



Inspiring Excellence

Internship Report

On

“Operational Excellence in HR Services at Integrated Security
Services Limited (ISSL)”





**“Operational Excellence in HR Services at Integrated Security
Services Limited (ISSL)”**

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Letter of Transmittal

20 April 2019

To

Ms. Raisa Tasneem Zaman
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BRAC Business School
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Subject: Submission of Internship Report on “Operational Excellence in HR Services at Integrated Security Services Limited (ISSL)”

Dear Madam,

It is my privilege to present to you my Internship Report on the topic titled “Operational Excellence in HR Services at Integrated Security Services Limited (ISSL)”.

It was an honor for me to work on the given topic under your guidance and support and I gladly inform you that I have been doing my internship at Integrated Security Services Limited (ISSL) from 15th of January 2019 to 15th of April 2019 under the supervision of Mr. BM Javed Hassan (Manager, HR). This opportunity to work under him has helped me a great deal in the practical ground of Human Resource. While working on this paper I tried my best and followed the instructions and guidelines given by you along with those given by my Company Supervisor. It is an essential part of my internship program and I have tried to make it as informative and precise as possible.

I sincerely thank you for giving me proper direction all the way along with my HR Supervisor Mr. BM Javed Hassan for being a guardian figure in ISSL and guiding me during my internship there.

Sincerely,

Shaneela Sharif Rishta

13204073

Letter of Endorsements by the Supervisor faculty

This is to certify that the internship report titled “Operational Excellence in HR Services at Integrated Security Services Limited (ISSL)” has been submitted as a prerequisite to complete the degree of Bachelor of Business Administration, with the Major in Marketing and Minor in Human Resource Management; from BRAC University carried out by Shaneela Sharif Rishta, ID: 13204073, under my supervision.

Ms. Raisa Tasneem Zaman

Lecturer

BRAC Business School

BRAC University

Acknowledgement

First and foremost I thank Allah, the almighty and the merciful and my parents for their support and faith in me for completing this report successfully. I am indebted to my academic supervisor, lecturer of BRAC BUSINESS SCHOOL **Ms. Raisa Tasneem Zaman** for believing in me and supporting and encouraging me with her knowledge that helped me during my internship tenure. I am also thankful to **Mr. BM Javed Hassan** (Manager, HR Operations), my company Supervisor and **Major Abul Hasnat Sir** (Executive Director) because it would be impossible for me to finish this paper without their help. Alongside these people there are also those to whom I would express my heartfelt gratefulness; my friends, family, fellow interns and all the staffs of ISSL for their relentless effort and providing me with important documentation and advice to reach my goals and finish this report.

I also thank all those people who directly or indirectly supported me in this long process.

Last but not the least, my gratitude to OCSAR of BRAC University for helping me from time to time in completing my internship report.

Executive Summary

Integrated Security Services Limited (ISSL) started its journey in 1995 and today is among the leading security service providing companies in the country. In this era of modernization, the aim of forming this security company was to bring qualitative changes to the security service available in this country. The management team has an outstanding performance record and the company has been providing security service to leading companies in the country since its very beginning.

In this report the main objective is to discuss the operational excellence of the HR department of ISSL and give a brief outline on ISSL's background, business process, different departments and how they function. Main focus is given on the HR department and how it carried out its operation. I tried to provide as much information as I could about their responsibilities to give the readers an idea of this department.

Employees are one of the most vital and precious elements of an organization and for ISSL it is even more applicable because they are based on providing manpower security services to their clients. So naturally one of the most important departments of the company is HR as it is up to them to select those people who are going to represent their company and uphold the company reputation. They not only select those people but provide them with necessary training, prepare them and look into all the official affairs of that employee during their serving period for that company.

Here I have stated what were my responsibility and involvement with the department to share my experience in ISSL. I have also mentioned the challenges that came my way while my period of internship. Moreover, I have provided some suggestions from the information I have gathered from the employees' perspective that might help the company achieve its goal.

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PART: 1

Overview of Integrated Security Services Limited (ISSL)

Integrated Security Services Limited (ISSL) started its journey in 1995 with a group of retired defense personnel. As of today it is among the leading security service providing companies in Bangladesh. The aim of forming this security company was to bring qualitative changes to the security service available in this country during the mid-nineties. They have expert and qualified managing team with impeccable performance reputation who are known to have served previously in high ranks of government security sectors for many years. This has contributed quite a lot to the development of ISSL in a very short time.

From the very beginning, the company has been providing manpower based security to Hotels, Banks, Factories, Offices, Power Plants, Installations, Residences, etc. ISSL is providing services to 13 banks and their ATMs all over the country. Till date, their clients include more than 250 multinational companies like Hongkong and Shanghai Banking Corporation (HSBC), Dhaka Sheraton Hotel, Pan Pacific Sonargaon Hotel, Radisson Water Garden Hotel, British American Tobacco Bangladesh (BATB), Robi Axiata Limited, Grameenphone Limited, Unilever Limited, IsDB-BISEW, Nestle Bangladesh Ltd, Occidental, Cairn Energy Plc, KAFCO, ONGC, PGS Onshore (BD) Ltd, China GEO-Engineering Corporation, Berger, Larsen & Toubro, Eastern Bank Ltd, Premier Bank Ltd, Prime Bank Ltd, Bank Asia Ltd, James Finlay plc and many other along with some respectable UN Organizations like WFP, UNDP and WHO. The company now has over 7000 security staffs appointed all over the country including institutions in Sylhet, Chittagong, Khulna, Rajshahi, Comilla, Bogra, and Barishal.

Business Overview

To keep up with their modernization and expansion strategies they have come up with cash carrying operations in their own inconspicuous transportation with armed security staffs and communication system which is controlled centrally. They have been providing this service for their clients which specially comprises of various banks and multinational companies for quite some time. They are also specialized in escorting convoys of goods carrying trucks in various destinations all over Bangladesh. Over the years ISSL has also specialized in Event Security. Most of the Event Management companies in the country look up to them for providing security to various events organized by them throughout the country. Along with these they also specialize in other tasks like consultancy, planning, supplying and repairing of automated tools like CCTV, Access Control, Metal Detectors, Burglar Alarms, etc. ISSL takes care of security as a whole so they have secondary facilities like supplying clerks, waiters, sweepers, etc. to their customers. ISSL is a founding member of Bangladesh Professional Security Services Providers Association (BPSSPA).

Mission

“Integrated Security Services Limited is determined to provide quality service and products based on efficiency in accordance with national and international standard, exceeding customer expectations in all aspects.”

Vision

“Integrated Security Services Limited shall be the pioneer provider of security related service and equipment in Bangladesh.”

Objectives

The organization follows some objectives to run their operations suitably. The objectives of Integrated Security Services Limited (ISSL) are given below:

- Increasing the types of services that they have.
- Expanding of the business network by opening more branches across the country.
- Developing operative techniques for quick delivery of service to their clients
- Provide all types of security related equipment to companies.
- Ensuring work satisfaction for all employees to get good performance.

Values

To ensure that their vision is achieved, they have set few values. Those are given below:

- Reliable
- Integrity
- Excellence
- Straight forward
- Inclusivity

Strategies

Integrated Security Services Limited follows the following strategies:

- **Functional Level Strategy:** Functional strategy is the word mainly used by a business area for realizing the goals and strategies of an organization through the optimal maximization of all the resources. Integrated Security Services Limited (ISSL) focuses on the efficiency, quality, reliability, physical attributes and company integrity.

- **Business Level Strategy:** Integrated Security Services Limited (ISSL) uses cost leadership strategies.

Organization Structure

Head Office:

The head office of Integrated Security Services Limited (ISSL) is located at House# 34, Lakeview Road, Nikunjo-01, Dhaka-1229, Bangladesh.

Branch Offices:

The branch offices of ISSL outside Dhaka are located in major cities of Chattogram, Sylhet, Khulna, Bogura, Cumilla, Rajshahi and Barishal.

Management:

In order to run a business as large as Integrated Security Services Limited (ISSL), various tasks need to be performed. This is why the management level has been designed in such a way as to help the employees to better understand their parts and job responsibilities so that they can contribute to the company's overall performance and help it to attain its goals and objectives. In ISSL there are two main levels of management.

- **Strategic level:** This level comprises of directors only. Considering the fast growing and ever changing market aspects they set the organization's goals and objectives, prepare or modify business strategy and action plans to achieve those goals and objectives and monitor the execution level to ensure smooth flow of business activities.
- **Execution Level:** This level is divided into five levels of staffs. Those are:
 - **Executive Director and General Managers:** They are responsible for creating short term, midterm and long term plans that support and help the company to achieve the main objectives.
 - **Managers:** They assist the General Managers to prepare work strategy and action plan, organize the departments, explain to employees the work instructions and receive regular performance feedback from them. Besides they are also responsible for creating a safe, comfortable workplace for the employees, etc.

- **Executives and Officers:** They execute the instructions given by the managers in a proper manner and report to them with the progress, build a strong team with all the staffs and exhibit high level of professionalism, achieve maximum productivity and quality in service.
- **Inspectors and Supervisors:** They report to executives and officers to ensure that employees abide by the company procedures and practices at all times.
- **Employees:** They carry out the day to day services; follow Standing Operating Procedures (SOP) and Safe Work Practices and performing with high accuracy, efficiency and individual responsibility. Last but not the least their most important role is to get appreciation from clients and maintain the company reputation.

Within the execution level resides the various departments of **Finance and Accounts, Human Resource, Admin, Business Development and Marketing, Technical, and HSEQ.**

- **Finance and Accounts:** The movement of money across the company is managed by them. In ISSL the managers of this department are responsible for creating the company's financial statements and managing the accounts not only for legal purposes but also in company assessment process by providing information of financial performance of the company, budgets for investing in resources like equipment and training of employees to carry out the jobs, etc.
- **Human Resources:** Human Resources Department carries out planning and forecasting of employee requirements and also takes care of recruitment and selection procedure. They make sure that the entire business process in the organization complies with HR, HSE, Quality Management and other business policies. The development of employee competency and overall company productivity is key priority within ISSL.
- **Admin:** They take care of necessary administration work and also look after the daily operations of ISSL.
- **Business Development and Marketing:** Business Development increase business by understanding customer needs, creates strategy with the changing market aspects of Globalization. Marketing Department focuses on conducting market research to design the appropriate programs and campaigns, marketing promotions to attract new clients.
- **Technical:** They look into all the technical issues, like what equipment and machineries are required to provide services to the respected clients. Different companies have different kinds of security threat so they find out suitable technical support for each company or events. Also, they are responsible for providing technical support to the organization in training programs and other company events.

- **Health, Safety Environment & Quality (HSEQ):** The work of this department is to provide support service to the HR department. Ensuring Health, Safety and Quality in each business process of ISSL without harming the environment is the prior responsibility.

Products and Services

For a security company the basic product is its skilled security staffs but due to technological advancements in today's world and to keep updated and equipped to face any modern day threats or terrorist attack, a combination of people and equipment both are required to ensure maximum safety. Below are the list of products and services offered by ISSL:

List of products:

- Archway Metal Detector
- CCTV Camera and monitor
- Hand Held Metal Detector
- Access Control System
- Under Vehicle Search Mirror
- Walkie Talkie Sets
- Deep Search Bomb Detector
- Smoke/Heat Detector

List of Services:

- **Guard Service:** They are specialized in providing supervisors and unarmed security guards to various facilities.
- **VIP & Executive Protection:** They provide experienced, both armed and unarmed security staff for giving protection to VIPs and executives as required.
- **Cash in Transit (CIT):** They have special cash carrying service in their own inconspicuous mode of transportation with equipped guards and communication system which is controlled centrally.
- **Escorting Convoys:** Vans and containers carrying cargo are accompanied to various destinations across Bangladesh.
- **Event Security:** ISSL is well known for offering their expert safety services to numerous events. Services include Access Control, Mob control and Physical Security of the venue.
- **Electronic Security:** They supply, advice and repair every type of electronic security equipment.

- **Auxiliary Service:** Besides security they also provide other facilities like Junior Officers, Clerks, Tea Boys, Messengers and Cleaners to their clients.
- **PEV/ Background Check:** They provide background checking, PEV, Insurance Claim etc. for their local and international clients.
- **Security Survey:** Experts conduct security surveys of the locations asked by the clients.
- **Anti-Counterfeit Operation:** On client demand they have special team to perform anti-counterfeit operations.
- **Supply of Radio Communication Equipment:** They hold BTRC license and also import and supply all sorts of Radio Communication Equipment.
- **Training:** Apart from regular training they also train security officers going overseas for service.

Key Personnel Details/ Management Team

Name	Designation
Major A A M Amir-ul-Kamal (Retd)	Managing Director
Lt Col Sk. Md. Abdur Rashid, psc (Retd)	Director
Lt Col Khalid Azam, psc (Retd)	Director
Lt Col M Iqbal Shafi (Retd)	Director
Major Abul Hasnat (Retd)	Executive Director
Captain Ashraful Islam (Retd)	General Manager (CTG)
Major Md. Shahid Ullah (Retd)	Deputy General Manager (HO)
Major Khan Modasser Hossain	Deputy General Manager (HO)
MD. Lutfor Rahman	Deputy General Manager (CTG)
Mr. Syed Shahnur Islam	DGM, Finance & Accounts
Md. Mustafizur Rahman	Manager, Operation (CTG)
Mohammad Abdul Quddus	Manager (SYL)
BM Javed Hassan	Manager, HR & Admin
Mr. Mridul Kumar Sarker	Manager, Operation & Business Development
Md. Mobassher Ahmed	Manager, CIT (HO)
Mr. Ikhtiar Ahmed	Manager, Technical (HO)
Md. Nazrul Islam	Manager, Transport (HO)
Syed Tofayel Mostafa	Assistant Manager, Operation (SYL)

Description/Nature of the Job

Integrated Security Services Limited (ISSL) appointed me for the position of an intern in their Head Office in Nikunjo-01. I worked in the HR department under the supervision of HR Manager Mr. BM Javed Hassan. The HR department is a major department of ISSL and I had an amazing experience working here. As it is a manpower based security company the responsibility on HR is huge and work pressure is immense. In the first week I was not given any specific task but was asked to study the company to gather as much information about the company and all the departments as I could. I was given the permission to access other departments and talk to the employees to know about the operations of the company and any kind of information related to the company and employees that are not confidential. After that I was asked to prepare a report and present to my manager in a brief summary of what I have learned and what interested me in this whole set of activities. I was interested in how the company established relationship with its clients and how HR managed to maintain the smooth flow of communication and was assigned in that department to work during my internship period.

My tasks included arranging for meetings with both prospective new clients and old, responding to clients' queries and complaints after discussion with my supervisor, updating clients' list and information, writing incident reports, escort duty report and note sheets to the directors. Apart from all these daily activities I performed any other tasks given to me by my supervisor. This process helped me to learn a lot and get some idea about how the company operates.

PART: 2

Introduction

Rationale for Selecting the Report

Internship Program is a systematic process of collecting and documenting information and analysis of that information. It is a prerequisite for all the students at BRAC Business School of completing the BBA (Bachelor of Business Administration) program at BRAC University. Hence, the report is given to me as part of my internship process and with this internship report I intend to complete my BBA program. The topic that I have chosen for my study under the supervision of my respected Faculty Supervisor, Ms. Raisa Tasneem Zaman is “Operational Excellence in HR Services in Integrated Security Services Limited (ISSL)” and the aim is to get a clear concept about the role of HR in this company and the need to understand the interconnection between the organization and its employees and the impact of HR in an organization, because HR manipulates the employees through training and put everything in a systematic way in the organization.

Problem Statement

The word “Security” is derived from the Latin word SECURAS meaning safe in simple words. Security may be described as protection, guard, defense against fear, anxiety and danger, against any eventuality of loss or damage irrespective of its nature and importance. Usually it is seen that people report a crime after it has been committed. Once a crime is committed, law enforcements attempt to arrest the suspect. Unfortunately this cannot stop the increasing rate of crime. Therefore prevention of the crime is better than trying to cure after occurrence. If a well-protected or safeguarded object can be considered as in a state of being secured, then it has to be well protected or safeguarded against all possible dangers from every angle, like misuse and abuse, burglary, theft and pilferage, fire, etc. and above all subversive activities.

During recent times security threats pose great risks to individuals, organizations, countries and regions around the world. Security issue is one of the most important concerns in our country. As such safety and security has become a basic demand for everybody. That is where security companies come in. They provide all types of securities to our assets and premises even to individuals so that we do not have to worry about those risks anymore.

Scope

This report basically deals with the HRM operations in Integrated Security Services Limited (ISSL). The report is mostly focused on my observation during my internship period surrounding the company. While working there I have found that as most of the officials working the company are from defense background and from public sector. They work in that rigid disciplined way but private sector companies are much more lenient and though guards need to be trained in strict manner in my opinion they should include in their training how the guards can adapt to the environment of the new companies in the private sectors and provide the best quality of service so I tried to motivate them in that manner. This study has allowed me to enhance my knowledge about the Human Resource Practices, issues and modern day models and HR techniques at ISSL in terms of both theoretical perspective and practical usage. It would now benefit me to some extent to use this practical knowledge for my future endeavors to work and succeed in leading companies because now I will be able to differentiate and use my skills both practical and theoretical to improve their HRM practices.

Delimitation

Tasks and limitations are correlated. Where there is a task there is a limitation as well. All the staffs of Integrated Security Services Limited were very kind and cooperative. Despite remaining extremely occupied with their responsibilities at work, still they found out time for me and tried to provide me with all the necessary information as per the company rules and regulations. Although I did not come across any serious problem during my internship there but some limitations were present in the period of working on this paper. There have been some

constraints in terms of access to collection of information, scope of the study and time. After giving utmost time and effort to prepare this report these are the limitations I came across:

- Access to collection of information: Due to having limited access it was difficult to give a clear idea. Non availability and confidentiality of the HRD due to the company policy of providing sufficient information posed as an obstacle in completion of the report. (may include more info)
- Scope of study: Due to confidentiality, time constraint it reduced the scope to gather more data and for me to enhance my learning and understanding about the operations of an organization.
- Time constraint: Writing this report while continuing my internship proved a bit difficult to maintain at the same time. It seemed there was not enough time that I could allocate to my report properly besides continuing with the internship. Therefore, I could not conduct more in depth study of the organization as I would have hoped for due to limited time.

Objectives

The objectives of the report are:

Broad Objective:

- To develop knowledge about how the Human Resource works in ISSL and give a general idea about its HR operations.

Specific Objective:

- To analyze the HR Services of Integrated Security Services Limited (ISSL)
- To develop suitable training and other programs for employees going to work with the new company environment
- To find out the rights of employees with the company rules and benefits in Integrated Security Services Limited (ISSL)

- To find out the area of improvement for HR services in Integrated Security Services Limited (ISSL)

Research Questions

- I. What are the current training programs for the employees at ISSL?
- II. What are the rules regarding compensation and benefits for the employees?
- III. What are the areas of improvement for HR Service at ISSL?

Literature Review

Human Resource Management is, “the policies, practices and systems that influence employees’ behavior, attitudes and performance” (De Cieri, Kramar, Noe, Hollenbeck, Gerhart, and Wright, 2008, p5).

Delery and Doty (1996) emphasize that the best HRM practices, once recognized and implemented would always produce enhanced organizational performance.

The work of Human Resource Department is related to handling the human capital of a company. For any company its workforces are the most valuable asset (Rouse, 2017) so it is the company’s duty to take care of them because when the relationship between the workforce and the managers strengthen they provide better services to their customers in the process.

Human Resource Division of Integrated Security Services Limited (ISSL) is in charge of planning and forecasting employee requirements and dealing with recruitment and selection procedure within the company. They also have to formulate and implement different policies related to employees’ welfare, compensation and benefit, leave, allowances, travel, transfer, employee code of conducts, recruitment, performance management, promotion etc.

Conventionally the duty of HRM in organizations was based on supporting the company’s operations by dealing with the staffs in such a way that they become committed to the company and help it to achieve its goal (McGunnigle & Jameson, 2000). For this reason the HR managers have a lot of important responsibilities because they handle the details of the procedure of personnel administration as that in turn decides the future of the company, how capable is the workforce because that alone can make or break a company. So managers have to design and carry out the human resource activities keeping all these in mind like the recruitment and selection process or designing the training and development programs bearing in mind the needs of the employees also providing benefits and incentives so as to motivate the workforce to perform even better than they currently are. In this way HRM managers are responsible for creating values in their workplace for the company. (Huselid, Jackson, and Schuler, 1997).

Methodology

Methodology is associated with the overall strategy and statistics of preparing a report. Starting from the very beginning till the end of the report I tried to prepare it in a systematic way.

Selection of topic:

Firstly after getting the chance to complete my internship at ISSL I was asked by my company supervisor to list some topics of my interest for my report. After a discussion with my faculty supervisor this is the topic I decided to complete my internship report on.

Types of data:

To answer the research question and address the report objectives usage have been made from primary and secondary sources.

Sources of data:

For the collection and analysis of data I have opted for a variety of data collection process. These include interviews, observation, experience, websites, company documents, etc.

The details of these sources are highlighted below:

Primary Sources of Information:

- Face to face discussions with the ISSL HR division
- Interview with ISSL staffs
- Observation during my desk work

While working at ISSL I conducted face to face interviews in many sittings with the HR division and staffs of other departments for collecting primary information. I would like to mention the names of few people here who have helped get all the relevant information despite being extremely busy with their routine work. My gratitude to **Major Abul Hasnat Sir** (Executive Director), **Mr. BM Javed Hassan** (Manager, HR & Admin), **Mr. Mridul Kumar Sarker** (Manager, Operations & Business Development) and many more whose name I could not add for their help and support. Special thanks to my Supervisor, **Mr. BM Javed Hassan** who has helped

me tirelessly throughout my internship process. If not for their help and cooperation it might have been extremely challenging for me to collect authentic information and the successful completion of the report.

Secondary Sources of Information:

- Internet
- Company website
- Various documents of ISSL
- Manuals, journals, articles and books related to the topic

In case of secondary information, I had to take help of the internet, more specifically their company website mostly. Many valuable facts were available from various documents of the company as well.

PART: 3

Analysis and Interpretation of the Data

In this segment of my report I have tried to provide the answers to my research questions and the data I have collected through my primary and secondary sources. A detailed analysis of my data interpretation is given below:

Overview of ISSL HR Department

I realized during my internship tenure that the HR Division is the most important department within ISSL. Human Resource Division of Integrated Security Services Limited (ISSL) is in charge of planning and forecasting of employee requirements and handling recruitment and selection procedure within the company. They also have to formulate and implement different policies related to employees' welfare, compensation and benefit, leave, allowances, travel, transfer, employee code of conducts, recruitment, performance management, promotion etc. as they had policies regarding confidentiality, the management could not disclose detailed information about all the policies and how they work. So, in this paper only those information are presented by me those which were available in the company documents, websites and face to face interviews and discussions with the employees. Furthermore, they also have to make sure that the entire business process in the organization complies with HR, HSE, Quality Management and other business policies. HR department consists of Director of HR, General Manager, Deputy General Manager of HR, Manager of HR and HR personnel. The development of employee competency and overall company productivity is key priority within ISSL. Collection of the information given below has been done from various company documents, interviews with the employees, etc.

While interviewing them I got to know that the Human Resource Department has to carry out a series of activities for the long term success of the company. These are:

- **Recruitment and Selection Procedure**
- **Training and Development Stage**
- **Performance Appraisal Methods**
- **Compensation and Benefit Plans**
- **Employee Relations**

As ISSL is a security provider company depending heavily on its selection of security personnel, importance will be given mostly on the processes and activities related to the hiring and

- The different branches of the company also work as Information Centre for recruiting staffs.

It is mandatory for an applicant to meet the following criteria for recruitment:

<u>Inspector</u>	
Age	: 35 to 55 years
Qualification	: Minimum Class VIII, SSC qualified is preferred
Height	: Minimum 5 ft. 4 inch
Chest	: 30-32 inch
Preferably retired Junior Commissioned Officers from Armed Forces	

<u>Supervisors</u>	
Age	: 30 to 45 years
Qualification	: Minimum Class VIII, SSC qualified is preferred
Height	: Minimum 5 ft. 5 inch
Chest	: 32 inch
Educational certificate and character certificate from local chairman is mandatory. In case of defense recruits release document is required along with minimum 2 years of experience in the relevant field.	

<u>Guards</u>	
Age	: 18 to 45 years
Qualification	: Minimum Class VIII, SSC qualified is preferred
Height	: Minimum 5 ft. 4 inch
Chest	: 32 inch
Educational certificate and character certificate from local chairman is mandatory.	

Consequences of Forged Documents/ False Information:

Integrated Security Services Limited (ISSL) has very strict policy in case it is found with sufficient proof that any applicant or existing employee has presented fake documents or invalid information from the time of submitting the employee information (Curriculum Vitae) to the organization till the end of the service term for that employee. ISSL HR has the right to terminate that employee without any warning or prior notice, reward or compensation and take any legal actions if necessary.

Selection Procedure:

Once the candidates applying for office positions have appeared for written exams they are then shortlisted from there, the primary selection is done by the HR Department and then they are contacted through email and phone call for interview in front of the interview board. As described by Mr. BM Javed Hassan during our discussion sessions, after completing the interview they are short listed again and sent to the board of directors for interview. The final selection is done by the board of directors after all the other formalities like salary negotiations, job responsibilities, etc.

During focus group discussions with the other staffs I got to learn that after the completion of the recruitment process of security staffs they go through the following process for selection:

- Upon arriving at the recruitment point, the candidates are required to provide the following documents to the Recruitment Officer:
 - National ID Card/ Birth Certificate
 - Certificate of educational qualification
 - Updated Certificate from Local Chairman (Original copy)
 - Certificate from local elite/ ward member
- The next step is inspection of the candidate to see whether he/she meets the company's physical requirements of employment
- In the third step the candidates sit for a written test
- After passing the written exam the selected applicants are interviewed by the Branch Manager, HR Manager and Operation Director for final selection.
- The moment an individual is selected, in this step the company then writes to the local police station for verification. There are teams within the company too who carry out individual's verification.
- In the last step as soon as an individual is selected, he/she is put through training for 21 days in the training school. Along with the basics, the selected individual is given special training on security measures during this period.

This marks the end of this recruitment and selection process for both office executives as well as the security staffs.

Training and Development

Development through Training

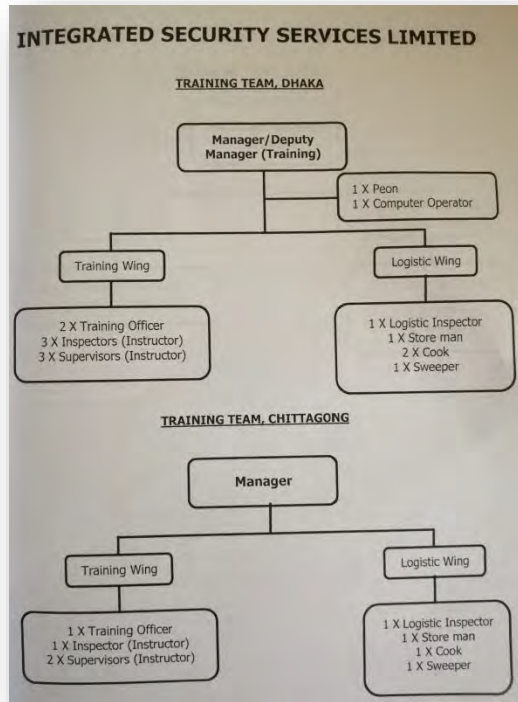
In every well reputed organization training is an essential part for all the employees. It not only benefits the employees by enhancing their skills and abilities but also benefits the organization as well. ISSL believes a good training program is for this reason very important for the development of the employees as well as the organization because it focuses on both personal

and professional development. I have seen while working there the employees are focused on their jobs and careers and always want to learn new set of skills to increase their competency, or acquire a set of skills that makes them stand out from the rest of the group. Companies should

therefore design training programs keeping in mind that employees reach satisfactory level of performance to maintain and uphold the company reputation.

Training

As ISSL is a security company, the importance of training can never be over emphasized. Apart from training the officials the security staffs also need special training to prepare them for facing any kind of security threat. In this ever changing competitive world security profession is now a specialized line of work across the globe. Training is essential to acquire professional competency, specialization and motivating a person to fulfill his professional commitment to his employer. Also I have observed the employees in ISSL believe that training prepares a man to face the challenges of the practical world with



courage and confidence. There, the importance of training can never be overlooked in this company.

Mr. BM Javed Hassan has described keeping in mind the necessity of training the company has designed a comprehensive training package for all their employees. This training package includes theoretical as well as practical programs like indoor, outdoor and on the job training as required by the employees.

Types of training:

1. **Basic Training for New Intakes:** A twenty one days training program for new intakes in batches of twenty, covering the predetermined syllabus containing the company policies, employee behavior module and the Dos and Don'ts that one has to follow as an employee. They provide free accommodation for security staffs at subsidized rates during training.
2. **Refresher Training:** It is a week-long training program conducted every six months for guards and supervisors to revise forgotten lessons and teach them about new ideas and developments in the security sector.

3. **Supervisors' Training:** From company documents and policies I have come to learn that Supervisors are generally retired non-commissioned officers of ex defense background. They also participate in a week long training program after recruitment to gain knowledge about company rules and regulations, types of security threats and how to supervise guards on duty in different locations and also to get familiarized with the company.
4. **Orientation Training:** The aim of this training is to prepare the guards for their duties in their respective posts. This training also lasts for a week generally.
5. **Officers' Training:** The office staffs also participate in training programs with preset syllabus and as required by their respective departments.

The company has fully functional training schools at Dhaka, Chattogram and Sylhet. They also train security staffs for their clients for employment abroad.

Performance Appraisal

It is due to performance appraisals that many aspects of employee outcomes are influenced like promotions, bonuses, merit pay and even termination. The performance appraisal system of Integrated Security Services Limited (ISSL) is very efficient in terms of evaluation. From our interview sessions I got to learn that it measures on the job performance of the employees in ISSL. Based on the evaluation if the performance is satisfactory the company offers incentives and increments to the employees and if the performance is not up to the mark then that particular employee is given a warning to perform better. Based on the performance appraisal evaluation ISSL provides promotion for the staffs.

At ISSL the performance appraisal system is fully functional and arranged in such a way that it can evaluate the competency of all full-time employees. All these data were collected from the company documents while I was carrying out my research in the company.

Compensation & Benefits

Compensation:

Employee compensation is a way of motivating employees to step out of their comfort zone and perform even better so that they can give their best to the company and the company can also reward them in the proper manner. ISSL strongly believes in this and the compensation team gets very busy by the third week of the month working along with accounts department so that all the employees receive their salary in their respected accounts by the end of the month or by first week of next month. This process is supervised by HR manager Mr. BM Javed Hassan and Accounts Deputy General Manager Mr. Syed Shahnur Islam and they have provided me with all the information regarding compensation and benefit policies of the company during our interviews and discussion sessions.

The work regarding compensation and salary structure is very confidential as there are many issues and facts related with that therefore, I could not provide in depth information about this process.

Benefits:

ISSL officials have drawn up benefit schemes for all the staffs. They try to make their employees feel safe and comfortable in their workplace. With their limited resources they have come up with a welfare scheme for their staffs which secures them from concerns associated with the accidents related to their duty, as well as provides some security for their family and their future.

According to the information provided by Mr. Syed Shahnur Islam, they have the following welfare cover for their employees:

Life Insurance Coverage

Integrated Security Services Limited (ISSL) and Delta Life Insurance company works together to draw up a policy for all the members of ISSL. In the policy for normal death the family members or previously chosen nominee of the staff receives fifty thousand taka and one lac taka in case of death by accident. Moreover the employees are also eligible for workmen compensation in case of partial or total disability or loss of a body part on duty

Provident Fund Coverage

Every individual is required to give a down payment of one hundred taka every month in this fund. Company also contributes an amount along with the installments paid by the employees.

Free Medical Check Up & Free Treatment

A doctor is available to offer free medical consultation. The company bears medical expenses if anyone is injured on duty.

Welfare Fund

1. Funds are collected through:
 - a. Money taken from employees as fine, penalty etc.
 - b. Company donation fund.
2. The Managing Director has to sanction the expenses of this fund along with the permission of Welfare Fund Committee:

a.	President	:	Senior Deputy General Manager
b.	Vice President	:	Deputy Manager, Finance
c.	Members	:	One Inspector One Supervisor Two Guards
d.	Advisor	:	General Manager

3. Loan, donation or any form of assistance is given to the employees (except officials) under these circumstances:
 - a. Medical attention if injured while performing duty.
 - b. Renovation of household destroyed by natural catastrophes.
 - c. Allowance to the children of the staffs passing SSC/HSS exams.
 - d. Financial backing for college or university admission just one time.
 - e. Wedding of employees' daughters.

Paid Leave

Every single employee is permitted by the company to have a day's paid leave every month.

Free Accommodation

ISSL offers both free accommodation and in some cases subsidies to guards so that they have to pay minimum amount for rent purposes. During training period the training school has accommodation facilities for trainees inside the school premises.

Eid/Festival bonus

It is the company policy to reward all office employees with Eid bonus which is 50% of their salary regardless of their religion. Guards and supervisors of ISSL get a bonus amount in each Eid depending on their salary.

Incentive/Reward

The HR department maintains personal file on individual staff. If it is found that an employee has admirable record in a period of time then the company rewards them with an amount as remuneration apart from their salary.

Post Allowance

In locations far from the head office and branch offices and posts not easy to access in remote areas the Guard deployed are provided with post allowance. The posts that require very high quality of service in those cases the security staffs are provided with post allowance. This rate is subject to the financial package and contractual agreement with the particular client.

Employee Relations

ISSL emphasizes on building strong and long lasting employee relations with keeping in mind the long term perspective for successful retention of employees and gaining employee loyalty towards the organization that I have seen while working there. Also, in the company documents in various places there are mentions that ISSL has strict rules regarding ethics, justice and fair treatment of employee for long term employee relations.

ISSL has good ethical practices and all the employees comply with the practices as I have observed. There are several policies the HR has to look into to ensure fair treatment to all the employees, such as equal employment opportunity for all, positive working environment and health and safety of employees are to name a few.

Equal Employment Opportunity

In Integrated Security Services Limited (ISSL), they uphold equal employment opportunity for all. That is, they do not allow preferential treatment or favoritism towards anyone. All the decisions regarding employment are done without keeping in mind what individual characteristics are such as individual's race, color, ethnic background, religion, age, gender, disability, national origin, etc. On the contrary, employment decisions are based on educational qualification, skills and abilities of individuals.

Positive Work Environment

The HR department strives to create an atmosphere of trust, support and friendship in ISSL so that employees feel relaxed and are motivated to perform at their absolute best.

Health and Safety

Health and safety measures for the employees are main priority of the company. Therefore, HR has to arrange for regular checkups for the employees because a healthy workforce will ensure better service rendered to clients. Moreover, the company takes safety of employees very seriously. All the employees are required to participate in regular safety trainings like earthquake safety, fire safety, etc.

Operational Excellence in HR Service at ISSL

When it comes to operational excellence it is the mainstay of any security company like ISSL, because their tasks involves ensuring safety and security to their clients through their capable workforce and the HR operations has to make sure they have selected the appropriate people for the tasks. As stated by all the staffs that I have interviewed or participated in focus group discussions, they agree the HR department in ISSL is very important for the company since it takes care of the operations related to the employees.

It consists of:

Strategies: That aids in decision making regarding the workforce and its future.

Deployment: When a client requests for a service the Technical department conducts an installation survey under the supervision of Mr. Ikhtiar Ahmed (Manager, Technical Department) to assess the threat and requirements of that post and sends the report to the HR department who then has to find the suitable staffs to deploy in that post fulfilling all the requirements of the clients or train staffs to meet the client's requirements before deployment.

Quality Assurance and Control: It is not enough to only deploy a guard force and expect that it will work automatically. For this reason, the company has developed system for quality assurance and quality control. Hence, to achieve operational excellence ISSL HR division has a number of measures to confirm the desired quality is attained and maintained and the clients are satisfied with the service provided.

Recruitment and Training: HR has to ensure a proper process of recruitment so that they appoint the correct people for the appropriate task to maintain quality. Recruitment and selection policy is therefore to be implemented strictly and this is followed by proper training in the training schools covering the syllabus both in theoretical and practical lessons.

Conflict Management: Because of the nature of their task the security staffs often get into conflict with others. This is a very common happening I have noticed, therefore, the HR operation has to take care of that and implement the formulated policies regarding conflict management. From my personal experience while working there I have seen them doing it in practice. In case of conflict with client's employees a joint inquiry is held and actions are taken by the HR department as per the recommendation of the inquiry committee. On the other hand if the conflict arises with outsiders the senior most personnel present in the spot will intervene and try to resolve the matter but in failing to do so the HR has to intervene and solve the issue.

Health and Safety Environment (HSE): The Company is very conscious about health, safety and environment issues. The HSE policy emphasizes on personal safety, road safety, smoking on duty, drugs and alcohol, fire protection and pollution management. All employees are required to know about the HSE policy of the company and HR has to ensure that employees have that knowledge and all the employees including me, have a copy of the HSE booklet containing the various instructions which we are required to follow strictly.

Compensation and Benefit: HR department of ISSL has to develop compensation structures that are realistic and fix the wage rates in such a way so that they can maintain the competition with their competitors. Benefits are important for the organization because employees will only work if he or she feels they are getting a good return from the organization for their effort.

Employee Satisfaction: It is an important duty of the HR department in ISSL to look after the staffs and ensure their job satisfaction, if they are not then it is up to HR to find out ways to make them satisfied about their job.

Compliance: HR has to confirm that ISSL is meeting the terms and conditions set by the government and maintains federal state employment laws like Bangladesh labor law, child labor, human rights, etc. They are in charge of preparing the necessary documentation to ensure that the company's employees are suitable to work and the company is not breaking any laws.

Findings of the Study

ISSL is a very systematic and well developed company, still during my interview sessions and other discussion sessions with the employees I came across some operations and strategies of the company that in their opinion if the company can change will help it to become even more efficient.

- They still do manual tracking of leave application and attendance so it takes up a lot of important time to find information regarding who is absent or on leave which could have been used to do some other work.
- Promotion opportunity is very little in this company, they have to work on it to retain employees and keep them motivated.
- Work is sometimes very stressful and it is important that employees feel relaxed, but there is no recreational space in the office for stress relief and even in the duty posts of the security staffs; they should consider this issue.
- Chain of command is very long which takes a lot of time for solving a problem and sometimes a small problem can turn into something big of an issue by the time it reaches the office authority.
- Authenticity of information is difficult for the HR to always process as a lot of candidates are applying everyday and sometimes recruits come with forged documents and by the time it is discovered they are either appointed to a client's premise or they run away. I myself have faced this issue a couple of times.
- HR has a lot of work load but not sufficient workforce to do it so it creates a lot of pressure on the HR staffs.
- Training is only limited to inside the country and no international training facilities like sending an employee abroad for training or attending a conference or workshop.

PART: 4

Recommendations

My experience at ISSL was really delightful. The office staffs were very supportive and always made me feel a part of them as their own. As I had the permission to use most of the software and important documents it really aided my understanding of the HR's operation at ISSL. Though the employees felt comfortable in their surroundings yet these are some of the recommendations by them which I collected during my interviews and discussion sessions and I would like to include them as well.

- Communicate more with the employees and include them in the decision making process. This way it lifts their confidence and makes them feel part of the company.
- They ought to focus more on advertising and promotional activities; at present they are concentrating more on company reputation and word of mouth by the clients but they should to go beyond that to get the maximum exposure.
- Include more seminars, conferences and international trainings for their staffs so that they can adapt to the new work environment of their clients.
- They should embrace innovation and technological development as they are a security company and use automated software more often for many processes which are still done manually by the company.
- Only physical health is not important, for an employee to be efficient it is important to take care of their mental health as well so the company can appoint a certified stress counselor to help the employees deal with their stress and feel relaxed while they work.
- Arrange for more employee engagement programs like sports, pitha utshob, fairs, annual picnic, family day or take your child to work day because these creates a strong bond of the employees with the organization when they see the company cares for them and their family as well.

Concluding Statements

Integrated Security Services Limited (ISSL) being a leading security company in Bangladesh is currently serving thousands of customers all over the country. It has an excellent Human Resource department which is working tirelessly so that they can appoint the right people in the right place and deliver ultimate customer satisfaction to their clients so that they leave no scope for complaints. From my personal experience I have noticed whenever an employee needed any help for leave or medical facilities or any other issue the HR department was always beside that employee and in case of any complaints they tried to solve it as soon as possible with minimum damage. I was really motivated while working there and it surprised me how important human resource department is for the company, because without it ISSL might not have been in the position where it is now. HR Operations is always working on to create employee engagement by providing various financial and non-financial welfares for the employees in ISSL. Due to the excellent HR services, the employee engagement rate is noticeable in ISSL. Also in case of any illegal or unethical practices the HR takes necessary actions maintaining the company policies. So to conclude we can say ISSL HR department is indeed very proficient in carrying out their tasks successfully. Although there were some minor issues but the company and its Human Resource team is working on it and soon we can hope to see it as not only a local company but cross the national boundary and step into the international market as well.

While working there I had first-hand experience of how an organization runs its day to day operations and it helped prepare me for the challenges in the real world.

PART: 5

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Appendix

Questionnaire:

1. What are the steps that you follow for recruitment and selection process?
2. What are the recruitment criteria for a particular post?
3. For both existing employees and fresh intakes how does the company provide training to them?
4. What are the Company compensation and benefit plans for the employees?
5. How does the company reward its employees for their performance?
6. “Performance Appraisal” how do they deal with it?
7. Discuss about the employee work environment and health and safety practices.
8. How does the company maintain its employee relations?
9. How many times can a regular employee take a leave from work? Is it paid or non-paid?
10. What are your valuable recommendations to improve employee engagement?