



**INTERNSHIP REPORT ON
POLICIES FACILITATION TO EMPLOYEES BY
HUMAN RESOURCE DEPRTMENT OF
AIRTEL BANGLADESH LIMITED**

Prepared For:

Suntu Kumar Ghosh

Assistant Professor

BRAC Business School

BRAC University

Prepared By:

Sumaiya Noor Sanda

ID: 09304091

BRAC University

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BRAC University

LETTER OF TRANSMITTAL

May 05, 2013

Suntu Kumar Ghosh

Assistant Professor

BRAC Business School

BRAC University

66 Mohakhali, Dhaka

Subject: **Submission of Internship Report.**

Dear Sir,

With due respect, I would like to inform you that this is a great pleasure for me to submit the Internship report on “Policies Facilitation To Employees By Human Resource Department of Airtel Bangladesh Limited”.

This report is the summary of the findings from the tasks that I have been assigned to complete. I tried my level best to meet my entire proposed objectives within the allotted schedule. To prepare the report, I have gathered what I believe to be the most complete information available.

Finally, I am grateful to you for giving me this opportunity to work on this report which I have considered as a great prospect for me to develop the practical and professional skills though the Internship program.

Thank you.

Yours Sincerely,

.....

Sumaiya Noor Sanda

ID- 09304091

BRAC Business School

BRAC University

Acknowledgement

Completion of this report made me grateful to a number of persons. At first I would like to convey my deep gratitude to my academic supervisor, **Suntu Kumar Ghosh**, Assistant Professor, BRAC Business School, BRAC University for giving me the opportunity to present my Internship Report on “Policies Facilitation To Employees By Human Resource Department By Airtel Bangladesh Limited”. He was helpful throughout the semester whenever I needed and helped me providing guidance of preparing the internship report. I am also grateful to **Md. Mehadi Hasan Bin Ghani**, Compensation Specialist and **Mohammed Saiful Islam**, Talent Acquisition Specialist for selecting me as the intern and opening a door of wisdom for the real life job experience. A special thanks to my official supervisor **Md. Mehadi Hasan Bin Ghani** for involving me with important assignments and projects and sharing confidential issues of Airtel Bangladesh Limited. I am also grateful to **Ms. Shabnam Shaheed**, Head- Learning & Development for assigning me with her training team and giving me the opportunity to know some of the training processes. Last but not the least I am thankful to **Nur Mohammad**, Chief Human Resource Officer for giving me the valuable opportunity to do my internship in his department and supporting me with knowledge and resources. It was my privilege and I am truly honored working with such a wonderful team.

Table of Contents

<i>Content No.</i>	<i>Content Name</i>	<i>Page No.</i>
Chapter- 01	About Airtel Bangladesh Limited	01-03
1.1	Airtel Bangladesh Limited- At a glance	02
1.2	Scope of the Report	02
1.3	Objectives of the Study	03
1.4	Methodology of the Study	03
1.5	Limitation of the Report	03
Chapter- 02	Organizational Overview	04-10
2.1	History of Airtel Bangladesh Limited	04
2.2	Packages offered by Airtel Bangladesh Limited	05
2.3	Vision & Tagline of Airtel Bangladesh Limited	06
2.4	Values of Airtel Bangladesh	07
2.5	Employees of Airtel	07
2.6	Organogram of Airtel Bangladesh Limited	07-09
2.7	SWOT Analysis	10
Chapter-03	Project Part	11-31
3.1	My Job Description/Nature of the Job	12
3.2	Specific Responsibilities of my Job	12
3.3	My Learning	12-31
3.3.1	Employee Appointment Letter Issuance	12-14
3.3.2	Employee Dress Code Policy	15-16
3.3.3	Maternity Leave Policy	16-17
3.3.4	Opening Accounts of Internee Mobile Banking	17-18
3.3.5	KUDOS Reward and Recognition	19-24
3.3.6	Airtel Leadership Competency	25
3.3.7	Training and Development	26-28
3.3.8	Airtel Handbook	28-31
Chapter-04	Recommendation and Conclusion	32-40
	Critical Observations and Recommendation	33
	Conclusion	34
	References	35
	Appendix	36-40

Executive Summary

This is the internship report based on the 3 months and 5 days long internship program that I had successfully completed in Airtel Bangladesh Limited in Human Resource Department under Compensation Specialist from 27.01.2013 to 30.04.2013 as a requirement of my BBA program of BRAC Business School, BRAC University. As being completely new to practical arena, working at Airtel Bangladesh Limited was a new experience to me. Throughout these times, I have involved with different projects regarding compensation activities and extended my further knowledge.

This report includes how the compensation activities take place in an organization. Even though I had my minor on human resource and I did not take the “compensation” course, it was not a problem for me to deal with all of these activities. I had involved with the preparation of some important projects including “Airtel Employee Handbook 2013”, KUDOS Reward and Recognition” ; and successfully accomplished those. Besides my own duties, I had also involved with a training program and get to know some the systems that Airtel Bangladesh Limited takes to train up their employees.

On the first month of my joining I was involved with different document preparation, new joined employee appointment letter issuance, and observing PF audit for the session June’12-June’13 with a collaboration of HawladarYunus& Co (certified chartered accountants) . My second month went pretty rush because of strikes and political vulnerability throughout the country. During this month I was involved with the preparation of KUDOS Reward and Recognition Policy for ABL. In my last month, I had assigned with the completion of Airtel Employee Handbook ’13 and I was successfully capable of finishing the project within the deadline. Furthermore, I had completed ABL Dress Code Policy for the year 2013.

My personal views about the HRD, my value addition to the HRD are also included in the report. With my personal and professional exposure, I tried my level best to make this report as much understandable as possible and translated the real world experience into this report. The various boundaries to process improvement and maintaining ethical standards in a corporate environment have also been experienced. But even so, how these policies and practices are In-Line with the corporate strategy are discussed in this report.

Before drawing any conclusion based on this report, it may be noted that the report was tried its level best to make a good one. Some of the information provided here are confidential to Airtel Bangladesh Limited and cannot be used without further authorization.

CHAPTER# 01

ABOUT AIRTEL BANGLADESH LIMITED

1. Introduction

1.1. Airtel Bangladesh Limited – At a glance

Airtel Bangladesh Ltd. is a GSM-based cellular operator in Bangladesh. Airtel is the sixth mobile phone carrier to enter the Bangladesh market, and originally launched commercial operations under the brand name "Warid Telecom" on May 10, 2007. Warid Telecom International LLC, an Abu Dhabi based consortium, sold a majority 70% stake in the company to India's BhartiAirtel Limited for US\$300 million. BhartiAirtel Limited took management control of the company and its board, and rebranded the company's services under its own Airtel brand from December 20, 2010. The Bangladesh Telecommunication Regulatory Commission approved the deal on Jan 4, 2010.

BhartiAirtel made a fresh investment of USD 300 million to rapidly expand the operations of Warid Telecom and have management and board control of the company. This is the largest investment in Bangladesh by an Indian company. Dhahi Group continues as a strategic partner retaining 30% shareholding and has its nominees on the Board of the Company.

The new funding is being utilized for expansion of the network, both for coverage, capacity, and introduction of innovative products and services. As a result of this additional investment, the overall investment in the company will be in the region of USD 1 billion.

1.2. Scope of the Report

Human resources are essential and foundational to the growth and development of any organization and hence the ability to satisfy and retain quality and trained employees is vital. It must be therefore very crucial to identify if there is an underlying dissatisfaction amongst the existing employees of the organization.

This report will give a clear idea about "Human Resource Department of ABL". How effectively they utilize their resources? What types of benefits they offer to their employees to motivate their work? Does the training program that they organize is effective or not? To have answers of all these questions, it is tried to go through the ABL HR policies; with three months working experience in HR and had discussion with officials of different wings.

1.3. Objectives of the Study

The report is prepared on the “Compensation Activities of Human Resource Department of Airtel Bangladesh Limited” with the thought of getting in depth of the compensation activities and policies of ABL.

Broad Objective:

The broad objective is to know about the compensation activities of Airtel Bangladesh Limited.

Specific Objective:

To have better orientation on compensation activities specially- compensation policy and practices, employee handbook, KUDOS reward and recognition system, employee appointment letter issuance of Airtel Bangladesh Limited.

1.4. Methodology of the Study

The following methodology will be followed for the study based on observation and interpretation. Data sources are scheduled on an informal discussion with officials, company website and observation while working in different desks.

The secondary data sources are annual reports, manuals, and policies of ABL. To identify the implementation and repayment practice, practical experience and observation was done.

1.5. Limitations of the Report

1. This paper was focused on the most sensitive part of the organization i.e. human resource. So even though ABL authority disclosed their confidential information with me, they did not permit me to share for further use of the information outside of the organization.
2. Only 3 months' time is not sufficient to complete such a study in a lucid manner.

Chapter – 02

Organizational Overview

2. Organizational Overview

2.1 History of Airtel Bangladesh Limited

Airtel Bangladesh Ltd. is a GSM-based celluler operator in Bangladesh. Airtel is the sixth mobile phone carrier to enter the Bangladesh market, and originally launched commercial operations under the brand name “Warid Telecom” on May 10, 2007. Warid Telecom International LLc, an Abu Dhabi based consortium, sold a majority 70% stake in the company to India’s BhartiAirtel Limited for US\$300 million.

BhartiAirtel Limited took management control of the company and its board, and rebranded the company's services under its own airtel brand from December 20, 2010. The Bangladesh Telecommunication Regulatory Commission approved the deal on Jan 4, 2010.

2.2 Packages offered by Airtel Bangladesh Limited

Airtel Bangladesh has segmented its’ product line under 5 (five) category and more are on the way to be introduced. At present airtel provides both post-paid and pre-paid connection plans. The post-paid plan is branded and marketed across the country under the name **airtel Postpaid**; the pre-paid segment is branded and marketed as **airtel Prepaid**. Furthermore there are International **Roaming**, **Value Added Services** and **M-**



Commerce. Some of the airtel prepaid packages are: Adda, Hoi Choi, Manuted pack, Valentines pack, Shobai, Golpo, Kotha, Foorti, Dolbool, Bijoy 016.

The airtel postpaid is categorized under 3 packages which are designed to assist one’s professional and personal communication needs.

- Airtel Exclusive
- Airtel Classic

- Airtel Advantage

Airtel exclusive brings the highest fnf features and 1 second pulse that will enable to manage different calls efficiently. Airtel classic offers a flexible tariff plan that helps to explore a wide service and keep overall cost to a reasonable limit. Airtel advantage comes with an attractive flat tariff plan, large close calling circle which makes one's communication simple.

Airtel-Postpaid and Airtel Prepaid user enjoy various Value Added Services (VAS), such as SMS, MMS, GPRS, 64K SIM, Duel SIM product, Corporate packages for product advertising via SMS, and a host of other features. However, International roaming is available only to airtel postpaid users.

2.3 Vision & Tagline of Airtel Bangladesh Limited



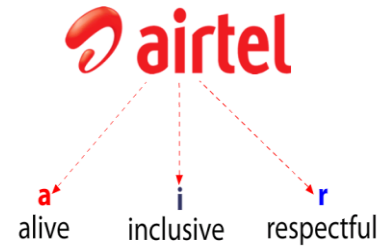
The tagline that they follow is that-

“Enriching lives means putting the customer at the heart of everything we do. We will meet their needs based on our deep understanding of their ambitions, wherever they are. By having this focus we will enrich our own lives and those of our other key stakeholders. Only then will we be thought of as exciting, innovation, on their side and a truly world class company.”

2.4 Values of Airtel Bangladesh

Why values are important for ABL:

- Provide the base of employee empowerment and integrity.
- Is the glue for creating an organizational culture appropriate for the vision?
- Values provide the Driving Energy. People need to believe of what they are doing.
- Values help keep/hire/highlight the contributing members. If people don't believe in or practice the values it will be a cause of dissonance with the organization.



** Caselet prepared for airtel values are available in the appendix part of the report.

2.5 Employees of Airtel

At November 30, 2012, Airtel had 1144 employees*

Type of Employee	Number of Employee
Regular Employee	1130
Contractual Employee	02
Part time Employee	00
Expatriate	12
Support Employees	Depends on demand

*Source: HR database of Airtel

2.6 Organogram of Airtel Bangladesh Limited

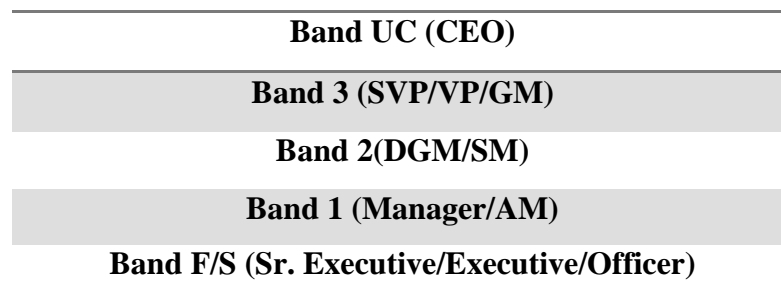
BhartiAirtel South Asian operations are headed by Mr. Sanjay Kapoor who reports to company's Chairman Mr. Sunil Bharti Mittal. Airtel's South Asian operations are geographically divided into three zones and each zone is headed by one CEO. The CEO

of Airtel Bangladesh Ltd. Reports to Mr. Ajay Puri, who is leading Bangladesh and Western part of Indian operations of Airtel. The management team is named as Airtel Leadership Board (ALB) in Bangladesh. All the functional heads are a member of this team which is headed by CEO and Managing Director Mr. Chris Tobit.

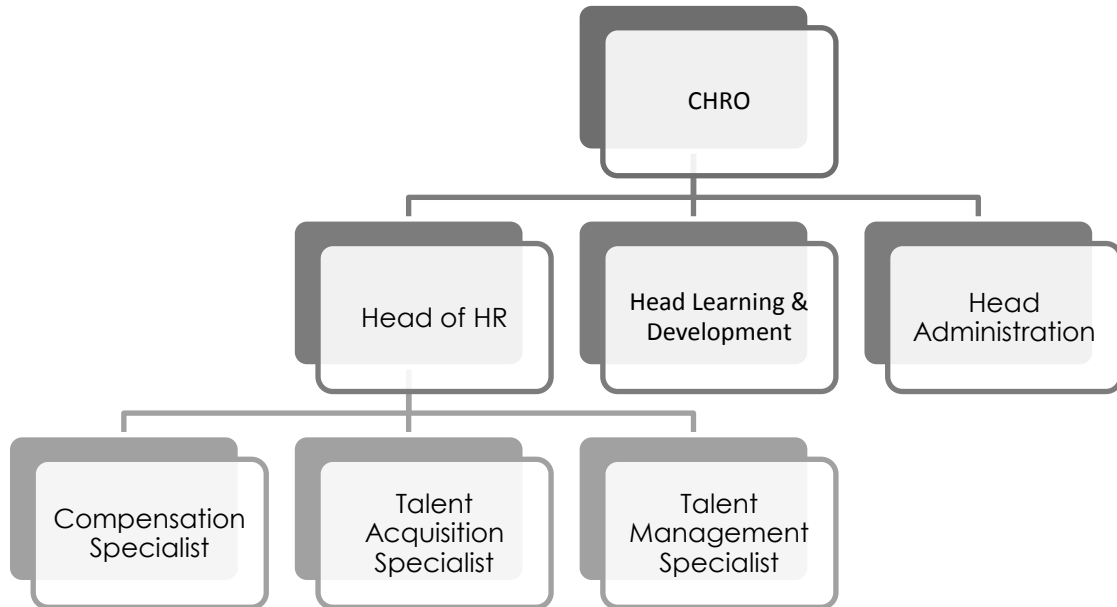
The workforce in Airtel Bangladesh Limited combines total of 13 departments with their respective functions. Combining all the below divisions the management team is build:

- Customer Care
- Supply Chain Management
- Engineering
- Operational Excellence
- Human Resources & Administration
- Sales
- Information Technology
- Corporate Affairs
- Finance
- Marketing
- Legal & Secretarial
- CEO Office
- Corporate Assurance Group

The organogram of Airtel Bangladesh consists of five bands. These are:



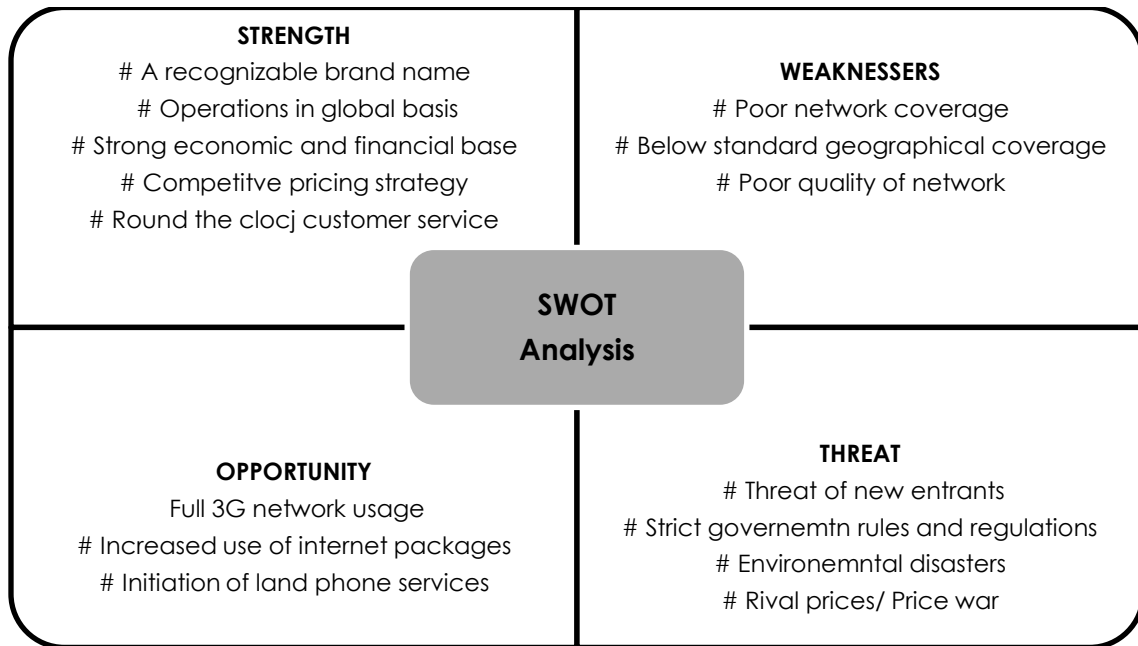
Organizational structure of Human Resource department of Airtel Bangladesh Limited is shown below:



The compensation packages and other facilities for employees of the organization depend on which band they are in. The new organogram is more updated and understandable than the previous one. In before, there were only 3 brands namely “Band, Band 1 and Band 2”, however Band F and Band S were exclude in the organogram. But the updated organogram consists all these five bands which consists all levels of employees.

2.7 SWOT Analysis

For the better understanding of the company aspect, I have conducted a SWOT analysis. The SWOT analysis has many strengths and opportunities that this company can use to build more innovative and new strategies to keep the company operations stable. Many strategies can be introduced from these points.



Chapter- 03

Project Part

3.1 My Job Description/Nature of the Job

The nature of my job was to assist compensation specialist of preparing and assisting him in his daily projects and activities. From assigning appointment letters to new joined

employees to prepare different project, I assisted my official supervisor in his actions. My job was mostly in desk job based but sometime I had to visit different organizations for delivering or hand over important documents.

3.2 Specific Responsibilities of my Job

As being an associate of compensation specialist, my main job was to assist him in preparing necessary policies of the organization such as dress code policy, maternity leave policy, and etc. Moreover, I had to prepare and issue appointment letter for newly hired employees. I had to prepare it by myself and after the preparation of the whole letter, I had to go to the CHRO for his signature. After his signature, the letter is ready to be delivered and they are couriered to the employee's address.

I also had to assist M-Commerce department to assist them in opening M-Banking account of the new internees. Apart from all these I had prepared the whole Airtel Employee Handbook for the year 2013.

3.3 My learning

Under the supervision of Compensation Specialist, I have been assigned with different projects and successfully accomplished those. The project works are described below:

3.3.1 Employee Appointment Letter Issuance

Purpose

The purpose of appointment letter is to provide a newly hired employee a written letter of appointment as a regular/probationary status, contract, or temporary employee, as a formality, after accepting a job offer.

Procedure

Appointment letter will be issued after completing necessary post-joining requirements and documentation within one week of joining that shall clearly spell out the terms and conditions of employment. With the help of personal file, necessary information is

inserting into the excel file through which their job location, job responsibilities, salary, payment and all other details are included. A preview of a sample letter tracker is given below for the better understanding of the procedure:

	A	B	D	E	F	
1	ID	Name	Address_Line 1	Address_Line 2	Address_Line 3	
40	1298	Mr. Kazi Saad Bin Nasir	Holy Airab, Flat: 1/A	House: 77, Road: 9/A	Dhanmondi, Dhaka- 1209	Territory
41	1299	Md. Mohibul Islam	11/4, Hafizuddin Sarker Road	Islampur, Dattapara, Tongi	Gazipur	Territory
42	1300	Mr. Minhaz Uddin	31, Hrishu Kesh dash Road	6/B, Ananda Vally, Sutrapur	Dhaka- 1100	Territory
43	1301	Mr. Ratib Zaman	House: 857, Road: 13	Adabor Housing, Shaymoli	Dhaka	Key Acc
44	1302	Mr. Salah Uddin Misbah	85/15, Mirabazar	Sylhet		Territory
45	1303	Md. Rakibul Hasan	Flat: 4N, House: 212/4B	Labagh Road, Azimpur	Dhaka	Senior Er
46	1304	Zainul Abedin Chisty	House: 93/1, Road: 08, Block: C, Apt: C5	Nikton, Gulshan-01, Dhaka 1212	Dhaka- 1206	Corporat
47	1305	Raisa Islam	Road: 60/A, House: 02, Gulshan: 02	Road: 04, House: 06, Nikunja: 02	Dhaka, Bangladesh	Key Acc
48	1306	Ms. Shreyoshi Ghosh	Block-B, Plot-239, Road-02	Bashundhara R/A	Dhaka, Bangladesh	Executiv
49	1307	Ms. Farzana Yasmin Rivi	Flat-3E, Yasmin's Regency, Dhanmondi 10/A	Dhanmondi R/A	Dhaka, Bangladesh	Young Li
50	1308	Ms. Jasia Nuzhat Haider	House 42B, Road-30, New D.O.H.S. Mohakahli	Dhaka 1206	Bangladesh	Young Li
51	1309	Ms. Neamah Nazrul Islam	Flat 1A, Eastern Housing Apartment	S3, Purana Platan Line	Dhaka 1000, Bangladesh	Young Li
52	1310	Ms. Rishad Habib	Flat B3, Adel Square	House-12, Road-B (New), Dhanmondi R/A	Dhaka 1209, Bangladesh	Young Li
53	1311	Mr. Shahidul Mihal Ahsan	65/1, North Circular Road, Dhanmondi	Dhaka 1205	Bangladesh	Young Li
54	1312	Mr. Syed Ibrahim Saajid	House-301, Road-01, Block-F	Bashundhara R/A	Bangladesh	Young Li
55	1313	Mr. Usayed Islam	Apt-A3, House-85, Road-4, Block-B	Banani Model Town	Dhaka 1213, Bangladesh	Young Li
56	1314	Mr. M Golam Kaiser Hossain Bhuyan	316/3 Rayerbazar Polper Jaarabad	Dhaka 1207	Bangladesh	Senior IT
57	1316	Mr. Tariful Shamim	House-661, Road-26, Mirpur DOHS	Dhaka 1212	Bangladesh	Territory
58	1317	Mr. Kazi Adnan Ullah	House-E/6, Block-E, Zakir Hossain Road, Moha	Dhaka 1207	Bangladesh	Territory
59	1318	Mr. Sikder Fazle Rabbi	House- 4/15, Road- 02, Banani Housing Compl	Dhaka 1340	Bangladesh	Territory
60	1319	Mr. Md. Sohel Rana	Flat-D1, Tenement-6, Block-E	Bashundhara R/A	Dhaka, Bangladesh	Sales Ma
61						
62						
63						
64						

	A	B	N	O	P	Q	R	S	T	U	V	W
1	ID	Name	Gross Sal	Basic	House Re	Conveyan	Festival Bon	LFA	OPD	PF	Gratu	Car Allowanc
40	1298	Mr. Kazi Saad Bin Nasir	408000	263220	118452	26328	43870	34000	30000	21924	34000	
41	1299	Md. Mohibul Islam	408000	263220	118452	26328	43870	34000	30000	21924	34000	
42	1300	Mr. Minhaz Uddin	408000	263220	118452	26328	43870	34000	30000	21924	34000	
43	1301	Mr. Ratib Zaman	420000	270972	121932	27096	45162	35000	30000	22572	35000	
44	1302	Mr. Salah Uddin Misbah	408000	263220	118452	26328	43870	34000	30000	21924	34000	
45	1303	Md. Rakibul Hasan	906000	584520	263040	58440	97420	75500	40000	48696	75500	
46	1304	Zainul Abedin Chisty	1200000	774192	348384	77424	129032	100000	30000	64488	100000	540000
47	1305	Raisa Islam	420000	270972	121932	27096	45162	35000	30000	22572	35000	
48	1306	Ms. Shreyoshi Ghosh	420000	270972	121932	27096	45162	35000	30000	22572	35000	
49	1307	Ms. Farzana Yasmin Rivi	600000	387096	174192	38712	64516	50000	30000	32244	50000	
50	1308	Ms. Jasia Nuzhat Haider	600000	387096	174192	38712	64516	50000	30000	32244	50000	
51	1309	Ms. Neamah Nazrul Islam	600000	387096	174192	38712	64516	50000	30000	32244	50000	
52	1310	Ms. Rishad Habb	600000	387096	174192	38712	64516	50000	30000	32244	50000	

After the information are inserted, the excel file is being closed and another pre-linked word document is opened. Since these files are linked to one another, once the word file is open the appointment letter is ready to be print out. After the print out, a final authorization signature is

taken from CHRO and is couriered to the employee's present address. A signed photocopied of the appointment letter is saved in the personal file for future necessitate. Thus the whole process ends up.

To view the sample copy of an appointment letter please click:



3.3.2 Employee Dress Code Policy

Purpose

The purpose of dress code policy is to define a dress code as it is the foundation on which ABL build and maintain the professional image of the company.

Scope

The policy is applicable to all employees of ABL. For the purpose of this policy, the following people are deemed to be 'employees':

- Those who are on the permanent employment rolls of The Company.
- Those who are outsourcing employees in airtel premises.

Procedure

On the basis of previous year's policy my task was to prepare an updated policy for the year '13. Employees are strictly bound to maintain the dress code on the week days. The updated policy of business attire for employees would include:

Normal Business Attire (Sunday-Wednesday)	Casual Attire Thursday	Normal Business Attire (Sunday-Wednesday)	Casual Attire Thursday
Men		Women	
Do		Do	
<ul style="list-style-type: none"> > Formal Trousers > Formal Collared Shirts > Blazers > Business Suits > Ties (Optional) > Close Shoes 	<ul style="list-style-type: none"> > Jeans > Polo-Shirts > Sports Shoes 	<ul style="list-style-type: none"> >Sarees >SalwarKameez > Business Suits > Sandals > Shoes 	<ul style="list-style-type: none"> >Sarees >SalwarKameez > Jeans > T-Shirts > Sandals
Don't		Don't	
<ul style="list-style-type: none"> > Jeans > T-shirts > Sandal > Punjabi > Pajama 	<ul style="list-style-type: none"> > Torn or Faded Jeans > Shorts > Tracksuits > Slippers > Punjabi > Pajama 	<ul style="list-style-type: none"> > Jeans > T-Shirts > Tracksuits 	<ul style="list-style-type: none"> > Tracksuits
Expectations			
<ul style="list-style-type: none"> > Employees can wear Punjabi, Pajama, Sandal Shoe due to religious reasons > Employees who are facing external customers must wear normal business attire even on Thursday 			

In case of any event or festivity (i.e. Eid, PahelaBaishakh); dress code will be notified through HR by email and will be effective on the specific day.

ABL believes all employees will exercise good judgment in their dress sense to upkeep its corporate image. In case any employee is found not complying with the dress code mentioned on the policy, a suitable action shall be taken against him/her as per misconduct policy and management.

To view the actual copy of employee dress code policy please click the attached link:



Dress Code Policy
V-1.1_april 17.docx

3.3.3 Maternity Leave Policy

Maternity leave is a temporary period of absence from employment granted to expectant or new mothers during the months immediately before and after childbirth. These policies are generally aimed at supporting the mother's full recovery from childbirth and facilitating a stronger mother-bond child. This mechanism has gained greater salience in the past few decades as mothers increasingly enter the workforce.

The maternity leave policy available to women in Bangladesh is 12 weeks which is paid at 100%. However, interestingly enough, there are no specific laws that exist for management level (women) workers. In Bangladesh, only a handful of organizations have recently started to offer their female employees on-site child care.

Unlike other organizations, Airtel Bangladesh limited has its maternity leave period of 4 months. Since most of the organizations have upgraded their leave policy from 4 months to 6 months, employees of Airtel Bangladesh Limited demand this to be increased on the same level. Furthermore government rules clearly encompass a leave period of 6 months which cannot be denied. Thus, the new policy has been updated on ABL and is being approved by the CHRO. The policy is, however, will come into an effect from June 1, 2013.

Maternity leave policy is eligible for all permanent employees of ABL. For the purpose of this policy; the people who are on the employment rolls of the company, on the day this policy comes into effect and employees thereafter, shall be deemed to 'employees'.

3.3.4 Opening Accounts of Internee Mobile Banking



Mobile Banking is a banking process without bank branch which provides financial services to unbanked communities efficiently and at affordable cost. To provide banking and financial services, such as cash-in, cash out, merchant payment, utility payment, salary disbursement,

foreign remittance, government allowance disbursement, ATM money withdrawal through mobile technology devices, i.e. Mobile Phone, is called Mobile Banking.

In Bangladesh this mobile banking facility is only provided by Dutch Bangla Bank Limited (DBBL). To open an account, a customer needs the following things:

- Any mobile operator connection
- 1 copy of passport size photo
- Photocopy of National ID Card/ Passport
- Filled up KYC form (available to the registered agents)

Airtel Bangladesh Limited pays the monthly stipend of its internees through DBBL Mobile Banking. Once the internee has an account, his/her monthly stipend goes directly to the account. Later the salary can be taken from any of the DBBL ATM booths.

During my internship period, whenever a new internee joined, my task was to assist them to open the account. First of all, I had to talk to the DBBL agent to fix up a date. After the confirmation of the date, I had to then contact with internees to bring over necessary documents on the fixed date. After they are done with all the procedure with the help of customer care agents of airtel and their forms are ready, I used to collect the forms from the agents after they are filled out and handed over to the DBBL agents. The account is ready once a specific code is provided by the agent. The mobile number is the account number itself with a specific code number at the end of the digit. For an example, if the mobile number is 01610005566, the specific code can be 9 and the account number will be 16100055669. Internees will be asked to have a password of their own which has to be a four digit in range. The password will only be known by the account holder and s/he will use the code for further collection of salary. After every steps done, the account numbers are been submitted to the Executive –E banking and finally the process will be done.

For the better understanding of the DBBL M-Banking system, please go through the attached file:



3.3.5 KUDOS Reward and Recognition

In a competitive business climate, more business owners are looking at improvements in quality while reducing costs. Meanwhile, a strong economy has resulted in a tight job market. So while small businesses need to get more from their employees, their employees are looking for more out of them. Employee reward and recognition programs are one method of motivating employees to change work habits and key behaviors to benefit a small business.

To retain its employees and creating a good impression, ABL designs and updates its reward and recognition program time to time; which is however named as “Airtel KUDOS Reward & Recognition Program”. The aim of this program is to designing innovating and motivating ways to engage and attract people towards the organization.

The keys to developing a reward program are as follows:

- Identification of company or group goals that the reward program will support
- Identification of the desired employee performance or behaviors that will reinforce the visions of ABL.
- Determination of key measurements of the performance or behavior, based on the individual or group’s previous achievements
- Determination of appropriate rewards
- Communication of program to employees.

In order to reap benefits such as increased productivity, the HR team of airtel designs the reward program in such a way that the company or group’s goal must be identified and the behaviors or performance will contribute to this. The reward program can be financial and non-financial as well. HR team of airtel Bangladesh focuses on the non-financial rewards than financial because it is long lasting and more awaited remuneration to the employees.

To achieve its vision by 2015 of being the most loved brand and enriching the lives of millions; ABL continuously works to achieve its 3 values- alive, inclusive and respectful. A total reward approach has developed for the achievement of the values- total cash, benefits, recognition, development & career opportunities & work life balance.

airtel bangladesh's total reward strategy



The objectives of recognition initiatives are as below:

To drive & reinforce our values and our brand scorecard

To drive the culture of recognition

To bring out stellar efforts and stellar performance

To make it an ongoing part of engagement amongst peers and between a manager and his/her reportee

Airtel's Recognition Initiatives:

Awards	Level/type of awards	Objective	Frequency
Just did it! awards	Instant recognition for functional/ cross functional individuals/teams	On the spot recognition for individuals who have embraced and demonstrated our values of being 'alive', 'inclusive' and 'respectful'	Instant awards as and when required
People Managers' award	Organization level	To reward managers who have empowered and nourished their teams and have treated them with respect thereby	Top 5 in a year

		maximizing employee engagement	
Customer Centricity awards	Best Customer Centric Team	To reward individuals and teams who have stayed alive to the needs of our customers and helped in maximizing customer advocacy	1 team in a quarter
	Customer Delight Champion (Individual)		5 individuals in a quarter

Just did it! Rewards:

to reward individuals and teams who have embraced and demonstrated our values of being 'alive', 'inclusive' and 'respectful'

Category	Awards	Level	Type	Frequency		Applicability
Instant Recognition	Instant Recognition (Functional)	Unit	Individual	Spot Recognition -As & When required	Post ITs	All Employees
	Instant Recognition (Cross-Functional)	Unit	Individual	Spot Recognition -As & When required		

functional instant recognition

Objective	On the spot recognition for individuals who have embraced and demonstrated our brand values of being 'alive', 'inclusive', and 'respectful'
Selection Criteria	<ul style="list-style-type: none"> Employees who have demonstrated airtel's brand values –'alive', 'inclusive' and 'respectful' Accomplished objectives that have hand and impact on their respective function and went beyond their pre-defined KRA targets
Proposer/ Selector	<ul style="list-style-type: none"> Nominated and assessed by Reporting Manager HR to track all the nominations
Award	<ol style="list-style-type: none"> Tk 2000 per person (in the form of gift vouchers or Gift Plus Cards) Respective people managers may give a non-monetary recognition in form of appreciation cards and smiley's etc. (No cap on maximum no of cards)
Frequency / Limit	<ul style="list-style-type: none"> As and when required
Population Coverage	<ol style="list-style-type: none"> Max 20% per annum of the total population of each function No limit
Process Owner	<ul style="list-style-type: none"> Functional Heads and CHRO

People managers' award:

The intention of this award is to reward managers who have empowered and nourished their teams and have treated them with respect thereby maximizing employee engagement. This Great People Manager Award is paid only once in a year.

Objective	<ul style="list-style-type: none"> ▪ To recognize supervisors who treat their team members with respect, value them as individuals and exhibit a genuine concern for their development, thereby creating a productive work environment and ensuring high engagement levels
Categories	<ul style="list-style-type: none"> ▪ 'People Managers' ▪ 'Outstanding People Managers'
Applicability	<ul style="list-style-type: none"> ▪ Applicable to all RMs with 5 or more Direct Reporters (other than UC Cadre) as on 1st August every year
Selection Criteria	<ul style="list-style-type: none"> ▪ Selection based on Gallup Scores (only for those with ≥ 5 Direct Reports), Team Retention, Adherence to PMS Processes
Proposer/Selector	<ul style="list-style-type: none"> ▪ All line managers with performance above the 'Threshold Level' will be recognized as 'People Managers' ▪ Based on the scores achieved on all above mentioned criteria, Top 5 'People Manager' will be recognized as 'Outstanding People Managers' ▪ Approval by-CHRO in consultation with the CEO
Award	<ul style="list-style-type: none"> ▪ Certificate & Plaque for each 'People Manager' ▪ Top 5 'Outstanding People Managers'
Frequency/Limit	<ul style="list-style-type: none"> ▪ Annual
Process Owner	<ul style="list-style-type: none"> ▪ CHRO

Customer centricity award

The intention of customer centricity award is to reward individuals and teams who have stayed alive to the needs of customers and helped in maximizing customer advocacy.

This award is categorized under two segments- individual or team.

Type	Name of the awards	Frequency	Applicability
Individual	Customer delight champion	Quarterly	Employees of all function
Team	Best customer centric team	Quarterly	Organization wide

Objective ■ To reward individuals who have stayed ‘alive’ to the needs of the customers and thereby and helped in maximizing customer advocacy

Categories ■ Top 5 Customer Delight Champions every quarter

Applicability ■ Applicable to employees of all functions

Selection Criteria ■ For ‘walking that extra mile for an external customer- To please a customer, work beyond call of duty etc
 ■ Formal appreciation (through email, letter) by an external customer

Proposer/Selector ■ RMs/functional Heads will nominate individuals who have demonstrated above mentioned behaviors
 ■ HR to track all such nominations
 ■ CEO to select top 5 individuals per quarter in consultation with Functional Head

Recognition/Award ■ Top 5 individuals names to be displayed in “Unit Wall of Fame” & Gift Vouchers/gift item worth Tk. 1500 each to be given


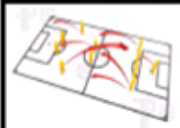





Frequency/Limit ■ Quarterly

Process Owner ■ CSD & CHRO

3.3.6 Airtel Leadership Competency

Leadership competencies of ABL focus on specific measurements for different bands which help its employees to increase their superior performance. For band 1 & 2, there are drive execution excellence and be analytically decisive competency. “Drive Execution Excellence helps to translate initiatives into actions. It also aligns communication, accountabilities, resource capabilities, internal processes, and ongoing measurement systems to ensure that strategic priorities yield measurable and sustainable results. Through “Be Analytically Decisive“securing and comparing information from multiple sources can be identified for business issues and committing an action after weighing solutions against important decision criteria. For band 3 & UC, there are “Build Teams & Talent“& “Establish Strategic Direction“. Build teams and talents enables employees to develop, engage and retain talented individuals; creating a work environment where people can realize their full potential. However, establish strategic decision facilitates one understands of major business functions, industry trends, and own organizations position to contribute to effective business strategies and tactics. From band 1 to band UC, some common brands has developed including “Drive Customer Engagement“, “Be Entrepreneurial” and “Build Collaborative Relationships.

Competency Framework

Band 1 & 2		Band 3 & UC	
 Drive Execution Excellence	 Build Teams & Talent		
 Be Analytically Decisive	 Establish Strategic Direction		
Common across Band 1 - UC			
 Drive Customer Engagement	 Be Entrepreneurial	 Build Collaborative Relationships	

3.3.7 Training & Development

Training and Development, is undeniably an inseparable and pivotal part of Human Resource Management which is recurred in different forms time to time by conscious organizations who believe their employees, whether newbie or experienced, to be assets with value. It encompasses employees acquiring knowledge and learning new skills not only to benefit themselves in terms of their career progression, but also help build the organization's position in the face of tremendous competition.

With the urge to maintain cost leadership, Airtel Bangladesh devises training accordingly, although it does provide good facilities to the trainees with the motive to make them multi-skilled. In terms of determining training needs, there exist functional academies which determine these needs. For example, let's consider the finance academy. Here the employees need to obtain a total of 14 skills and the whole team is assessed to check whether the relevant skills are present or not which are 7-8 apparently including the skills specific to finance related activities. The reporting manager conducts the skill gap analysis by rating the skills of employees under a scale of 1-5 and the ones lagging behind in say, a particular skill or more (below 3) are given training for that or those.

Airtel, although spends only 2% of their payroll cost on training and development, yet the training provided within this limited allocation is worth mentioning.

For conducting some of the training sessions, single floors of two hotels altogether, namely Lakeshore and Lake Bridge are used. After joining, employees are given overview about the whole organization for a week, followed by giving them personal laptops for official use and guidelines on using them. Then field work takes place for a month (territory officers for example) where they learn from the seniors through observation. 6-7 months later, training sessions like group discussion, seminar (generally Pakistani or Indian trainees share valuable insight on specific topics), live game show (based on real life scenario, dealing with customer by a salesman for example), in- basket are provided. The already mentioned training methods including simulation training comprise 70% of the overall training process or programs, 20% is based on case studies and the rest, 10% is based upon presentation. And if we try to comprise all these under one banner, 70% is dedicated towards on the job training, 20% on leadership competency and 10% on functional level.

A well reputed training centre, BRAC CDM is used for leadership training and team building for individuals (called young leaders) who have high prospects in taking command of the company in the long run, also includes the already experienced ones who possess the abilities to handle the organization. Project workers get specialized training on ‘six sigma’ (aimed at improving quality of service and products in line with the service, bearing in mind that Airtel is the part of service industry and also ensuring the best standards in terms of overall employee, management satisfaction, policy deployment, new hire process quality and cycle time etc.) where they thrive to achieve the ‘certified black belt’, a sign of the ability to demonstrate team leadership, understand team dynamics and assign team member roles and responsibilities which is aided by HRM through:

- Building a competency model that will help identify candidates with the right mix of technical, team, and leadership skills and abilities.
- Creating job descriptions that help candidates fully understand the position and expectations prior to signing on.
- Developing a retention strategy that will help ensure Black Belts complete their rotation and the organization recoups its investment in training and development.

All these training sessions may seem to give an impression that the evaluation process must be quite vigorous as well whereas on the contrary, it is not. We all know about Kirkpatrick’s four levels of training evaluation. Surprisingly, out of the four stages, (reaction, learning, behaviour and results); only the reaction of the employees is measured through questionnaires and asking them as well about their thoughts regarding the training program. The rest three stages are not taken into consideration as Airtel feels them to be time consuming and thus, gives only a glimpse at the job performance which is more likely to take shape few months later. The reason being, perhaps, that the training programs are designed in such a manner that the employees at the receiving end will automatically benefit from them and a reflection of that will be seen in their actual jobs in the long run. However, it is recommended that Airtel Bangladesh pays special attention to this particular area if they are to stay much ahead in terms of competition.

Integrating training with performance management systems and compensation

Surprisingly, Airtel integrates their training with performance management only and not with compensation. As per their claim, the leadership competency is the area which is scrutinized thoroughly under performance management after vigorous training is provided. So it bears a clear proof that building leadership skills is the prime focus of Airtel. This is undoubtedly praiseworthy. However, not integrating other aspects like on the job training and functional level training with performance management systems may cause problems in the long run as not every individual is bound to be a leader and whatever position they are holding and whatever tasks they are incorporated with, should be noticed with care and should follow a stream of continuous feedback so that they are always motivated. And, compensation should be integrated to get the best results. Otherwise, as it's said in theory, a training program that is not linked to the organization's performance and compensation has far less chance of success than others (in this case, GP, Robi, Banglalink).

3.3.8 Airtel Handbook

An employee handbook, sometimes also known as an employee manual or staff handbook, is a book given to employees by an employer. Usually, the employee handbook contains information about company policies and procedures. It may also form part of an employee's terms and conditions of employment because if the organization employ five or more people, it is a requirement of the Health and Safety at Work etc and to have a written statement of the employee's health and safety policy.

The employee handbook is an excellent place to bring together employment and job-related information which employees need to know, such as holiday arrangements, company rules and disciplinary and grievance procedures. It can also provide useful source of information to new staff as part of the induction process. A written employee handbook gives clear advice to employees and creates a culture where issues are dealt with fairly and consistently.

Airtel Employee Handbook has been prepared as a guided to the employment politics, procedures, practices and benefits meant for the employees of Airtel Bangladesh Limited. It is believe that, it is not possible to anticipate every situation which may arise in the work place, or

to provide information that answers every possible question. However, maximum effort has been made to provide optimum information for comprehensive understanding of the associates. The management of airtel has the right to modify, supplement, rescind or revise any provisions of The Employee Handbook from time to time as it is deemed necessary or appropriate as per management's prerogative and discretion. Such changes made, if any, will be advised and disseminated to the associates accordingly.

Airtel is constantly striving to improve its politics and procedures and the services it provides to its associates. In case, employees want to give any suggestion, they need to provide the same to the Head of Human Resources Department. Such changes shall be evaluated and, if demand fit and proper, shall be incorporated into the handbook at appropriate time with the approval of the management.

Organizational Hierarchy

Organizational hierarchy in Airtel Bangladesh Limited is based upon the following grades and positions:

Grade	Position
5.2	Chief Executive Officer
5.1	Senior Vice President
4.2	Vice President
4.1	General Manager
3.2	Deputy General Manager
3.1	Senior Manager
2.2	Manager
2.1	Assistant Manager
1.3	Senior Executive
1.2	Executive
1.1	Officer

Company philosophy of Airtel is constituted of Open Door Policy, Equal Employment Opportunity, Affirmative Action, and Breaking of Glass Ceiling Effect that are reflected in its overall organizational culture. Such elements are briefly highlighted below:

Open Door Policy

All the associates have the right and are encouraged to speak freely by ensuring mutual respect with their supervisors and line managers about their job-related concerns. However, there is a laid down procedure to be followed to access any senior team member and CEO, if an associate has any issue or problem.

Equal Employment Opportunity

Airtel is an Equal Opportunity Employer (EOE) and provides equal employment opportunity to the existing male and female associates against any vacant position. In case, there is no suitable resource found within the company, HR department advertises such position externally. EOE is the management commitment reflected in the internal and external hiring process.

Affirmative Action

Affirmative action leads to pursue and implement 'merit' having no discrimination due to gender, race, colour, religion, sex or national origin. Recruitment & Selection policy of Airtel is free from such encumbrances and provides equal opportunity to all internal and external candidates for filling any position in the company.

Breaking of Glass Ceiling Effect

Glass ceiling is a perceived barrier in the growth and advancement of the female associates. The associates in Airtel are evaluated and appraised based upon their performance and merit in their perspective roles. Vertical and horizontal growth of all employees (male and female) is the result of their performance and its effective measurement. Every associate as the equal right to perform grow and continue as an important part of Airtel Family in achieving the set organizational goals.

Merit is the Sole Criterion

Merit is the sole criterion in the hiring and career advancement of the associates. Transparency is practiced during the course of hiring is judged and finalized through panel interviews whereas for vertical growth of the associates, bi-annual performance appraisal is used as a tool to measure their performance against the given objectives to reach a final decision.

Chapter- 04

Recommendations & Conclusion

Critical Observations and Recommendations

While working very closely to the Human Resource team of Airtel, I came up with certain observations and recommendations towards the organization:

- Working hour of Airtel Bangladesh is from 10:00am- 07:00pm; where most of the telecom industries in the country ends at 05:00pm. Even though the target is to reduce man power, it slows down productivity in a certain way. Thus, work pressure of the employees should be reduced by reducing the working hour from 07:00pm-05:00pm. If needed more employees should be recruited on a temporary basis.
- Employees of Airtel Bangladesh are getting paid high than other telecom industries such as orascom, ericsson and etc. but the outcome is relatively poor in the market. Thus, it should be measured or a balance among the income and the outcome should be maintained.
- Airtel depends a lot on Bdjobs.com for getting CVs for Territory Manager, Key Account Manager, Manager Compliance; most of the time good CVs are not found there so then HR takes people from reference which is time consuming, as a result HR cannot meet the demand of different departments in supplying employees as they require.
- More training can be introduced to improve skills of the employees.

Conclusion

Recent analysis and literature demonstrate in the topic of “Policies Facilitation to Employees By Human Resource Department of Airtel Bangladesh Limited” show that the policies adopted are for the well-being of the employed to make them engaged towards the organization and the environment.

The study examined the overall policies that Human Resource takes and updates time to time. The research would suggest that in an agency such as the study site, where the workers are significantly engages, production outcomes would be high on the basis of the policies that the company facilitates.

Even though Airtel Bangladesh held 4th position on the basis of customer subscription, they are trying to become the market leader since the value itself targeted to be the most loved brand by 2015, employees are the one who needed to be engaged towards their work and without which this value cannot be achievable. Considering this in their mind, Human Resource team of Airtel Bangladesh trying their best to recruit the best employee from the market and implies durable policies that might help its’ employees achieving the goal.

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Appendix

While preparing Airtel Values for the employee handbook, I had to prepare three different scenarios associated with the three different values that airtel held. The cases are given below:

Case 01:

In this descriptive, focus on the behavior of the character named Praveen and try to identify the value, theme and priorities behaviors he depicts in it.

Praveen, a network engineer, on his own accord approached the Head of Customer Shared Services (CSS). Praveen had come up with an idea of a web-based backend portal to help resolve various troubleshooting problems. Praveen had approached other senior level managers, but had received no positive response from them. He explained his idea to the Head CSS telling him the benefits which included speed testing becoming standardized, speedy and effective. The Head was interested, but conveyed his concern over the cost and time involved. It took Praveen, some amount of convincing and time to show the advantages of this new system. He was determined even though he had to deal with resistance from many angles. Praveen assures the Head that they will be able to recover the cost within a six month period and that he and his team had already prepared a detailed project plan for the same. Head CSS was impressed and asked him to follow the proper procedure for approval and assured that he will recommend it from his side and get IT Team to support it.

Q1. What value does Praveen display in this caselet?

- (a) Alive
- (b) Inclusive
- (c) Respectful

Q2. Which theme of the value alive is brought to life by Praveen in this caselet?

- (a) Alive to needs of our customers
- (b) Act with passion, energy and can do attitude
- (c) Innovation and entrepreneurial spirit

Q3. Which behavior is demonstrated by Praveen in this caselet?

- (a) Enthuse others

- (b) Solicit and build on ideas
- (c) Never give up

Case 02:

In this descriptive, focus on the behavior of all the characters and try to identify the value, theme and prioritized behaviors they depict in it.

IFFCO Kisan Sanchar Limited (IKSL) was a tri-lateral joint venture between the Indian Farmers Fertiliser Cooperative Ltd (IFFCO), airtel and Star Global Resources Limited, which distributed airtel Sim cards branded as 'Green Sim'. Farmers, the target customers, were indifferent to these Sims. Viraj, the Rural Territory Manager, got to the root of the problem and identified lack of perceived value of these Sims as the reason for the indifference. Viraj connected with IKSL experts regarding this problem and discovered that suggestions to avoid/ tackle low yield were readily available and could be of help to the farmers. Viraj planned to offer daily 5 tips through IVR to Green IFFCO Card holding farmers for free, thus improving adoptions of 'Green Sims' through this value add and thereby positively impacting the farming community.

Q1. What value do all the characters display in this caselet?

- (a) Alive
- (b) Inclusive
- (c) Respectful

Q2: Which theme of the value inclusive is brought to life by all the characters in this caselet?

- (a) Open mind and embracing change
- (b) We work with communities anticipating, adapting and delivering solutions
- (c) Recognizing the breadth and depth of communities we serve

Q3: Which behavior is demonstrated by all the characters in this caselet?

- (a) Be open to differences
- (b) Positively impact environment and society

(c) Embrace all cultures

Case 03:

In this descriptive focus on the behavior of the character named Fahad and try to identify the value, theme and prioritized behaviors he depicts in it.

Samar called up airtel customer care and blasted the customer care executive Fahad claiming that he had been incorrectly billed. Fahad enquired about his usage and after analyzing the bill, calmly conveyed the unpopular fact that he was sent a proactive SMS when he landed in Sri Lanka that he was on roaming data services. Fahad in a compassionate but yet tough manner highlighted that because roaming data services were used, his bill had gone up by Rs. 2500/-. Samar, realizing his mistake, promised to clear the bill.

Q1. What value does Fahad display in this caselet?

- (a) Alive
- (b) Inclusive
- (c) Respectful

Q2. Which theme of the value respectful is brought to life by Fahad in this caselet?

- (a) Live the same lives as our customers
- (b) Never forget that customers' are why we exist
- (c) We act with due humility always open and honest

Q3: Which behavior is demonstrated by Praveen in this caselet?

- (a) Be assertive yet polite
- (b) Be humble

(c) Respect commitments and timelines

Answers of the cases associated with AIR Values

Case: 01

A1. (a) Alive; Praveen displays the value “alive” in this caselet.

A2. (c) Innovation and entrepreneurial spirit; the theme “innovation & entrepreneurial spirit” is brought to life by Praveen in this caselet.

A3. (c) Never gives up; the behavior demonstrated by Praveen in this caselet is “Never give up”.

Case: 02

A1: (b) Inclusive; All the characters display the value “inclusive” in this caselet.

A2: (c) Recognizing the breadth and depth of communities we serve; The theme “Recognizing the breadth and depth of communities we serve” is brought to life by all the characters in this caselet.

A3: (b) positively impact environment and society; the behavior demonstrated by all the characters’ in this caselet is “Positively impact environment and society.

Case: 03

A1: (c) Respectful; Fahad displays the value “alive” in this case let.

A2: (c) We act with due humility always open and honest; the theme “We act with due humility always open and honest” is brought to life by Fahad in this caselet.

A3: (a) Be assertive yet polite; The behavior demonstrated by Praveen in this caselet is “Be assertive yet polite.”

For further queries regarding Human Resources of Airtel Bangladesh Limited, please contact with the following persons:

Md. MehadiHasan Bin Ghani

Compensation Specialist

Airtel Bangladesh Limited

Call +880 2 8836 990-7

Fax +880 2 8951 786

Email: mehadi.ghani@bd.airtel.com

Md. Saiful Islam

Specialist- Talent Acquisition

Airtel Bangladesh Limited

Call +880 2 8836 990-7

Fax +880 2 8951 786

Email: islam.saiful@bd.airtel.com

Ms. ShabnamShaheed

Head- Learning & Development

Airtel Bangladesh Limited

Call +880 2 8836 990-7

Fax +880 2 8951 786

Email: shabnam.shaheed@bd.airtel.com