period there will be an appraisal interview with the employee's supervisor. The interview is structured and conducted according to a format. Following a successful appraisal interview, letter of confirmation is issued to the concerned employee.

After confirmation, the employee is considered as a permanent employee of ORBITAL. The notice period for termination of employment is one month for permanent team members.

Chapter-6

Training & Development

6.1 Planning individual employee training & development

In training and developing employees, it is important that managers and supervisors know how

- To assess employee training needs
- To set performance goals and
- To plan developmental strategies accordingly.

These three steps make development an individualized, systematic process. This article explains these concepts and suggests a process that will meet the goals of the organization and the career development aspirations of individual employees.

6.2 Some questions to consider

The process of assessing needs and goals usually involves a discussion or series of discussions between the supervisor and subordinate. Before beginning these discussions, several issues should be considered:

6.2.1 What is required of the employee?

What the employee will be required to do as a result of the developmental process, if anything, should be clear in the supervisor's mind before this process is begun. Think of it in this way; is the supervisor making a —can|| or a —must|| intervention?

A —must|| intervention is one that the supervisor feels he or she must perform for some reason. It may be because of company policy, or because the employee is not performing satisfactorily. In

a —must intervention the supervisor must be satisfied with the outcome of the intervention.

If, for example, company policy states that each supervisor and subordinate must develop a two-year developmental plan for the subordinate, the supervisor would be faced with a —must situation. The supervisor would require that the subordinate work with him or her to design and implement the developmental plan and would not be satisfied until it was done.

In a —can intervention, the supervisor does not feel compelled or required to perform the intervention. Instead, he or she does so because of a belief that it will benefit the employee and/or the organization.

6.2.2 Do the supervisor and subordinate have a helping relationship?

This question is critical in —can interventions but is also important in —must interventions. In assessing needs and goals, the supervisor should ask the employee to discuss career goals and personal strengths and weaknesses openly? To expect the person to do this with someone he or she does not trust or believe has his or her best interests in mind is unreasonable.

Obviously then, in a —can intervention, where the employee chooses to enter or not to enter the developmental process, the supervisor must have gained the employee's trust if he or she expects an employee to accept the offer.

A —must intervention can be carried out without the benefit of a helping relationship, but its chances for success are diminished. The employee can be expected to do exactly what is required even without a helping relationship with his or her boss.

In other words, the employee will fill out the forms and answer questions whether or not he or she feels the supervisor has a genuine interest in helping. But the employee will probably be guarded in answering questions and unwilling to volunteer information or explore important issues in depth—all necessary to a meaningful, effective developmental process.

6.2.3 Is the employee interested in career development?

Even if the supervisor and subordinate have a good relationship, the employee may simply not be interested in the developmental process.

Again, if the intervention by the supervisor is a ~~—must~~ the employee can be expected to do what is required, although perhaps not very enthusiastically. In a ~~—can~~ intervention, the employee may choose not to enter the developmental process if he or she is not interested. Of course, the employee may become interested (in either type of intervention) if the supervisor explains the potential benefits of the developmental process.

6.3 Career development issues

There is little question who is responsible for assessing training needs and planning strategies to meet these needs. Most organizations hold the supervisor responsible for seeing that subordinates are trained to do their jobs. However, assessing career goals and the education and skill development needed to achieve these goals is another matter. Who is responsible for employees' career development is very often not clear.

In helping employees assess career goals and education and development needs, the supervisor has to decide how far his or her responsibility in career counseling extends and how far he or she is willing to go to provide help.

Most experts on career development believe the employee should have final responsibility for managing and developing his or her own career. The supervisor can help in many ways but should remain a helper—not a decision maker, but a facilitator of decisions. In this role, supervisors should follow good counseling practices:

- Ask questions
- Listen actively
- Provide information
- Help focus ideas
- Give feedback on strengths and weaknesses as they are perceived

- Refer the employee to other sources of information (and perhaps a professional career counselor if needed and if available), and
- Assist the employee in developing action plans

- Supervisors should avoid overdoing the following:
 - Evaluating the employee's future (as the supervisor sees it)
 - Criticizing the employee's evaluation of his or her own future
 - Trying to solve the employee's career problems, and
 - Stating opinions about what the employee —should do.

A potential problem in career development discussions is that of raising hopes about promotions. Many organizations and many supervisors avoid career discussions for this reason alone. They fear career development discussions will raise unrealistic expectations about promotion. Although many employees are not interested in promotions, this is indeed a possibility.

However, it can be dealt with by explaining very clearly to the subordinate what can and cannot be expected as outcomes of the discussions. For example, a supervisor could say to an employee: —Obviously, the more you develop your skills, the more prepared you will be if openings occur. But, frankly, there are no openings at present, and my main interest is to help you grow in your present job.‖

6.4 Attendance in Training's

Training and developmental needs of team members are identified on a permanent basis during appraisal as well as during work. Based on training needs assessment they may be nominated for the following trainings:

- In-house training

- Local training

- Overseas training

The HR department draws up an annual training calendar based on the identified needs of the team members and the eligible members are nominated for appropriate training's based upon the availability of resources. Training needs may also be identified in course of the year, in response to specific situations. A training proposal including nomination, total training cost, period of stay, location, duration etc. has to be submitted by the Training Manager and approved by the trainee's line manager, the respective functional head and in case of regional/overseas training, also by the MD. A dissemination of the experiences gained during the travel may be organized if required. All provisions for travel are applicable to training related travels. No employee of ORBITAL can undertake any long courses (e.g. Executive MBA) while they are on service. If anybody wishes to go for any such courses they have to submit the resignation beforehand.

Chapter-7

Performance Evaluation, Appraisal & Separation

7.1 Performance Evaluation

The performance of team members in undertaking their job responsibilities and contributing to the organization's success and development is annually assessed through appraisals. Good performance may be rewarded through enhanced annual salary increases and consideration for promotion if and when suitable vacancies arise.

7.2 Purpose of Appraisal

An annual appraisal of each team members' performance is undertaken in order to:

- Assess the employee's performance in the light of his/her job responsibilities.
- Give the employee feedback on his/her strengths and weaknesses.
- Enable the employee to discuss any impediments to achieving the desired performance mutually set objectives for the performance and identify training and development needs for the following year.
- Help inform decisions over the percentage of year-end salary increase based on individual performance.

7.3 Process of Appraisal

All team members are appraised at least once every year. Appraisal is conducted by the supervisor of the concerned employee. For some team members, a third party may also attend the

appraisal if so desired either by the appraiser or appraisee. The third party is selected through mutual agreement between the appraiser and the appraisee and is someone who can provide feedback to both the parties concerned.

Appraisals are confidential. They are conducted in a constructive and supportive atmosphere and team members are encouraged to participate fully and to voice any concerns they may have. Objectives and training needs are mutually agreed by the appraiser and appraisee.

All appraisal forms are returned to the head office and are reviewed by the concerned line manager at the head office to ensure that the appraisal process was fair and adequate. The part of the appraisal dealing with training is sent to the HR department. Annual training plan is drawn up on the basis of the information therein. A copy of part of the form dealing with future plans is shared with the appraisee .

Forms are reviewed during the year to ensure that appropriate action is being taken to enable the employee to reach the objectives set out in the form. Between formal annual appraisals, a supervisor may conduct a special appraisal. This would be to record any unusual circumstances of outstanding performances as well as poor performances.

7.3.1 Benchmark Employee Performance Standards

Exceptional

Employee demonstrates particularly excellent performance that is of such high quality that organizational goals have been achieved that would not have been otherwise. The employee demonstrates mastery of technical skills and a thorough understanding of the mission of the organization and has a fundamental impact on the completion of program objectives.

Superior

Employee demonstrates unusually good performance that exceeds expectations in critical areas and exhibits a sustained support of organizational goals. The employee shows a comprehensive

understanding of the objectives of the job and the procedures for meeting them.

Fully Successful

The employee demonstrates good, sound performance that meets organizational goals. All critical activities are generally completed in a timely manner and supervisor is kept informed of work issues, alterations and status. The employee effectively applies technical skills and organizational knowledge to get the job done. The employee successfully carries out regular duties while also handling any difficult special assignments. The employee plans and performs work according to organizational priorities and schedules. The employee communicates clearly and effectively.

Minimally Successful

The employee's performance shows a serious deficiency that requires correction. The employee's work frequently needs revision or adjustments to meet a minimally successful level. All assignments are completed, but often require assistance from supervisor and/or peers. Organizational goals and objectives are met only as a result of close supervision. Employee shows a lack of awareness of policy implications or assignments; inappropriate or incomplete use of programs or services; circumvention of established procedures, resulting in unnecessary expenditure of time or money; reluctance to accept responsibility; disorganization in carrying out assignments; incomplete understanding of one or more important areas of the field of work; unreliable methods for completing assignments; lack of clarity in writing and speaking; and/or failure to promote team spirit.

Unsatisfactory

The employee's performance is unsatisfactory. The quality and quantity of the employee's work are not adequate for the position. Work products do not meet the minimum requirements expected.

The employee demonstrates little or no contribution to organizational goals; failure to meet work

objectives; inattention to organizational priorities and administrative requirements; poor work habits resulting in missed deadlines and/or incomplete work products; strained work relationships; failure to respond to client needs; and/or lack of response to supervisor's corrective efforts.

7.4 Monitoring

Effective and timely feedback during the performance appraisal period addressing employee performance on elements and standards is an essential component of a successful performance management program. Employees need to know in a timely manner how well they are performing. They need to be told what they are doing well and if there are areas needing improvement.

Feedback can come from many different sources: observation by managers and rating officials, measurement systems, feedback from peers, and input from customers, just to name a few. It will be up to rating officials to determine how best to gather the information, and from which sources, to ensure an effective rating of the employees under their supervision.

Part of the monitoring process includes conducting at least one formal progress review during each appraisal period at approximately mid-way through the rating cycle. The completion of this progress review should be noted on the employee's performance appraisal plan and signed and dated by both the rating official and the employee. While only one progress review is required, rating officials are encouraged to frequently discuss performance with subordinate employees during the appraisal period. This is particularly critical in the case of an employee who is not performing at the —fully successful level. In this case, it may be necessary to provide additional written criteria on performance expectations and/or set up regular feedback sessions with the employee.

7.5 Developing Employees

The process of performance management provides an excellent opportunity to identify developmental needs. During planning and monitoring of work, deficiencies in performance become evident and can be addressed. Areas for improving good performance also stand out, and action can be taken to help successful employees improve even further.

Developing employees is more than just training employees. Developing employees covers all efforts to foster learning, which happens on the job every day. When organizations focus on developing their employees' capacity to perform rather than just training them, employees will be able to adapt to a variety of situations, which is vital for the survival, well being, and goal achievement of individuals as well as organizations.

Employee development can be either formal or informal. Formal development may include:

- Traditional training in structured courses, classrooms, and formal development programs;
- Self-study courses, including those using computer technology, such as distance learning over the Internet, CD-ROM courses, and Intranet courses provided to employees addressing agency-specific skills and competencies.

7.5.1 Self-Assessment:

The employee reviews prior job experience, training, education and other developmental experiences to provide concrete information regarding current strengths and skills. This could include a review of past applications for employment and past training records.

The employee reviews the standards for work performance to determine core competencies necessary for the job and past performance evaluations for indications of areas needing improvement and identifies core skills specific to that need.

The employee assesses personal career goals and determines both short and long term steps toward achieving the goals.

The employee identifies specific opportunities for developmental experiences and researches possible sources for development. The employee may seek out career counseling from a variety of sources including peers, current and past supervisors, and the human resources staff. The supervisor is available for clarifying and counseling.

7.5.2 Discussions and Collaboration:

In order to obtain mutual commitment between the supervisor and the employee, open discussion and collaboration is necessary. The employee and supervisor mutually agree to discuss the results of the self-assessment and draft IDP prepared by the employee. The discussion includes both perspectives of organizational needs, job requirements, the employee's strengths and developmental needs, financial limitations, timing and learning opportunities that the supervisor will actively support. The supervisor coaches the employee by giving open and constructive feedback,

identifying challenging assignments, discussing career paths in the organization and reasonable timeframes for meeting the objectives of the IDP.

The supervisor and employee sign a completed IDP based on mutual agreement or final decisions of the supervisor.

Providing employees with training and developmental opportunities encourages good performance, strengthens job-related skills and competencies, and helps employees keep up with changes in the workplace, such as the introduction of new technology.

7.5.3 Providing an Opportunity to Improve

When dealing with unsatisfactory performance an employee must be provided with information concerning his/her performance and how it can be improved, and then be given an opportunity to demonstrate minimally successful performance before an agency proposes a reduction in grade or removal based on unsatisfactory performance.

7.6 Promotion

Details of positions open for promotions are circulated within ORBITAL, and all eligible candidates are encouraged to apply. Candidates for promotion into a new or existing position in ORBITAL are subject to an interview by a committee. The interview committee is to be constituted as laid out in Section 6 of service rules. All promotions are to be reported to the Board.

The criteria of promotion would be as under

- At least three years in the same level of role (Exception can be made for extra ordinary performances).
- The base of promotion would be intelligence, work experience and personal quality.
- The promotion would not be the demand of employee after certain period of time.
- Promotion would depend on employee's excellent performance and opportunity of the next grade.

In the event of an employee being promoted to a higher job grade he/she is placed at an appropriate step of ORBITAL's salary guidelines for that grade. The new salary is fixed in a way that he/she receives at least 15% increase over his/her previous salary.

7.7 SEPARATION FROM EMPLOYMENT

The term "Separation" refers to any and all termination of relationship between employee and ORBITAL can be through:

Resignation

A voluntary choice, freely made by a permanent or a contract employee to terminate their employment with the required days notice or days salary in lieu thereof as per their letter of appointment.

Resigning employees are eligible to encash all unused vacation leaves and, for permanent employees, to receive their gratuity allowance and to their contributions to the Provident Fund and to AKIJ GROUP contributions to the Provident Fund after three years of service.

Termination

Services of any employee, permanent or contractual may be terminated by the management by giving appropriate notice as per the appointment letter, or an equivalent period's salary in lieu of the notice. Employees required to give one months' notice. Managing Director at his discretion may waive the requirements of notice in part or in full and release the resigning employee from service earlier.

Death in Service

In the event of the death of an employee, the salary, accrued vacation and other benefits to which the employee was entitled will be paid to the employee's nominee(s) or in the absence of nominee(s) to their legal heirs / successors upon production of satisfactory evidence therefore.

Retirement

The retirement age for permanent employees will be sixty (60) years. It may be extended at the discretion of the Board of Directors. A letter of retirement will be issued to the retiring employee

at least three (3) months in advance of retirement. The retiring employee will be entitled to all benefits applicable to them. An employee may retire on grounds of ill health, before attaining the age of 60 years, at the discretion of the employer.

Chapter-8

Salaries & Benefits

8.1 Salaries and Benefits

8.1.1 Salaries

Salaries are confidential matters between the employee concerned and ORBITAL management. Any request for salary information should be directed to HR and Administration through his/her line manager.

Each job has a value, and based on this value, ORBITAL' salary structure has been drawn up. The starting salary is determined on the basis of grades, taking account of experience and qualification. Thereafter, the annual salary increases as a percentage of total salary. The salary structure then onwards is considered to be open ended; there is no fixed ceiling for any grade. The Salary Guidelines is reviewed periodically and approved by the Board of Directors.

Salaries are paid monthly in arrears to each employee. Monthly salary consists of few elements- basic salary, house rent, medical allowance, conveyance allowance and other special allowances. Out of total salary, basic will be 50% of total salary, housing allowance is 60% of basic, medical allowance is 20% of basic, conveyance allowance is Tk. 1000 & Tk. 500 (applicable for different level) and remaining will be considered as other special allowances. Those who will hold company provided transportation in that case conveyance allowance will not be given.

Cash payment of salary is discouraged and salaries are paid into bank accounts of employees. Exceptions may be made for non management grade and who have joined newly, or the job contract is very short.

It is the responsibility of the individual employee to comply with income tax regulations. For guidance in respect of Income Tax, reference may be made to the latest Finance Act.

8.1.2 Other Allowances

Permanent confirmed employees of ORBITAL are entitled to receive the following in addition to their monthly salary:

Festival Bonuses

Two annual festival bonuses per year each equivalent to 50% of one month's gross salary. The festival bonuses are paid at the time of Eid-ul-Fitr and Eid-ul-Azha. However, if team members of other religions request for bonuses to be paid during their major festival, the request may be honored. Bonus is payable if the employee completes 3 to 6 months from the date of joining to the effective date of the festival. Such date is announced by the HR department based on best estimated govt. calendar. Bonus will be paid atleast 15 days ahead of the estimated festival date.

Provident Fund

Entitlement to join the organization's Provident Fund to which employees contribute

10% of their basic salary monthly and ORBITAL contributes a further 10%. The terms of the Provident Fund are set out in a Trust Deed, and the Fund is managed by a Trustee Board.

Overtime Payment for Non Management Staff

Both permanent and contract employees under non-management categories are entitled to overtime payments at a single rate. Overtime payments depend on the number of hours worked in excess of normal working hours. Excess working hours will be considered after 8.00 p.m. Daily OT sheet will be approved by his superior. The method of calculation of overtime may vary from time to time and the current methods are made known to employees.

Salary Increases- Inflationary adjustment and General Increment

Salaries are normally reviewed once every year and increases are based on a percentage for cost of living allowance (COLA) and to give a general increment to all employees of the group except those are under performer. This will be based on government declared inflation rate plus some consideration which will vary from 3%-4% depending on the situation as decided by the Managing Director. HR team will propose an increment rate based on the above context and Managing Director will approve the increment. This will be applicable only for those who have completed three to six months of services with the organization.

Salary Increase- Special Increment

Special salary increase will be made based on the annual performance appraisal exercise with a recommendation from the each department head. Managing Director will arrange a meeting with the participation of all department head for deciding such special increment. Managing Director alone will be solely responsible for any special increment for the position of General Manager and Executive Directors.

In view of special salary increment annual performance appraisal has to be completed within the month of December and the meeting will be held by 2nd week of January every year.

8.2 Leave Policies

Government Holidays

Employees of ORBITAL are entitled to maximum of twenty (20) approved holidays annually with pay. A schedule of holidays is issued by first week of January every year. Employees may be required to work on holidays if needed.

Paid Leave

Employees may take the following paid leave. In all cases application must be submitted in prescribed form.

Casual leave

Permanent employees can take up to twelve (12) days casual leave in a full year, or on a pro-rata basis if their employment commences part way through the year. Prior notice should be given of casual leave, other than in emergencies, and no more than three (3) days of casual leave can be taken at one time. Also, no CL leave will be allowed two times in a month. Casual leave cannot be accumulated and taken in subsequent years.

Earn leave

Permanent employees following confirmation of employment are entitled to take twenty (20) days annual leave in a calendar year, or pro-rata if this falls part way through the year. Employees will apply for earn leave at least twice in a year effort has to be given to enjoy such leave. If the organization fails to allow him to go for leave in that case unutilized leave will be encashed in the following year preferably during Eid festival the amount will be given to the employee concern.

Applications for earn leave are to be received at least two weeks ahead, except under special circumstances and require the prior approval of the respective line manager.

Sick leave

Permanent confirmed employees and contract employees, after six (6) months of service are entitled to fourteen (14) days of paid sick leave per year earned at the rate of one day per month for each completed month of service. Sick leave may be allowed on special circumstances even during probation period which will be adjusted from this balance. An employee may also opt to extend sick leave with unused paid leave.

Employees should notify their supervisor immediately if they are sick. If they are away for more than three (3) consecutive days a registered medical practitioner's written recommendation for sick leave must be sent to the supervisor.

Maternity Leave

Permanent confirmed female employees and contract employees having completed two years of

service with ORBITAL will be granted maternity leave with full pay for a period not exceeding twenty-four (24) weeks. A certificate stating the expected date of delivery, written by a registered medical practitioner should be presented to the supervisor. This should be done not less than two months before commencing maternity leave, other than in an emergency. Maternity leave of an employee will be treated as leave without pay if an employee applies for a leave for third and subsequent child.

Maternity leave cannot be encashed or accumulated.

Paternity Leave

A man employee can apply for a period of maximum 3 days when he becomes father of a children to give some companion to his wife. This leave will be allowed for a maximum of two children.

Leave application process

Employees need to fill up a leave approval form when applying for any leave. It is the employee's responsibility to submit the leave approval form in time for the line manager to approve the leave. Earned leave, maternity leave and leave without pay are approved by the respective functional head.

Leave records of all employees, and field based unit managers are maintained by the HR team.

8.3 Working Hours

Working hours in ORBITAL are 51 hours per week, unless otherwise determined by the management. The normal office hour is between 10.00 am to 6.30 pm. 10.10 a.m. is considered to be the normal entry into the office. If any employee enters the office after 10.10 a.m. in that case he/she will be considered as late and salary will be deducted for 1 day for each three late entry. HR team will give a statement to the Accounts team before processing monthly salary.

8.4 Discipline

Grounds for disciplinary proceedings:

Disciplinary proceedings are instigated if any employee, in the opinion of their supervisor or department manager, is perceived to be:

Guilty of misconduct which means insubordination or disobedience to any lawful or reasonable orders of a line manager and/or negligence of duty, breach of ORBITAL rules and regulations, riotous or disorderly behavior or any subversive act;

Guilty of gross misconduct, which is misappropriation, fraud or dishonesty in connection with the business, property and /or funds of ORBITAL, falsifying or tampering with official records, or serious assault upon another employee or client.

8.4.1 Proceedings for misconduct

When an employee is to be proceeded against the following steps are taken by the line manager or functional head.

The employee is informed of the allegations verbally, confirmed in writing with a copy of letter sent to the functional head and GM HR and Admin.

A meeting is held with the employee within seven (7) days of this, attended by the line manager and/or functional head or GM HR and admin. The employee has the right to ask a neutral person of their choice to be present as an observer at the meeting. At the meeting, the employee is asked to give an explanation of his/her conduct. If the explanation is not completely satisfactory, at the end of the meeting a verbal warning is given to the employee and confirmed in writing.

The meeting and letter of confirmation states the improvement in behavior that are being sought and the time in which the improvements should take place.

A brief report of the meeting and a copy of the warning letter, if sent, are forwarded to the GM HR and Admin for personnel file records.

This procedure may be gone through a second time if the behavior persists and a second written warning given if this is deemed appropriate by the line manager in supervisor in consultation with the GM HR and Admin. Other procedures are as for the first warning.

If there is insufficient improvement in the time allocated then the employee may be dismissed following consultation with the MD. The Board of Directors are informed of and are ratified all dismissals

8.4.2 Proceedings for Gross Misconduct

In cases of gross misconduct an Inquiry Committee is to be formed consisting of at least two employees appointed by the MD, neither of who is below the grade of the accused. The Committee may co-opt external experts as required to assist them. The Committee is provided with a written terms of reference by the MD, and the team is headed by a designated official.

The Inquiry Committee, if necessary, would travel to the station of the employee, take statements from all concerned, review documents and undertake any other process required to completely understand the situation under which the misconduct took place. The Committee, within 14 days from the date of receipt of the order of Inquiry into the charge, give an opportunity to the employee to state his/her defense against the charges, in person as well as in writing. The employee has the right to invite a neutral person of his/her choice to observe such a meeting.

The committee needs to submit its report to the MD stating therein its findings and recommendations within twenty one (21) days from the date of commencing the Inquiry. On receipt of the report of the Inquiry committee, the MD takes decision on the findings and communicate this to the accused within fourteen (14) days of the date of receipt of the Inquiry report.

The employee may at discretion of management be suspended during the Inquiry process. During the period of suspension, the employee is to be paid a subsistence allowance equivalent to 50 % of his/her consolidated salary. The period of such suspension would not exceed 60 days. If the Inquiry does not find the employee to be guilty, his/her services are to be reinstated and all salaries and benefits which had accrued during this period would be paid in full.

8.4.3 Provision in case of Dismissal or Discharge

Salary

An employee dismissed may be paid the salary due to him/her as of the date thereof but no pay in lieu of notice.

Vacation

An employee who is dismissed may be paid accrued earned leave as of the date of dismissal or removal.

Provident Fund

A permanent employee who is dismissed or discharged is entitled to all contributions (plus interest) to the fund on behalf of the employee from the date employee became participant till the date the employee received written notice of dismissal /removal. Such an employee is not entitled to the contributions of the organization.

Appeal Against Dismissal

An employee may, within fourteen (14) days from the date of receipt of the decision, appeal to the Board of Directors on all disciplinary matters. The decision of Board of Directors are considered to be final.

8.5 Other Employment Conditions

8.5.1 Use of Office Transport

Office transport is only to be used for official travels. A requisition form to be filled up and submitted to the administration department latest by the morning of the day of travel; the respective officer of the administration team at the HO level. In case an official vehicle is not available, alternate arrangements are made by the respective staff through discussion with the concerned administration staff.

All ED/GMs and selected DGM, AGM, Managers and field staffs are provided full time vehicle for functional reason. Personal use within the 30 KM radius of that particular location is allowed for ED/GM level with a maximum monthly ceiling of 200 KM but incase of travel other than 30 KM radius and above 200 KM it will be charged to his personal account as per actual cost incurred for that particular vehicle. If the vehicles are taken out of the city for personal use it has to be communicated to the HR & Admin team before hand. All other employees using functional vehicle for personal use would be totally on his own account.

Other employees of ORBITAL, vehicle can be provided for personal use provided that the required vehicle is available and the driver is willing to undertake to the duty, as ORBITAL does not make it compulsory for drivers to work beyond normal working hours in the interest of safety. The concerned employee has to pay a charge for the use of the vehicle. a fixed amount of Tk. 100 for every 6 hours will be given by the user to the Driver as compensation of his extra time.

Any employee desiring to use ORBITAL vehicle is required to submit a written requisition to the Asst. Manager - HR and Administration at least 2 days beforehand. The GM- HR & Administration approve the requisition based on availability of the vehicle and driver. Vehicle cannot be taken outside of the 30 KM radius. If it is needed the MD will be the approval authority.

8.5.2 Re-imbusement of Telephone Costs

Telephone bills are reimbursed to selective employees of the organization who need to remain available for advice/consultation for any emergency/critical situation after normal office hours. The list of the approved positions that are eligible for such reimbursements and the limit of reimbursement are decided by the management from time to time and made known to all concerned.

8.5.3 Compensation for working during approved holidays

Any management employee up to the level Officer grade is needed to work as per advice of his/her line manager during the approved holiday an amount of Tk. 300 will be reimbursed as his additional conveyance and fooding allowance. For non management category overtime rate will be approved for that day (single rate).

8.6 ORBITAL Code of Conduct

8.6.1 Dress Code

Employees need to dress appropriately to their job and to upholding the standards of ORBITAL. Some factory staff may be required to wear a uniform, which are provided for them. All team members of the ORBITAL Head Office are issued with identity cards which they must keep with them while on duty.

8.6.2 Health and Safety

Employees should report anything, which they consider a risk to their own health and safety to their line manager. They should also report accidents at work to their line manager and the accident should be recorded in an Accident Book maintained at each work site. Accidents are defined as unanticipated events leading to injury to employees or damage to ORBITAL's properties, premises etc. Accident book will be reviewed and monitored by respective

unit/departmental head and will inform Head Office HR & Admin head. Corrective steps will be taken at the earliest opportunity where possible.

8.6.3 Religious

Although ORBITAL offer jobs to person from any religion but the majority of the employees are Muslim. It is assumed and expected that all Muslim employees will perform their prayer properly and diligently.

8.6.4 Legal Procedures

No employee is authorized to commit the organization to any legal involvement or expenditure without the express written permission of the Managing Director. Any team member who becomes involved in any legal proceedings which may implicate the organization or affect his/her working performance should immediately advise his/her superior who, in turn, will inform the MD.

8.6.5 Personal Records

The HR and Admin team maintains individual personnel files for each employee. These files are treated as confidential and contain all relevant basic information relating to the employee contains a list of documents which should be included in a typical personnel file. Only respective line manager/functional head have access to these files

All team members must provide the required information to the Manager HR and Administration and immediately notify him/her if any change occurs in the information provided

8.6.6 Certificate of Employment

When the service of an employee comes to an end due to termination, resignation, discharge, dismissal, redundancy or retirement, the employee may request for a certificate of employment stating the period of employment with ORBITAL along with other details.

Chapter-9

Recommendations & Conclusion

9.1 Findings

Scope of the business and commerce is growing larger in size and transactions relating to them are becoming more and more complex so that the range of competition is becoming wider with the changing economy of a country in particular and globe in general. With a view to adapting the new situation, the business firms require graduates and postgraduates in order to carry out their activities smoothly for success.

In this Internship report, I tried my best to focus and find the drawbacks and strength the company. The challenging task of the Company is to attract people from the job market. In Bangladesh, jobs are more complex and require significant interaction with sophisticated technology. The Company must ensure that they have the right people for those jobs, which, in most cases, will require the employees to continuously train and upgrade the employee's skills. But let them keep in mind that, this will not be an easy task, all employees are not, alike-either in skill level or in their backgrounds. Thus the Company needs to pay more attention to diversify those exists in the work force.

Some findings are as follows

1. Financial benefits are not the only motivator to get and sustain good manpower. This the TQM practice in HRM of the firm which could ensure the employee existence well.
2. Skilled and efficient manpower does not retain in the company due to lack of interest in the jobs they are doing. People are not assessed to deploy them in right work places.

3. The employer's commitment with the employees does not carry out properly, so the employees do not carry jobs with due commitment and utmost care.
4. Employees of all level are not motivated properly, because the maintenance plan of the company is not updated. Moreover the HR department does not follow the said maintenance plan (written).
5. While working with the report preparation, I found the HRM policies are not been applied in the organization, though there are written constitutions against each and every sector of HRM.
6. The company is governed by the time-to-time decisions made by the owners.

The owner's wisdom, experience and judgment are the only source of employee appraisal policy. Somewhere the appraisal policy is not mentioned to the unit heads. So they cannot make the periodic appraisal of the employees properly. Some times employees are evaluated individually not in a consignment. So other employees become disheartened.

7. In the manpower-planning sector, the company communicates orally build data. No periodic or forecast of potential positions that would be filled up by the company periodically. Company also fails to select the right person in the right position due to lack of proper manpower planning.
8. The recruiting process of the company is considerable. They start recruiting through proper public notice about the job and no nepotism is allowed here. In addition, the company recently invites application through on line which is very much modernized and useful system. Company collects manpower from internal and external sources. There are some internal transfers also.
9. The training needs of the employees are not properly maintained. The company is used to

arrange some in-house training session for its employees. There is no training and development plan on behalf of the employees. Some sort of informal attachment is seen here to meet the on the job training needs.

10. The company doesn't provide accommodation facilities properly in the office

room so that it is a great problem for the employees to carry out their daily activities in giving proper attention.

11. The level of motivation of the employees is very poor. No employee is devoting his or her mental attachment here. People are observed seeking better opportunity every time. No incentive package or employee motivation plan is being implemented here. Even people are not getting anything as rewards for additional time spend and additional work.

9.2 Recommendations

As a growing company, ORBITAL will have to maintain proper manpower evaluation policy, so that no discrimination may prevail between the employees. The management pattern should be clear and transparent. Regulation regarding various matter of the job condition should be centralized and written.

Some key recommendations are

1. To protect employee turnover, this is very much important to specify duties and responsibilities of each post properly.
2. Job load should be rationalized through proper manpower recruiting and over time should be paid in case of over load of duties.
3. Manpower evaluation system should be more updated .Here should enclose various

competitive factors which will attract employees attention and make them tension free for existing company.

4. Discrimination in evaluating manpower of different industrial units has made industrial disputes and dissatisfaction among them. The HR managers of different industrial units should seat together to avoid that discrimination. The Head of HR should take the whole responsibility regarding this matter.
5. There should be a set written job discipline and employee code of conduct for all level of employees, so that they can enjoy a _we‘ feeling among them.
6. The employers should avoid time to time verbal decision regarding training, appraisal and motivational package.
7. Training need should be assessed properly and the employees should be covered by a cyclical training plan. Because trained manpower can deliver the right result for the company.
8. There should be a well-planned rewarding system (like incentive plan) to meet the targets. When employee will be based on target achieving, the company will get more mileage in its developmental goal.
9. The company should adopt a combined and set socialization scheme to develop the new entry HR at a minimum cost and less effort.

9.3 Conclusion

A modern HRM practice is nothing but establishing judgment in all the sectors of the organization. Scope of the business and commerce is growing larger in size and transactions relating to them are becoming more and more complex so that the range of competition is becoming wider with the changing economy of a country in particular and globe in general. Business changes are taking place very rapidly and business firms have to adopt the changing

situation in very short period of time for their survival. With a view to adapting the new situation, the business firms like ORBITAL should be fare and productive in taking any HR decision.

The recruitment and selection process should be professional and the employee socialization process should be proper so that the employees feel the organization as their own organization. If the socialization process fails to represent the organization as their own property, the HR process and practices will fail and will be meaningless.

The job market of the country is very much volatile now. Because the cellular phone companies are playing a giant role in maintaining people with global standard, where the local companies are doing the traditional works. ORBITAL will have to face HR crisis, if they are no longer changing their mentality from **work force** to **Human Resource** for maintaining its people.

There is a hope full condition that, the company has already hired resourceful people to the top positions of each departments to carry out good manners within the people of the below and mid level. As an innovative organization, I am sure ORBITAL will establish a very effective HRM Practices in its arena very soon.

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