



INTERNSHIP REPORT ON Human Resource Policies of Shova  
Enterprise Limited

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## **LETTER OF TRANSMITTAL**

Dear Sir,

With most respect to thank you on for giving us the opportunity to compile the Internship Report on **“Shova Enterprise Limited’s Human Resource Policies”**. It is an enormous prospect to prepare an Internship Report on this subject after a pre-planned procedure. By preparing Internship Report, I have identified ample information with reference to the Human Resource policies with respect to the global scenario. It helped me to develop my analytical skills as well. I have learned a lot about the process how an organization works while making this internship report and it is a great pleasure for me to make research on such type of subject as well.

I have submitted this Internship Report for your kind appraisal and desire I could do it significantly enhanced but due to some limitations it was not possible. I ought to thank to you for your assist in this regard.

Thanking you in anticipation.

Yours truly,

MD. Saiful Islam

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## **ACKNOWLEDGEMENT**

The successful completion of this report has seen many helping hands, without which this would have not been possible. However, the space involved does not allow me to mention everybody individually. I would like to express my special thanks and sincere gratitude, S. M. Arifuzzaman of BRAC University and Amit Hassan of SHOVA Enterprise Limited. I deeply appreciate their enthusiasm and guidance in preparing this Internship Report/While doing this report I really enjoyed the work and also identified a lot about the actions conducted during human resource department. I would like to thank them for the excellent guidance through valuable lecture and personal advice and support also.

Sincerely yours,

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## **Executive Summary**

**Shova Enterprise Ltd.** is a 1<sup>st</sup> class E/M Contractor of Public Works Department & CMMU, Govt. of Bangladesh, International and Local Bidder of Generating Set, All kinds of Electrical & Electro-Mechanical Equipments, Medical, Surgical, Dental Equipments including Supplying, Installation, Testing & Commissioning works since its inception.

The company is the leading Generator Supplier including Installation, Commissioning & Testing work most effectively and rendering service to many national development projects under Public Works and Health & Family Planning Departments of Government of Bangladesh are reviewed annually to ensure they meet the needs of employees living in Bangladesh.

In this report I have tried to give an overview of the HR Policies of Shova Enterprise Ltd. which continued for four months. I have tried to portrait my internship program through this report which includes how I had to carry out different managerial functions to complete the job task and attain the desired goal.

The report covers the how employees are trained, compensated and recruited. Even though it is not one of those huge companies where the information is easily accessible, I tried my best to cover those in this report.

Finally, it says about my findings and recommendations for Shova Enterprise Ltd which I think they should consider enhancing business performance and increasing the employee productivity as well as reducing employee turnover.

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**CHAPTER: 1**  
**INTRODUCTION**

## **1.1 INTRODUCTION:**

The organization where I have done my internship is called SHOVA Enterprise Ltd. It is a 1st class E/M Contractor of Public Works Department & CMMU, Govt. of Bangladesh, International and Local Bidder of Generating Set, All kinds of Electrical & Electro-Mechanical equipment, Medical, Surgical, Dental Equipment including Supplying, Installation, Testing & Commissioning works since its commencement. Shova Enterprise Ltd is the leading Generator Supplier including Installation, Commissioning & Testing work most effectively and rendering service to many national development projects under Public Works and Health & Family Planning Departments of Government of Bangladesh. I was appointed as Senior Account Executive. As a senior account executive my responsibility was not only the daily management itself but also manage the relationship with the client of the accounts. More like a liaison between the sales team and the customer service department of the company. The responsibilities were widely varying and it presented me a huge opportunity to learn a lot of practices and business policies. Though I was assigned as a Senior Account Executive in the organization I was keen to learn about the organizations Human Resource policies in particular so that I can have an oversight of the area of my educational major subject which gave me a lot of insight and hand on experience of organizations Human Resource practice.

## **1.2 OBJECTIVE OF THE STUDY:**

The objectives of the study are as follows:

- To know the HRM policies followed in SHOVA Enterprise Ltd.
- To identify the various avenues for improving the HRM policies of SHOVA Enterprise Ltd.
- Suggesting strategies to improve the HRM policies of SHOVA Enterprise Ltd.



### **1.3 SCOPE OF THE STUDY:**

This study covers almost every aspect of the HRM policies and practices of SHOVA Enterprise Ltd. From the findings analyzed I have tried to suggest some recommendations to improve the HRM policies of SHOVA Enterprise Ltd.

### **1.4 METHODOLOGY OF THE STUDY:**

This study is based on both primary and secondary data/ information. Primary data/information was collected through face-to-face interview of HR personnel of SHOVA Enterprise Ltd and secondary data/ information was collected from published articles, magazines, different books, internet etc.

### **1.5 LIMITATIONS OF THE STUDY:**

There were some limitations that I had to face during preparation period of this report those are as follows:

- Certain Information could not be collected due to official restrictions.
- Many things were so confidential that I was not entitled to access there.

**CHAPTER: 2**  
**ABOUT SHOVA ENTERPRISE LTD.**

## **2.1 SHOVA ENTERPRISE LIMITED:**

SHOVA Enterprise Ltd. has been initially organized as a proprietorship institution in 1979. From that period the organization has gone to achieve to fundamental goals. As a result the company was registered with the Joint Stock Company as a private limited company limited by its share in 1989. The growth of the company in Bangladesh, over last few years, had been outstanding and in the coming years we are expecting more growth in infrastructural development in all respect.

SHOVA Enterprise Ltd. is a 1st class E/M Contractor of Public Works Department & CMMU, Govt. of Bangladesh, International and Local Bidder of Generating Set, All kinds of Electrical & Electro-Mechanical equipment, Medical, Surgical, Dental equipment including Supplying, Installation, Testing & Commissioning works since its commencement. SHOVA Enterprise Ltd is the leading Generator Supplier including Installation, Commissioning & Testing work most effectively and rendering service to many national development projects under Public Works and Health & Family Planning Departments of Government of Bangladesh. The tasks assigned to the company were accomplished most successfully within time framework with utmost satisfaction to our clients.

## **2.2 OBJECTIVE OF THE COMPANY:**

SHOVA Enterprise Ltd.'s main objective is to promote a profitable and sustainable business which satisfies customers need. To accomplish these tasks we work as Importer, Indentor, Supplier of Generator, agriculture machinery, workshop equipment, medical, surgical, laboratory and scientific equipment etc. The prime aim is to provide quality goods at most competitive price. The company attaches top most priority to its customer satisfaction. The company is well known as a reputed business organization in the local market. Their after sales service identity is remarkable. Company highly values its human resource and technical knowledge. The long term objective is to become a prominent player in the market of industrial machinery in Bangladesh through its technical knowledge and excellent after-sales service.

## **2.3 MANAGEMENT AND THE ORGANIZATION:**

The overall management of the company is vested with the Board of Directors. The Managing Director is the Chief Executive who looks after his day-to-day business. The company has the following corporation set-up. And rest of the directors performs their assigned duties and responsibilities.

Ms. Selina Begum - Chairman

Amit Hassan - Managing Director

The Company has at present 123 professionals comprising various disciplines such as Engineering, Showroom & after sale service, Marketing development, Administration, Finance & Accounting, Economics and liberal arts.

SHOVA has a number of divisions/departments, each headed by an experienced executive. They are:

- Engineering & Technical Division
- International / Local Tender Division
- Finance & Accounts Section
- Medical Equipment Division
- Electrical / Mechanical Division
- Marketing Division
- Showroom & After Sale Service Division.

## **2.4 CAPITAL STRUCTURE AND BUSINESS TURNOVER:**

The authorized and paid-up capital of the company is Tk.2.5 million and 0.50 million respectively. Total number of shares is 5,000 the value of each share being Tk.100.00. The capital investment made stands at Tk.98.0 million. Average annual turnover of business is around Tk.78 million.

## **2.5 PRODUCTS AND SERVICES:**

The company mainly deals in the following products and is in the process of opening more out-lets for new products:

- Generator, House hold Electrical Equipments
- Marketing & Distributing the Imported Items.
- Service facilities for Installation, Commissioning, Erection of Generator
- Repairing and refueling of Generator.
- Medical, Surgical & Dental Equipments,
- Agricultural Machinery.

## **2.6 ENLISTMENTS:**

The company is enlisted with 50 (fifty) Organizations / Agencies which include Govt. Offices, Autonomous, Semi-Autonomous bodies, Banks, Corporations, NGOs, International development organizations and large business establishments.

## **2.7 FOREIGN PRINCIPALS AND ASSOCIATES:**

The company's main foreign principals and associates are the following:

- Kubota Corporation, Tokyo, Japan.
- PowerCo Systems International Ltd.
- Forest City Generators, U.K.
- Powercap Energy Systems, Italy
- Green Power Systems s.r.l, Italy.
- PowerLink Machinery (Shanghai) Co., Ltd, China
- Fujian Yihua Electrical Machinery Co., Ltd. China
- Eurodent Industriale S.p.a., Italy
- Marubeni Corporation, Japan
- Unoki Tsusho Co. Ltd., Japan
- Glass Agency, India
- Yaqoob Sons, Pakistan
- Medata GmbH, Germany
- Crompton Greaves Ltd., India.
- TIF Instruments, USA.
- OKI E.E. Corporation, Japan
- Sarl VINIPARRAINAGE, France
- Banzai Spol Sro, Czech Republic
- Serma SAS Italy
- Termokimik Italy
- Motex , Germany
- Countryman Generators,Singapore
- Renold, UK

## **2.8 MEMBERSHIPS:**

The company has memberships with the following associations/organization:

1. Dhaka Chamber of Commerce & Industries, Dhaka.
2. Construction Maintenance Management Unit (CMMU), Dhaka
3. Public Works Department (PWD) E/M Contractor's Association, Dhaka.
4. Central Medical Stores Depot (CMSD), Tejgoan, Dhaka

## **2.9 SERVICE TEAM AND AFTER SALES SERVICE & REPAIRING:**

We have Regular 16 Teams with skilled and semi-skilled Technicians. Each team consists of 3 members for installation, setting, fitting; fix up etc. of Diesel Generator along with Control Panel & ATS to every corner in Bangladesh

Another 7 Teams with 1(one) Diploma Engineer and 2 skilled Technicians in each Team for the inter connection, Checkup the Control Panel & ATS, Testing, Commissioning, Finishing and hand over the Generator/work to the purchaser.

We have another 7 Teams which is optional and daily basis. Now Total Teams comes to near about 30 Nos. This Shova family Technical staff now comes to near about 100 persons, in addition to regular work staff. These family members are standby ready to face or rectify any emergency situation/problems at the call of the Authority/Purchaser at any time anywhere. Even this family assures the Authority/Purchaser, if any additional work load is placed to the vendor, the vendor is ready to face the situation. We can smoothly finish the work within time frame, because we have strong Technical man power and on the basis of long 28 years' experience and technical expertise in this aspect. We are also ready to undertake risks and responsibility of the work in the remotest area of the country.

## 2.10 COMPANY'S LOCAL CLIENTS:

The company enjoys complete trust and confidence among the local clients.

A brief list of our clients is given below:

- ROBI, Axiata group Berhad (BD) Ltd., Dhaka - Generator/Power System/AMC
- Grameen Phone Ltd., Dhaka, Bangladesh - Generator/Power System
- Sheba Telecom Ltd., Dhaka, Bangladesh - Generator
- Public Works Department (PWD), Govt. of Bangladesh - Genset/machinery/spare part
- Constr. Maint. Management Unit (CMMU), Dhaka - Generator/power system
- Bangladesh Parjatan Corporation, Dhaka - Generator/Machinery
- Bangladesh Biman, Motijheel C/A, Dhaka - Generator
- Chittagong Custom House, Chittagong - Generator
- Bangladesh Sericulture Board, Rajshahi - Generator
- Bara Pukuria Coal Mine Project, Dinajpur -Genset/Spare Parts/Machinery
- CARE International, Dhaka, Bangladesh - Generator
- Marubeni Corporation, Dhaka, Bangladesh - Generator/Medical equip/etc.
- Matshaya Bhaban, Segunbagicha, Dhaka - Generator
- Action Aid Bangladesh, Dhaka - Generator/Machinery
- BRAC Centres by Southtech Ltd., Dhaka - Generator
- National Assembly Building - Pump/Motor,
- State Guest House (Koratoa), Dhaka - Pump Motor,
- Gano Bhaban, Dhaka - Pump Motor, Generator
- Planning Commission, Dhaka - Pump Motor, Generator
- SPARSO, Dhaka - Pump Motor
- Sramajibi Hospital, Dhaka - Medical Equipments



- Modern Dist. Hospitals & T.H.C (73 nos.) - Medical Equipments
- Asian Development Bank Financed - Medical Equipments
- Health Project, Govt of Bangladesh - Medical Equipment
- Central Medical Stores, Depott. Tejgaon, Dhaka - Medical Equipment
- Cancer Hospital, Dhaka - Medical Equipments
- Directorate General of Defense Purchase - Machinery and equipment
- Naval Sub-stores depot - Machinery and equipment
- BPDB, Bangladesh - Power plant related spare parts
- BCIC, Bangladesh - Process plant related spare part

**CHAPTER: 3**  
**MY JOB**

### **3.1 DESCRIPTION/NATURE OF THE JOB:**

A Senior Account Executive is a person who works for a company and is responsible for the management of sales, and relationships with particular customers. The Account Senior Executive does not manage the daily running of the account itself. They manage the relationship with the client of the accounts they are assigned to. Generally, a client will remain with one Account Executive throughout the duration of hiring the company. Account Executives serve as the interface between the customer service and the sales team in a company. They are assigned a company's existing client accounts. The purpose of being assigned particular clients is to create long term relationships with the portfolio of assigned clients. The Account Executive serves to understand the customer's demands, plan how to meet these demands, and generate sales for the company as a result. Key accounts provide the most business because they contain a small number of clients which contribute a large portion of the company's sales. The purpose of an Account Executive: To maintain the company's existing relationships with a client or group of clients, so that they will continue using the company for business.

### **3.2 RESPONSIBILITIES:**

The responsibilities of an Account Executive can vary depending on the industry they work in, size of the company, and nature of the business. For instance, each customer account can vary in demands and an Account Executive may work with brand managers for one account and a media department for another. Account Executives usually report directly to the account director or agency director of the activity and status of accounts and transactions. An Account Executive may also manage a single account or a variety of accounts depending on the requirement of the company. Although the responsibility can vary between companies and between accounts, there are a shared set of common responsibilities which are as follows:

- Generate sales for a portfolio of accounts and reach the company's sales target
- Identify new sales opportunities within existing accounts to remain a client-Account Executive relationship by up-selling and cross-selling

- Manage and solve conflicts with clients
- Interact and coordinate with the sales team and other staff members in other departments working on the same account
- Establish budgets with the client and company
- Meet time deadlines for accounts

In Shova Enterprise Limited my responsibilities were:

- Identify new sales opportunities
- Manage and solve conflicts with clients (Robi Axiata Ltd., Bangladesh Armed Forces, Bangladesh Air force, Bangladesh Navy, Bangladesh Processed Plants and Bangladesh Power plants)
- Assure Client Satisfaction
- Expectation Management throughout the project
- Establish budgets
- Serve as the interface between the customer service and the sales

### **3.3 ASPECTS OF JOB PERFORMANCE:**

The objective of business owners is profitability. An organisation's success depends on their employees' performance; poor performance is detrimental to your company's success. Creating a well-rounded approach to managing and coaching your work force requires the expertise of a human resources leader and the support of your company's executive leadership.

- Performance Management Basics

Performance management begins when an employee joins the workforce. The employee's job description, new hire orientation and initial discussions with his manager are fundamental steps in creating a performance management plan. Employers generally provide guidance and closer oversight during the employee's first few months of employment. During this time, employees will likely encounter a learning curve. Learning new processes, meeting

colleagues, participating on work teams and becoming accustomed to company policies and rules consume a great deal of time. Effective department leaders observe new employee performance so any deficiencies can be addressed right away.

- Customer Service-Performance Management Connection

Customer service and employee performance are interrelated. When the employees provide excellent customer service, they are exceeding job expectations. The popularity of the service or product is based, in part, on the level of service the customers receive. For businesses that provide services, reputation is based almost solely on your employees' performance. When the organization identifies its goals, consider the impact of performance management and employee performance. Employees who possess outstanding interpersonal relationship and communication skills are the employees you want up front handling your customers' business needs.

- Recognizing Employee Performance

Another aspect of employee performance and business success is employee recognition. Annual employee appraisals aren't enough--employees appreciate frequent and regular feedback. When management team provides regular feedback, it motivates employees to maintain consistently good performance

- Rating Performance

With great hard work comes an even better reward in terms of compensation management. The job performance is measured using key performance indicators (KPI) like punctuality, technical knowledge, ability to lead small group of co-workers, ability to work in a team, ability to capture instructions given by the supervisor and presence of mind during work in the job location. The KPI ratings differentiate every outstanding worker and they are compensated well enough for their contributions. Shova Enterprise Limited is one of those companies that will never pressurize you to complete the work before time but will always say that there is always time to do it right. As a Key Account Executive my job performance was measured judging my skills regarding planning, organizing, leading and controlling and how effectively and efficiently I could communicate with the Chevron officials and my workers to make this project successful.

## CHAPTER: 4

# HUMAN RESOURCE POLICY OF SHOVA ENTERPRISE

#### **4.1 HUMAN RESOURCE PLANNING:**

Shova Enterprise Ltd. is an equal opportunity employer, as it makes good business decision to recruit, select and appoint employees based on their skills, qualifications, experience and competencies rather than personal factors. Equal opportunity ensures that the best person is recruited and selected for the job regardless of the presence of some “discriminating factors”. Shova Enterprise Ltd. doesn’t consider the following factors to gauge the qualifications of a candidate.

- Political belief
- Religious belief
- Race
- Sex / Gender
- Color
- Marital Status
- Impairment

HR relationship in Shova Enterprise Ltd. is up to the mark and to maintain this HR has certain policies. As the inter-link of management and graded staffs happens in the plant and factory locations, the policy and strategies should be implemented in the areas keenly. There are certain issues that should be known before handling the staff at the office. These are as follows:

- Each employee will work 48 hours per week.
- If it is required to engage them for overtime duties then the duty time will be maximum 60hours/ weeks.
- If it is overtime duty is usual and will be continued for the next one year, then the duty time will be 56 hours/ weeks (Average).
- Information is regarding the festival leave; usually it is 10 days but in Shova Enterprise Ltd. the leave is 12 days.

## **4.2 RECRUITMENT AND SELECTION POLICIES:**

OMR is a tool to assist in planning the future people needs. Within the OMR process, potential successors are identified for certain management positions. When such a position becomes vacant, an individual may be approached about the vacancy. However, this may not be precluding advertisement, or consideration of people who respond to that advertisement. Vacant positions not filled through the OMR process are advertised. The immediate line manager and HR personnel are accountable for the recruitment and selection. The concerned line manager is the person who will work with the person in achieving the CSFs and KPIs. He/ she is in the best position to assess the candidate's performance and judge whether the recruited person is the right one in the team. The recruitment and selection process in BCCP, Bangladesh is done in four ways depending on the job category of the vacant position. Therefore, the recruitment process of this organization is classified into four types, which are done based on the job grade/group. These are as follows:

- Entry-level management
- MT (Manager Trainee)
- Mid or / and Senior level management
- Graded staff / Non- management staff

### **4.2.1 ENTRY LEVEL MANAGEMENT:**

The following procedures take place for the recruitment and selection of the entry- level managers. The stages involved in the recruitment process are as follows:

- a) Need Assessment
- b) Defining the position description
- c) Checking the recruiting options
- d) Advertisement



- e) Screening and Short listing Applications
  - f) Written test
  - g) Selection interview (3 – tier)
  - h) Reference Check
  - i) Employment decision (Application Bank)
  - j) Pre- employment medical check-up
  - k) Offer letter
- 
- l) Orientation / Induction
  - m) Placement
  - n) Follow –up

#### **4.2.1 a) Need Assessment:**

The need for a new recruitment is assessed when the following occurs:

- Probable vacancy in an existing post in the near future
- Market expansion
- Increase in production capacity
- Launching of a new product
- Introducing to a new system that requires new hands

The line manager of a particular function identifies the need for an additional employee and informs the HR Department about the recruitment. The position is defined, justified and authorized. He / She have to present a job specification for that certain position along with the range of period within which the recruitment has to be done. Before considering the recruitment probability, the line manager has to evaluate the following points:

- Does the position assist in achieving his/ her CSFs and KPIs?
- What are the consequences of not filling the position?
- Is there an alternative to putting on more staff
- Are these alternatives cost effective?
- Is the position an ongoing requirement?
- Will this position add value?

Then the line manager has to bring all the previously discovered information together into a position description. A position description should include the following:

- A description of the main purpose of the role.
- The reporting relationship.
- The skills, knowledge, qualifications and competencies required.
- Level of authority.

The management then checks out whether the new recruitment conforms to the regulations regarding the human resource requirement of the company. For example, the cost associated with the procedure also has to be taken into account.

#### **4.2.1 b) Defining the position description:**

Prior to checking the recruiting options, the skills, qualifications, experience and competencies the ideal candidate needs to have, should be identified. Asking the following questions can help in building a profile of the ideal candidate:

- Describe a typical day in the role or what the person would do on a typical day?

- Is the position one of other similar position?
- Think about the best performers. What are the attributes common to the people who succeed in those positions? What is it that they bring to the role makes them superior performers?
- Think about an average / less-than-average performer. What is it that they lack that makes them average / less-than-average?
- If there is / was somebody in the role: What is / was that person's strengths in that role? What is / was that person's weaknesses? If there were something that would have made that person performs at a higher level, what would it have been?
- Why did the previous incumbent leave?
- What will be the new person's CSFs and KRIs?
- What will be their biggest challenges?
- What type of people will the person deal with and on what leave? That is, what interpersonal skills are required?
- Does the person require any particular educational / professional standard? E.g. tertiary qualification certified practicing accountant, registered engineer, and trade certificate.
- What are the technical and behavioral competencies required?
- Are there any special requirements for the role: Location, Licenses, and Equipment Hours, shift work, overtime, Physical aspects and Travel.

Having reviewed the position description and the above questions being asked the key selection criteria for the role could be identified. This will be a useful source of information when writing the advertisement as well as determining appropriate questions to ask in an interview.

#### **4.2.1 c) Checking the recruitment options:**

The management prepares a detailed job description for the person to be recruited, mentioning criteria for the selection. The required personnel are then searched based on that description. This procedure involves four stages.

#### **4.2.1 c) i) Internal Search:**

There could be a person competent for the required job working within the organization. If there is, the existing manpower is then shuffled to place the selected person in the new post. If there is no such person inside the company, then the management goes for the second step.

#### **4.2.1 c) ii) Consulting the CV Bank:**

The unsolicited applications stored in the data bank are consulted. If the quality of a person matches with the requirements mentioned in the position description, then he / she is called for interview. If not, then the third step is followed.

#### **4.2.1 c) iii) Employment Agency:**

An agency finds and pre-screens applicants, referring those who seem qualified to the organization for further assessment and final selection. An agency can screen effectively only if it has a clear understanding of the position it is trying to fill. Thus it is very important that an employer be as specific and accurate as possible when describing a position and its recruitment to an employment agency.

#### **4.2.1 c) iv) Executive Search:**

This one is a unique case when people with special expertise are searched (such as work experience in a special field). In this case, candidate(s) already employed in other organization(s) is attracted to switch the organization. This has a relatively low rate of success, because the targeted candidate may not consider the change in job. If unsuccessful in this stage, too, then management decides to go for public advertisement.

#### **4.2.1 c) v) External Recruiting:**

All the above options being considered, the company goes for external recruiting if needed. Those who best meet the skills, qualifications, experience and competencies required for the position should fill vacancies. Therefore, if there is no candidate within Shova Enterprise Ltd. who is suitable for the role, external advertisement should be placed to attract the potential candidates followed by the selection procedures.

#### **4.2.1 d) Advertisement:**

The Company gives advertisement in national dailies (both Bangla and English) to attract the talents from the market. BCCP, Bangladesh puts two types of advertisements in the newspapers. It sometimes keeps the identity concealed in the ads, mentioning a GPO BOX number only. The purpose of the concealed identity is to avoid the unwanted pressure from the stakeholders for the employment of their desired candidates. But this way the company may lose the talents out there in the market who would have applied for the same post had they known the name of the organization. This is why the company kept the identity open in their recent job advertisement when the quality of the candidate was a very important factor to consider. By revealing the BCCP identify, the company attempts to attract the best potentials among all the others.

#### **4.2.1 e) Screening and Shortlisting Applications:**

The responses to the advertisements are sorted and screened. The CVs as well as the Covering letters are judged. In the covering letter, the style and language of writing, the emphasis put on the areas asked for in the advertisements and the quality of the letter (whether it is specifically tailored to the advertisement or just a standard response) are the aspects that are judged. Different weights are assigned to the selection criteria mentioned in the man specification depending on their relative importance. (for example, educational institutions like IBA, BUET are given the highest weight among the local ones and the

foreign universities of UK, Australia, etc. are put at par with the best of the country). Based on the presence of these factors to the desired extent (experience, educational degree, computer literacy, etc.) the cumulative weights for all the applicants are counted and the short list of a sizable number of the top most candidates is generated. However, the HR officials also study the CVs with the respective line manager to check whether any valuable deciding parameter is missed that are mentioned in the CVs. Then the candidates selected in the short list are called for the written test.

#### **4.2.1 f) Written Test:**

Written test is not a regular part of the normal recruitment process. It is conducted as and when required. Previously no written test was taken for the management employee; the applicants had to go directly through the interview process. After the introduction of the manager trainee program, the written test before the interview process has proved to be effective and a useful tool to select the desirable candidates. The written test includes psychometric test, test on behavioral competency, and written test on communication skills. The candidates are called for the preliminary (first) interview based on their performance in the written test.

#### **4.2.1 g) Selection Interview (3-Tier):**

The interview process is a three-tier one. A preliminary interview is conducted which follows the “elimination method”. After that, the second interview takes place with a very few number of candidates. Then finally the selected person is called for the final interview. The interview time is kept convenient for the candidate especially if s/he is working elsewhere at the time of interview. In that case the chosen time is after the business hour.

**Interview 1:** The board for the first interview consists of the following people:

- A representative from the concerned department on behalf of the associated line manager.
- A subject specialist to assess the depth of knowledge of the interviewee on the specific field.
- HR representative (s)

The interviewers sit together before the interview and discuss, plan the strategy to be followed for the interview. The discussion includes the following factors:

- Maneuver the interview process
- Expectation (potentiality) from the candidates
- Assessment sheet
- Behavioral competencies (10 competencies)
- Awareness of all the eligibility factors to be judged
- Familiarity with the CVs of the candidates
- Duration of the interview

All the interviewers have to bring consensus among them regarding the interview.

Usually the interview process in the Shova Enterprise Ltd. is semi-structured. The duration of each interview varies within 15-45 minutes and more depending on the approach of the candidates. The aim of the first interview is to further shorten the list of candidates for the second interview by eliminating the apparently ineligible candidates. The subject specialist judges the in depth knowledge of the candidate in the concerned area as well as her/his essential educational knowledge. Again weights are assigned to some deciding factors (that are desirable in the position description) by the interviewers. The objective of the interview is to do more listening than speaking, that is, allowing the interviewees do most of the talking. The questions asked are therefore open-ended. So the personality of the candidate will be revealed that helps to assign relevant weights. The target of the board is making the interview a discussion rather than a question and answer session. Cross-checking is preferable, if necessary than any argument. The eagerness, inquisitiveness of the candidate about the job as well as the company is measured by asking questions related to the job, organization, the time

s/he has applied, etc. after 5-7 minutes of informal chat, the board switches to the main interview where the nine competency factors are judged; which are:

### **Functional Capability**

The decision-making expertise and job-related skill of the candidate is measured in this category. It is seen that whether s/he has updated her/his competency with changing need of the business world.

### **Customer Orientation**

It is seen whether the candidate has the willingness to be proactive towards customer, deliver the best quality, maintaining good relationship with the customers. The deciding factor here is 'how s/he considers the customers'.

### **Change Orientation**

The ability of the candidate to adjust with the changing business environment is judged in this part.

### **Performance Orientation**

The eagerness of the candidate to deliver the best performance out of him is considered at this level.

### **Strategic Capability**

The candidate's tendency to reflect the vision/mission of the company into practice is measured.



## **Leadership**

It is seen whether the candidate possesses the quality of being accepted and getting things done by others.

## **Negotiation and Influencing**

The candidate has to have the ability to lead the transactions smoothly and persuade others to get the better edge in the bargain

## **Teamwork**

The interviewers judge how skillful the candidate is in teamwork, in which the interpersonal communication skill of that person is a very important deciding factor.

## **Organizational Commitment**

The loyalty of the candidates towards the organization and sincerity to the work is necessary.

After the completion of the first interview, another shortlist is prepared for the second interview. Usually, the number of candidates at this stage is kept within the approximate ratio of 1:4 to the number of people to be recruited. The assessors send a recommendation letter to the second board along with the CVs of the candidates. In this recommendation paper, the interviewees are rated in 4-point scale. The rating manner is specified below:

A rate of 4 means excellent

A rate of 3 means good

A rate of 2 means average

A rate of 1 means below average

In addition, the subject specialist gives some additional comments (individually) about the technical and education skills of the candidate. The recommendation paper contains the assessor's signature, rating, date and comments.

**Interview 2:** In the second interview, the Head of HR and the respective line manager will be present in the board, who again test the interviewee's knowledge, skills, experience, competencies, attitude and aptitude and also about their employer organization, the range of salary they expect, the possible day of joining provided s/he is selected etc. This interview is a comprehensive one. The observation of the interviewer is the deciding factor for the selection.

**Interview 3:** the selected candidate (s) from the second interview has to go through the final interview that facilitates the employment decision. Here the candidate is informed about the facts regarding the responsibilities of the job, location of posting, challenges s/he has to face etc. in addition, her/his personal problems related to the family, locations etc. are consulted in this interview. This is a notable fact that the selected person by the second board is not selected finally. In the third interview, the emphasis is mostly given on the choice and preference of the selected person. If these do not match with requirement of the organization, s/he has the liberty to reject the job offer.

#### **4.2.1 h) Reference Check**

Reference checks allow obtaining information and opinions regarding the person's character, quality of the work and suitability for the position. It is an opportunity to validate the information received from the candidate via their resume and the interview. Speaking to the candidate's manager or other people whom they have worked with should also check internal candidates. The opinion of a referee who has worked can for an extended period is likely to be more accurate than the assessment from one to two hours of interviewing.

The candidate's immediate supervisors are needed to be contacted. Permission should be obtained to contact the candidate's referee especially if their current employer is contacted. It is not unusual for a candidate to be uncomfortable with the organization's speaking to a current employer. If they are uncomfortable, an alternative person other than the current employer has to be chosen by the candidate (work colleague, for example). Unless the candidate is a graduate or school leaver with no prior work experience, only contact work related referees should be contacted. At least two reference checks should be done, however the more the better. There is a sample reference-checking guide that is more or less followed. It is important to prepare a reference check guide that asks the referee about the key skills, competencies and experience required for the position. Reference checks need to be done by line manager or personnel of the HR department.

During the interviews, the candidates would have given some examples of incidents, tasks or projects that can be asked about. The referee should be asked what the candidate did in those examples, which ascertain whether the information received from the candidate is consistent with that of the referee. Subjective questions may not always be a reliable guide; however it can be useful to get the referee's opinion on areas such as quality and quantity of work, strengths and weaknesses etc.

#### **4.2.1 i) Employment Decision:**

If the candidate has no problem with the stated terms and conditions of the job and the organization mentioned and discussed in the final interview, s/he is offered an application blank. The application blank is a standard format of employee-information that includes all the information the organization needs regarding the personnel. The candidate has to fill this blank and submit this to the company along with a CV.

#### **4.2.1 j) Pre-Employment Medical Check-Up:**

After submission of the application and the CV, the selected person has to go through full medical check-up that guarantees her/his physical fitness to perform the job successfully. A medical practitioner who uses a physical capability analysis that assesses the candidate against the physical capabilities documented for each role conducts the medical. A medical is also appropriate for internal candidates if they are applying for positions that require different physical capabilities.

#### **4.2.1 k) Offering The Role:**

Once the health check-up is done, the candidate is given an offer letter specifying the salary package, job responsibilities, utilities that will be provided by the organization. Even at this stage the selected candidate has the chance to withdraw her/himself from the job offer. S/he is always free to discuss whatever difficulty may arise regarding pay structure/facilities, etc. the door of HR is kept open for any sort of relevant discussion.

The verbal offer of the role to the candidate is given once the medical and reference checks have been successfully completed. The discussion should cover the following:

- Tell the candidate that you would like to offer them the role.
- Congratulate them.
- Tell them the remuneration package that is being offered, including superannuating.
- Ask them if they are happy with it.
- Ask them if they verbally accept the position.
- Will let them know that the company will be sending them a written letter of offer and introductory package.

A written letter of offer must be forwarded to the candidate. Once the candidate has verbally accepted the position, the appropriate letter of offer is organized. This letter should be sent to the candidate within two days of making the verbal offer. An introductory package will be sent to the successful candidate, along with the letter of offer. At least one week before the

person commencing in their new position, an appointment notice will be placed on notice boards and/or the internet.

#### **4.2.1 I) Orientation/Induction:**

The newly selected employee has to pass through the induction period that is usually of 10 days to 2 weeks. After that s/he has to write a report on her/his learning experience during this period.

An induction process should achieve the following objectives:

- To give the person an understanding of the Vision and Values of Shova Enterprise Limited, encourage a belief in them.
- To provide the person with the critical information and resources they need to perform their role.
- To make the person independently productive as soon as possible.
- To communicate quality and safety requirements and expectations.
- To welcome the person.
- To make the person feel that they are an essential part of the organization.
- To start the person in the organization with a positive attitude and facilitating a commitment to Shova Enterprise Limited.

Induction does not only apply to new people. An induction program should also be planned for internally transferred people, as they need to be inducted into their new roles.

The planning of the Induction Program should include the following steps:

- Once the candidate has accepted the offer, the new person's induction should be prepared.
- There is an Induction Plan template ("pre-induction", "Induction day" and "Post-Induction" checklist) in the Appendix-2 as guides to structure the person's induction. The tools are not prescriptive, but prompt on activities which could occur in the person's first 1-2 months.
- The tasks listed under "one week prior to commencement" of the manager's induction checklist have to be completed. This also includes completing the Induction Plan template.
- On the first day meet and greet the new person. Go through the remainder of the Manager's Induction Checklist, which includes outlining the activities that will be occurring over the first one to two months.
- The person then participates in activities, which they have pre-arranged.
- Completed checklists are placed on the person's Performance Management file.

#### **4.2.1 m) Placement:**

After the candidate is given proper orientation and induction, they are placed in the concerned department under the supervision of the line manager.

#### **4.2.1 n) Follow-Up:**

The HR department continuously interacts with the new entrants regarding his job satisfaction/work environment and problems. In this stage the management tries to help the employee to get settled her/his problems in the job, work environment and workplace culture.

#### **4.2.2 MT (MANAGER TRAINEE):**

The MT program is a new scheme in Shova Enterprise Ltd.; followed at par with the global practice. This practice does not fall into the OMR procedure. The MTs are trained as future potential senior managers of the Company.

The Purposes of Recruiting MT are as follows:

To increase Shova Enterprise Limited's succession strength via the development of employees who have the potential to move to senior positions within the Company at an appropriate time.

- To add value to the organization within each development block.
- The experience the MTs gather whilst employed in development blocks directly impacts on their motivation and commitment to stay with the organization.
- To bring in fair competition and challenge among the workforce.
- To develop creativity and maximize the return on the investment.

#### **4.2.2 a) The Recruitment of MT:**

The MTs are always recruited externally. The recruitment tool so far followed by the Shova Enterprise Limited is advertisement. Advertisements in important national dailies are given seeking applications for the position of Manager Trainee (MT). The ads are placed both in Bangla and English newspapers.

#### **4.2.2 b) Screening and Short-Listing:**

The selection of the MT includes the steps almost similar to those of the entry-level managers. Weights are put on all the applications as per previously set criteria and standard following the guidelines of Shova Enterprise Ltd. (Education background, Experience, Computer Literacy, Organization of previous employment). A shortlist is prepared after analyzing the applications based on the set criteria for the Aptitude test, screening the top applicants.

#### **4.2.2 c) Aptitude Test:**

The 3-hour aptitude test (written) includes the followings:

- Psychometric test, with the help of a professional psychologist who is a professor of the psychology Department of Dhaka University.
- Intelligence questions test.
- Test on mechanical aptitude.
- Test on skill in English as a language.

#### **4.2.2 d) Assessment Centre:**

A number of candidates among those in the top are then selected to go through the assessment center. To set up Assessment Centre, the assessors are from the outside sources with sufficient experience to run Assessment Centre. The assessors from within the organization are trained by the organization to lead the assessment center effectively. MTs are subject to rigorous selection process using the assessment center approach. This approach combines the competitive ability testing, interviewing and competency-based behavior exercises. The following procedures are followed in the Assessment Centre.



- -Case Study
- -Role-Play
- -Group Discussion
- -Individual Interaction.

#### **4.2.2 e) Interview Employment:**

The selected candidates from the Assessment Center are called for the final interview that is rather a discussion regarding the job and requirements between the employer and the employee. Then the final employment decision is made and the candidate is offered the application blank. A pre-employment medical check-up is inducted to ensure the physical fitness of the candidate. Finally, the selected candidate is given an offer letter specifying the salary-package, job responsibilities, utilities that will be provided by the organization. Even at this stage the selected candidate has the chance to withdraw her/himself from the job offer. S/he is always free to discuss whatever difficulty may arise regarding pay structure /facilities, etc. the door of HR is kept open for any sort of relevant discussion.

#### **4.2.2 f) Allocation Blocks:**

After a 15-day standard orientation program of the company, the MTs are put into their block assignments. During their 2-year of probationary period, they have to work in each and every business areas and enabling functions that includes

- -Operations
- -Sales and marketing
- -IT
- -HR
- -Commercial
- -Finance

Blocks are developed by line/business managers, keeping in view the CSFs and KPIs to achieve and add value to the department of business for the stipulated period of time that ranges from 3 to 6 months. The MTs are expected to complete the tasks assigned to them with 100% success to pass through the next block. After completion of each block assignment, line manager evaluates MT's performance based on CSFs and KPIs along with behavior competencies. He makes report on it and submits one copy to the HR/MTST (manager training steering team) and another to the next line manager. The MTST comprises of the members in the EMC (Executive Management Committee). He also hands over the MT along with the report to the line manager of the next block with the next assignment. Only the successful MTs will go to the next block assignments. The case of failure of any individual would be reviewed and dealt by the MTST. The committee will take the decision regarding what to do next with that MT (finding the reason behind the failure, whether the assignment was too impossible to complete, whether to keep that MT or drop him etc.

#### **4.2.2 g) Administration of Mt Program**

The MT scheme is paid for and administered by the HR function. Salaries and movement logistics and expenses are cost to HR centrally. The MT's training team is responsible for the overall direction, management and success of the scheme. The MTST is comprised of EMC members. For the development of each MT, a senior executive of Shova Enterprise Ltd. is made available to provide general advice and career counselling based on a thorough knowledge and unbiased view of the organization. The Mentor of each MT acts as an experienced and trusted advisor, an overseer of development who guides and advises the MT in their professional development and understanding Shova Enterprise Ltd. culture. The mentor has to be available for the manager trainee by scheduling regular sessions to assist transition from other environment into Shova Enterprise Ltd. environment. They educate the MTs about the informal organizational channels; facilitate key contacts within business as a source of information and knowledge about Shova Enterprise Ltd. They are to facilitate the MT's block selection, promote the individual's strengths, counsel, advice and coach by presenting themselves as role models.

#### **4.2.2 h) Induction of MT's Program**

Normally they go through the company's standard orientation / induction program to two week's duration covering visiting all important business function and locations. After completion of this standard orientation program of the company, the MTs are expected to submit a report giving feedback of their experience and highlighting the learning elements. Again, all MTs moving into a new area need the standard induction into the specifics of the business units, the people and the physical environment. Communicating into the rest of the team, about the MTs role and team members' relationship with the MTs is important to avoid resentments and smooth way for a successful transition into the new department / function.

#### **4.2.3 MID AND /OR SENIOR LEVEL MANAGEMENT:**

When a vacancy occurs at the mid or senior level, there are some steps followed to recruit appropriate person for the vacant post.

##### **4.2.3 a) External Recruiting:**

The mid-level managers are recruited through head hunting, with reference of the head hunting agencies. The acquaintances of the BCCP, Bangladesh, also act as the referee for some potential candidates. Recruitment and selection process at this level is much informal. The persons with the experience in other multinational companies are preferred. The reputation of the candidate in her/his field is also checked. S/he must be familiar with the ongoing corporate culture.

For the selection of the candidate, s/he will be assessed through informal supper where s/he will be assessed through informal chart (semi-structured interview), though both the parties will be aware of the probable job offer. The CV of the person to be recruited is assessed. Questions regarding the working condition in the current company s/he is working in may be asked. The HR director, member(s) of the EMC (Executive Management Committee) and the concerning line manager of the company are usually present in the conversation. However, if

the candidate is found suitable for the vacant post, s/he is offered the job. The expectations from both the candidate and the company are discussed and both the parties attempt to come to an agreement regarding the job offer. This could be a repetitive selection process for different likely candidates, unless the right person is found.

#### **4.2.4 GRADED STAFF:**

Preference is given first to employees working for the company, while recruiting non-management staff. Promotion from within is usually preferred. External recruitment would therefore be made only for positions where it is deemed necessary due to the nature of the job, and the prevalent practices and in conformity with the company requirements. The contracts of the contractual workers are often renewed. The existing contractual labours are sometimes called to meet the vacancy within the organization if they have gained considerable experience and competence. The recruitment notice is advertised on notice boards at all company locations as per attached format to provide an opportunity to the vacant positions if their qualifications conform to the set recruitment standards. If no suitable candidates are available from amongst the employees and their children, the recruitment will be advertised in newspapers. The graded staffs are selected based on the minimum educational requirement and through a standard written test that assesses their general knowledge, IQ and some basic educational understanding. After passing the written test, the applicants are selected through viva test. The selection interview is followed by the preliminary recruitment interview to list the potential candidates. The finally selected person goes through the pre-employment medical; normally they go through the company's standard orientation / induction program to two weeks duration covering visiting all important business function and locations. After completion of this standard orientation program of the company, the MTs are expected to submit a report giving feedback of their experience and highlighting the learning elements. Again, all MTs moving into a new area need the standard induction into the specifics of the business units, the people and the physical environment. Communicating into the rest of the team, about the MTs role and team members' relationship with the MTs is important to avoid resentments and smooth way for a successful transition into the new department / function. The finally selected person goes through the pre-

employment medical check-up and other essential formal procedures before s/he is given the offer letter.

#### **4.3 JOB ANALYSIS AND EVALUATION POLICIES:**

Currently ABC Model appraises the performance of each personnel. This is the recent innovation of HR. ABC stands for ACTS and behavior competency. ACTS elaborated as

A for Accountability

C for Collaboration (Internal customer concept, Team work)

T for Transparency (To be clear about his job and make other clear)

S for Stretch (Intend to take higher responsibility)

This is a 90 – appraisal system. Line boss will issue competency statement for each individual, discussing with the individual. There is an upcoming concept about 360 appraisals. It is included with the HR Module of SAP. Shova Enterprise Ltd is checking the scope of implementation of the system here. However the present performance rating depends on the following issues:

**4.3 a) CSFs (Critical Success Factors):** It is the heading of the job responsibilities.

Such as maintenance work, one may have numbers of CSFs.

**4.3 b) KPI (Key Performance Indicators):** Standards & activities to achieve CSF.

There are numbers of KPI against each CSF.

### **4.3.1 Performance Appraisal Systems:**

Shova Enterprise Ltd performance rating of employees is as follows:

1 for unsatisfactory

2 for marginal

3 for target

4 for superior

5 for outstanding

Note: If any employee scores 1 or 2 for two successive years then he /she may face special management action.

CSF (including nos. of KPIs) is determined at the beginning of year. Based on this appraisal there are LA (Learning agreement) and IDP (Individual Development Plan) for both the management and non- management staffs. The line supervisor will plan La for each individual. If some training is required, the supervisor will recommend that discussing with the individual. After approval of the training (in house, national and foreign) the training schedule (wholly) for the next year is arranged by HR. After these training, the documentation of the training is prepared and all the documents will go the personal file of the individual. The orientation programs for new employees are also a sort of training activities of HR.

Actually there is no time based or other similar increment in Shova Enterprise Ltd. All the increments are based on the above mentioned performance appraisal system. And at the end of the year PMD (Performance Management Documents) are evaluated. The increment rate against the performance rating is decided at the meeting of EMC (Executive Member Committee). They basically consider three factors:

- Performance rating
- Company performance
- Inflation of the country

#### **4.4 PROMOTION POLICIES:**

Through the OMR process, potential successors are identified and developed to meet the requirements of the future vacancy. Through OMR, prospective candidate is groomed to fill the probable vacancy that may arise in the future.

#### **4.5 DISCIPLINARY PROGRAMS:**

Shova Enterprise Ltd. is very conscious about the disciplinary programs and actions. After verbal and written warning a staff will be liable for dismissal without notice or payment in lieu thereof for any of the following reasons:

- Dishonesty with company's business or properties.
- Conduct unbecoming of a gentleman.
- Financial insolvency or being adjudged as insolvent by competent court of law.
- Willful disobedience to any lawful order or instruction issued by any superior.
- Conviction for an offence involving moral turpitude.

#### **4.6 LEGAL ACTIVITIES:**

Proper co-ordination is maintained with government authority and their visit to different locations are arranged to ensure proper standard and fulfilling of the requirements of the law. Moreover, many sorts of authorization and license are required for the business. These papers are maintained by HR Department.

Such as follows:

- Trade license
- Import License
- Indenting License
- Renewal of Enlistments DGDP, Navy etc.
- VAT
- TIN
- Bank certificate

All the legal activities of the company are maintained by HR Department including money sue against out trading customers and other criminal, civil, and police cases.

#### **4.7 PUBLIC RELATIONS SYSTEMS:**

All the public relations required for the business operation of the company (with government; Non-government; public body) are maintained by HR Department.

#### **4.8 TRADE MARKS:**

All the issues related to the trademarks, HR Department maintains patent rules and registrations.

#### **4.9 INTERNAL COMMUNICATION:**

HR Department also performs the internal communication activities among the employees.



#### **4.10 ADMINISTRATIVE ACTIVITIES:**

Administration Department which is belongs to the HR Department is responsible to provide all the necessary support to all the employees. All the logistic supports are also provided from here. All the work facilities like telephone, transportation, security, furniture, and premise, ect are provided and arranged by admin wing. Managers in case of complex situation counsel with the central administration for taking the best decision. After recruitment of an employee the admin division gives him support regarding:

- Understanding his or her job.
- Limits of authority.
- Travelling facilities and supports.
- Other facilities and benefits that he/she is eligible to enjoy.
- Limits of authority of the other related persons, etc.

Actually HR recruits a person in company, helps him to be familiar with the work & culture of the company and then lodge him to different departments. Hr does not admin the directly, line supervisor will do that, but follows up the whole system and give the employee necessary support. HR also performs the increment & other related procedures based on the appraisal system.

#### **4.11 PAY POLICIES:**

a) **Pay scale:** No information is given, as this is considered highly restricted information.

b) **Health, Safety, Benefits and Reward Package**

## **i) Health:**

**Pre- employment medical check-up:** The selected person before joining has to go through full medical check-up that guarantees his /her physical fitness to perform the job successfully. A medical practitioner who uses a physical capability analysis that assesses the candidate against the physical capabilities documented for each role conducts the medical check-up. A medical is also appropriate for internal candidates if they are applying for positions that require different physical capabilities.

**Medical Facilities:** Doctors are arranged to visit each location of numbers of times a week to provide necessary medical support to the employees. Moreover, the non-management staffs enjoy medical treatment at Holy Family Hospital at company arrangement.

**Health Insurance Policy:** Management staffs enjoy health insurance for self, spouse and two children up to 21 years for hospitalization only. Benefits and rewards packages are different for management and graded staffs.

## **ii) Benefits:**

**Benefits and rewards for Management Staffs:** All management staffs get 6 bonuses in a year (6 basic), 5% PF (Provident Fund) whose basic salary is less than Tk. 9,000, an annual bonus (pro-rata basis), Leave Fare Assistance (the amount depends upon the job grade of the employee). Each year the salary increases on an average 10%-12% of the total salary depending upon money inflammations and job market.

An interest free loan facility is also there for different grades like car loan, home loan, household loans etc. In each three years after all most all management staffs are upgraded. Management staffs also get provident fund, gratuity and pension. Some other insurance policy is also here.

**Benefits and Rewards for Graded Staffs:** All graded staffs get 4 bonuses in a year (4 basic), 5% WPPF (Worker Profit Participation Fund) whose basic salary is less than Tk. 6,000, an annual bonus (pro – rata basis), Leave Fare assistance (2 basic).

After two years the salary increases on an average 20% -24% of the total salary depending upon money market and job market and agreement between CBA and management. They also get increments, double increments etc. Graded staffs also get provident fund and gratuity. An interest free loan facility is also there for different graded utility loan, home loan, household loan etc. Some other insurance policy is also there.

#### **4.12 CRITICAL OBSERVATION AND RECOMMENDATION:**

During my job in Shova Enterprise Limited I observed that the evaluation is not done properly. I think it is important that the workers performance evaluation should be done by an independent team to avoid any kind of biasness or favoritism I also observed that some of the hard working high potential technicians were not paid according to their standard of work but the technicians who came to work through a strong reference had better compensation and benefits. As a small company Management should be strong when it comes to KPI and other HR policies.

**CHAPTER: 5**  
**CONCLUSION & RECOMMENDATION**

## 5.1 CONCLUSION & RECOMMENDATION:

At the conclusion of the report I would like to say that the Shova Enterprise Limited has practiced the standard human resource management. Here I have some recommendations that identify avenues for improving the human resource management policies of Shova Enterprise Limited.

1. The company should prepare the standard human resource planning because the success and failure of organizations is highly dependent on the proper HR planning.
2. The OMR process practiced in the organization is a very effective tool to fill probable vacancy. The in-house circulars within the group also act as a useful device to find the right person of the right job.
3. The manager – training program of the company is a good way to groom future managers for the probable vacancy in the future. The organization should regularly follow this procedure to build a productive and valuable workforce. The selection tools and procedures used in this program have also proved to be very effective. To cope with the ever-changing, competitive corporate world, the organization should welcome new ideas as well as fresh –starters to trigger innovative ways to nature overall workforce competence. The assessment center approach is designed to identify the essential expertise of the candidates that enable to locate and select the right person for a managerial. This method is formally followed only in the manager trainee selection system. But this should also be followed in selecting the entry-level managers too.
4. The HR Department should look into the matter of consuming more time in the process of calling the applicants after their responses very seriously. The organization could control the size of applicants' pool by using more clear and specific statements in the ad in terms of the minimum educational degree, preferred institutions and other necessary criteria based on which the initial screening of the applications were conducted.

5. Shova Enterprise Limited could participate in the job fairs for their recruitment. A considerable volume of applications is dropped in the organizations as a result of the exposure created in the job fairs. The organization can promote its image as a potential recruiter through its successful participation in the job fairs.
6. The company can also go for campus recruiting that could bring yield fresh graduates for the entry-level the organization could arrange seminars in the top business schools country. Also the company should facilitate online CV-posting system that is a very popular and effective practice used by the top business organizations.
7. The company should follow both on-the-job and off-the –job method training when they are training their employees.
8. The HR manager of the company should analyze the organizational jobs properly as job analysis serves as the cornerstone of all human resource functions in an organization. Side by side the HR manager should evaluate the different positions of employees in the organization in order to establish the well-conceived for pay-structure.
9. Before appraising the performance of employees in the organization properly, the HR manager should be established the standard. Here it is noticeable that the HRD manager should appraise the performance of all employees in the organization without showing any discrimination.
10. The HRD manager should prepare the standard promotion policy for the employees of the organization. Here it is very much important that the employees should get the promotion based on the performance not the nepotism, political influence and whatsoever.
11. The HR manager should establish the standard pay structure for the employees of the organization in order to reduce the high turnover of employees.

**CHAPTER: 6**  
**REFERENCES**

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