



The Relentless Pursuit *of* Quality





Report on

*Human Resource Practices and
Policies in Concord Group*

Date: 9th May, 2010

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Subject: Submission of Internship Report on "Human Resource Practices & Policies in CONCORD GROUP"

Dear Madam,

I am pleased to say that I have completed my assigned 3 months internship at Concord Group. My report focuses on the Human Resource Practices in Concord which is one of the largest Real Estate Company in Bangladesh.

It has been a great experience working with a very efficient group of professional team members and I've learned a lot. I am looking forward to answering any query that you may have.

Sincerely Yours,

Fuad Quader

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*Acknowledgement

While the writing of this report had been difficult, the preparation for writing was even harder. It certainly would not have been possible without the help of many people and I would like to acknowledge my appreciation to all those who had helped me during the process.

First, I must express my gratitude to Ms. Syeda Rownak Afza, my faculty advisor, who helped me to choose a topic that was of interest and could be of use to my organization. His guidance in helping me to separate the important and necessary details from the unnecessary certainly helped me to stay on the correct track and somewhat reduced my workload. He also helped me in providing me a guideline which always has been a guide.

My heartfelt gratitude and respect goes to my supervisor at the organization Md. Tamhid Hossein (Assistant General Manager, HRD). His guidance during my first few weeks of exposure to the work force had been so valuable and helped me to learn a great deal more than I could have otherwise learnt. He assigned responsibilities to me and allowed me enough latitude to do it my own way and learn for my own self.

I would like to thank all the employees of Concord Group who helped learn the ropes during this period. They have been extremely cooperative and willing to help at all times. The team had been extremely wonderful and we all learned to deal with difficulties and processes together and help each other out to face critical situations. Without them, I do not think the experience would have been as great as it had been.

×Executive Summary

Concord is a one of the biggest and most successful company of Bangladesh. It has been established in 1972 as small Engineering and Construction firm. Now it is 38 years old and it has expanded its business beyond Real Estate and all over Bangladesh as well as abroad. Since its establishment it proved itself to be a successful organization and that success has led it towards other industries, for example: Entertainment industry, AD Firm, Garments Industries and so on. But still its main concern is the Real Estate sector, because still Concord's biggest portion of revenues comes from this very sector. Managing such a large organization is not that easy, especially if it is one of the largest employers of Bangladesh. Concord had solution to this from the very beginning of its journey. It has a strong Human Resource Department and Administrative system. Administration and HRD works all together to manage the large number of employees that Concord has all over Bangladesh abroad. Administration basically deals with strong policies and HRD is responsible for the implementation of those policies. Concord built its HRD up in such a way that from the recruitment to the resignation or retirement of an employee, it has solutions to every problem that an employee might face during his/her service period in the organization. Apart from all the solutions to problems, HRD also deals with motivating the employees just to make sure that the organization gets the best out of them. For such case it uses strong policies regarding Compensation and Benefits, leave and others. HRD maintains strong employee relationship so that the employees get support for the every step that they take during their service period. Reasons behind the success of HRD are due to the strong policies that the organization follows and the HR personnel who work hard

with their heart and soul to implement those policies for the betterment of the employees as well for the organization.

All the way through this report I tries my level best to make sure that every single practice HRD has been described in such a way that there should not be any scope for questions regarding the efficiency of HRD of Concord. Besides the overall practices of HRD, I have also given a brief idea regarding my Assignments throughout the Internship period. I described when and why I was given those assignments and at the end how I ended with them.

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✧ Introduction

Concord Engineers & Construction Ltd. Concord Centre was set up in 1972 as a small Engineering and Construction firm. Currently the address of the corporate office of the company is *43 North Commercial Area, Gulshan, Dhaka-1212, Bangladesh*. In time, Concord has grown to be one of the largest Construction and Entertainment Conglomerates in Bangladesh. Their capability and dedication to quality is well established and has won them some of the most prestigious and technically challenging projects in Bangladesh.

Concord is Bangladesh's leading construction conglomerate with over 500 well known projects to their name (Commercial, residential and big government projects) in the last 30 years). Concord has undertaken some of the most prestigious and technically challenging projects in the country, and is known for setting standards in their field. Concord has one aim- to improve the quality of life of the people of Bangladesh.

The manufacture and export of ready-made wear apparel is a vital business sector of our economy. Jeacon Garments Ltd is sister concern of Concord Group which was set up in 1983 when this sector was still a fledgling industry. The company exports 100% of its woven and knit garments to its main markets in USA, Canada, UK, Germany and European Countries.

Concord Entertainment Company Ltd establishes theme parks and some entertainment

project all over the country. Fantasy Kingdom theme parks in Dhaka - the first of it's kind in South Asia! The first phase of this mega entertainment project of Concord Group of Bangladesh was completed in December 2001. Heritage Park, Concord – the vivid description of history of the country we love most, Bangladesh. The place is more than what we know about and

definitely beyond the image of flood hit and poverty stricken country. The Foy's Lake project consists of a theme park along with leisure spots of natural beauty including accommodation facilities. Concord Group has constructed another euphoric Park, named "Water Kingdom" at Ashulia. A water park is an amusement park that features water play areas, such as water slides, splash pads, spray grounds (water playgrounds), lazy rivers, or other recreational bathing environments.

✦ *Vision, Mission, Motto & Objective of Concord group:*

If we have a look at all the giant companies of the world, we will definitely find all the people behind these companies are dreamers. They dream about the success that they can bring to themselves as well as to others who dedicate their whole lives to make the dream come true. Concord group is not exceptional. When it was established it had a vision to become one of the largest companies of Bangladesh. That dream and that vision has derived this company, where it stands. Concord Group is not only the largest company of Bangladesh but it has also taken its fame beyond the boundary of our country. All these success have come within the grip because of the dream and vision that Mr. Shah Kamaluddin holds on to towards his company.

Concord Group's Vision, Mission, Motto and Objectives are as follows:

▲ *Vision:*

- ✓ To improve the quality of life of the people of Bangladesh.

▲ ***Mission:***

- ✓ Changing the skyline.
- ✓ Facilitating the amusement needs of Bangladeshi people by providing comprehensive and fastest process of construction and engineering solution.
- ✓ Developing new ideas in real estate and building products.
- ✓ Providing with class entertainment facilities in local areas which would easily be accessible to the general people of Bangladesh.

▲ ***Motto:***

- ✓ Commitment
- ✓ Hard work
- ✓ Honesty and
- ✓ Knowledge

▲ ***Objectives:***

- ✓ To create an environment for excellent residential housing with close proximity to the commercial centers.
- ✓ To reduce the human pressure on the inner city of Dhaka and all over the country.
- ✓ Significant contribution in our tourism industry.
- ✓ Building a better world with Relentless purest of quality.

✦ *Achievement:*

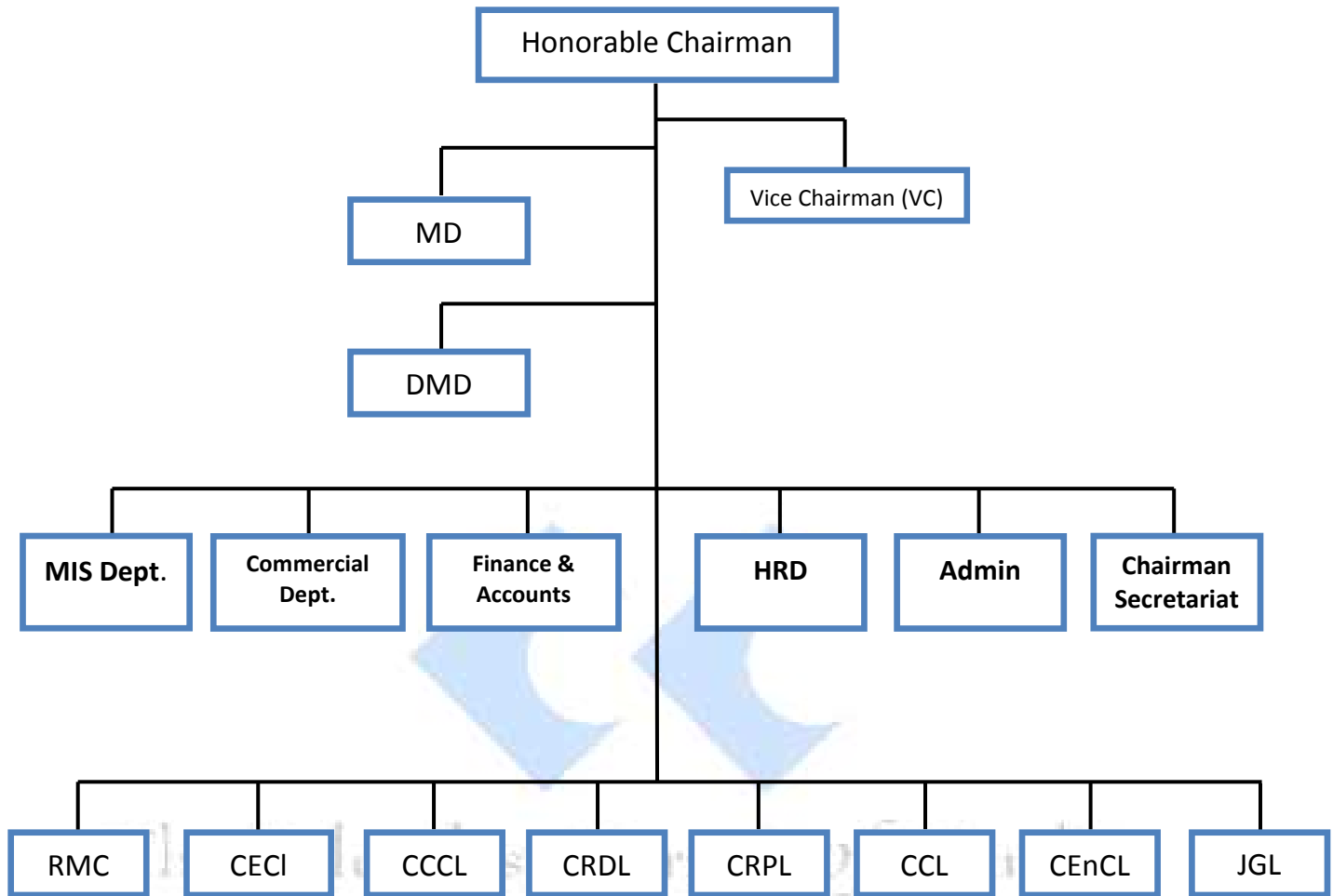
Concord has successfully completed more than 500 well known projects (locally and abroad) such as the National Monuments at Saver, the Prime Minister's Secretariat, passenger terminal building & VVIP terminal building of Zia International Airport, Television Auditorium at Rampura, the low-rise block of the Sonargaon Hotel, CIBA-GEIGY Pharmaceutical Plant at Tongi, the 200 bed hospital in Narayanganj , the VVIP Residence at Hare Road , the VVIP Rest House at Testa Barrage Complex, the 24 storied Janata Bank Bhaban Head Office Building ,the administrative building of Bangladesh T&T Board ,the head office of Titas Gas Transmission & Distribution Co.Ltd.,Bangladesh Oil, Gas & Mineral Corporation, the 22 storied Jiban Bima Tower,the 20 storied Bangladesh Shilpa Bank Building(BSB), the 20 storied Islamic Development Bank (IDB) Building at Agargaon, the Telecom Tower in Singapore and many more.

As the real estate sector in Bangladesh began to boom in the 1990's the Concord Group took a leading role in that growth. Already a leader in the areas of real estate development, engineering construction and the manufacture of building materials, Concord Real Estate and Development Ltd. was set up with two objectives:

- ▲ To undertake large scale development projects of a completely new kind in Bangladesh.
- ▲ To undertake research and development in the construction/real estate sector that will improve the quality of life of the people of Bangladesh.

Concord is the first company of Bangladesh that developed the idea of establishing theme parks named Fantasy Kingdom Park at Ashulia, Savard Foy's Lake at Khulshi, Chittagong.

✦ Brief Organization Chart of Concord Group of Companies:



- ▲ RMC: Concord Ready Mix & Concrete Products Ltd
- ▲ CECL: Concord Engineers and Constructions Ltd
- ▲ CCCL: Concord Communication Company Ltd
- ▲ CRDL: Concord Real Estate & Development Ltd
- ▲ CRPL: Concord Real Estate & Building Products Ltd
- ▲ CCL : Concord Condominium Ltd
- ▲ JGL : Concord Jeacon Garments Ltd
- ▲ CEnCL: Concord Entertainment Company Ltd.

Figure: Organizational Chart

✦ Statement of the Problem:

Human resource is one of the most important parts of an organization and only a proper utilization of this resource can help the company to reach its target. The growing competition in the real estate and entertainment industry in Bangladesh has meant that each and every similar company is working very hard either to regain its previous position or they are trying to sustain their current position. So, basically it's up to the Human Resource Department that how they are using this valuable resource to help the company to regain its position. If this resource can be properly utilized according to the plan of the company, only then the best output could be found. That is why Concord Group needs to maintain a sound HR policy and work their way according to the policy which would ensure a proper utilization of the human resource.

✦ Objectives:

Real State is very much comprehensive and complex industry. It deals with different areas to capture the market and it requires huge promotional activities to survive. But, most of all it needs to have a structured administrative system which will be followed by the employees of the organization. The Administrative and the HR policy should be made in such a way that it reflects the need and demands of the employees to make them happy. We will focus deeply into the HR system and will see how it is working to manage all the employees and the total system of the organization. Based on the above facts, the specific objectives of the study are as follows:

- ▲ To give an insight into the overall HR Activities.
- ▲ To give a brief knowledge on the implementation of policies.
- ▲ To find proper recommendation where necessary.

✦ *Methodology:*

This study is totally based on the practical examples and practices that take place in Concord Group. Basically, the recruitment procedure and other activities have been observed and then it has been checked with the actual policy of the company. A very marginal discrepancy was observed which cannot be called an error. Sometimes situation comes where there is no way follow the policy. Rather, the decision needs to be taken instantly. This is an offhand situation and in this situation the decision needs to be taken based on intuition. That is when the question of discrepancy comes.



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※ Literature assessment

✦ A Synopsis of HRM Concept:

Human Resource Management (HRM) is the strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business. The terms "Human Resource Management" and "Human Resources" (HR) have largely replaced the term "Personnel Management" as a description of the processes involved in managing people in organizations. In simple sense, HRM means employing people, developing their resources, utilizing, maintaining and compensating their services in tune with the job and organizational requirement.

The Human Resources Management (HRM) function includes a variety of activities, and key among them is deciding what staffing needs you have and whether to use independent contractors or hire employees to fill these needs, recruiting and training the best employees, ensuring they are high performers, dealing with performance issues, and ensuring your personnel and management practices conform to various regulations. Activities also include managing your approach to employee benefits and compensation, employee records and personnel policies. Usually small businesses (for-profit or nonprofit) have to carry out these activities themselves because they can't yet afford part- or full-time help. However, they should always ensure that employees have—and are aware of—personnel policies which conform to current regulations. These policies are often in the form of employee manuals, which all employees have.

Some people distinguish a difference between HRM (a major management activity) and HRD (Human Resource Development, a profession). Those

people might include HRM in HRD, explaining that HRD includes the broader range of activities to develop personnel inside of organizations, including, eg, career development, training, organization development, etc.

The HRM function and HRD profession have undergone tremendous change over the past 20–30 years. Many years ago, large organizations looked to the "Personnel Department," mostly to manage the paperwork around hiring and paying people. More recently, organizations consider the "HR Department" as playing a major role in staffing, training and helping to manage people so that people and the organization are performing at maximum capability in a highly fulfilling manner.

Human resource management is responsible for how people are treated in organizations. It is responsible for bringing people into the organization, helping them perform their work, compensating them for their labors, and. There are some management functions of a human resources (HR) department which are: staffing, performance appraisals, compensation and benefits, employee and labor relations, and human resource research.

✦ Human Resource Planning of Concord Group:

Concord Group has a personal and administrative Department. It is one of the biggest employers in Bangladesh. To motivate the employees, along with salary and benefits the company provides various facilities like free transportation when required, medical center. Production and accommodation facilities include full time supply of safe drinking water, Tea.

Humans are an organization's greatest assets; without them, everyday business functions such as managing cash flow, making business transactions, communicating through all forms of media, and dealing with customers could not be completed. Organizational change impacts not only

the business but also its employees. In order to maximize organizational effectiveness, human potential—individuals' capabilities, time, and talents—must be managed. Human resource management works to ensure that employees are able to meet the organization's goals.



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✦ Existing Or-gano-gram of HR Department:

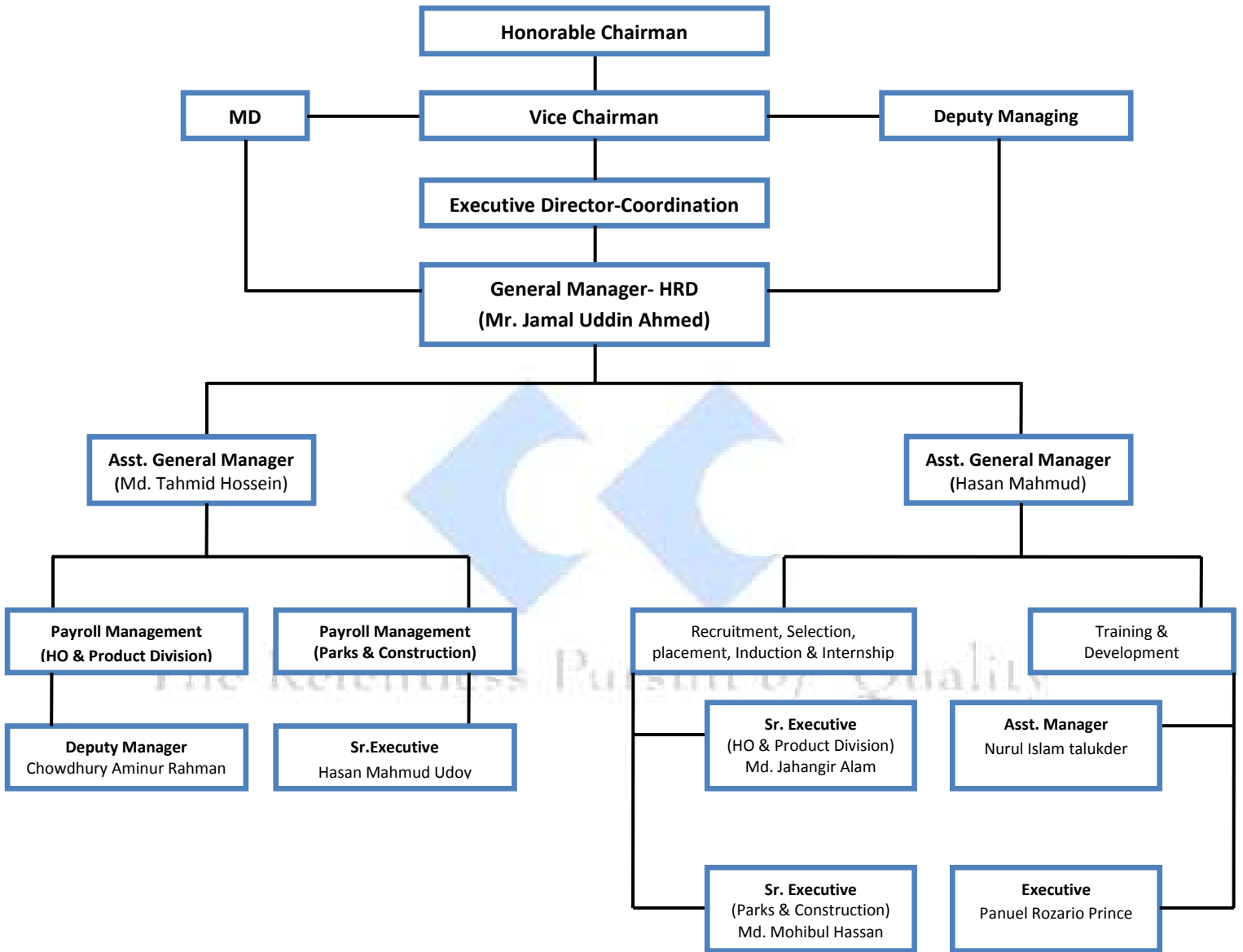


Figure: Or-gano-gram of HRD



*“HR practices & policies of
Concord Group”*

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P.T.O.

If we look at the HR practices of Concord Group, we would see that the practices are divided into some parts. These are all different activities performed and among which Compensation and Benefits & Employee Relation are sub-department of Human Resource Department of Concord Group.

▲Recruitment and Selection

▲Compensation and Benefits:

- ✓ Job Confirmation
- ✓ Salary
- ✓ Increment
- ✓ Promotion
- ✓ Salary Advance
- ✓ Communication Benefit
- ✓ Transport Privilege
- ✓ Final Settlement

▲Employee Relation:

- ✓ Attendance of employees
- ✓ Providing employee ID number
- ✓ Discipline and Penalties
- ✓ Vacation
- ✓ Termination

▲Others

※Recruitment and Selection:

Recruitment is the process through which the organization seeks applicants for potential employment. Selection refers to the process by which it attempts to identify applicants with the necessary knowledge, skills, abilities and other characteristics that will help the company achieve its goals, companies engaging in different strategies need different types and numbers of employees.

The purpose of recruitment policy is to establish processes, procedures as well as a system to ensure that Concord has the most effective recruitment practice to support its aim in being the leading Real Estate and Entertainment company in the nation; by attracting & employing the highest caliber candidates at the right time; and maintain the company's image as the most accredited employer in the region.

It is the company's policy to implement an appropriate recruitment system based on careful determination of the required competences, objectives as well as search & selection methods with efficient means of communication with candidates.

Concord Group of Companies does not tolerate any means of discrimination against any persons. The allocation of candidates to positions is only subject to their qualifications as matched with the required skills, knowledge & personal attributes.

In the recruitment segment of HR department, there are a total of 2 employees working and they are:

- ▲ Md. Jahangir Alam, Sr. Executive
- ▲ Md. Mohibul Hassan, Sr. Executive

✦ General Conditions for Recruitment:

- ▲ All company recruitment shall be done through the HR Department. No individual will conduct any sourcing, recruitment or hiring activity without the specific knowledge & involvement of the HR Department.
- ▲ Recruitment of candidates for the company will be done in compliance with all legal Social, Cultural & Company polices & standards.
- ▲ The company will not allow the hiring of a direct family member, that is the first, second, and third level of relatives into the company. Namely, Spouse, Mother, Father, Daughter, Son, Brother & Sister. In case of marriage of on-roll employees, it will be subject to Management decision.
- ▲ Any person employed by the company should meet the following general criteria:
 - Possess academic qualifications & practical experience needed for the job as specified by the company job descriptions.
 - Pass successfully any tests or interviews determined by the company.
- ▲ The company will not allow the hiring of undergraduates.

✦ Stages of Recruitment Process in Concord:

There are basically three types of recruitment in Concord. These are:

- ▲ Regular
- ▲ Contractual (6 months and 1 year) and
- ▲ Muster roll

The recruitment at Concord is a long process which is inclusive of many different stages starting from job vacancy to employee selection. The process is drawn below:

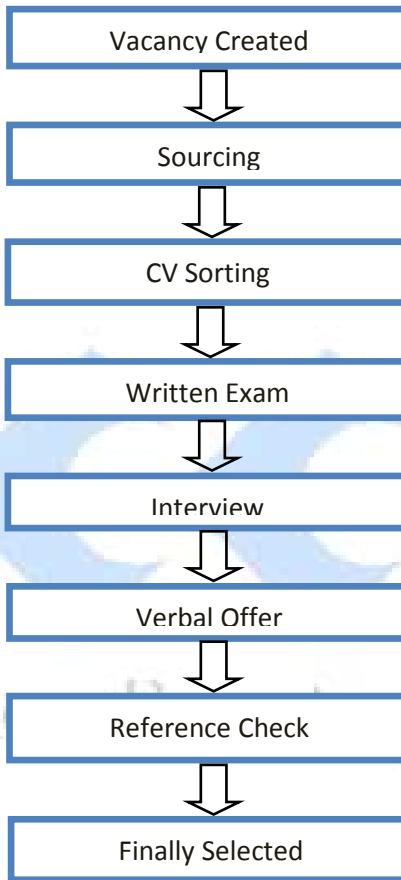


Figure: Stages of Recruitment process

***Stage 1 &2- Vacancy Created & Sourcing:**

First of all when the vacancy is created at any department, the department co-coordinator communicates about the vacancy to the HR department through Employee Requisition Form (See Appendix# 1). Then the respective person of the HR department starts the recruitment procedure.

^ Sources of Recruitment:

Basically, Concord goes for external recruitment most of the time. But, only then when they can't find proper available potential candidates inside the organization and then they go for internal recruitment. So, we can divide the source into two parts:

1. Internal Source: Concord thinks that current employees are a major source of recruits for all but entry-level positions. Whether for promotions or for 'Lateral' job transfers, internal candidates already know the informal organization and have detailed information about its formal policies and procedures. Promotions and transfer are typically decided by operating or line managers with little involvement by HR department.

HR departments become involved when internal job openings are publicized to employees through job positioning programs, which informs employees about opening and required qualifications and invite qualify employees to apply. The notices usually are sent to employees in informal ways, either through mail or verbally.

The purpose of job posting is to encourage employees to seek promotion and transfers the help the HR department fill internal opening and meet employee's personal objectives. Not all jobs openings are posted. Besides entry level positions, senior management and top stuff positions may be filled by merit or with external recruiting. Job posting is most common for lower and mid level positions.

2. External Source: When job opening cannot be filled internally, the HR department of Concord must look outside the organization for applicants.

External search shall be conducted by any of the following means:

- ▲ Write-ins
- ▲ Employee referrals
- ▲ Advertising
- ▲ University Careers Office
- ▲ Internet

We discuss the external source of recruitment at bellow:

1. Write-ins: Write-ins are those who send a written enquire. They are ask to complete and application blank to determine their interest and abilities. Usable application is kept in an active file until a suitable opening occurs or until an application is too old to be considered valid, usually six months.

2. Employee referrals: Employees may refer job seekers to the HR department. Employee's referrals are excellent and legal recruitment technique, but they tend to maintain the status quo of the work force in term of raise, religions, sex and other characteristics, possibly leading to charges of discrimination.

3. Advertising: Want ads describe the job and the benefits, identify the employer, and tell those who are interested how to apply. They are most familiar form of employment advertising. For highly specialist requites, ads may be placed in professional journal or newspaper in areas with high concentration of the desired skills

4. University Career Office: Concord also has link with the career service offices of different university from which they also receive CV of potential candidates and fresh graduates.

5. Internet: Now a day nobody thinks anything without internet. It has proved to be very efficient and fast to get potential candidates for the organization. Since Concord is a big company and deals with hundreds of employees, so it uses different job sites as its primary external source of recruitment. For example: BDJOBS and Prothom Alo.

***Stage 3- CV Sorting:**

Once the job advertisement is being posted then the CV sorting process starts. HR Department basically sorts the CVs manually, means that the responsible person go through all the CVs collected for a vacant post. At the Then the sorting is done according to the need of the organization and job requirement.

***Stage 4- Written Exam:**

After the CVs are being selected then the candidates are called for a written exam. The written exam normally takes place in HR Department. The written exam basically includes some questions related to all the skills that make an employee an efficient one. Such written exam represents the English, General Knowledge, Analytical Ability and job knowledge which are considered to be necessary for the job. Such exams might be taken on paper or on computer. But now a day's candidates are being asked to answer the entire question on computer, so that the candidates' computer skill can be tested at a time. This written test is not mandatory. Whether the candidate would have to go through such written exam totally depends on the department head. The time of the exam depends on the department and the question. The respective department sends HR the question and HR finally takes the exam of the candidates.

***Stage 5- Interview:**

Interview actually takes place in only one day. Normally HR personnel takes the interview, but in case of senior posts (Chief Engineer, Asstt.Manager), personnel from the respective department also takes part in the interview. But interview session is being organized for any post that is considered to be one of the highest positions of the hierarchy level such as Managing Director, Deputy Managing Director and Executive Director then the whole interview session takes place in a more special manner. In case of such interview Chairman, Vice Chairman and other existing Executive Directors take part in the interview. The entire interview part includes two phases. The first phase is the Screening Interview and the second one is Detailed interview. At the first phase, the candidates have to face a normal interview with general questions where their smartness and nervousness are being tested. In the next phase, the candidates have to face a more detailed and job related interview where their knowledge about job and other things are put on a test. There is no fixed time for the interview. Duration of the interview depends on the interviewer how he will judge the candidate and how the candidate will convince the interviewer.

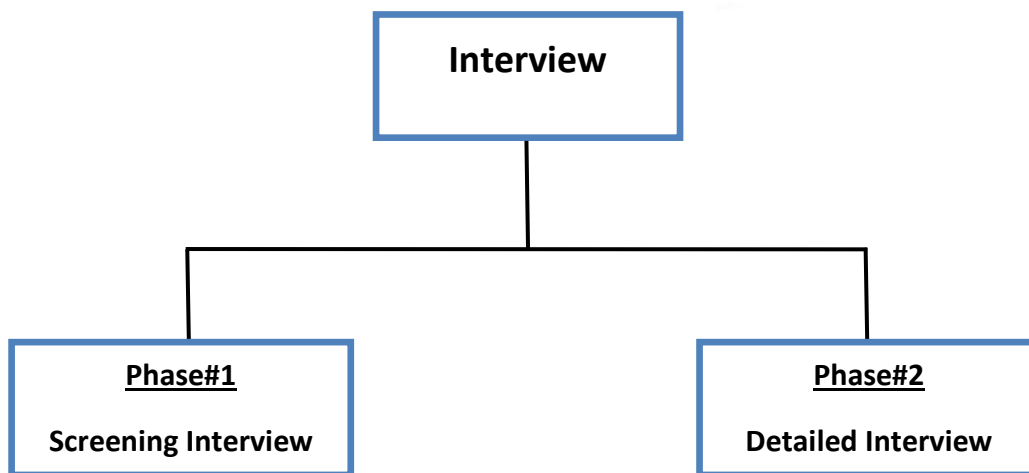


Figure: Interview Phases

When the interview takes place, each of the interviewers has a form which is called Interview Rating Sheet (See Appendix#2). The form has three sections:

- ▲ Interviewee's Particulars
- ▲ Areas of Observation
- ▲ Total Point
- ▲ Information regarding current salary, expected salary, Notice Period and Expected date of joining.
- ▲ Recommendation

This form needs to be filled up while the interview is going on. After the interview the form is send to the HR department for further processing.

***Stage 6- Verbal Offer:**

Once selected from the final interview, the candidate is asked about the salary that he/she is expecting from the offered job. After negotiating on the salary amount he/she is briefed on the salary and benefits that he/she will be getting in the job.

***Stage 7- Reference Check:**

If the candidate accepts the offer then the reference check is done as he/she has mentioned in his/her resume.

***Stage 8- Finally Selected:**

After the reference check is done and if everything is ok then the candidate is selected for the post and finally he is given the offer letter along with the appointment letter (See Appendix#3). With the appointment letter the employees are given a joining pack in which they have to sign some documents and fill up some forms. This joining pack includes:

- ▲ Checklist for New Joiners
- ▲ Checklist for Contractual
- ▲ Employee ID card Form and
- ▲ Joining Report (See Appendix#4).
- ▲ Job Description (See Appendix#5)

※ Compensation and Benefits:

Compensation and Benefits is a sub division of HR department which works with the salary, other compensation and benefits part that the employees will receive.

There are a total of 4 employees working in this segment. They are:

- ▲ Chowdhury Aminur Rahman, Deputy Manager
- ▲ Md. Hasan Mahmud Uday, Sr. Executive
- ▲ Md. Jahangir Alam, Sr. Executive
- ▲ Panuel Rozario Prince, Executive

✦ Job Confirmation:

At the time of appointing a new employee, he/she is appointed for a probation period of 6 months. While in the probationary period the employee gets certain amount of salary as per the Appointment letter. After the end of probationary period the employee might get previously fixed amount of salary or might get an increment or promotion based on the evaluation that is conducted before confirming his/her job. After the employee is confirmed he/she gets additional allowance along with his/her basic salary such as Dearness Allowance, House Rent, Conveyance Allowance, Medical Allowance, Entertainment Allowance & Special allowance. (See Appendix# 6, 7 & 8)

✦ Salary:

Concord Group of Company has a reputation in the market for having satisfactory salary structure and for salary disbursement on time. Concord's salary period starts on the 25th day of a month and ends on 24th day of the following month. This salary period is applicable for all types of employees those concord employees. But in case of new comers salary period and salary amount depends on his/her joining date. For example, if a person joins on 15th day of a month then he/she will get the amount that he/she would get for one whole month as well as arrears, which means that he will get money equivalent to 10 working days before the beginning of salary period.

Concord has different salary structure for different types of employees. In case of Muster Roll employees, Concord has a fixed salary amount for different designated employees. For Example, if a Park Keeper from Fantasy Kingdom gets 5000 per months then that means all the Park Keepers will be paid with the same amount. The Muster Roll employees are entitled for Over Time payment. For such payment Concord came up with a policy. According to the policy:

- ▲ The Muster Roll employees are required to work for 48 hours a week. But they can apply for overtime, but that has to be for valid reason. If the line manager feels that the employee can be allowed for overtime work and if he feels that the company would get some benefit out of overtime work, only then he/she will allowed for OT.
- ▲ Employees are eligible to receive overtime pay at a rate one and one-half times their regular pay for time worked in excess of 48 hours per workweek.

- ▲ Line manager might ask any employees to work over his normal working hours. In such case the employee will be automatically entitled for Over Time payment.

Whereas the Muster Roll employees are being paid on monthly basis, the daily laborers are being paid on daily basis. For example: A mason gets 150tk per day, so if he works for 10 days then he'll be paid 1,500 tk.

When the matter of regular employee's comes, the salary structure is not as simple as that of Muster Role employees. The salary structure is much more complicated and vast. In case of regular employees there are different grades such as SE2, SE4 and every grade contain different salary range. If we consider an example then we will be much more regarding the grading policy. Grade SE2 has a range of 25000tk to 35000tk and all the Sr. Managers falls within this grade. So that means, all the Sr. Managers will get minimum 25000 or maximum 35000 or any amount from the range. But at what amount they would be paid with depends on the experience, qualification they posses and most of all how they convince their employer.

✦ Increment:

In terms of Salary Increment means an increase in salary amount. It is something that every single employee of Concord both from Regular and Muster Roll types of is entitled to get at least once in their service period. Basically in Concord the employees get increment in three ways and they are:

- 1) After six months or one year of service
- 2) Group Increment
- 3) Special Consideration

1) After six months or one year of service:

At the end of probationary period an employee might get an increment. As mentioned earlier, just before the end of probationary period every employee has to go through evaluation on basis of which he/she is confirmed. While evaluating the employee if the line manager feels that his/her performance is satisfactory enough and he/she deserves to get increment, only then the employee would get the increment.

2) Group Increment:

In Concord Group Increment totally depends on the position that a department holds on to in the organization. In case of Group Increment all the employees within a department get increment at a time.

3) Special Consideration:

Especially considerate increment totally depends on the employees and their departmental head. After a certain period of service in the organization if an employee feels that he deserves to get an increment then he can apply for one to his/her departmental head. Regarding the application if the head comes to a conclusion that the applicant is worth getting an increment then he approves the increment. Sometimes immediate reporting boss applies for an increment on behalf of a deserving employee, in such case personal impression towards the employee works most of the time.

In case of Increment an employee gets certain amount of raise on their basic salary and such raise is done within the grade that the employee belongs to. For every increment the employees receives a letter which is used for official record as well as for personal record. (See Appendix#9). Most importantly every single step related to increment has to go through HR department, because at the end HR department decides on who is eligible to get an increment.

✦ Promotion:

Promotion and Increment are quite similar to each other. In both cases an Employee gets a certain amount of raise over his/her current salary. But the main difference between them is that in case of Promotion an employee is promoted to a higher position and a higher grade. Unlike Increment an employee might get a promotion in two ways and they are:

- 1) After six months or one year of service
- 2) Special Consideration

1) After six months or one year of service:

Just like Increment policy, at the end of probationary period an employees might be promoted based on the evaluation conducted over him/her. But there is no certainty that an employee would get a promotion in spite of satisfactory evaluation, the only reason behind it is that there is no such concrete policy regarding the promotion just after the completion of probationary period. But at the end of one year of satisfactory service in the organization, without any doubt an employee will be promoted to higher position and grade as well and a concrete policy exists regarding such case.

2) Special Consideration:

After a certain period of service in the organization if an employee feels that he deserves to be promoted then he may apply for a promotion. But in such case that person has to be confident enough to convince his departmental regarding why he deserves to be promoted. Most of the time a deserving employee do not need to apply for promotion, because if he/she really deserves to get a promotion then the immediate reporting boss apply for the promotion on their own accord.

Like the procedures of Approving Increment, HR department is responsible for bringing out the end result. For each and every promotion of an employee throughout his service in organization he/she receives a letter and this letter is used in the same way an increment letter is. (See Appendix#10)

✦ Salary Advance:

In Concord Salary Advance is Loan, but the main difference is that in case of loan the borrower has to pay a certain amount of interest on the borrowed amount but on the other hand in case of Salary Advance an employee needs not to pay any interest. Concord follows strong policies regarding salary advance and they are:

- ▲ A confirmed regular employee is eligible to apply for advance against salary in the prescribed application form.
- ▲ Maximum one month gross salary can be granted as advance.
- ▲ No interest will be charged on salary advance.
- ▲ Reasons for advance have to be justified and Department Head as well as HRD Department must verify that the facts stated are correct.
- ▲ Reporting Supervisor should make sure that relevant documents for the requirement of advance are submitted together with the application.
- ▲ Advances will be granted only if the employee is deemed able to pay back the amount without default.
- ▲ Full advance amount is to be reimbursed within three to six (3-6) months from disbursement in equal installments (for Senior Manager and above level: 3 month).

- ▲ For Salary Advance an employee can not apply within 1 year of settling a previous advance, if any. However, in certain exceptional cases of personal hardship salary advance may be granted at the discretion of the Top Management upon recommendation of the Head of Department & Head of HRD.
- ▲ Whatsoever the circumstance, no advance request will be considered if a previous advance is not fully reimbursed.
- ▲ Approval of advance will depend on the availability of fund.

In Concord any eligible person can apply for Salary Advance, but that has to be for valid reason. All the requests for Salary Advance should be submitted to HR department but before that the managing director will approve Salary Advances on a case to case basis.

✦ Communication Benefit:

Every regular employee of Concord gets the privilege to use Corporate Sim. Employees are entitled to spend certain amount money over mobile every month. The amount depends on the designation that an employee holds on to. For example: A Sr. Executive is entitled to spend 1200tk per month. If somehow the total mobile bill exceeds 1200tk then the excess amount is deducted from the salary at the end of salary period.

✦ Transport Privilege:

Beside Communication Privilege there is another privilege that has made the Employees life much easier and that is free transportation. Concord has its own staff buses which are driven on two different routes. One is from Savar to Gulshan via Mirpur and another one is from Motijheel to Gulshan. Concord also has luxury cars which are assigned for the personal uses of GM and Directors.

✦ Final Settlement:

Final Settlement is one of the major practices of HR department. Final Settlement is performed when an employee resigns or retires or is terminated. Like any other organization Concord takes the Final Settlement procedure very seriously and HR contributes to this procedure to a large extend. During the Final Settlement period HRD deals with any kind of adjustment that has to be made against the employee or against the company. It means that HRD clarifies all the dues that have to be paid to the employee and all the dues that have to be reclaimed. Since our point of discussion is Compensation n benefit out here so we will skip the dues part and concentrate more on the benefit part. After the settlement an employee basically gets three types of benefits. They are:

- 1) Gratuity
- 2) Provident Fund
- 3) Earned Leave

1) Gratuity:

Gratuity is a certain amount of money given to an employee after he retires or resign from the job. After a long service of five years or more in the organization an employee becomes eligible for such benefit. It is common practice in any organization. Concord is not exceptional from it. In Concord HRD is responsible for dealing with such benefit. If any employee resigns or retires from Concord after five years or more then that then he/she gets a certain amount of money as reward for the long service.

2) Provident Fund:

To make clear how the Provident Fund works in Concord, it would be easier for us if we look at a simple example: Let's assume an employee gets 30000tk per month, in that case his/her basic salary would be

$30000/33.33\%=9999\text{tk}$. 5% on this 9999tk would be 500tk. This amount of 500tk may seem very less but in according to Provident Fund policy this small amount of money is deducted from that employee's monthly salary till his/her separation from the organization. This deducted amount is kept as savings in the Organization's fund. When an employee resigns or retires from the organization he/she gets all of the savings from the fund. Another interesting thing Provident Fund is that if any employee sustains in the organization for more than two years then after two years the organization contributes to the Provident Fund as the same any employee does. It means that after two years 10% on the basic salary is saved as provident fund in which 5% is from the organization another 5% is from the deduction.

3) Earned Leave:

Just like the Provident Fund it would be better to use a simple calculation in order to clarify the benefit on earned Leave. Let's assume an employee gets 30000tk per month and his/her earned leave is in total 40 days. Before going in details we will have to calculate the 50% of 30000tk then we will have to figure out what would be the per day salary.

$30000/50\%= 15000\text{tk per month}$

Per Day salary: $15000/30= 500\text{tk}$

In order to calculate the benefit on earned leave we will have to use the per day salary (500tk) and the total earned leave (40 days), because after the separation that person will get an amount of total 20000tk as benefit. It means that at a rate of 500tk per day that employee will get 20000tk in total for the 40 days of earned leave.

※Employee Relation:

Employee Relation is another segment of HR which basically deals with these issues of Attendance of employees, Discipline and Penalties, Providing Employee ID Number, Termination and Vacation.

There are a total of 3 employees working in this segment. They are:

- a) Md. Tahmid Hossein, Assistant General Manager
- b) Chowdhury Aminur Rahman, Deputy Manager
- c) Md. Hasan Mahmud Udooy, Sr. Executive

The HRD tries to maintain proper relationship with its best effort. HRD tries to help the employees out from the moment of their joining to the end. HR staff makes sure that the employees would not face any problem throughout their service in the organization. As mentioned earlier HRD basically perform the following activities to ensure proper employee relationship:

✦ Attendance of Employees:

Concord believes that punctuality and regular attendance are to be taken very professionally and to be given due importance. All employees are required to maintain a satisfactory record of attendance which means employees should maintain a good attendance habit, regard coming to work on time, try to maintain the scheduled time as far as possible to complete the assigned jobs.

Concord has strict policies regarding employee attendance. They are:

- ▲ The standard office hours shall be 8 hours each day including half an hour lunch break from 10:00am to 6:00pm Saturday to Wednesday, but on Thursday the total office hour would be half of the regular office hour. It means that on Thursday the employees would have a half day

office from 10:00am to 2:00pm. Flexible office hours shall be followed for all employees excluding employees working under shifts.

- ▲ Employees must report at the office by sharp 10:00am and have to attend the required minimum 8 hours. Employees may be required to work additional hours based on organizational need.
- ▲ Employee attends office after 10:00am will be considered as a late comer. Three days of late attendance in a month will be penalized of one day salary.
- ▲ If anyone leaves before 6 without any consent of the proper authority then he/she will be considered as absent on that very day.
- ▲ Employees should notify his reporting supervisors through any means as far in advance as possible whenever unable to report for work or when they know they will be late or must leave early. Such notification should include a reason for the absence.
- ▲ If an employee is unable to report to work due to illness or expects to be late, he must call his reporting supervisor no later than 15 minutes after scheduled reporting time. Departments may shorten or lengthen the cut off time for reporting based on needs. If the reporting supervisor is unavailable, the employee should contact the next level authority/ supervisor. The employee should contact the HRD Department if no supervisor is available.
- ▲ Employee must obtain permission from his reporting supervisor/ authority in order to leave the office during scheduled work times. Employee who needs to leave office during normal work hours must notify as to where he will be and the expected duration of absence (outgoing/incoming register may be used).

HRD follows these policies in a very strict manner. HRD has its own software that keeps the record of everyone's absences, late. At the end of salary

period the data collected from this software are gone through and based on the data responsible personnel from HRD prepare the salary of each and every regular employee. Honestly despite using software still HRD has to follow typical way of managing attendance, because the software that is being used is not as good as it should be.

✦ Providing Employee ID Number:

HRD tries to provide the new employees with ID number as soon as possible just after his/joining, because without the ID number it is impossible for HRD to keep any permanent record of any new employee and to maintain attendance. So within few days after the joining of an employee, HRD provides him/her with an ID number as well as an ID card. But before that the employee needs to apply for the ID number and card through an application form containing all the information necessary to keep permanent record and to prepare an ID card.

✦ Termination:

According to the termination policy of Concord an employee needs to be given a prior notice one month before his termination (in general cases). But if an employee is terminated without any prior notice then that employee has to be paid an amount equivalent to one month salary. There is also the system of immediate resignation which could happen due to employee's desire, company desire, by breaking the rules of the company.

✦ Discipline and Penalties:

There are no specific regulations and Penalties regarding fowl practices in Concord except the fact of Absenteeism. Most of the cases penalties depend on the extent to which the fowl practices have been performed.

But when the matter of Absenteeism comes there are no rooms for consideration because Concord has specific policies against indiscipline regarding punctuality. They are:

- ▲ Punitive deduction: If any employee absents for a day or more then without any valid reason and approval then his/her salary would be deducted at the rate of one day salary for total days of absence. On the other hand for three days of late attendance, an amount equivalent to one day salary would be deducted.
- ▲ Verbal follow up: A verbal follow up with the employee will be done from the HR department if late attendance is marked twice to thrice in the same week. It will be a personal query to get the reasoning of the occurrence.
- ▲ Consulting the Supervisor from HR: HR will discuss the matter with the immediate supervisor of the employee if late attendance in 2/3 days a week is repeating from week to week which indicates a habitual tardiness.
- ▲ Written Warning: A written warning will be issued to the employee if he/she is late frequently (more than three days) in a row without any notice.
- ▲ Disciplinary Action & counseling: If no improvement is shown even after following action 1, 2 and 3 then a meeting will be called in with the supervisor of the concerned employee and any other line managers if necessary to discuss the matter, take their recommendations and feedbacks. HR, if required with the supervisor will counsel the employee on the matter and get his/her commitment to improve.

If someone fails to improve even after action 4 HR will take disciplinary action up to dismissing the employee from appointment.

✦ Vacation:

Concord facilitates its regular employees with different types of leaves. Basically besides the government holidays there are four other types of paid vacation that a regular is eligible to enjoy throughout their services in the organization. These four types of vacations are:

- 1) Casual Leave
- 2) Sick Leave
- 3) Earned Leave and
- 4) Maternity Leave

1) Casual Leave:

A regular employee is entitled to enjoy 14 days of Casual Leave in one year. He/she can apply for such leave at anytime. But he/she has to be careful about using this leave, because if he enjoys casual leave for more than three consecutive days then the number of days exceeding three days will be deducted from his earned leave. In order to enjoy this vacation an employee will have to fill up a certain application form and then he needs to take approval from his immediate supervisor.

2) Sick Leave:

An employee is basically entitled to enjoy 10 days of sick leave in a year. Before applying for such leave the employee needs to make sure that he/she has got proper medical certificates regarding his/her sickness. Otherwise authority might refuse to approve his leave. If any employee gets severely sick and if he is required to take leave for many days then in such case Concord considers his requirement and grant him leaves for more than 10 days.

3) Earned Leave:

Every regular employee can earn a leave after every 18 days of service in the organization. But such leave is applicable for only those who have been confirmed after the end of his six months probationary period. Since an employee earns leave after every 18 days so that means in a year they can earn 20 days of leave. Whether to use these leaves or not totally depends on the employees. But they need to keep in mind that if they earn 40 days of leave then after 40 days no more earned leave would be added to the existing leaves. So Concord suggests its employees to use their leaves wisely.

4) Maternity Leave:

An expecting employee is entitled to enjoy 16 weeks of maternity leave. But for that she will have to apply for such leave with a special Maternity Leave Form and have to submit a medical report with the expectation date mentioned in it. If the maternity leave gets approved then she will be able to enjoy 8 weeks of leave before her delivery and 8 weeks after that.

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※Others:

Other than the mentioned formalities, Concord HR department has another program which is the Internship program for the fresh graduates. Normally, the internship agreements are:

- ▲ The starting and ending date of the internee and the internee will perform such duties as the Company may require.
- ▲ The Internee shall devote the whole of his/her time, attention and ability to the business and affairs of the Company. The Internee shall not without the previous written consent of the Company be concerned or interested directly or indirectly in any way in any other Internship during the period of his/her internship at the Company.
- ▲ The Internee will be paid a lump sum allowance for food and travel of **BDT 4,000** (Taka four thousand only) per month. The Internee will be responsible for paying all of his/her taxes, if any.
- ▲ The Company reserves the right to terminate contract of Internship forthwith and without assigning any reason whatsoever and without any previous notice, at its sole discretion.
- ▲ The Internee, on completion of the Internship Period will submit an Internship Report to the Company, if so indicated by the Company.

After it ends, the internee will get a certificate by the director of the respective department that he has worked for.

*“My assignments throughout the
Internship Period”*

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Through Out my internship program it had been a great experience for me, because I got the chance to work on different aspects of HR at a time. On my first day in Concord HRD, I was told that I would have to work on HRIS (Human Resource Information System) throughout my internship period. But eventual I got involved with different types assignments besides my main job assignment. Mainly I had been given three other assignments along with HRIS. My assignments were:

- ▲ HRIS
- ▲ CV Sorting and Conducting orientation program
- ▲ Preparing Appointment Letters for about 480 employees
- ▲ Preparing Appraisal Form for all the confirmed employees and
- ▲ Conducting salary Survey

✦ HRIS:

Developing a HRIS was my main area of concentration. On my first day I was given a proper guideline how to work this assignment. I was told to develop a database on MS Excel. For that I had to go through 848 personal files and collect all the information regarding everyone's Name, ID number, Designation, Department, Joining Date, Birth Date, Blood Group, Present Salary, Last increment amount and date, Last Promotion amount and date, certificates and so. Then I had to prepare a personal information form on MS Word containing all the points that would be covered with my database. The main purpose of my assignment was to develop a system through which the HRD will be able to get necessary information related to an employee without going through the personal file. So in that case I had to use mail and merge option so that I could get all the information from the form just by entering the employee ID number.

✦ *CV.Sorting and conducting orientation program:*

Working in recruitment section was the most interesting among my assignments. I was assigned to sort out CV's based on certain criteria. Basically I had to deal with executive Jr. Engineer level candidates. Besides sorting the CV's I had to prepare written exam and Interview schedule for the candidates and most importantly I had to make sure that recruitment process is being done properly. Another interesting part of this assignment was that I had to conduct orientation program with newly recruited employees regarding the policies.

✦ *Preparing Appointment Letters for about 480 employees:*

Actually this assignment was not preplanned for me. No one in HRD was prepared for this assignment. In the middle of February suddenly Strike broke out at Foy's Lake. Every employee of Foy's Lake joined the strike. The main issue behind the strike was that they are being neglected. Their primary demand was to regularize their job so that they can enjoy all the facilities that an regular employee gets. They had other issues, but our main concern was to deal with their regularization. While our GM and AGMs were busy with negotiating with the employees on other issues, we were assigned to prepare appointment letter for all the employees from Foy's Lake and Fantasy Kingdom. It was basically a group assignment and three of us were involved in this assignment. We had to prepare the appointment letter in Bangla. So what we did is we developed a format for the appointment letter and we just put the name, Address and salary break down in the format. Likewise we prepared the appointment letters for approximately 500 employees. It may seem very easy but we had to go through a lot of trouble just to get this assignment done on time, because we were given just four days to complete it. (See Appendix#11,12,13,14 & 15)

✦ *Preparing Appraisal Form for all the confirmed employees:*

This assignment was actually a combination of my HRIS and the Appraisal form that we had to prepare. Preparing the Appraisal Form was a part of Yearly Increment and Promotion. One of my seniors and I were involved in this assignment. We were given a thorough guideline on how to deal with the assignment. We were asked to prepare an Appraisal Form on MS Excel; then all we had to do is Mail and Merge with my HRIS so that just by entering the Employee ID Number we could fill up the Form. It was a successful assignment for both of us we managed to complete it before the deadline perfectly. (See Appendix# 16)

✦ *Conducting salary assessment:*

This assignment was more about analytical process rather than any fix process. The main purpose of this assignment was to analyze the current salary of every Drivers and Attendants and to decide whether they should be given increment or not. All I had to do is just go through the personal profile of every driver's and Attendants and based on their Experience, Previous History of Increment come up with a figure that they should get as raise. After my analysis was done our AGM gave a feedback on the analysis and came to a final decision.

※Conclusion

After all the discussion we can come to conclusion that Concord has a Human Resource Department which is a combination of both some bad and good aspects. But since Concord has maintained its position rigid in the market as one of the biggest and most successful Private company Bangladesh, so it is obvious that its HRD has more good aspects rather than bad. There is no limit for improvisation. If HRD is to increase productivity, reduce costs, and improve their organization's competitive advantage, they must focus on how to properly manage personnel. Because today's workforce has become increasingly diverse and as a result HRD are being needed to stay ahead of the labor force and start implementing more ways to maximize the benefits of employees in order to get what they need from it resources. The ways can be creating effective motivation and leadership, recruiting and retaining the right personnel, rewarding and treating employees fairly, establishing an environment that supports the people and benefits the organization and most importantly establishing an efficient HRD with efficient HR personnel. Because Organizations are relying on their skilled HR personnel to get the people who get the job done, and of course, make the company money.

× Recommendation

Concord HR department is efficient enough to maintain the responsibility of the company. But, after working there I found out there are some sectors where the department needs to rewrite the system. Below listed are some of the recommendations that I came up with:

- ▲ Concord needs to maintain the time when calling the candidates for written exam, when taking the written exam and at the time of fixing interview.
- ▲ Salary Structure should be reviewed
- ▲ Overtime hours need to be reduced.
- ▲ Should have training programs in order to increase efficiency level of the employees.
- ▲ Automation of HR practices should be initiated.



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