



**Internship Report
On
HR Policy Implementation
Of
Joint Star Steel Structure Ltd.**



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Submitted To: Mr. Md. Hasan Maksud Chowdhury

Assistant Professor
BRAC Business School
BRAC University

Submitted By: Md. Shourav Kabir

ID No.: 13364028
Program: MBA
Major: HRM
BRAC University



BRAC University

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08 December, 2015

Letter of Transmittal

08 December, 2015

Mr. Md. Hasan Maksud Chowdhury

Assistant Professor

BRAC Business School

BRAC University

Subject: Submission of the Internship report titled “HR Policy Implementation of Joint Star Steel Structure Ltd.”

Dear Sir,

It is my great pleasure to submit you my internship report on “**HR Policy Implementation of Joint Star Steel Structure Ltd.**”. I have completed my internship program in Joint Star Steel Structure Ltd. from 01-09-2015 to 05-12-2015 as a part of my study. I have tried myself to explain my learning and experience that I have gathered from my internship program briefly in this report.

I appreciate that this approach really contributes in giving my course learning a lasting shape in me. The entire report is based on my practical experience in this company. I have put my best effort in completing the report with all the information that I have collected during my stay in Joint Star Steel Structure Ltd.

I have great hope that the report will meet your expectation and my academic requirement and aid you in getting a clear idea about the subject.

Sincerely,

.....

Md. Shourav Kabir

ID No.: 13364028

Program: MBA

SUPERVISOR'S CERTIFICATE

This is to certify that internship report on “**HR Policy Implementation of Joint Star Steel Structure Ltd.**” is done by Md. Shourav Kabir, Id No- 13364028, as Partial fulfillment of the requirement of MBA program from the BRAC Business School, BRAC University.

The report has been prepared under my guidance and is a record of the bona fide work carried out successfully.

.....

Signature of the Supervisor

Mr. Md. Hasan Maksud Chowdhury

Assistant Professor

BRAC Business School

BRAC University

STUDENT'S DECLARATION

I do hereby declare that the work presented in this internship report titled “**HR Policy Implementation of Joint Star Steel Structure Ltd.**” is an original work done by me under the supervision of **Mr. Md. Hasan Maksud Chowdhury**, Assistant Professor, BRAC University.

No part of this report has been previously submitted any academic certificate / Degree/ Diploma or qualification.

The work I have presented does not breach any existing copyright and no portion of this report is copied from any work done by anyone.

.....
Md. Shourav Kabir

ID No.: 13364028

Program: MBA

ACKNOWLEDGEMENT

The theoretical knowledge that is gathered from the educational institution is not sufficient to be aware the subject matter rather the practical knowledge. In order to resolve the dichotomy between these two areas, I was assigned to as an intern in Joint Star Steel Structure Ltd.

I, Md. Shourav Kabir, first of all, would like to express my gratitude to almighty Allah for keeping me mentally and physically sound to prepare this report. Again, I would also like to express my heartiest gratitude & thanks to those people, because without their dedication and contribution this project would not have been possible and would not get the successful compellation.

I would like to take the opportunity to express my gratitude to my internship advisor, **Mr. Md. Hasan Maksud Chowdhury**, Assistant Professor, BRAC University for her valuable suggestion constant encouragement and keen interest at every stage of this study, without her supervision that would have been extremely difficult to accomplish.

I would also like to thank **Md. Saiful Islam**, Executive Director and Accounts Executive **Sheikh Rubayet** of Joint Star Steel Structure Ltd. for their continuous support & inspiration regarding completion of my internship paper.

Finally, I humbly appreciated the endurance & assistance of the entire individuals at Joint Star Steel Structure Ltd. who spent their time in making me able to complete my Internship Report.

EXECUTIVE SUMMARY

HRM deals with the design of formal system in an organization to ensure the effective & efficient use of human talent to accomplish organizational goals. Human Resource management (HRM) is to refer to the philosophy, policies, procedures and practices related to the management of people within an organization. HR management functions through which manager recruit, select, train & develop organization members. HRM is the systematic planning, development and control of network of inter related processes affective and involving all members of an organization. Human Resource Management (HRM) practice both in the private and public sector is an important strategic tool used by organizations for creating and retaining competitive advantage. Organizations have started to recognize that a competitive advantage can be gained through human resources.

Joint Star Steel Structure Ltd. commenced it's journey in 2010, in response to the increasing local and global demand for quality pre-engineered and structural steel buildings, be it a small or big warehouse structure. Joint Star Steel Structure Ltd. has the capacity to deliver well designed, custom tailored, low-maintenance structures in time and within budget. Joint Star Steel Structure Ltd. then follows up with the best after sales services.

This report based on implementation of HR policies for the employees in Joint Star Steel Structure Ltd. that provides to increase the skills and capacity of its employees. In this report, I have gone through the overall HR policy for the employees of JSSSL that increase the efficiency and knowledge of themselves and utilize the resources properly for which they can play a big role for the success of the organization. This study will bring an understanding of the human resources management practices that need to be continued on one hand and those that need models of interventions on the other hand.

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The Organization Part



Introduction

Joint Star Steel Structure Ltd. commenced its journey in 2010, in response to the increasing local and global demand for quality pre-engineered and structural steel buildings, be it a small or big warehouse structure. Joint Star Steel Structure Ltd. has the capacity to deliver well designed, custom tailored, low-maintenance structures in time and within budget. Joint Star Steel Structure Ltd., then follows up with the best after sales services.

Mission

Though Joint Star Steel Structure Ltd. started a few years ago, team work of experts has given it a position in line with the reputed companies working in the field of steel structures on the country. They want to be the preferred and most trusted steel building supplier in the country. They want to maintain a genuine culture and work environment built on trust, transparency, honesty and appreciation for their people to continue to serve their customers to the finest standards.

Vision

To bring the PEB (Pre-Engineered Buildings) technology to where it is most needed in the world, and help others “build a better life”, through industrialization. To (jointly) build high capacity, efficient & cost effective steel factories for speedy delivery and for benefiting from “large economies of scale”. To design and fabricate safe technologically advanced buildings. To offer customers versatility in designing “fabrication” in such a way that it can meet their exact building requirements. To offer customer services that is second to none in the industry. In the end we provide customized solution for pre-engineered steel building system. They are also a big seller of color steel for roofing & walling. They are always diligent to contact strictly control of quality system. They think they could reach to their goal by developing a well-served team, quality management system, proper planning & right use of resources. They realize clients need & try to fulfill that so if you need a proper solution for your building system then you can contact with them.

History

“Your Future in your home”-with this word Joint Star Steel Structure Ltd. commenced its journey in 2010, in response to the increasing local and global demand for quality pre-engineered and structural steel buildings, be it a small or big warehouse structure. Joint Star Steel Structure Ltd. has the capacity to deliver well designed, custom tailored, low-maintenance structures in

time and within budget. Joint Star Steel Structure Ltd. then follows up with the best after sales services.

Joint Star Steel Structure Ltd. started its life in Dhaka city. First it's started journey as "Joint Star Steel building" – as a proprietor company in 2004 & turned into a limited company in 2010. Now they supply and erect buildings all over in Bangladesh. The people that make up their company have over 08 years of experience within the building trade and pride ourselves on the services we can provide to you.

They strongly believe that although getting a great price is important to our customers a fantastic service is better. Joint Star Steel Structure Ltd. prides itself on following a job from the first phone call to handing over the keys to a finished building, leaving our customers extremely satisfied.

Joint Star Steel Structure Ltd. is working together to give fantastic service and clever design. This allows Joint Star Steel Structure Ltd. to provide you, the customer, the very best and cost effective buildings designed just for you.

Their success is based upon several factors. Firstly they have built over the years a fantastic reputation around the country for their professional and friendly service. Secondly, they have experienced staff for both design and construction with a proven record of accomplishment. Lastly, they are local which means that they are able to provide assistance and quotes for their customers in a timely manner.

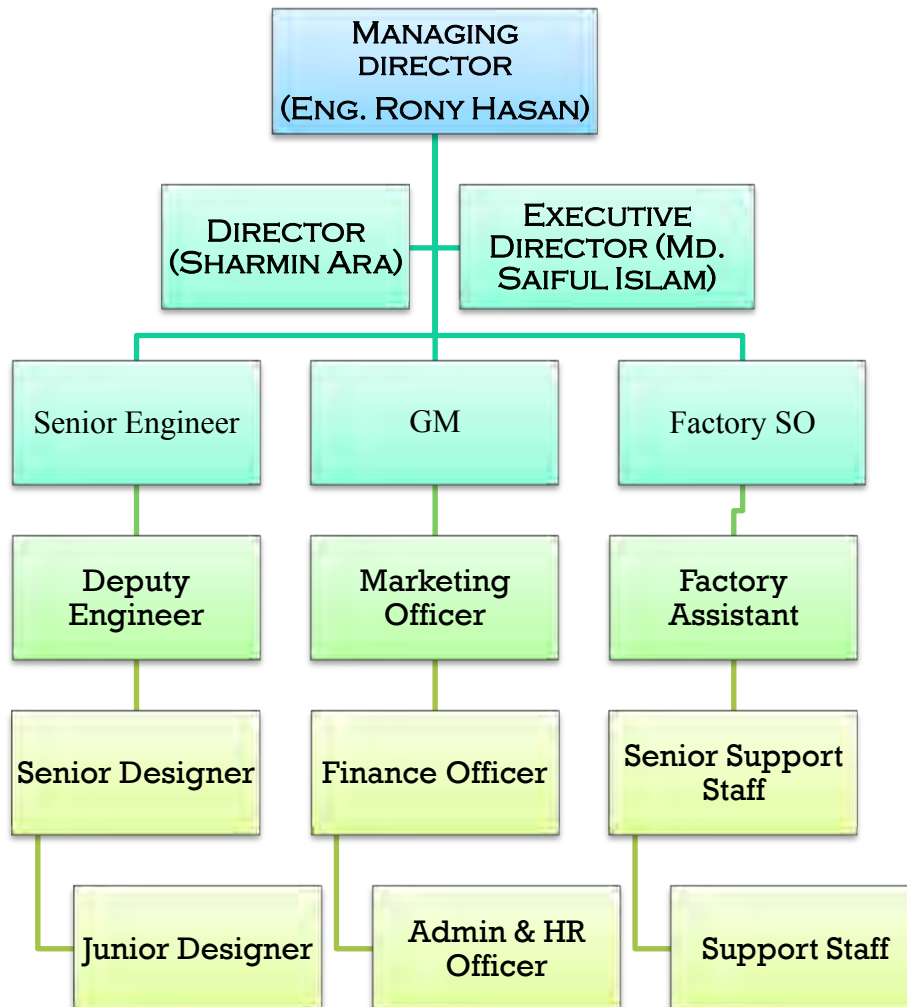
From advice on location, design and planning permission through to informing you of delivery dates and when the assembly team will be at your site to erect the building. At Joint Star Steel Structure Ltd. they value you, the customer and enjoy giving a fantastic service from the very start of your project to handing over the keys once everything has been completed.

Products/Services

JSSSL Product/Services

1. Pre-engineered / Pre-fabricated Steel Structures and Buildings and Color Coated Steel and other plain and fabricated metal sheets, coloring of metal sheets, fabricating of metal sheets, and marketing in the local market and to export the products in the world market and dealing with all other allied products.
2. Pre-Fabricated Steel Building Solution with RCC work (Full Packages)
3. All Types of Steel & Civil work material.
4. Proper design with Engineering Flexibility
5. Fabrication & Erection by expertise, Designing, Drawing, Quotation, Fabrication & Erecting (Installation).

Hierarchy of Joint star steel structure ltd.



Visions for the future

JSSSL is an exciting, fast growing engineering company with a family-friendly atmosphere, a strong dedication to customer satisfaction, and a drive to provide positive technical contributions to the nation's most difficult technological problems. We love to work on exciting and complex programs that span the depths of the ocean to the furthest corners of the universe. Here at JSSSL our business operations and culture are anchored in our core values and characteristics. It is our firm belief that by embracing these values, we will achieve success.

Job Part



Nature of the Job

Job Title:	Intern
Department:	Admin & HR
Reporting To:	Executive Director
Job Posting:	Head office of Joint Star Steel Structure Ltd., Uttara.

Specific Responsibilities of the Job

My job responsibility or my roles in the job are given below:

- Handle recruitment and selection activities.
- Maintain Employees personal files, maternity files, leave register, daily attendance, OT.
- Monitor and control daily absenteeism of workers and report.
- Prepare monthly salary sheet, pay slips, OT bills.
- Prepare various reports & letters on HR management.
- Maintain liaison with production dept. regarding day to day factory issues and coordinate.
- Assist in performance appraisals of workers and staffs.
- Monitor and check safety, security and cleanliness.
- Conduct employee and workers awareness, training program & orientation program.
- Assist in proper implementation of company HR rules and policies.

Different aspects of the Job

- Make HR data record keeping lead to less time consuming, and less of a headache.
- Turn employee inquiries into a self service option in order to save HR department time.
- Save time and improve effectiveness during the recruitment and evaluation process by using E-mail and MS Excel.
- Grant access to staff profiles to managers and employees.
- Scan important documents and attach to employee profiles.
- Ensure sexual harassment free work environment.
- Establishing fire extinguisher at factory & giving training to the staffs.

- Support employee innovations & ideas.
- Ensure proper following of Bangladesh labor law 2006.

Critical Observations & Recommendations

Through my internship program I have observed & learned how to handle recruitment and selection activities of the company, how to prepare various reports & letters on HR management, prepare monthly salary sheet, pay slips, OT bills etc. My major achievement was to be a part of change management process of the company and the process was started by me. I am successful to bring changes in the company's old manual system in preserving documents of HR, finance & Accounts, Architectural drawings to computer system. Later I have also go through a small survey to check out whether the company does follow HR policy implementation or not and included it in the findings & analysis part.

Project Part

HR Policy Implementation

of



Introduction of the report

Global opportunities and competitive pressure have made the importance on skillful management of human resources than ever. Now, in any government-non government, profitable-non profitable organizations, human resource is the most valuable asset for the company and has been given more importance than previous on managing this resource. An organization's success largely depends on human resources management because it ensures that an organization has sufficient number of qualified, skilled man power who can accomplish its goals. Service providing organizations like a consultancy firm is not being excluded from this. In an organization effective HRM practice is mandatory for their success. Whether it's a large or small firm employees must be selected, trained and manage effectively so that they can be a good resource for the organization. Many organizations are now seeking to higher such a person, who is a business graduate majoring from HRM for effective management of their human resource. Many human resource departments in many organizations are now extended their activities from traditional roles as processors and custodian of personnel information to more sophisticated and more expanded strategic roles. This activity increases the demand for human resource management and department and ensures implementation of proper HRM application. This report seeks to HR Policy Implementation of Joint Star Steel Structure Ltd.

Literature review

In a rapid competitive business environment, the procedures of outlining the role, function and process of Human Resource Management (HRM) within a dynamic and uncertain environment are ongoing for many decades. In the early 1980s numerous books and articles were published by American Business Schools professors to support the widely recognition of HRM concepts, in this report I have discussed about some frequently used HR practices such as performance management, recruitment, human resources planning, training and development, compensation and leave policy. For every organization recruitment is a sensitive issue, because by recruitment an organization infuses new blood in its work force. The staffing process matches people with jobs through recruiting and selection (Mathis, L. R. HRM, 2005, p 202). The process of recruitment should be sophisticated to hire perfect personnel, which can take the overall organization's performance to a new level. Human resources planning are the mentionable activities of HRD. HR planning is an important task to keep the business operation uninterrupted. In accordance of fisher, D. C.; Schoenfeldt, F. L. and Show, B. J. Human resource planning is concerned with the flow of people into , through, and out of an organization (2006, p 96). An organization can decide what to do to enhance the business operation forwarding by measuring the performance of their employee. By conducting a performance appraisal an organization able to take initiative about training and other facilities for their employees. Dessle,G.(2010, p 332) performance appraisal means evaluating an employee's current and /or past performance relative

to his or her performance standards. Training and development are the common practice to enhance the efficiency of employees. Mathis, L. R., Jackson, H. J., (2002, p 272) training a process whereby people acquire capabilities to aid in the achievement of organizational goals.

Origin of the Report

Master of Business Administration (MBA) is a professional course. The course is designed with an excellent combination of practical and theoretical aspects. After completing MBA certain times is preserved for internship. Master of Business Administration (MBA) course requires 3 months attachment with an organization followed by a report assigned by the supervisor in the organization and endorsed by the faculty advisor. I took the opportunity to do my internship in **Joint Star Steel Structure Ltd.** My faculty supervisor **Mr. Md. Hasan Maksud Chowdhury**, Assistant Professor, BRAC University approved the topic, authorized and supervised me to prepare this report as part of the fulfillment of internship requirement. This report titled “**HR Policy Implementation of Joint Star Steel Structure Ltd.**” is a curriculum requirement for Master of Business Administration Degree of **BRAC University**.

Objectives of Study

The key objectives of the report are as follows:

1. To know the HRM practices of the company (JSSSL).
2. Identify the duties and responsibilities of HR division.
3. To acquire depth knowledge about Implementation of HR policies in Joint Star Steel Structure Ltd.
4. Assist in the change management process of the Company.
5. Identify the opportunities and challenges for Company.

Methodology of the Report

The nature of the report is exploratory and descriptive. The required information was collected from my personal observation at Joint Star Steel Structure Ltd., conversation with colleagues and the theoretical knowledge that I have learned from MBA program. I also took a small survey from the employees to bring their views to the report.

The report I have prepared based on primary and secondary data. I have collected data by the following ways:

1. From the organization manuals and websites.
2. Internet
3. By talking with organization's officials time to time.
4. Observation method also used to prepare this report.
5. Face to face conversations with the workers.
6. Survey through developing questionnaire.

Sources of Information

In order to make the report more meaningful, two sources of data have been collected.

Primary Source of Data:

- ✚ Observation of working procedure while working in Joint Star Steel Structure Ltd.
- ✚ Information collected through making questionnaire & later included it in the findings.
- ✚ Data gathered through visiting and taking interview from head office.
- ✚ Practical work exposures from the different desk of department.
- ✚ Relevant file and document study as provided by the concerned officers.

Secondary Sources of Data:

- ✚ Printed materials like brochures, and instruction manuals.
- ✚ Various review journals were used as sources of relevant secondary data.
- ✚ Other secondary sources were books and articles on the related factors in the conceptual framework of the report.
- ✚ Different publications and journals regarding HRM activities and policies.
- ✚ Unpublished data received from the Office.
- ✚ Website of Joint Star Steel Structure Ltd.

Limitations of Study

Although efforts are made to make the report as comprehensive as possible, nevertheless, the following limitations have been identified for the preparation of the report.

- ✚ There is a lack of sufficient secondary data.

- ✚ Management is reluctant to provide necessary data.
- ✚ All the concerned personnel of different departments may not be interviewed.
- ✚ Lack of in-depth knowledge and analytical ability for writing such report.
- ✚ Many procedural matters will be written from own observation, which may also vary from person to person.
- ✚ The allocated time is not sufficient for me to gather knowledge and to make the study a complete and fruitful one.

Code of conduct at Joint Star Steel Structure Ltd.

- All regular employees are required to devote their time and efforts solely to the company's activities during office hours.
- All employees will always maintain honesty and truthfulness in all company affairs. If at any time subsequent to the appointment of any employee it is found that any statements, information or documents, given by the employee in the resume are untrue or false, the employee shall be liable to instant termination/dismissal.
- Proper level of confidentiality is maintained and appropriate business practices are adopted in dealings with and for the company and its management is maintained.
- Business matters between Joint Star Steel Structure Ltd. and its clients are strictly confidential and should not be discussed or disclosed elsewhere.
- An employee should not engage in political activity leading to any public controversy on any subject matter affecting Joint Star Steel Structure Ltd. image, goodwill and business interest.
- No staff member shall directly or indirectly enter into or maintain a relationship with another business or financial concern.
- Acceptance of gifts from any business contact is not permitted.
- All regular employees will be bound by the terms and conditions, policies, rules and regulations of Joint Star Steel Structure Ltd. that are currently in force and any new terms and conditions, policies, rules and regulations that become effective in future.
- It is appreciated that strict interpretation of this service rule may lead to excessive rigidity. Any doubt as to manner of conduct and freedom of discussion should be referred to Administration & HR department.

1. Employee grades:

The table below shows the set positions of Joint Star Steel Structure Ltd. and their respective grades. A regular employee may be appointed with different designation but that must be equivalent to the position and grade given below:

SL	GRADE NAME	GRADE IDENTITY
1	Director	D-5
2	Senior Engineer	M-3
3	Manager	M-4
4	Deputy Engineer	M-5
5	Assistant Manager	M-6
6	Senior Designer	E-1
7	Executive Junior Designer	E-2
8	Senior Officer	O-1
9	Officer	O-2
10	Junior Officer	O-3
11	Assistant Officer	O-4
12	Factory Senior Assistant	S-1
13	Factory Assistant	S-2
14	Senior Support Staff	S-3
15	Support Staff	S-4

2. Employment policy

2.1 Employment Policy Statement:

The top quality of human resources will be the standard in hiring of Joint Star Steel Structure Ltd. employees. New or available positions will be open to in-house and outside individuals on competitive basis. In Joint Star Steel Structure Ltd. equal opportunities for all irrespective of gender, religions, caste or creed exists. However, for some posts, either male or female may be specified to meet the special requirements of the job.

2.2 Recruitment Sourcing:

Unless otherwise decided by the management, all posts from Grade O3 and above will be normally advertised. But in case of emergency, candidates from pending applications may be interviewed or candidates who were interviewed earlier and put in the panel for future consideration may be considered for employment. Existing employees with

appropriate qualifications, subject to specific conditions that may be laid down in this regard, may apply for an advertised post through proper channel.

2.3 Short listing:

Short listing of the applicants for a post will be done by the Selection Committee, constituted by the Managing Director, for positions of grade M5 and above by Executive Director, for position of grade E1-S4, which will include the Heads of the relevant department for which the candidate(s) would be selected or an Officer assigned by him and Manager Human Resources or an Officer assigned by him. A candidate should be related to any employee involved in the recruitment process or serving in Joint Star Steel Structure Ltd., the employee concerned should intimate the matter to the HR & Admin.

2.4 Written or Job Tests:

For certain positions, as decided by the management, candidates short-listed may be required to sit for written test and or a practical job related test.

2.5 Interviews:

The interview panel authorized by the management will finalize its recommendation as soon as the interviews are completed. No expenses will be reimbursed to the candidate for attending interview/ written test.

2.6 Appointment:

All appointments to the post of Grade from D4 to S4 will require the approval of the **Managing Director. All appointments of the company of any nature must be processed through Human Resources Department.**

The appointment letter should state clearly;

- the position & grade
- the scale and salary
- income tax deduction information
- the probationary period (if any)
- the reporting date, time, place and reporting person
- notice period required by either party for termination of appointment
- Validity (duration) of employment offer.

Candidates may be required to provide letter of release from previous employer where applicable.

2.7 Duties & Responsibilities:

The employee's job identification, line of responsibility, performance standard, reporting relationship and required knowledge, skill and attitude will be specified in the Job Description.

Assignments may change as and when required subject to management decision. A hallmark of a good match between a person and this assignment is the best vision for the work.

2.8 Probationary Period:

All regular employees unless otherwise specified in the appointment letter shall be appointed on probation. Employees will undergo a process of assessment during this period. Normally, probationary periods will be as follows:

Grade	Probationary Period	Probation Extension
S4-M3	6 months	3/6 months
M2 and above	3 months	Not applicable

An extension of the period of probation may be given when in the opinion of the company; the employee is likely to qualify if the probationary period is extended. During this period, no advance notice is required by the company or the employee for termination of employment/contract.

2.9 Confirmation of Appointment:

Prior to the end of the Probationary Period, an assessment will be made about the employee's suitability. On successful completion of the probationary period, the MD or the Executive Director shall confirm the employee in his appointment in writing. If not, the employee's probationary period may be extended further in writing or her/his appointment may be terminated. The appointment shall be subject to the terms and conditions of service of the company and its rules and practices, either expressed or implied, for the time being in force.

2.10 Career Advancement:

Joint Star Steel Structure Ltd. considers its employees as the number one resource and encourages highest growth for them to render optimum services in their career advancement. Opportunities for employee advancement will be created through exposing them to challenging job/responsibilities that enable appropriate development of the employee. Individual career planning is expected on the employee's own initiative and in coordination with Division/Department Heads and Human Resources & Admin Department. Individual or Limited counseling/coaching will be provided by HRD.

2.11 Personnel Records:

Personal history of all employees will be recorded in the computerized HR Information Management System of the company. Personnel files will also be maintained for all employees at the company's Human Resources Development Department. Each file will contain:

- Job Application, CV, Educational Credentials & References (if required).
- Appointment Letter and Letter of Acceptance (applicable for grade M5 and above) confirming willingness to abide by the personnel policies and rules of the company.
- Job Description; completed Personal Information Form.
- Leave, Confirmation, Increment, Promotion and Transfer records.
- Other relevant papers (e.g. Warning letters, Show Cause Notices, etc.)
- Annual/ periodic performance appraisal record etc.

Such records will be regularly updated with additions and alterations as may be necessary from time to time. Confidentiality of the files will be strictly maintained.

3. Service Condition

3.1 Working Days/ Office Hours:

Working days in the company will be 6 days a week. Office hours of the **corporate office will be from 09:00 A.M - 5:00 P.M and office hours of the factories would be 8 hours/day as per working roster, Saturday through Thursday with half an hour break for prayer and lunch.** The weekly holiday is Friday. This arrangement may change from time to time as management deemed necessary.

Support staffs (office peon, driver, cleaner etc.) are expected to start work half an hour earlier. **Many employees in the company are requested by necessity to work on shift basis as per their departmental job requirement.** Employees on essential duties may have to work for longer periods of time as part of their job requirement

In the event, where extra hours are necessary, employees may be required to work longer hours, including weekends/holidays. Employees (only grade S3 & S4) will be paid an allowance for extra hours work during holidays, as per the prevailing company's policy. Extra hours of work, which require payment of allowance, will be done only with the prior permission of the Head of Division/Department and to be forward to Head of HR & Administration.

3.2 Transfers:

The Company may transfer an employee from one place to another or make changes in designations, duties and responsibilities from time to time as the company may deem necessary. Transfer of any officer of the rank of M5 and above requires the MD's approval. All transfers will be coordinated through HRD.

3.3 Resignation:

A confirmed regular employee may resign from service by serving one month written notice for the period or paying salary in lieu thereof. An employee may however adjust the notice period with the balance of accumulated Annual Leave.

An employee who resigns shall do so in writing to the appointing authority following proper channels of communication. Prior to the acceptance of the resignation letter, thorough checks shall be made by HRD with respect to the following:

- ❑ Whether any legal proceeding is underway against the employee by the company;
- ❑ Up-to-date cash account, if applicable;
- ❑ statement of any financial transactions dealt by the employee and liability of the company in respect thereof;
- ❑ all company's asset under his/her possession;
- ❑ Any other liabilities/obligations to other departments.

A written reply will then be given from HRD to the employee who is resigning, stating conditions etc., with copies to the Head of Finance & Accounts and the respective HOD. If the employee submitting resignation has charges of corruption or misbehavior against him/her and proceedings about them are underway, the company may refuse to accept the resignation.

Prior to clearance and final settlement the employee concerned must collect a certificate on the company's prescribed form, on the following issues, and submit to HRD for clearance.

- Certificate from the Finance & Accounts stating no outstanding/ advance in the employee's name;
- Certificate stating that the company assets and other equipment/articles under his/her possession have been duly handed over to his/her HOD or any other authorized officer. In cases where the employee purchases the items, then the necessary approved documentation must be available before clearance can be given.

All dues will be calculated and as cleared on the final working day of the employee concerned, including Gratuity/P.F. etc., minus any monies or liabilities owed to the company after getting clearance letter from HRD.

3.4 Termination:

The company may terminate the service of a regular employee without assigning any reason by serving 4 months notice or paying 4-month's basic pay in lieu thereof.

3.5 Loss of lien:

If an employee remain absent beyond the period of leave originally granted or subsequently extended, he/she shall be liable to loss his lien to his/her appointment unless he/she returns within 10 days of the expiry of his/her leave and explain to the satisfaction of the management his inability to return earlier. In case of loss of lien he/she shall not be deprived of his/her benefit, which has accrued to him/her under the law due to his/her past services.

3.6 Retrenchment:

Retrenchment means the termination of service of employees by the company, not as a measure of punishment inflicted by way of disciplinary action, but on the ground of redundancy, by serving 1 month notice or paying 1 month's Gross salary in lieu thereof.

3.7 Retirement:

Every employee of the company shall retire on completing 57 (Fifty Seven) years of age. The basis of calculating age will be either the Birth Certificate from legal authorities/Passport or Secondary School Certificate/Voter ID card of the employee. The company may retain the employee after that age (57 years), on yearly/term contract basis on mutually agreed terms.

3.8 Performance Appraisal:

An appraisal will be carried out annually to determine the employee's performance, strength and weakness, suitability for promotion and to identify special training needs. The extent of any merit increase in salary will be determined by this appraisal. The appraisal exercise will be conducted with the appropriate Heads of Division/Department or person to whom the incumbent reports.

Annual performance appraisal of each confirmed employee will be done entirely on the basis of his/her performance and as per JSSSL Performance Appraisal Policy (PAP). Promotions/increment cannot be claimed as a matter of right or seniority. Promotion/increment in the Company is based on merit and performance. The objective of an employee's work performance evaluation is to:

- evaluate the employee's performance in relation to her/his job description;
- enable the employee to assess her/his own work and suggest ideas for improvement;
- On the basis of this appraisal, enable management to plan her/his career development and appropriate deployment.

Such appraisal will normally be carried out once every year (December) and will be effective from January 1, each following year. An employee whose service is confirmed on or before 30th September or 1st October of appraisal year will be considered for annual appraisal of that year.

3.9 Leave:

Leave cannot be claimed as of right. When the exigencies of the service so require, discretion to refuse or revoke leave is reserved to the authority empowered to grant it.

3.9.1 Earned Leave (EL):

A. Entitlement:

Employee's **Earned Leave entitlement** calculation is mentioned below:

Grade	Earned leave entitlement/year	Carry forward after encashment
D5 to O4	30 working days	15 days
S1 to S4	16 working days	8 days

B. *EL shall be taken at a minimum of 4 (Four) consecutive days.* But if the Casual/Sick leave are totally availed at the time of application for EL, in that case Management may consider granting 1 day/2 days Earned Leave.

C. Earned Leave is calculated from the date of joining and on the basis of English calendar year.

D. If the asking leave is not covered by available current EL, previous earned leave may be granted for excess requirement.

E. Leave Encashment:

- Employees in grade D5 to O4 will receive financial compensation at the end of the year for the number of days of EL not availed after keeping 15 days as balance and
- Employees in grade S1 to S4 will receive financial compensation at the end of the year for the number of days of EL not availed after keeping 8 days.
- In the calculation of financial compensation for Earned Leave encashment, basic salary of last December drawn by the employees will be considered.
- In case of resignation, termination, retirement, and death the authorized nominee will get the payment for this Earned Leave.

3.9.2 Casual Leave (CL):

A. Casual Leave means leave of absence for a short period granted to an employee who may be unable to attend office due to urgent private affairs. Head of Division/Department, subject to the exigencies of service, grant CL to an employee

up to a maximum of **10 working days in a calendar year and not exceeding 3 consecutive days at a time.**

B. **Casual leave cannot be accumulated and the unspent leave shall lapse on December 31 of each year.**

C. Casual leave can be taken with weekly off-day and company declared holiday but should not exceed 3 days. If Casual Leave is taken in between company declared holiday and weekly off-day, days of one end will be added with the casual leave(s).

D. If the employee applies for extension of Casual leave on genuine medical ground and submits medical certificate, the leave enjoyed as Casual and extension period will be converted as Sick/Earned Leave.

If his/her Earned Leave balance at that time is not enough to cover those leave, the extraordinary leave may be allowed on special ground. The company may reject extension of the leave application if it is not on medical ground and can take disciplinary action, if required.

3.9.3 Sick Leave (SL):

In each **calendar year a maximum of 14 working days** will be allowed to grade S1 to S4 as Sick Leave. Medical certificate will be required, If the absence on medical ground is more than 2 days.

There is no separate sick leave for employees of grade D5 to O4. This leave is incorporated in the Earned Leave.

Sick leave cannot be accumulated and the unspent sick leave shall lapse on December 31 of each year.

In case of serious illness and supported by medical certificate testifying unfitness for work has been obtained, leave entitlement will be as follows when no other leave is due to him/her.

- (a) First 30 days as advance EL from next year
- Next 30 days with basic pay only
- Above 30 days without pay

- (b) If at the end of such period the employee is still unfit for duty he will be discharged from the service unless otherwise decided by the management.

3.9.4 Maternity Leave (ML):

A female confirmed employee may be granted Maternity Leave (ML) with full pay for a period of 120 days (including holidays) from one week before confinement subject to the

condition. Leave application must be presented 2 (Two) weeks before leave is due to begin.

Maternity leave will only be granted **maximum twice to an employee who has no living children and once to an employee with one child.**

No maternity leave will be granted to an employee who has already two children.

In the unfortunate event of an employee losing her first or second of two children, they will become entitled to maternity leave again.

3.9.5 Unauthorized Absences:

Any employee absent from work without an acceptable reason and without prior permission will lose pay for day/days of absence. Repeated absences of this kind shall constitute an offense and will result in disciplinary action.

This provision will include frequent late arrivals (after 15 minutes of scheduled office time) at work, or early leaving (before 15 minutes of scheduled office time) from work without permission.

For every 3 (Three) days unauthorized late arrival at work or early departures from work in a month will be counted as one day unauthorized absence.

3.9.6 Pay deduction for leave without pay:

Only basic pay will be deducted for approved leave(s) without pay from the monthly salary. This is applicable for all employees of the company including probationary employees.

3.9.7 General guidelines:

- All leaves are counted (proportionately) from the date of joining
- Availing of leave during probation period is discouraged. However in case of emergency, limited Casual and Sick Leaves may be allowed to employees as special case.
- No leave may be granted to an employee until a clearance as to the admissibility of the leave (leave balance) has been obtained from HRD.
- Rejoining after any leave must be at least before noon. Otherwise joining will be counted from the day after and that day will be counted as leave.
- As far as possible, EL should be planned ahead by the department to ensure satisfactory coverage of work and responsibilities throughout the year. EL must be

approved at least 7 (Seven) days in advance and will be at the discretion of the Head of Division.

- Annual Leave Roster should be maintained at all departments so that alternative arrangements may be made for discharging the responsibilities of the individual go on leave.

4. Service benefits

Joint Star Steel Structure Ltd. will reimburse the expenses incurred by any employee on company business. Normally approval for recurring expenses must be obtained as per company's financial rules. All claims must be made on the "Expense Bill Form" will have to be requisite supported by vouchers or receipts. Advance monies received for expenses must be accounted for in the same manner. Any unusual items or any expense without supportive vouchers or proper receipts will require prior approval of Head of Division/Department or MD, depending on the amount as per company's financial rules.

4.1 Salary:

Competitive benefits will be offered to attract and retain qualified, capable and efficient human resources. The benefits system will support the performance-based thrust of the human resources system.

4.1.1 Salary Determination:

At the time of appointment, each employee's salary is determined based on level of educational background, professional experience and responsibility.

4.1.2 Payment of Salary and Payday:

Payment of salaries for the current month will normally be made by the first week of the following month. Salary of employees of grade O4 and above will be paid through direct Bank transfer to the employee's Bank account opened by the company. The salary may be paid by direct transfer to the respective bank accounts or by cheque if required.

4.1.3 Salary Scales:

Salary scales are currently arranged from Grade D4-S4, except Managing Director and Executive Director. These grades and accompanying scales may be revised from time to time by the management.

Basic Salary shall mean the basic salary granted to the employee in his/her salary scale for his/her grade and position in that scale.

Monthly Salary shall mean the sum total paid monthly as per structure including allowances before PF deduction.

Gross Salary is the sum total of the basic salary, house rent, medical allowance, technical allowance, conveyance allowance, entertainment allowance, field allowance, company's contribution to provident fund, gratuity and any other allowances which the management feel should be given.

4.1.4 Annual Increment:

All regular employees, subject to satisfactory performance during the preceding year will receive increment(s) in the scale of their grades. However, if an employee shows outstanding merit and exceptional ability and qualities s/he may receive additional increments solely at the discretion of the management. Where applicable, increases based on increased responsibilities may be recommended. Annual performance appraisal shall be done to facilitate this review. Promotional increases will be awarded on progress to a post in a higher salary range.

4.1.5 Salary Adjustments:

Salary reviews will take place from time to time, at least once annually, but economic conditions and the financial capacity of the company to pay will determine their frequency. Incremental awards will be based on two components, a general increase (cost of living) and a merit increase. General increases will be based on alterations made to salary ranges whereas merit increase will be awarded based on performance and will be recommended as part of the employee appraisal exercise.

4.1.6 Deduction from Salary:

These will include those deductions required by law, including payee income tax. Other deductions may include provident fund, insurance premium (if any), loan repayments and temporary advances.

4.1.7 Proportionate Rule:

Basic salary, house rent, medical allowance and all other allowances due, if any, will be paid proportionately to the period of service in a calendar year and month for the purpose of calculation of dues in the case of resignation, termination, retirement, retrenchment, and death of employee concerned.

4.2 Festival Allowance:

All regular confirmed employees are entitled to receive annual festival allowance (FA) equivalent to **two months' basic pay in two installments** (unless otherwise decided by the management).

It will be paid in accordance with the religion of the person concerned i.e., Eid-ul-Fitre & Eid-ul-Azha for Muslims, Durga Puja for Hindus, Christmas for Christians and Buddha Punima for Buddhists.

A new regular employee who is in probation but has worked at least six months with the company prior to his/her respective religious festival will be entitled to festival allowance provided the employee continue his/her service with the company at least a year from the date of joining.

4.3 Provident Fund:

Every confirmed employee is eligible to be a member of "The Joint Star Steel Structure Ltd. Provident Fund" to be administered in accordance with the relevant law.

Employee's contribution will be 10% of the basic salary and Joint Star Steel Structure Ltd. will contribute the same amount.

If an employee leaves before completion of three years' service, he/she will not entitle to get any contribution from the company.

But if the employee leaves the company after three years of continuous service from the date of joining company's contribution to PF shall be paid to the concerned employee as follows:

3 years/but less than 4 years	: 60%
4 years but Less than 5years	: 80%
5 years and above	: 100%

Provident fund will be operated by a Trustee Board (to be constituted by 5 (five) members who will be nominated from different levels) as per company's Contributory Provident Fund Policy/by-laws.

Company's contribution will not be made in case of dismissal for breach of discipline or misconduct.

4.4 Gratuity:

A confirmed employee having served the company continuously at least for 5 (Five) years from the date of joining is entitled to the payment of cashable gratuity at the rate of one month's basic pay for each completed year of service with company.

Gratuity will become payable on separation of service due to voluntary resignation, death, ill health, accident, retirement or termination of service by the Company without assigning any reason.

Gratuity will not be payable to any employee who for reasons which are set out in the service manual, constitute dismissal for wrong doing or which will render the employee liable to summary dismissal.

Gratuity is payable to the legal heir/heirress or to the nominee of the deceased employee in case of death of the employee while in the service of the Company.

Calculation of one complete year:

Every anniversary from the date of joining with the company will constitute one completed year. Service in excess of eight months in a year will also constitute one-year service after 1st year.

4.5 Travel & Dearness Allowance:

Travel within Dhaka: No per diem shall be given for travel within Dhaka. (For employees recruited and based outside of Dhaka, will also not receive any per diem if the travel is within the city they are based in)

Travel Outside of Dhaka (or the city the employee is based in):

Grade	Per Diem	Hotel/Lodging	Transportation (If official transportation is unavailable)
D,M,	1000.00	A.C.	A.C.
E, O	700.00	Non A.C. (1 st Class)	Non A.C. (1 st Class)
O,S	500.00	Non A.C. (2 nd Class)	Non A.C. (2 nd Class)

5. Disciplinary Action policy

5.1 Oral warning:

A verbal warning is an opportunity to clear up the problem and set the worker on the right track. The supervisor manager should have a full discussion with the employee before giving the warning to ensure that the employee has the opportunity to respond or to give additional information.

When giving a verbal warning to an employee, it is important to discuss the issue in private. Discussing the problem in front of co-workers can cause embarrassment and resentment.

5.2 Counseling:

If the employee does not take warning seriously that time the HR management will counsel the employee and know what the problems are. A written document will be prepared on a short note of the step 1 meeting. All counseling conversations should be recorded and the HR management and employee will have to sign the document. These documents records are attaching.

5.3 Written warning:

If an oral warning is given and counseling has been done, but yet the problem performance or behavior persists, a written warning may be effective. A formal warning letter informs an employee of the reasons why his or her behavior is unacceptable and, if it continues, may lead to the termination of the employee's employment. These documents records are attaching.

- ✓ First Written warning
- ✓ Second Written Warning
- ✓ Third written warning (Temporary suspension)

5.4 Temporary suspension:

Suspension typically prevents work for a number of working days and from his or her post, as specified in the letter, and pay is docked accordingly. Length of a suspension without pay will be influenced by policy or contract requirements. Depending on the issues the time period of the suspension is decided. It may be from 3 to 6 months.

5.5 Investigation:

There is an investigation committee in all companies. After discussing the situation with the supervisor, if HR feels that the alleged misconduct cannot be resolved informally, and then the alleged misconduct will be formally investigate. The investigation committee investigates the work and behavior of the employee. They make a written report on it and send to the authorities. Then depending on it and after judging the report the authority takes decision about the employee according to the acts of the company.

5.6 Salary reduction:

After taking the above mentioned steps if the employee still carries on everything his salary is reduced according to the decision of the authority. This alternative is normally used when you do not wish to remove the employee from the work site, but serious discipline is appropriate.

Discharge:

- ❖ Even if after all the warnings and actions taken against the employee, and he or she does not change his or her misconducts then the final step is to be taken. The employee has to be discharged from all his or her duties and responsibilities. Investigation committee report gives HR the authority to discharge the employee.

3.10.8 Dismissal:

- ❖ Dismissal is the ultimate disciplinary action, normally used when other methods employed to correct performance or behavioral problems have not been successful. When the company fails to make the employee work accordingly after all the process and everything properly clears then organization totally terminated for employee permanently in his/her job.

6. HR POLICY COMPARISON (JSSSL HR Policy VS Bangladesh Labor Law)

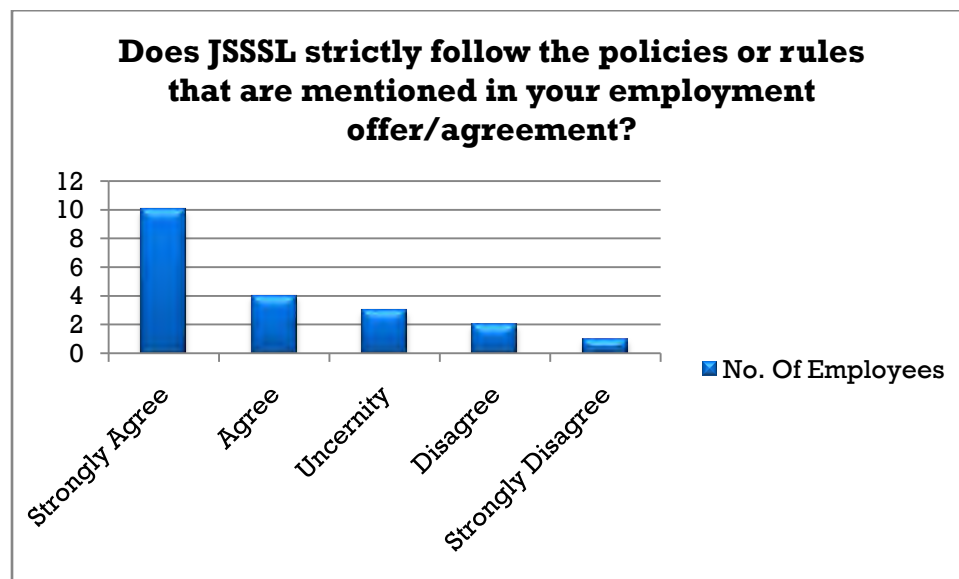
HR Policy			
S/L	JSSSL		Bangladesh Labor Law
1	Probation Period	6 months	6 months
2	Appraisal for Annual Increment	Performance of a permanent employee shall be evaluated once in a year.	√
3	Working Hour/week	48Hrs	45Hrs
4	Break time	1 Hrs/day lunch & prayer Break	1 Hrs/8 hrs
5	Weekly Off	1 Days	Minimum 1 Day/ one & half Day
6	Festival Bonus	2 festival bonus 100% basic Salary	√
7	Earn Leave/annual	Minimum 15 days	18 actual working days=1 Day
8	Earn Leave Encashment	According to labor law	√
9	Earn Leave Carry Forward	According to labor law	√
10	Sick Leave	Maximum 14 working days	Every employee shall be entitled to fourteen (14) days' sick leave on average pay in a year.
11	Casual Leave	10 working days in a calendar year and not exceeding 3 consecutive days at a time.	Minimum 10 Days****Every employee shall be entitled to Casual Leave with full wages for ten (10) days in a year.
12	Gratuity	Applicable for having served the company continuously at least for 5 (Five) years	An employee who has completed at least one year of service with the company shall be entitled to get gratuity.
13	Overtime	No fixed time	Daily overtime shall not exceed 2 hours. Weekly working hours of an employee including overtime shall not exceed 56 hours.
14	Provident Fund	10%	Minimum 7 %; 7% of basic salary of an employee shall be deducted from his monthly salary as contribution to PF and the same amount shall also be contributed by the company.
15	Maternity leave	√	Maternity leave with full pay for a period of 120 days (including holidays)
16	Notice Period	Permanent 1 Months, Contractual 15 Day	Permanent 1 Months, Contractual 15 Days

Findings & Analysis

7. Findings & Analysis:

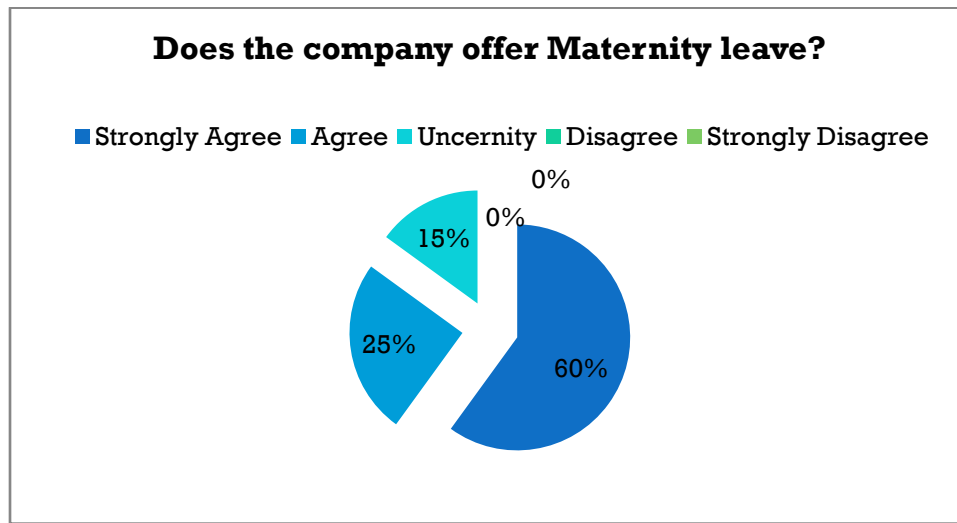
As I have done my Internship report on HR Policy Implementation of Joint Star Steel Structure Ltd. I took a small survey of overall randomly selected twenty people (20). I designed my questionnaire in such a way so that the employee of JSSSL could easily understand & happily participated with the inquiry that I need. Interpretation & graphical representation are given below.

Q1. Does JSSSL strictly follow the policies or rules that are mentioned in your employment offer/agreement?



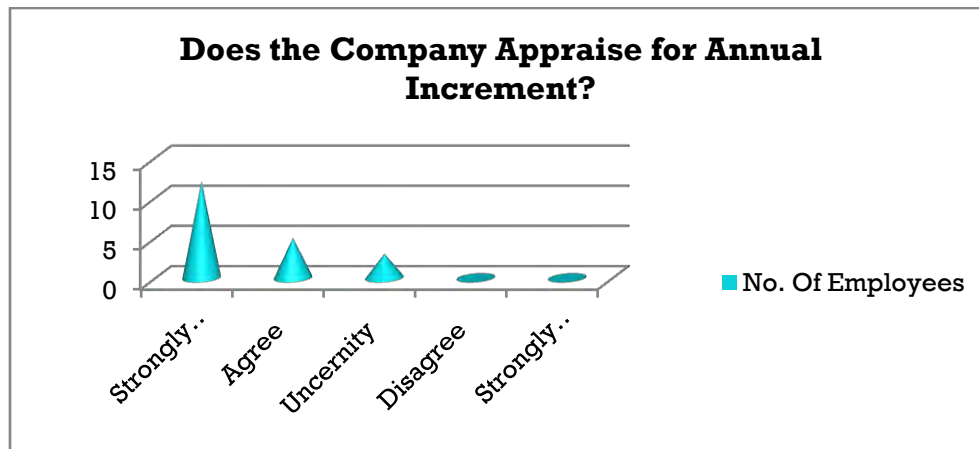
Interpretation: From the above graph we can see that most of the people did agree with the terms that JSSSL strictly follow the policies or rules that are mentioned in their employment offer/agreement. Few are uncertain about the condition because they are new blood or fresh recruitment to the company. They need time to understand the organization culture and its policy implementation. Couple of people is dissatisfied with the rules or policies of JSSSL and it's a normal thing to tolerate because you cannot fulfill everyone's wish every time.

Q2. Does the company offer Maternity leave?



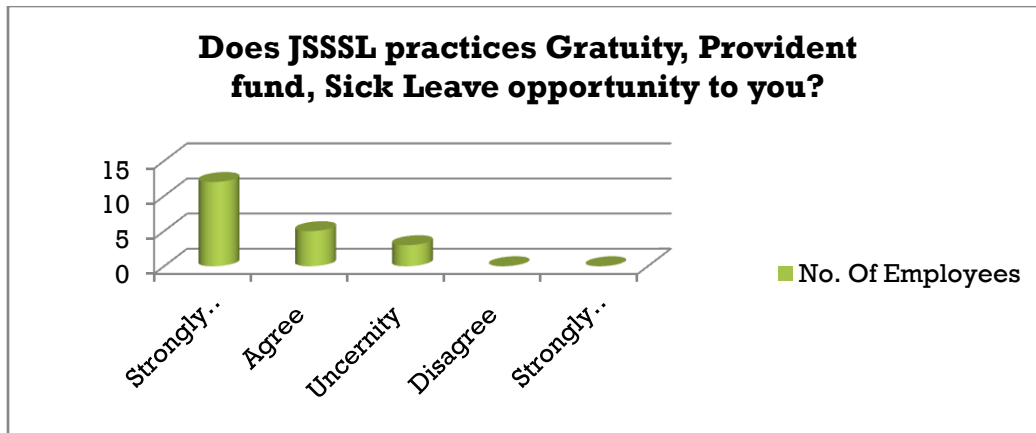
Interpretation: In this particular question I find out that about 60% people strongly agreed and 25% people agreed with this matter. That means over 80% people thinks positive about this and ultimately that means company does practice it well according to our labor law. Again there are 15% people who are uncertain about answering this question, reason behind this may be they didn't know about this or informed well.

Q3. Does the Company Appraise for Annual Increment?



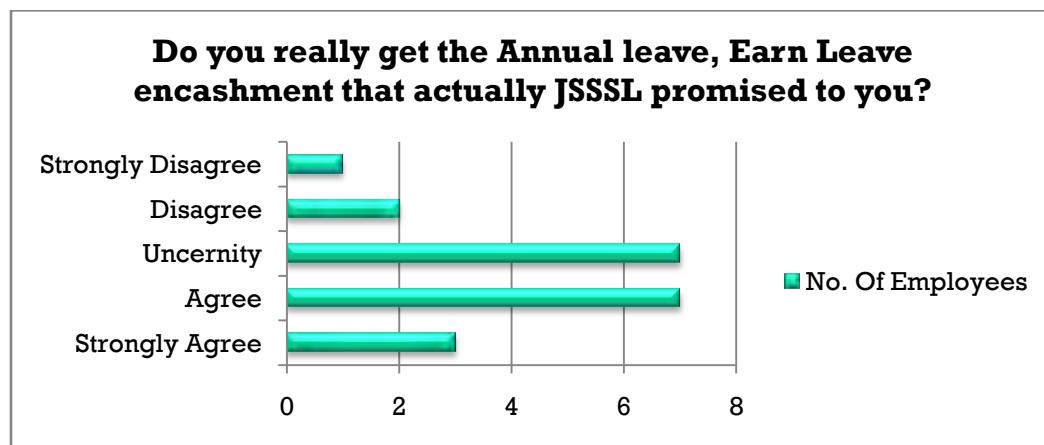
Interpretation: According to our Labor law a company must appraise an employee's annual increment once in a year. The answers I collected against this question are quite satisfactory. It is a law and the JSSSL Company does follow it well. We can observe it from the graph shown above.

Q4.Does JSSSL practices Gratuity, Provident fund, Sick Leave opportunity to you?



Interpretation: Practices of Gratuity, Provident fund, Sick Leave opportunity are very important for an organization because it retains employee as well as attracts new employees to join. JSSSL also provide those opportunity to keep their employees believing that they are here for good not for only doing business. From the graph we can see that most of the employees cast their vote for the company that means they are positive. According to labor law JSSSL does provide those opportunities their employees.

Q5. Do you really get the Annual leave, Earn Leave encashment that actually JSSSL promised to you?



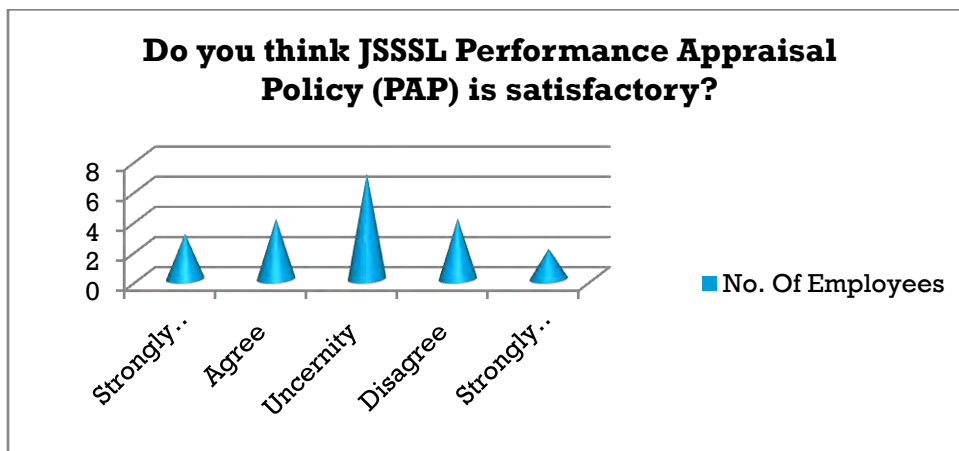
Interpretation: From the graph we can see that most of the respondent are from the group of agreed and uncertainty. Some of them didn't agree with others. That means about this matter there are mixed opinions we hold. JSSSL have to improve in this section a lot to have more positive result in near future about this matter.

Q6.Are you satisfied with your Salary, Festival bonuses relevant to your company position?



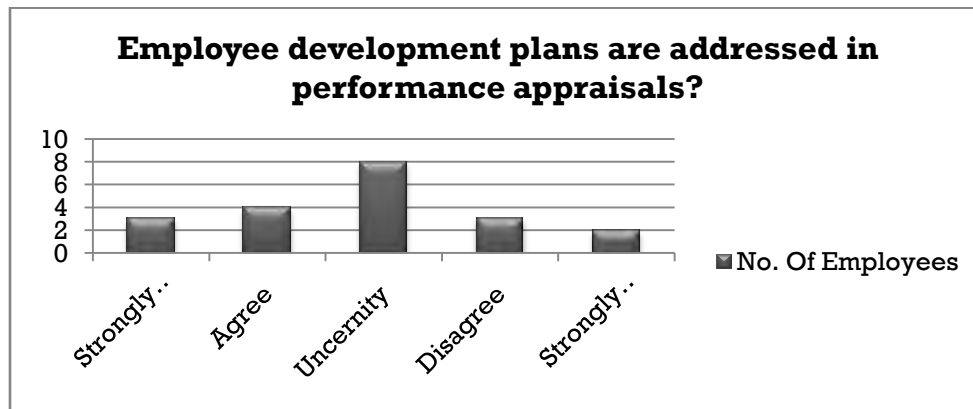
Interpretation: People are never satisfied with what they get. They demand more and more. Through this question I also faced this fact. Most of the people didn't know about what amount of salary will keep them happy. And second most majorities of the people are dissatisfied with what they get. A few people are satisfied with what they get. JSSSL always tries to update their salary rate according to market rate in order to retain their employees.

Q7. Do you think JSSSL Performance Appraisal Policy (PAP) is satisfactory?



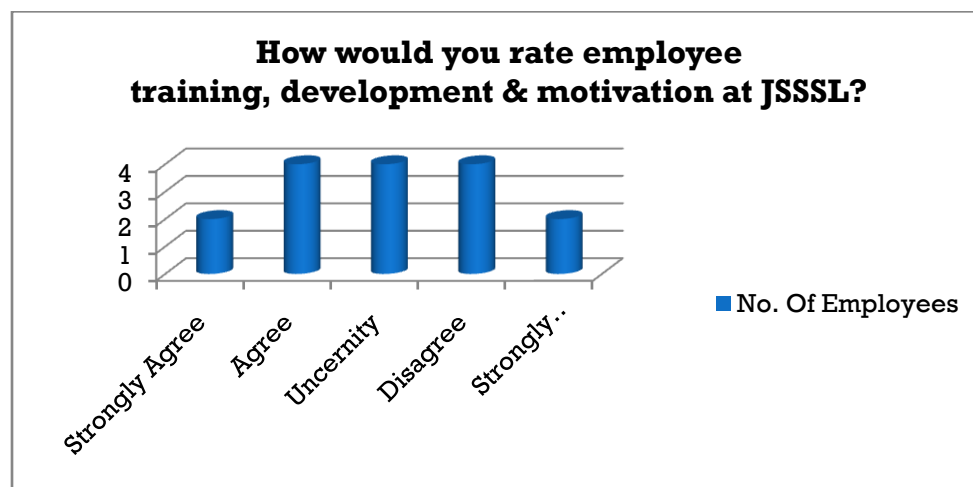
Interpretation: From the above graph we can see that most of the people did not agree with the question. Majority of the portion doubted about performance appraisal policy. The reason behind this that employees have lack of knowledge about performance appraisal policy (PAP).What is it? How does it work? Is it beneficial or harmful to them? At this point I think JSSSL should focus more on answering those questions by creating regular seminar or workshop.

Q8. Employee development plans are addressed in performance appraisals?



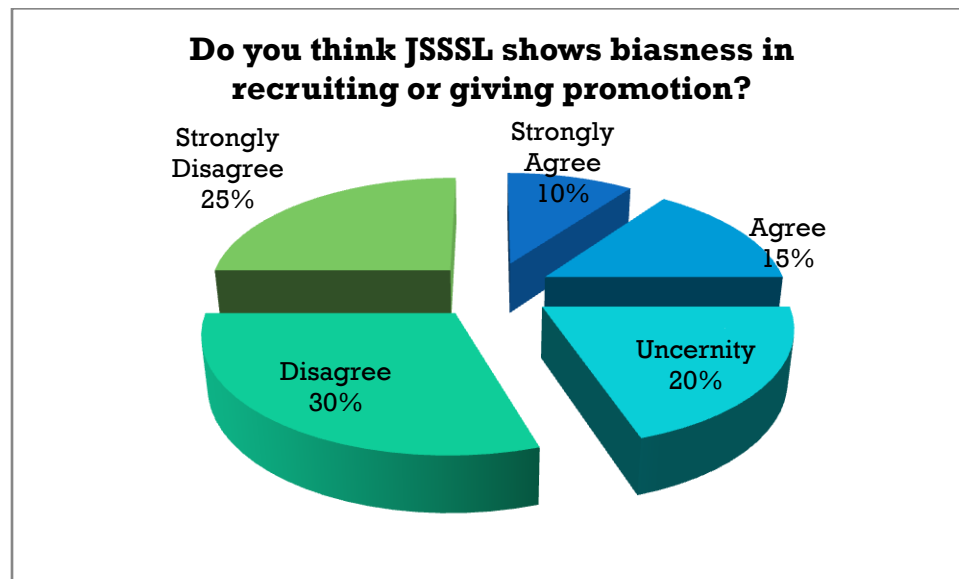
Interpretation: The above graph again we can see that most of the people did not agree with the question. Majority of the portion doubted about development plans that are addressed in performance appraisal policy. Few are agreed with this. The reason behind this mixed result is that most of the people don't have any knowledge about the development program the company is planning or running. New employees must get to know about this. May be the agreed people or seniors can help them out about this matter.

Q9. How would you rate employee training, development & motivation at JSSSL?



Interpretation: This was a tricky question and asked to the employees to find out that whether the employees get proper motivation, training and development opportunity from the company itself. The result of this question was quite surprising. About 35% people agreed and another 35% disagreed. Rest of the people 20% are uncertain or remain neutral about answering this question. JSSSL must focus on this matter to improve proper motivation system and employee training and development.

Q10. Do you think JSSSL shows biasness in recruiting or giving promotion?



Interpretation: About 55% people disagreed and another 5% agreed. Rest of the people 20% are uncertain or remain neutral about answering this question. I don't know why few people think JSSSL shows biasness in recruiting or giving promotion. Because during my Internship period I didn't have any experience of this type of situation at JSSSL. It is difficult for me to find out the answer of the question because I have enjoyed short time journey at JSSSL. But in the end biasness should be avoided to have a good working environment where employee will flourish their skills and do their best for the company.

Short Summary of the findings:

If I look back to my journey at JSSSL I can see the company is trying to make more interactions with the employees to implement their HR policy. Employees at JSSSL are neither happy nor unhappy about the company's HR policy. Some of them are really unaware of the terms & conditions of Bangladesh Labor Law. The fact is that JSSSL must increase the understanding of their policies to their employees by creating different seminar or workshop. Because Human Resource department of a company is the best potential resource among all the resources and if any company fails to communicate with them properly then the workforce might not give the desired output.

Recommendation & Conclusion

Recommendation:

From my work experience with JSSSL I think I can make some recommendation for this organization. These recommendations are completely from my personal point of view and I think they have possibilities to improve in the recommended areas. My recommendations to JSSSL are:

1. As soon as it is possible JSSSL should make the Human Resource Department totally separate from other department with professional human resources management administration.
2. JSSSL spends considerable productive time on recruitment, promotions and other staff matters. To save productive resources, Human Resources should consider installing the automated and web based technology for recruitment to replace the manual processing for recruitment and hiring and free staff time and space for more productive HR activities.
3. Due diligence should be given to manpower planning and the luxury of filling positions without recourse to efficiency and standards should be reconsidered.
4. JSSSL should arrange some annual event for their employees, to entertain them, motivate them, give them relief from their monotonous work and also make them feel that the organization also cares about each and every employee.
5. JSSSL should open their job evaluation system to the employee and should set some standard, so that competitiveness can grow in the employees mind to achieve the level of standard.
6. The organization should take steps to stop the too much exercise the reference power; it will affect the other employee's confidants and willingness to the work.
7. The compensation and benefit of JSSSL should be restructured & updated in every year which will reduce employee turnover.

Conclusion:

Human resource policies are systems of codified decisions, established by an organization, to support administrative personnel functions, performance management, employee relations and resource planning. Bangladesh is a regenerative country, which is growing, making its presence in the global forum. Moreover it is one of the countries that are looked upon as the next growth centre. So let us be conscious about the fact that there is a regenerative Bangladesh, creative Bangladesh, path breaking Bangladesh. Hopefully Engineering Construction firm sector is the next opportunity for Bangladesh.

To implementation of HR policy, Joint Star Steel Structure Ltd. do not need more cost rather they can create a good image among their valued customer for which their future sales will increase, frequency of unmet demands will be decreased, product quality & service will be increased and increased potentiality of new customer, new business scopes & services. Most of all satisfaction level of customers may get increased so that Joint Star Steel Structure Ltd. can achieve their ultimate business goal.

The area of Human Resource Management is very wide. In this report it has been tries to show the extent at which JSSSL practices Human Resource Management at their organization. That covers their Training, recruitment and selection process, total compensation package, performance appraisal system. Human Resource management is the heart of an organization which plays an important role of getting the right people to do the right job and at the right places, which helps to ensure the overall achievement of the goals of the organization. Therefore, the practice of Human Resource Management must be well performed.

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Appendix