

Report On

**“Overcoming the shortcomings of HR Plans in Kazi
Printing and Accessories and some proposed solutions”**

Submitted By

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An internship report submitted to the Bachelor in Business Administration in
partial fulfillment of the requirements for the degree of Graduation

BRAC Business School

BRAC University

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

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Letter of Transmittal

Mayesha Tasnim

Lecturer,

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Subject: Overcoming the shortcomings of the HR Plans in Kazi Printing and Accessories and some proposed solutions.

Dear Madam,

With due respect I would like to state that I'm submitting my internship report on Overcoming the shortcomings of the HR Plans in Kazi Printing and Accessories and some proposed solutions and it's my pleasure to inform you that I've completed my internship report under your supervision.

I'll be grateful to you if you receive and accept my internship report. I've tried my best to prepare my report with my limited knowledge.

Your approval and acceptance about my report would inspire me. If you have any query, I would be pleased to clarify that.

Sincerely yours,

Asif Ahmed

14204116

BRAC Business School

BRAC University

Date: 6th Jan, 2020

Non-Disclosure Agreement

This agreement is made and entered into by and between Kazi Printing and Accessories and the undersigned student of BRAC University

Acknowledgement

At the very beginning, I would like to thank almighty Allah for giving me the strength to finish my internship report on due time. This paper couldn't be here if some people weren't there beside me while I was struggling to prepare this paper.

At that point, I might want to demonstrate my profound appreciation to my honorable advisor Mayesha Tasnim Lecturer of BRAC Business School who helped me with his direction to set up this report.

Moreover, my friendly appreciation goes to my boss Mr. Saleh Ahmed, Hr. Manager & Admin of Kazi Printing and Accessories, who worked there as well as, he helped me adapting such a significant number of important exercises during three months of my internship.

Executive Summary

Kazi Printing & Accessories LTD was established in 2009. It is a manufacturing and export-oriented accessories company, specializing in tags and labels for different products. Companies such as these are fairly new and a born out of necessity, especially for the demand created by large production companies like the garments industries which Bangladesh has ample of. These companies are almost always employed by other larger companies in order to help in fulfilling foreign and domestic orders. Companies like these are employed to take care of the tags and labels as they are the best suited for these tasks and as these tasks are almost always operation based with little to no creativity needed in the process. These companies are especially well off in the market because of the inexpensive service they provide which is the direct result of the cheap labor cost they face in making of such products. Some of the products that Kazi Printing & Accessories provide are embroidery, Belt, Twill tape, DRAWSTRING & Drawcord, Screen Printing, Auto Hit Pressure, Care label, etc. Some of the well-known brands that Kazi Printing & Accessories have provided their services to are Soorty, Nassa, Denim expert, Beximco, etc.

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List of Acronyms

KPAL	Kazi Printing and Accessories Ltd.
LTD	Limited
KPI	Key Performance Indicator
HRM	Human Resource management

1.Introduction

Human Resource department is seen as a managerial function by most of the organization. Human resource is a managerial function but the core of it is strategic. During the making of HR plan it adds fruitful technique and the monetary main concern. To get a fruitful result from the human resource keeping a regulatory and utilizing this regard to procure a seat at system table is very important. HR department needs to understand what it does, when to offer some incentive to the core concern of the organization, what to when there is a need of bringing a change in the procedure of HR. It also needs to view workers as a potential asset. Management of the organization needs to decide probability of success of the procedure of HR, execution and ensuring aggressive achievement of the target of the organization. Understanding the types of HR required in the industry, finding out their required skills, sorting out the faults in HR Plans and how to overcome the problems to help an organization to grow fast as it understands what the things that need to be done to survive and to make a profit.

1.1 Origin of the report:

BUS 400 is the final course of BRAC Business School. BUS 400 is also known as the Internship program. I am doing a study on the Overcoming the shortcomings of HR plans and process of a Garments accessories and packaging company. Here I have chosen to do my internship program at Kazi Printing and Accessories Ltd. This company will help me to do a study on how they managed to overcome their shortcomings and problems associated with their HR plan. This report will provide me an opportunity to link the theory with practice that I learned over the entire course of the BBA program.

1.2 Objectives:

The objective of this report was to do a study on how a Garments Accessories and Packaging company overcome their shortcomings of their HR plans along the course of their journey. The objective had the aim to analyze the type of HR process and plans used, reason behind the failure of plans, how it impacts the performance of the company and the necessary steps that had been taken to avoid it.

1.3 Significance of the study:

This report deals with the type of HR plans required in garments industry. This study will allow me to know about planning processes of HR, evaluation of candidate's requirements and problems associated with Human Resource Management plans. This will also help us to know the reason for the lack of success of HR plans and how it impacts the performance of the company.

1.4 Limitations:

I faced problems in gathering information during the course of the internship. This paper is not free of limitations like all other work. There are not many previous researches on this subject that is bias-free from which I could have received guidance and assistance. As, I focused more on the primary sources, so there could be a few degrees of incorrectness with the data collected. Some of the limitations I faced during the course of the internship were:

1. Time restriction to conduct the study
2. Some information's could not be retrieved due to company's confidentiality.

2. Overview of the Industry

Garment accessories & packaging are the most crucial determinants of the quality of products. So, Garment accessories & packaging although constituting an insignificant percentage of the cost of the products occupies the most important position in production economics. It is, therefore, more

justified to claim: accessories and packaging qualify the products. In the export market, the significance of packaging & accessories is all the more important. In spite of its importance definition of the term “Garment Accessories & Packaging Industry” is not an easy task. In common parlance, Garment accessories & packaging (GAP) industry included the production units of a large number of items, such as button, zipper, sticker, carton, and so on and so forth. It is still more difficult to identify the location of Garment Accessories & Packaging Industry. In many cases, these units are located within the mainstream industrial units; for instance, packaging & accessories of medicine is an integral part of the pharmaceutical industry, many garment factories have their manufacturing facilities of poly, sticker, etc. In Bangladesh, there are large numbers of small, medium and cottage-based independent packaging and accessories industrial units scattered all over the country. Although there is no reliable data on the exact number of such units, the number may exceed a few thousand. Garment Accessories and Packaging exports in the year 2017-18 constituted the second most important foreign exchange earner at US\$ 6.70 billion for the country.

3. Overview of the Company

Established in 2009, Kazi Printing & Accessories Ltd (KPAL) is on the pinnacle of Green production with an impressive one-stop-shop production facility serving apparel identification solution, print and packaging industry. A Green plant, constructed according to the United States Green Building Council’s (USGBC) criteria, the beautiful facility utilizes state of the art technologies to be at the forefront of Eco-friendly production. Our focus on R&D and the use of cutting-edge technologies ensure competitiveness and enable us to meet, or often exceed, the requirements of an ever-evolving global market. Customer satisfaction is the matrix of our success.

KPAL offers one of the most comprehensive ranges of apparel Trims& Packaging products and

services. In Bangladesh, we manufacture almost all the products in our FSC & OEKO TEX Appendix 06 certified international standard facilities and our products meet global quality standards. Our Experts deliver innovative, efficient & value driven solutions for customers in energy. Our extensive experience in the industry has helped us acquire knowledge and information to design products and services that best suit the requirements of our clients. We offer flexibility, competitiveness and sharper lead time to facilitate demanding sourcing requirement. Our national network supported by a dynamic team of professionals allows us to server our clients as a strong supply chain partner providing production, consolidation and solution-based services.

Our Main Customers are **INDITEX, PRIMARK, GAP, NEXT, WALMART, BESTSELLER.**

3.1 Key HR Processes in the Company:

The goal for every organization is to realize the vision set at the initiation, the same is accomplished by the construction of specific strategies and execution of said strategies by the HR department. At the base lies numerous procedures and the effectiveness is dependent on the design and implementation of these processes. As of 2019, Kazi Printing & Accessories have designed the following processes according to their needs:

1. Human resource planning

Their process includes people forecasting, evaluation, promotion and layoff which have been tailored to the meet the organization's specific requirements derived from past experiences.

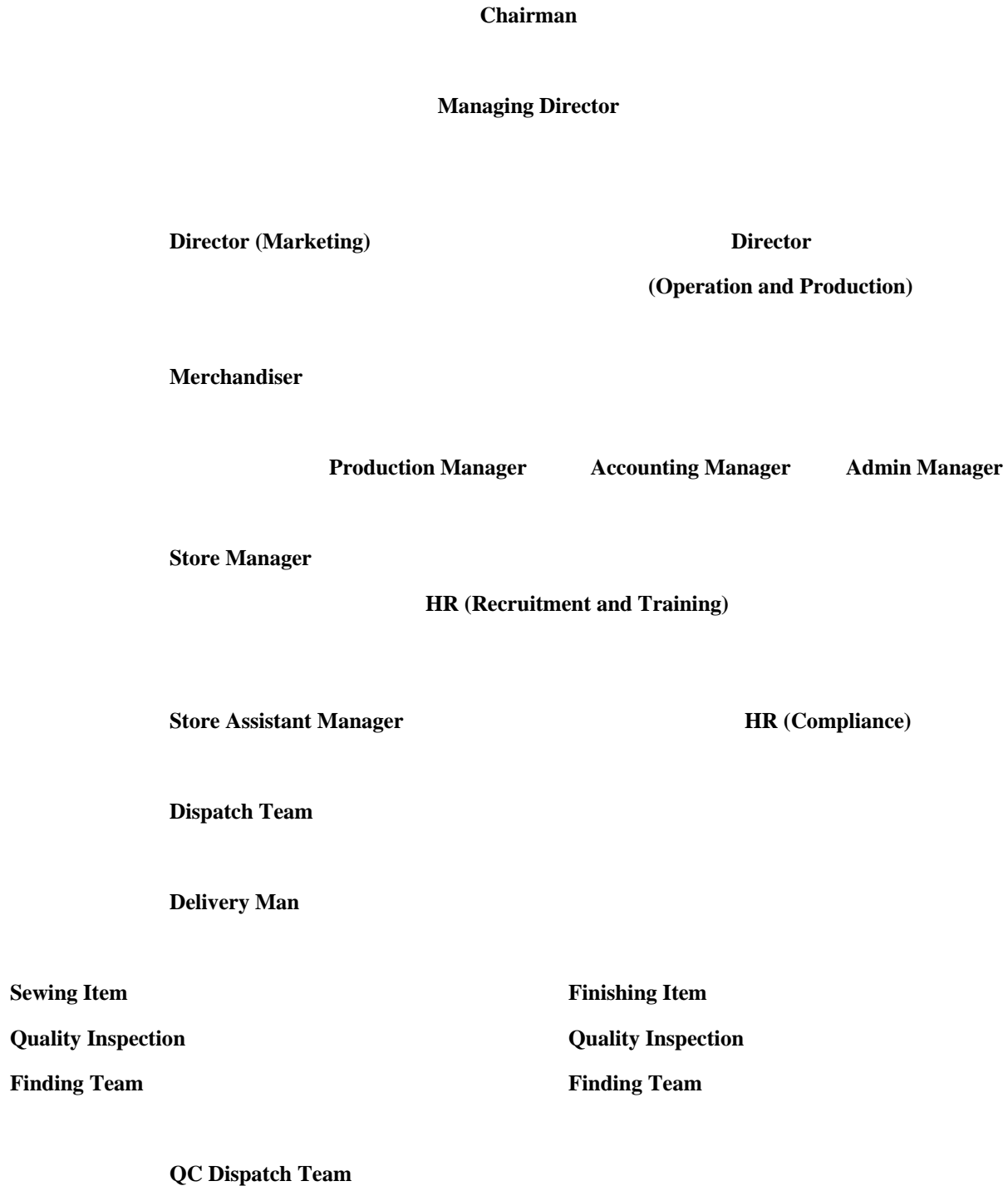
2. Employee Remuneration and Benefits administration

This process was implemented in the latter parts of 2014, to decide upon salaries, wages and incentives offered to various job positions now employing 95 employees.

3. Performance Management

A process and outcome evaluation technique has been in place since 2012 to ensure the company's strategic objectives match with its mission and vision.

3.2 Management Hierarchy of the Company:



3.3 Linkage of HR Strategy with Business Strategy

In terms of a business strategy, the company has opted for “Product Differentiation” as its core strategy. Aligning their HR strategy, they have chosen to go for “Continuous improvement” along with “Learning and Developing”. The strategies gel quite well together as they are complementary to each other in every aspect of the business.

Continuous improvement promotes employees to think creatively and introduce innovative ideas for products and projects they are working upon which in turn helps the company differentiate their products from their competitors. Further, developing employee knowledge, skills and attitudes allow them to learn new things and help them improve their performance as well as efficiency in turn leading the company towards newer and better achievements.

4. Methodology

This report comprises number of data identified with HR procedure and plans and the issues they looked in the HR division of KAZI Printing and Accessories Ltd. As per the report theme this examination requires increasingly exploratory for information assortment. I went for both essential and optional technique to gather information and data. The methods were:

- **Primary:** To collect data related to recruitment plans I conducted three interviews with Admin manager, Production manager and Account manager of KAZI Printing and Accessories. Fundamentally, the investigation part depends on the data I have gathered through the meeting I have led. Though, some of the information is provided on the paper is based on my experiences I gathered in my Internship period.

- **Secondary:** This report covers the overview of the company, product information and working process of KAZI Printing and Accessories Ltd, which has been gathered from the company profile.

5.Types of Plans

My study is based on the failure of three proposed plans regarding “Kazi Printing & Accessories Ltd.” They have been around since 2009 and have managed to work their way up in the industry. With increasing demand, the following plans were initiated by the HR department over the period of the company’s establishment but could not achieve their potential and they are as follows:

5.1.1 Details of the Recruitment plan

The Recruit Process typically consists of eight steps:

- Preliminary screening interview
- Application form submission
- Comprehensive interview
- Background check
- Probational period job offer
- Permanent job offers

The screening of information:

According to the criteria on job description and job specification, some of the applicants can be rejected if they do not fulfill the requirements.

The provision of screening interviews:

The screening meeting is a splendid route for the executives to portray the activity in enough detail so the up-and-comers can think about whether they are extremely genuine about making application.

The Inclusive Approach

- Inclusive selection approach puts applicants through all the steps in the selection process before deciding.
- Evaluates both strengths and weaknesses which is considered more reliable.

Now it's Up to the Candidate

- The candidate now needs to decide whether this is the job for him or her.
- Applicants who are not recruited this time will still form an impression about the company.
- Favorable impression of the company.

Suggestions for making your interviews as an applicant successful are:

- Do some research on the Company before coming to the interview.
- Dress properly and get a good night sleep the night before the interview.
- Arrive couple of minutes early for the interview.

Personal file

- Curriculum Vitae
- Appointment Letter

- Job Contract
- Leave Record
- Age Certificate
- Performance Sheet
- Identification Card
- Photograph Etc.

5.1.2 Recruitment Plan for Shortage of Personnel

In 2011, the company had managed to get some traction with Beximco, who had placed their first order of accessories printed with their brand on them. At that time, the company required more resources to complete a task of this size for which the HR department had made a plan to recruit the following personnel:

Professional and related occupations		
Computer specialists	4	Fresh Graduates (Computer Science & Engineering)
Graphic designers	2	At least 2 Years of experience (Any Field)
Office and administrative support occupations		
Bookkeeping, accounting, and auditing clerks	1	At least 3 years of experience
Customer service representatives	10	Minimum Education SSC
Production occupations		
First-line supervisors/managers of production and operating workers	2	
Team assemblers	4	
Bindery workers	4	
Bookbinders	2	

Job printers	2
Prepress technicians and workers	8
Printing machine operators	10
Cutting and slicing machine setters, operators, and tenders	5
Paper goods machine setters, operators, and tenders	6
Helpers—Production workers	10
Transportation and material moving occupations	
Packers and packagers, hand	10
Laborers and freight, stock, and material movers, hand	20

Table 1: Recruitment requirements for the year 2011-2012

5.1.3 Details of the Plan

The plan was set forth on the 2nd of February 2011, after receiving an order for a range of accessories from “Beximco” at the end of January the same year. The accessories were sourced from “PRIMARK UK” and branded in-house with labels of Beximco for their projects.

The list of items and services provided are as follows:

- Hang Tag
- Size tag
- Price Tag
- Screen-printed label
- Embroidery work
- Twill Tape
- Belts

- Screen Print
- Flexor Print
- Plastisol Printing on Garments
- Label

A delivery period of “3 months” was issued upon a drawn contract mentioning the pricing and quality for each item as well as the stipulations provided by both companies. For confidentiality purposes, the contractual data could not be provided here.

The HR department was responsible for the hiring of required personnel within a period of “1 month” in order to complete the delivery on scheduled time which was on the starting week of May 2011.

5.1.4 Overview of the failure of this plan

The HR department spearheaded the recruitment program with the help of Internal and External Recruitment plans. The HR procedures included a step-by-step process for writing job descriptions, placing advertisements, reviewing candidates, interviewing, performing background and reference checks, and appointing department heads who will be involved in each search. It also covered policies for evaluating the pay for positions and making final offers. Once a new employee is hired, he was trained so he knew exactly how to perform the job.

Unfortunately, the time frame for such an extensive hiring procedure, as well as the sheer amount of personnel required for the job at the hand, was too much for the HR department to handle with the end result being the failure to hire the following employees:

- Paper goods machine setters, operators, and tenders

- Printing machine operators
- Prepress technicians and workers

All three positions lacked personnel by a quarter of required staff which led the project to be slower and ineffective in a few scenarios such as “Screen Print” and “Flexor Print”. All in all, the time period for the delivery needed adjustment and a new strategy was to be formulated.

5.2 Annual Budget Deficit for the year 2011-2012

The annual budget for expenses of the company in 2011 saw a major mishap as the company spent more than the forecasted value leading to a budget deficit causing distress among the top tier of managers. A number of expenses crossed their forecasted budget on the account of a major order from the above-mentioned company “Beximco”. This was the first major order since the company’s formation and a list of expenses was generated at the start of the year. A table representing major costs and budgetary deficiencies are listed as follows:

Expenses	Actual (TK)	Budget (TK)
Operating Expenses		
Rent	500,000	500,000

Insurance	200,000	200,000
Electricity	92,000	96,000
Gas	100,000	88,000
Internet	48,000	48,000
Phone	50,000	45,000
Travel	184,000	168,000
Salaries, Wages, and Benefits	300,000	250,000
Training Programs	80,000	20,000
License Fees	40,000	40,000
Office Supplies	20,000	25,000
Shipping and Delivery	60,000	80,000
Maintenance and Repairs	80,000	100,000
Other	50,000	40,000
Total Operating Expenses	1,804,000	1,700,000

Table 2: Annual Budget for the year 2011-2012

5.2.1 Details of the Plan

NET Deficit = Total Operating Expense – Total Budget

$$= 1,804,000 - 1,700,000$$

$$= 104,000 \text{ TK}$$

The net budget deficit was over One lakh TK which was a major roadblock for the company at that time and Kazi Printing and Accessories were not prepared to tackle such a deficit during that period.

The focal point for the expenses going over budget was due to the newly acquired deal with “Beximco” at the start of the year. Major contributors to the deficit were the following:

- Salaries, Wages, and Benefits
- Travel
- Training Programs

For the Project, the company had to hire quite a number of new staffs ranging from top-level employees to root level employees. Thought the budget was adjusted to accommodate the deal between the two companies, the forecast let the company down.

5.2.2 Overview of the failure of this plan

The financial forecast was generated by the company's Human Resource department at the start of the year accommodating the yearly sales as well as the major deal that shaped a few of the expenses for the fiscal year of 2011-2012.

In terms of the recruitment program, "Higher Salaries" had to be given to "Graphics Designers" and a few other positions for employee retention along with new hires. Furthermore, extra benefits and Eid Bonuses for several employees had to be restructured which created a gap between the actual expenses of the company and the forecasted budget.

On account of the prior deal, the owners of Kazi Printing & Accessories had to travel to the United Kingdom for overseeing the importing of certain good from "PRIMARK UK" which exceeded budget due to various irregularities and an unforeseen problem with "Customs House Chittagong" where some of their products were not allowed to pass through contributing to further costs.

Lastly, training programs for several staff positions had to be initiated for quality control as the deal was substantially lucrative for the company's overall business growth. The costs of the programs exceeded budget as multiples sessions were required over a period of 15 days. Furthermore, the time period of the delivery had to be increased resulting in further incurrence of costs.

5.3 Lack of Performance Review and Incentive Programs

Since their establishment, Kazi Printing & Accessories have grown substantially over the course of 8 years with a current employee base of over 70 employees working in various departments of the company ranging from production to overall management. They currently practice one kind of performance review for employee evaluation and the template is provided below:

Employee Information	
Name:	Date:
Title:	Review Period:
Manager:	Department:

4	3	2	1
Outstanding	Good	Acceptable	Unacceptable
I have been more than impressed by your performance in this category.	Your performance in this category is more than expected. Keep up the good work.	You're meeting expectations. Let's figure out how we can improve even more.	I haven't seen enough from you in this category. Refer to the Performance Improvement Plan.

Category	4	3	2	1	Comments
Attitude					
Communication					
Growth					
Dependability					
Productivity					
Initiative					
Innovation					

Strengths	
Weaknesses	
Other Comments	

Manager _____ Employee _____

Table 3: Employee Evaluation Form

5.3.1 Details of the Plan

At the end of each year, managers of their respective departments are given the task to evaluate the employees and rate them accordingly on the template. This practice started after their expansion back in 2013 after they had successfully established a working relationship with several brands overseas and nation wise.

This performance review was the base for yearly salary increments and employee retention as well as firing criteria for the company. Furthermore, staff positions that might require training or development programs were also assessed from the results from the evaluation forms collected by the managers with a view to aligning the HR strategy with the overall business strategy.

5.3.2 Overview of the failure of this plan

Employees are reluctant to actively participate in the evaluation program as there no incentive programs in place for them along with the salary increments being moderate to low even in cases of good performance from the employees.

Furthermore, the use of a single evaluation technique might not enable managers to completely understand the capabilities of their employees and there is no key performance indicator which directly affects the strategic objectives of the company.

There is a vague display if the strategic objectives of the company are being met as this template or program does not satisfy the qualitative needs of the company. Overall, employees are not encouraged to participate in the said program either which becomes a barrier between the managers and the employees as several employees might not be judged according to their full potential.

6.Impact in case of the failure of each of these HR Plans on Business Effectiveness

6.1 Recruitment Plan for Shortage of Personnel

The initial failure of the recruitment plan resulted in disdain for the company as they to revisit the contract with the company in question requesting for more time to be added towards delivery. Kazi Printing & Accessories had run into a personnel problem leading to a fall in their credibility to deliver on time, questioning their time-management as well as efficiency which hurt their overall reputation. Furthermore, incremental costs were scraping up as employee salaries and temporary workers would have to compensate for a longer period of time triggering further issues as they went on. In general, the failure of this plan had a negative impact on the company they could not afford at that time.

6.2 Annual Budget Deficit for the year 2011-2012

Following up on the failure of the previous HR plan, the results caught on to the company at the end of the year with a budget deficit of 1 lakh 4 thousand TK which was an unprecedented event causing the company further problems in the forms of a loan that had to be incurred to close off expenses that were off-budget. This put financial strain on the company as well as the owners themselves on account of further costs getting built up in the form of interest required to pay off the loan within a period of time allocated by the bank according to the contract agreed upon by the company and the bank. All in all, the negative impact of the failure of yet another HR plan followed them home to the next year limiting profits and growth of the company for the year 2013 as well.

6.3 Lack of Performance Review and Incentive Programs

The single template-based performance evaluation had a negative impact on the morale of the employees working for the company leading to a fall in productivity. Improper evaluation meant that the employees felt wrongly judged on certain criteria, that in any other case they might have

not been judged upon. Furthermore, the yearly evaluation did not do justice to the company's strategic objectives as the time period was too wide to maintain a certain level of effectiveness and efficiency for the company. A need for a quarterly evaluation was at hand on account of the failure of the current evaluation platform.

Another negative impact was the lack of incentive programs for the employees at the sales level especially as they were not encouraged to actively participate in the growth of the company. This resulted in discouraged employees and a high turnover rate in the year of 2015.

7. Discussion on how the company handled the impact in each case

7.1 Recruitment Plan for Shortage of Personnel

The company responded to the failure by issuing a formal request to Beximco for an extension to the delivery period and ensuring that the deadline this time onwards was maintained. The company was granted an extension of 1 month because of the precarious move made by the owner for the shortcomings of the HR department.

Furthermore, the HR department restructured their HR plan to include more internal hiring as well as advertised through generic media within a small budget to reach the end result of sufficient staff needed for the project.

7.2 Annual Budget Deficit for the year 2011-2012

The initial response from the company was to apply and gain a loan for 1 lakh Tk from Dutch Bangla Bank Ltd. which due to being paid over a period of 6 months with an interest rate stipulated by the bank. The drawback for the deficit was offset by this loan and for future problems that may arise the company opted for a new strategy centered around managing their budget.

Upon such an event, the company decided to “Track their budget” on a monthly basis to avoid any kind of deficit in the future and to be prepared for it beforehand by a creating a cushion for the business by setting an amount of money aside.

7.3 Lack of Performance Review and Incentive Programs

As a company having many levels of workers with different proficiencies, a generic evaluation was not effective for them. This was addressed through the introduction of several new evaluation techniques that are as follows:

1. Performance Review for Manual Work

The company staff has quite a few manual workers such as bookbinders, Job printers, Prepress technicians and workers, Printing machine operators, Cutting and slicing machine setters, operators, tenders, paper goods machine setters, etc.

2. Peer Review

The HR department issued a half-yearly peer review program to assess how well the employees and departments worked together. This was to improve team synergies and evaluate how employees treated each other as well as to gain insight into employee relationships with each other.

3. Assessment of Potential

The company initiated a program for evaluating the employee on the basis of their potential for a better understanding of their workforce as well as the base for promoting employees to positions better suited for them. This decision was taken on for the development of the company with an eye to meet their vision.

Assessment of potential

Name

Job title

Department

Length of time in post Date of appraisal __/__/__

Section A Assessment of potential

- Not fitted at present for further promotion
- Not fitted at present but likely to become fitted within the next two years
- Fitted for promotion

Section B Employee's aspirations

Describe employee's career aspirations, noting relevant details about interests, mobility, previous experience, etc.

.....

Section C Job experience

Does the employee display abilities which may make him/her a suitable candidate for a job in the same grade but in a different discipline?

- Yes No If 'yes', list job(s) identified

.....

Section D Training

Would further training or other development action be appropriate?

- Yes No If 'yes', list job(s) identified

.....

Reporting Manager Signed

Section E Countersigning manager’s comments

Confirm whether the employee has/has not demonstrated suitability for promotion. Explain any areas of disagreement with the reporting manager’s assessment.

.....

Signed

Section F – Employee’s comments on assessment of potential

.....

Signed

Figure: Assessment of Potential form

4. Incentive Programs

Kazi Printing and Accessories executed a key performance indicator (KPI) system according to their workflows and management plans using the following color system:

- Green: Exceptional!
- Blue: Great
- Yellow: Room for improvement
- Red: Terrible

The green KPI go is the best score and the red KPI run is the worst. On the off chance that the group hits yellow, they should examine inside how to improve the KPI score. On the off chance that it's red, they need to earnestly make changes to improve the score for the following task.

For sales teams and for non-sales teams—if a team meets quarterly goals, they have an end retreat or getaway. The “getaway” must appeal to the majority of the team. That way they got an incentivization plan as well as a team-building event at the end of the year.

8. Reasons for the failure of the HR Plan in each case

The failure for the first plan of action which was recruitment failed purely due to the lack of proper planning and job market knowledge. The HR department did not take into account the inconsistencies that might occur during the process. Furthermore, they did not have a contingency plan in case the initial plan failed. One of the major reasons for the downfall of the plan was that the HR head did not possess any expertise in hiring as he was inexperienced and young, to begin with.

In terms of the budget deficit, there was an error in forecasting budget and expenses as they did not take into account the extra strain of a new project which required immediate expansion in terms of recruitment and training. Additionally, the HR department did not track their budget leading to the deficit in the first place which made it more difficult to tackle as the identification for the reasons behind it came out quite late for an immediate resolution.

The plan for performance review had the following problems:

- Improper evaluation techniques
- No Performance Incentive
- Lack of required Review techniques

A single evaluation format was not enough for the expansion as there were various categories of employees that had been hired as well as they did not have any incentive for better performance.

9.Steps were taken by HR and other Departments to avoid these types of failures in the future

The HR department took it upon themselves to make a thorough and periodic study of the job market for future hires and documented it for future reference as well as to understand the market trend. Furthermore, they opted for following recruiting practices of highly successful organizations as their first step towards finding sustainability and they included the following:

- Interviews with job applicants to identify specific examples of their skills.
- Automated resume screening search.
- Assessments that determine whether applicants are inspired by factors associated with a specific job or the principles and methods of doing things of a business.
- Simulations that gauge specific job-related abilities and skills

The HR department also introduced monthly budget tracking and separate savings account for emergency usage only with the contribution of 5% of total yearly profits that were allocated for the fund by the company.

Lastly, the implementation of new evaluation technique mentioned above, as well as incentive programs, were the innovations the HR department took for the purpose of improving on their performance along with reaching their strategic goals and vision of the company.

10. The extent to which these steps have been successful in dealing with the failure

Kazi Printing & Accessories Ltd. were founded in 2009 and it has a decade since their introduction into the industry. At the start of their production, they faced a number of difficulties on which they have reflected upon and now are doing reasonably well. Their current clientele and partner brands speak a lot when it comes to showing the extent to which the above steps after the failures have been successful in the development of the company. Their current employee base has 95 employees and they boast a delivery period of 3 days for samples and a 7-day period for bulk orders. A few of current clientele are listed as follows:

- Primark
- KIK
- New Yorker
- Inditex: Pull&bear, Zara, Bershka, Lefties.
- OVS: Rocawear, Dressman
- Asmara-Calvin Klein, Prana, Hollister
- TMS - Tommy Hilfiger, Street one

They have been FSC certified as well as granted authorization to STANDARD 100 by OEKO-TEX to use the STANDARD 100 by OEKO-TEX mark, based on their test report which are milestones in the industry granting them credibility and proving their performance and quality of their business.

11. Benefits derived from the above steps taken

Human Resource Planning creates a link between human resource management and the overall strategic plan of an organization. The success of Kazi Printing & Accessories saw major

contributions from the HR plans that took place in the past and are continuing to show their effectiveness in the present conditions as well, some of the benefits are listed as follows:

1. Cost-Effective

By successfully planning the resources of the company, they have saved time, energy, use of both human and machine resources and eventually money. Furthermore, more tasks are accomplished in less time, which in turn generated faster incomes and enabled steady growth for the company.

2. Beneficial for personal and professional development

Proper HR planning grants suitable distribution of the people to preferable tasks while encouraging their development in certain fields making them specialists and masters of their trade benefiting the company in the long run.

3. Better Employment Solutions

Training and developing employees of certain crucial positions allows the company better understanding and knowledge of the job position and the requirements for future employees in case of employee turnover. In turn, it will help ease up the recruitment process and the HR department will be sure to hire the right individuals and avoid any failures along the way.

4. Performance Booster

All the above-mentioned techniques and steps contribute highly to effectiveness in performance. Every single action when doing HR planning affects and boosts the performance of current project groups and the organization as a whole. The teams learn how to perform tasks efficiently and in an effective manner leading to having one of the most precious resources being saved which is “TIME”.

12. Conclusion and Recommendations:

In conclusion, Kazi Printing & Accessories Ltd. have been exceptional in overcoming their shortcomings and delivering on their promises. Their growth over the last decade shows their dedication and proficiency in their field of business. In our eyes, the following can help them grow even further and reach their aspirations in their own time:

1. Plan for staff growth

Currently, the company employs 95 people and this number is growing as they are expanding, planning with keeping in mind the certain tasks and jobs that are going to be required is going to be beneficial. Setting a benchmark that indicates when a new position will be needed can help them grow. The implementation of the “SIX SIGMAS” process can be crucial to their development.

2. Regular assessment of the current workforce ability

It is important for the company to assess their workforce frequently as it is the only way they will know what they have, what they require and what is changing in both their actual workforce and the industry.

Things to assess might comprise:

- Current employee skills and abilities
- Trends spotted in employee reviews
- How their competitors compare and their position amongst them

3. Plan for internal management succession and transition

Ideally, training employees for future leadership positions in the company will benefit them as they will already possess the necessary knowledge for the company and succession of the positions will more cost-effective as well as less time-consuming.

4. Perform a GAP analysis

The identification of current gaps in the business and what its current needs will increase their efficiency. A good gap analysis takes the following into consideration:

- Job Descriptions

The accuracy of what the jobs are both in expectation and description. It also has an effect on employee retention.

- Existing tools used by employees

Includes all tools ranging from the factory floor to the offices

- Employee Benefits

This contains things like retirement funds, health insurance, sick days, vacation days, and any other items your employees generally receive.

With the help of a good gap analysis program, their company expands at a much faster rate by specifically pin-pointing what the company needs to change and how.

5. Find a mentor

A crucial step to the growth of the company would be finding a mentor and following their advice and footsteps as it will help them avoid un-necessary problems along their way as well as aid them in handling complications that might arise when expanding into new markets or becoming a leader in their current market.

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14. Appendix

Kazi Printing & Accessories Ltd. HR Admin Manager Interview

1. How many employees at present working in KPAL?

Ans: 95 employess

2. What products do you manufacture?

Ans: Size tag, price tag, Screen printed label, Embroidery work, Twill Tape, Belts

3. Who are your main customers?

Ans: **INDITEX, PRIMARK, GAP, NEXT, WALMART, BESTSELLER**

4. Do you work locally or nationally?

Ans: Both locally and nationally.

5. Did you face any obstacle along the course of your journey?

Ans: Yes. In 2011 we had faced a serious setback which hurtled our reputation

Kazi Printing & Accessories Ltd. Account manager Interview

1. What makes a successful account manager?

Ans: To be an account manager one needs to be very good with calculation and needs to be precise and accurate.

2. Did you face any problems along the course of your journey in KPAL?

Ans: Yes, back in 2011 we had an annual budget deficit.

3. Are the employees satisfied with their monthly wages?

Ans: Yes, they are satisfied.

Kazi Printing & Accessories Ltd. Production manager Interview

1. What makes a successful production manager?

Ans: One needs to be very proactive to be a good production manager. Need to have the capability to lead a huge number of people.

2. How is your relationship with the workers?

Ans: Very good. We treat them like family.

3. Did you face any problems along the course of your journey in KPAL?

Ans: Yes. Back in 2011 we had a major setback, because we needed to recruit a large number of employees in a very short period of time.

4. Are the employees proactive?

Ans: Yes. They are very proactive.

Professional and related occupations		
Computer specialists	4	Fresh Graduates (Computer Science & Engineering)
Graphic designers	2	At least 2 Years of experience (Any Field)
Office and administrative support occupations		
Bookkeeping, accounting, and auditing clerks	1	At least 3 years of experience
Customer service representatives	10	Minimum Education SSC
Production occupations		
First-line supervisors/managers of production and operating workers		2
Team assemblers		4
Bindery workers		4
Bookbinders		2
Job printers		2
Prepress technicians and workers		8
Printing machine operators		10
Cutting and slicing machine setters, operators, and tenders		5
Paper goods machine setters, operators, and tenders		6
Helpers—Production workers		10
Transportation and material moving occupations		
Packers and packagers, hand		10
Laborers and freight, stock, and material movers, hand		20

Table 1: Recruitment requirements for the year 2011-2012

Expenses	Actual (TK)	Budget (TK)
Operating Expenses		
Rent	500,000	500,000
Insurance	200,000	200,000
Electricity	92,000	96,000
Gas	100,000	88,000
Internet	48,000	48,000
Phone	50,000	45,000
Travel	184,000	168,000
Salaries, Wages, and Benefits	300,000	250,000
Training Programs	80,000	20,000
License Fees	40,000	40,000
Office Supplies	20,000	25,000
Shipping and Delivery	60,000	80,000
Maintenance and Repairs	80,000	100,000
Other	50,000	40,000
Total Operating Expenses	1,804,000	1,700,000

Table 2: Annual Budget for the year 2011-2012

Employee Information	
Name:	Date:
Title:	Review Period:
Manager:	Department:

4	3	2	1
Outstanding	Good	Acceptable	Unacceptable
I have been more than impressed by your performance in this category.	Your performance in this category is more than expected. Keep up the good work.	You're meeting expectations. Let's figure out how we can improve even more.	I haven't seen enough from you in this category. Refer to the Performance Improvement Plan.

Category	4	3	2	1	Comments
Attitude					
Communication					
Growth					
Dependability					
Productivity					
Initiative					
Innovation					

Strengths	
Weaknesses	
Other Comments	

Manager _____ Employee _____

Table 3: Employee Evaluation Form

Assessment of potential

Name
Job title
Department
Length of time in post Date of appraisal __/__/__

Section A Assessment of potential

- Not fitted at present for further promotion
 Not fitted at present but likely to become fitted within the next two years
 Fitted for promotion

Section B Employee's aspirations

Describe employee's career aspirations, noting relevant details about interests, mobility, previous experience, etc.

.....
.....

Section C Job experience

Does the employee display abilities which may make him/her a suitable candidate for a job in the same grade but in a different discipline?

- Yes No If 'yes', list job(s) identified

.....
.....

Section D Training

Would further training or other development action be appropriate?

- Yes No If 'yes', list job(s) identified

.....
.....

Reporting Manager Signed

Section E Countersigning manager's comments

Confirm whether the employee has/has not demonstrated suitability for promotion. Explain any areas of disagreement with the reporting manager's assessment.

.....
.....

Signed

Section F – Employee's comments on assessment of potential

.....
.....

Signed

Figure: Assessment of Potential form

