



Karnaphuli

Internship report

On

**“HR Planning & Policy
Development of
Karnaphuli Group”**



Internship Report

Topic on: HR Planning & Policy Development of Karnaphuli Group

SUBMITTED TO:

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Program: MBA, Major: HRM
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Letter of Transmittal

24 NOV, 2016.

Dr. Md. Mamun Habib

Associate Professor

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Sub: Submission of Internship Report on HR Planning & Policy Development of Karnaphuli Group.

Dear Sir,

It is a great pleasure for me to submit the Internship report, while preparing this Internship; I have tried my level best to maintain the required standard. In the making of this report, I have followed all your specific instructions involving report writing so as to present my views and in the easiest manner. I hope that this paper will fulfill your expectation. It is my pleasure to carry out the internship report under your supervision.

The report focuses on the implementations of some of the key elements in Human Resource Management. I hope this report will give an actual scenario of the present HR practice of Karnaphuli Group.

I, therefore, pray and hope that you would be kind enough to go through this Internship for evaluation.

I always available for any further clarification for any part of this Internship at your convenience.

Thanking for

Aumia Afreen

ID No: 13264060

MBA

Acknowledgement

I am extremely grateful to our Almighty Allah for His blessings and kindness. I could have finished my work if He did not make it possible.

I am thankful to my project supervisor Dr. Md. Mamun Habib, Associate Professor, BRAC University, who guided me throughout the work. He provided me the guidelines that I needed to carry out the work and gave me important whenever I in dilemma.

I would like to thank authority of the renowned Karnaphuli Group, where I have been working form Dec 15, 2013 to till now and also have gain a real life work experience. I also want to thanks my colleagues who helped me by giving valuable information and advice.

I lastly would like to express my appreciation to the BRAC University and I eventually grateful to the University and its excellence that works for education encourages me and creates knowledge.

(Aumia Afreen)

ID No: 13264060

MBA

BRAC University

DECLARATION

I do here by solemnly declare that this paper named submitted tin partial fulfillment of the requirements for the MBA degree of BRAC University, is the result of my own research work and written in my own language it is the part of MBA program. That no part of this report materials copied or plagiarized from published or unpublished copied or unauthorized from other published work of other writers and that all materials, borrowed or reproduced from other published or unpublished sources have either been put under quotation or duly acknowledged with full reference inappropriate place(s). I understand that the program conferred on me may be cancelled/ withdrawn if subsequently it is discovered that this report in not my original work and that it contains materials copied/ polarized or borrowed without proper acknowledgement.

(Aumia Afreen)

ID No: 13264060

MBA

Executive Summery

This is the internship report based on my job that I had completed in Karnaphuli Group, a private well known organization under Business Development of Karnaphuli Group where I have been working from 2013 to till now. This report is the requirement of my MBA program, BRAC University.

Any human organization- a factory, a hospital or any association- consists of people working together. An organization is nothing without human resources. Machine is useless without human beings. In fact management and human resources management are one and the same. Management is the process of efficiently getting things done with and through other people.

Therefore Human Resources Management is that part of the management function which is concerned with people at work and with their relationship within an enterprise. According to Dale Yoder “Human resources management or personnel management is that phase of management which deals with effective control and use of manpower as distinguished from other sources of power. Human Resource Planning helps determine the number and type of people an organization needs.

Human resource management information system has many modules that can be related to the different functions of the human resource department. Some of the modules of the HRMS are as follows:

- Workforce planning
- Recruitment, induction and orientation
- Training and development
- Performance appraisal
- Compensation, benefits administration
- Time management
- Payroll.

To complete all these activities it is required to have help of Human Resource Management System (HRMS) to make every work smooth and faster. An organized recruitment team can hire skill employee for the organization with the help of other program's management decision. Human resource management is the process of acquiring, training, appraising, and compensating employees and attending to the labor relations, health and safety and fairness concern. So a skill workforce can drive an organization smoothly.

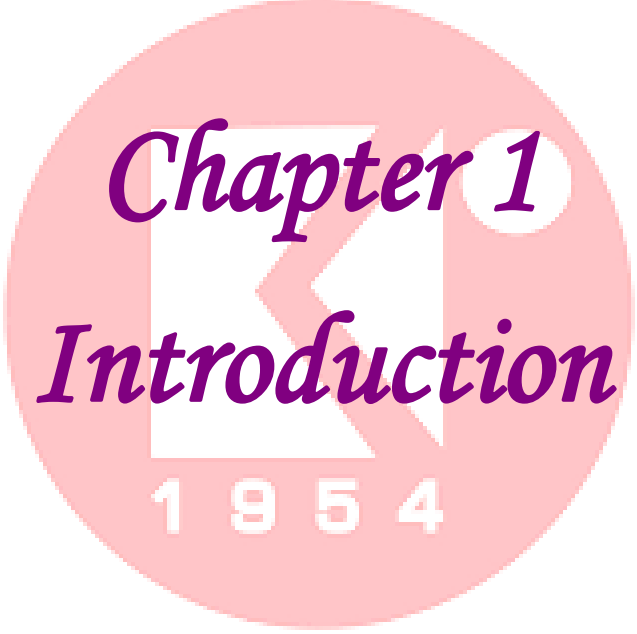
The topic mainly covers the HR Planning & Policy Development of Karnaphuli Group. Karnaphuli is one of the renowned Groups of Bangladesh. It established in 1954 and named after a river on whose banks the port city of Chittagong stands, Karnaphuli has with the ebb and flow of the past 58 years evolved and grown into a business house of diversified subsidiaries and activities. Its growth has been characterized by a single minded and dedicated pursuit of excellence and a professional urge to be the market leader in everything it is involved and engaged in. Not surprisingly perhaps, Karnaphuli holds the unique distinction of being the first company in Bangladesh to achieve ISO 9002 Certification.

I have worked as an Executive, Business Development last three years. The data provided by me are accurate or approximate in number. The HR team of Human Resource Division of Karnaphuli Group is completely organized and well reputed team.

Table of Contents

No.	Topics	Page No.
Prefatory parts		
1.	Title page	ii
2.	Letter of Transmittal	iii
3.	Acknowledgement	iv
4.	Declaration	v
5.	Executive Summary	vi
Chapter 1		
6.	Introduction	2
7.	Background of the report	2
8.	Objectives of the report	3
9.	Methodology of the report	3
10.	Scopes of the report	4
11.	Limitations of the report	4
Chapter 2		
12.	Overview of Karnaphuli Group	6
13.	About Karnaphuli Group	6
14.	Mission& Vision	6
15.	Theme and Driving Force	7
16.	The Business Slogan	7
17.	Values	7
18.	Range and Scope of Activities	8
19.	Sister Concerns and Associates of Karnaphuli Group	8
20.	Corporate Social Responsibility (CSR)	9
21.	Organizational Hierarchy of Karnaphuli Group	10
Chapter 3		
22.	Human Resource Department (HRD) of Karnaphuli Group	12
23.	Human Resource activities of Karnaphuli Group	12
24.	The Key Functions of The Human Resources Management (HRM	13
	a. Job Analysis	13
	b. Job Profile	14
	c. Recruitment	16
	d. Selection	17
	e. Pre-Employment	17
	f. Post-Employment	19
	g. Working Hours & Holiday	23
	h. Attendance	24
	i. Leave Administration	26

No.	Topics	Page No.
	j. Training & Development	29
	k. Safety & Security	30
	l. Compensation, Benefits & Salary Administration	31
	m. Overtime	31
	n. Employee Benefit Plan / Motivation	33
	o. Promotion / Transfer	34
	p. Performance Evaluation (PAR):	35
	q. Disciplinary Procedure, Job Separation, Termination, dismissal & Retirement	38
Chapter 4		
25.	Project Findings	43
	a. Employee Satisfaction Analysis	44
	b. Analysis of HR Cooperation Towards Employee	45
	c. Work-Life Balance Analysis	46
	d. Yearly Appraisal & Dialogue Session Analysis	47
	e. On-Job & External Training Arrangement Analysis	48
	f. Awareness Program Arrangement Analysis	49
	g. Analysis of Compliance Rules Circulation	50
	h. Analysis of HR Policy Modernization on the demand of the employees	51
26.	HR Policy Vs. Bangladesh Labour Law-2006	52
27.	SWOT Analysis of Karnaphuli Group HR Policy	53
Chapter 5		
28.	Conclusion	56
29.	Recommendation	57
30.	Learning and Outcomes	58
31.	Appendix-1: The Questionnaire	59
32.	Appendix-2: Calculation	61
33.	References	63



Chapter 1

Introduction

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1.1 Introduction

Human Resources department is the emerging sector in the new era of corporate world. Previously HRM was ignored by big organizations. Today the situation has changed, most of the organizations are emphasizing on HRM practice. The main reason is the organization runs by the people or human resources not by the machine. So, it is important to maintain these human resources in order to gain long term success in Business. Karnaphuli Group also gives emphases on HRM practice. In my Internship Report, my main target is to identify the area of HR Planning & Policy Development of Karnaphuli Group.

1.2 Background of the Report

There is no doubt that the world of work is rapidly changing. As part of an organization then, HRM must be equipped to deal with the effects of the changing world of work. For them this means understanding the implications of globalization, technology changes, workforce diversity. Changing skill requirements, continuous improvement initiatives contingent workforce, decentralized work sites and employee involvement are the issue for confront. Now it is a big challenge for the HRM to support the organization by providing the best personnel for the suitable position in shortest possible time. Starting with recognizing the vacancies and planning for them is a great task. Moreover selecting attracting the suitable candidates and selecting the best person in time is a challenge.

The cost of the recruitment is significant. So, proper planning and formulate those plan is the task that require more focus and improvement. Equal opportunity and sourcing is also a vital part. Realizing this need we tried to find the difference and similarities between theoretical aspects with the practical steps taken by the company. We took an attempt to demonstrate the feature for the further improvement.

1.3 Objectives of the Report

The objectives of the proposed study “HR Planning & Policy Development of Karnaphuli Group” are as follows:

- ✓ To identify what type of HR Planning & Policy are done by Karnaphuli Group.
- ✓ To identify the strengths and weakness of HR Planning & Policy of Karnaphuli Group.
- ✓ To know the performance appraisal system of Karnaphuli Group.
- ✓ To analyze compensation practice of Karnaphuli Group.
- ✓ To know the theoretical framework of training and development policy of Karnaphuli Group
- ✓ To know the training policy of Karnaphuli Group.
- ✓ To recommend necessary steps for overcoming problems.

1.4 Methodology of the Report

In order to contract the report I have collected necessary information from two sources

- a. Primary Sources of Information
- b. Secondary Sources of Information

a) Primary Sources of Information: The primary data collected from the following sources:

- i. Face to face discussion.
- ii. Telephone discussion.
- iii. Oral interview of the responsible officers.

b) Secondary Sources of Information: The secondary data collected from the following sources:

- i. Websites of Karnaphuli Group.
- ii. Various documents of Karnaphuli Group.
- iii. Internet.

1.5 Scopes of the Report

The report deals with the HRM practice including HRP, recruitment and selection process, training & development process, compensation management, employee relation & separation, etc. in terms of theoretical point of view and the practical use. The study will allow learning about the HRM issues, importance, modern techniques and models used to make it more efficient. The study will help to learn the practical procedures followed by the leading organizations. Moreover the study will help to differentiate between the practice and the theories that direct to realize how the organization can improve their HRM practice & process.

1.6 Limitations of the Report

The study suffers from the following limitations:

- ✓ Time is a major limitation that would mostly with stands a comprehensive study on the topic selected.
- ✓ Various confidential matters, forms, report, were not disclosed to me from HRD.
- ✓ Some strategies of business and operation were restricted to handover.
- ✓ Improper combination among various departments.
- ✓ Unwilling to give information more because of extra harassment without their responsibility.
- ✓ Being busy also another reason of not giving more information.
- ✓ Recruitment and selection is very sensitive issue. So many information are not been disclosed as sack of secrecy

Chapter 2

OVERVIEW OF THE



2.1 Overview of Karnaphuli Group

Karnaphuli Group is one of the renowned groups of company in Bangladesh. It established in 1954. Karnaphuli has with the ebb and flow of the past 58 years evolved and grown into a business house of diversified subsidiaries and activities. Total No. of employees of the group are 1875. Its Headquarter is in Dhaka, Bangladesh. Karnaphuli holds the title in achieving the first ISO 9002 Certification in Bangladesh. The annual turnover of this Group is BDT 875 crore (USD 124 million). At present, Karnaphuli Group has more than 1,875 employees. The website of Karnaphuli Group is www.karnaphuli.com.

2.2 About Karnaphuli Group

Karnaphuli Group is one of the oldest and largest business houses in Bangladesh which was established in 1954. The Group is named after ‘Karnaphuli’, a traditional river situated on the banks of the port city of Chittagong. The Founder Chairman of Karnaphuli Group is Mr. Hedayet Hossain Chowdhury, a prominent industrialist, philanthropist, and eminent social worker. Its growth has been characterized by a single minded and dedicated pursuit of excellence and a professional urge to be the market leader in everything it is involved and engaged in. Helping to realize the above are independently managed companies manned by a pool of enterprising and progressive managers and executives, backed by strong finances, substantial resources and all the expertise, experience and knowledge you would expect from a business house that has been in existence for the almost six decades.

2.3 Mission & Vision

Growing, developing and consolidating all existing areas and activities of business through realization of new milestones and at the same time constantly seeking new opportunities, challenges and horizons characterizes this new and exciting phase.

Karnaphuli Group achieve their vision through honesty & integrity, business ethics, global reach technological expertise, quality, building long term relationship with all our associates, customers, partners and employees.

2.4 Theme and Driving Force

"Excellence in Diversity" thus continues to be a guiding theme and a driving force for Karnaphuli as is the desire to be the very best it can be and in the process be a major partner, catalyst and facilitator in country's progress.

They believe, "Our business in life is not to get ahead of others, but to get ahead of ourselves, to break our own records, to outstrip our yesterday by our today."

2.5 The Business Slogan

*"Do not follow where the path may lead,
Go instead where there is no path and leave a trail."*

2.6 Values

- ✓ A promise to fulfill customer expectations.
- ✓ A promise to continuous improvement of our teams, services and products as well to become the best.
- ✓ A promise to be ethical, sincere, honest and transparent.
- ✓ A promise to create standards in our business and transactions through mutual trust.

2.7 Range and Scope of Activities

Karnaphuli's range and scope of activities today span over a wide spectrum and covers, amongst other areas, the following:



2.8 Sister Concerns and Associates of Karnaphuli Group

The followings are the sister concerns and associates of Karnaphuli Group.

- Karnaphuli Limited
- Karnaphuli Works Ltd.
- Karnaphuli Industries Ltd.
- Desh Television Limited
- VOICETEL Limited
- Republic Insurance Company Limited
- Container & Terminal Services Ltd.
- Karnaphuli Group Shipping Company (BD) Ltd.
- PIL (BD) Limited
- Regensea Lines Limited
- Finvest Services Ltd.
- Holy Crescent Hospital Limited

- HR Holdings Limited
- HR Securities & Investment Ltd.
- K & T Logistics Ltd.
- Sea Consortium Bangladesh Ltd.
- Travelscene Ltd.
- Mediascene Limited
- Sanarc

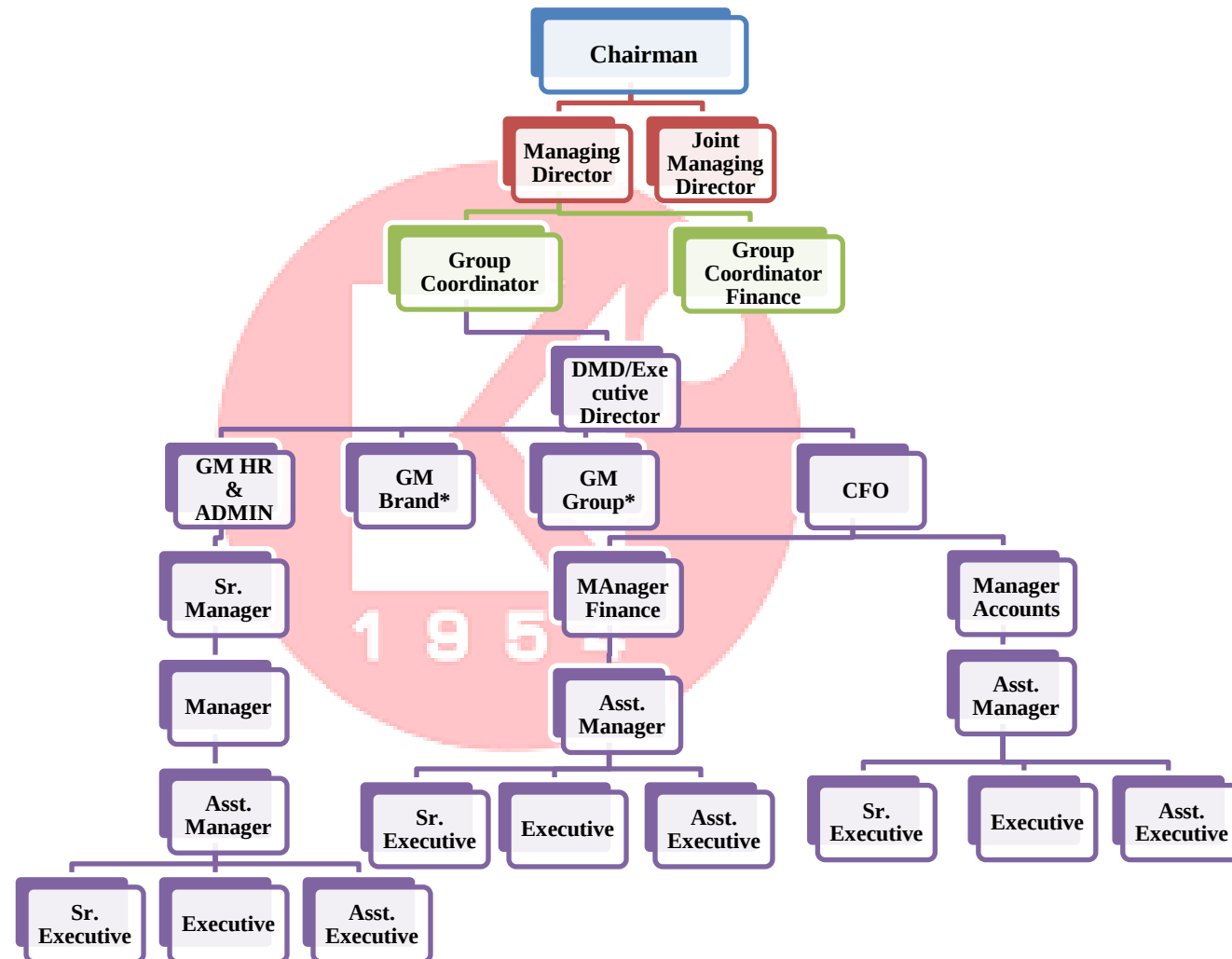
2.9 Corporate Social Responsibility (CSR)

Karnaphuli firmly believes that it is a responsibility of successful organizations to give back to society and intervene, engage and assist in areas where it is necessary to do so.



Accordingly, in its quest to be a good corporate citizen, Karnaphuli contributes towards charitable causes. It also provides relief and humanitarian assistance during natural calamities which from time to time afflict the country. Through activities of "Shobujmoti Trust" it supports free health care and educational stipends / scholarships to the vulnerable and disadvantaged as well as micro credit operations too the urban poor. Karnaphuli also believes that it has to be environmentally sensitive and responsive and promote these concepts in deeds rather than words. This is reflected in its "Karnaphuli Green" real estate project which is planned to be "ecofriendly" - a first in Bangladesh.

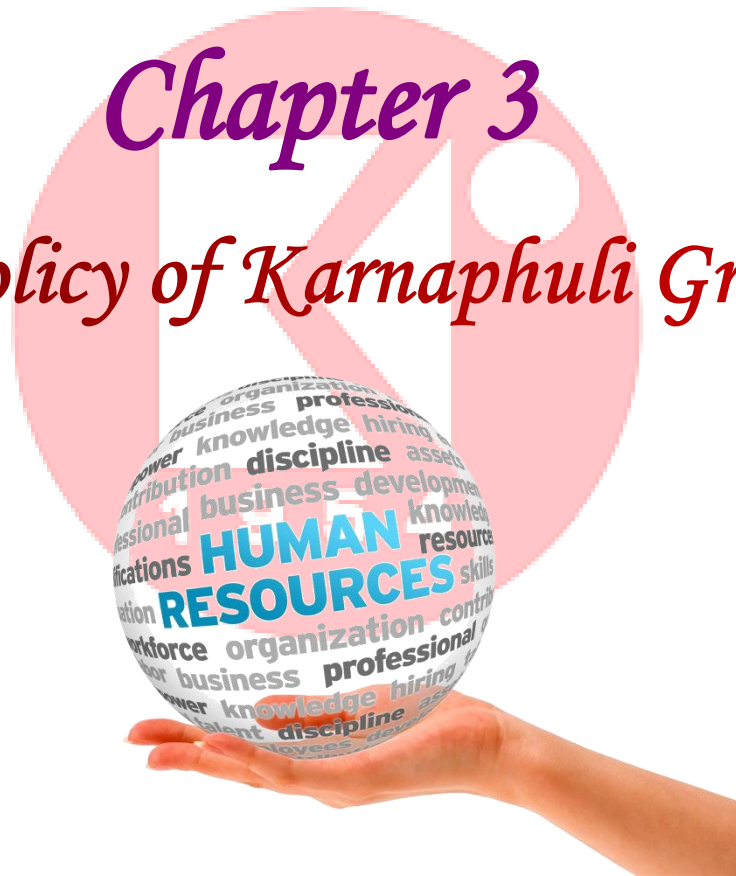
2.11 Organizational Hierarchy of Karnaphuli Group



* GM Brand and GM Group has the same organogram as GM HR & Admin

Chapter 3

HR Policy of Karnaphuli Group



3.1 Human Resource Department (HRD) of Karnaphuli Group:

Human Resource Department is a vital aspect of HRM because the performance of an individual in an organization is largely driven by the work atmosphere or work culture that prevails at the workplace. A good working condition is one of the benefits that the employees can expect from an efficient human resource team. HR development is extremely necessary because organizations recognize that any value added to an employee is value added to the organization, and employees are eager for the opportunities to develop their skills and add value to their companies. . Karnaphuli Group considers employees as its asset whose value is enhanced by development, emphasizing on individual potential and skills.

3.2 Human Resource activities of Karnaphuli Group:

Karnaphuli Group recognizes that a fruitful and motivated work force is a prerequisite to leadership in the market it serves. Karnaphuli Group treats every employee with dignity and respect in a supportive environment of trust and openness where people of different backgrounds can reach their full potential.

The organizational human resources policy emphasize on providing job satisfaction, growth opportunities, and due recognition of superior performance. A good working environment reflects and promotes a high level of loyalty and commitment from the employees. Realizing this, Karnaphuli Group has placed the utmost importance on continuous development of its human resources, identify the strength and weakness of the employee to assess the individual training needs, they are sent for training for self-development. To orient, enhance the knowledge of the employees Karnaphuli Group organizes both in-house and external training.

Human Resource division of Karnaphuli Group is taking care of total function for all employees. The main functions of Human Resources division are,

- ✓ Recruitment and Selection
- ✓ Pay-roll System

- ✓ Employee Attendance
- ✓ Training and Development
- ✓ Performance Evaluations

3.3 The Key Functions of The Human Resources Management (HRM):

Organization cannot build a good team of working professionals without good Human Resources. The key functions of the Human Resources Management (HRM) department include recruiting people, training them, performance appraisals, motivating employees as well as workplace communication, workplace safety, and much more. The functions are discussed here:

3.3.1 Job Analysis, Job Profile, Recruitment & Selection:

A. Job Analysis:

Job analysis in Karnaphuli Group is the foundation for all assessment and selection decisions before recruitment & selection. To identify the best person for the job, it is crucial to fully understand the nature of that job. Job analysis provides a way to develop this understanding by examining the tasks performed in a job, the competencies required to perform those tasks, and the connection between the tasks and competencies.

Job analysis data is used to:

- ✓ Establish and document competencies required for a job;
- ✓ Identify the job-relatedness of the tasks and competencies needed to successfully perform the job; and
- ✓ Provide a source of legal defensibility of assessment and selection procedures.

Information from a job analysis can also be used to determine job requirements, training needs, position classification and grade levels, and inform other personnel actions, such as promotions and performance appraisals.

B. Job Profile:

Karnaphuli Group job profile outlines the details of an employee's job. These are the key components that you hired the employee to accomplish. In a straightforward, actionable format, the job profile presents a picture of an employee's key job duties & responsibilities, key performance indicators with job specification. Before Recruitment & Selection, Human Resources Department forms a specific Job Profile against every vacancy post.

Sample of Job Profile:-

Name of Incumbent	IQBAL KARIM (Empl ID- KAR 112)	Designation/Job Title	ASSISTANT MANAGER (Grade M-1)
Department	HR and Administration	Working Station	Dhaka
Reporting Supervisor Name & Designation			
Immediate Subordinate Staff			
Financial Dimension		No of peoples reporting to the position	
Working Relationship	Internal: Management/DMD, Head of Finance & Accounts, Sales & Mkt, Customer Service, IT and Chittagong HR & Admin External: Foreign Embassy, Govt. & Pvt. Bodies, Suppliers, Even Management Company etc.		
Working Condition	Indoor and Outdoor both	Working Hours	48 hours/week
Personal Decision Making Authority	Yes	Travel	Frequent
Duties & Responsibilities:			
1.	Maintaining total HRMIS software system and upgrading/compiling its attendance, OT, Personal and Leave records with EL		

2.	Preparing all documents pertaining to contracts and other important HR and Admin letters and related documents.
3.	Look after total Salary and Leave Administration
4.	Liasoning with Private, Govt. Sector, Embassy & High Commissioner office with foreign bodies, Travel Agent, Residence Hotel, Domestic & Foreign Air Lines for visa processing with work permit and travel planning activities for the local and foreign employees and guests/clients
5.	Supervising employee benefits plan
6.	Assisting companies in finding the right person for the job by placing Job adverts, making interviews
7.	Make sure, whether the appraisals are made at the proper time and other training requirements are met for employees.
8.	Providing administrative support and information to top management in their respective duties.
9.	Maintaining Company Asset with compile and checking Inventory, purchase, movement and visitors register.
10.	Processing Personnel recruitment, selection, appointment, orientation, termination, final settlement and transfer order
11.	Liasoning with GrameenPhone on behalf of company pertaining to mobile SIM distribution, Recovery and maintaining/ compiling its records
12.	Maintaining and Processing all kind of Printing/Supply of goods related works

Key Performance Indicators (KPI):

1.	Ensure daily attendance record is provided on following day and monthly record is presented by the 2nd working day of the following month to Deputy Managing Director.	12%
2.	Ensure all appraisals are completed as per the deadline set by Deputy Managing Director. (Approx date: by February)	12%
3.	Update staff salary information on time and ensure salary clearance is provided to the Finance & Accounts Dept. by the 1st working day of the following month (zero complaints) by controlling HRMIS software.	24%
4.	Training program to be arranged every month for developing of personnel	12%
5.	General meeting with internal or external department is done in 1st week of every month	12%
6.	Visit/Liasoning with GP/Police/RAB/NSI/Passport Office/BOI/DCC/HR Consultant Firm in every month	6%

Job Specification:		
Job Knowledge:	Strong & Sound knowledge on HR & Administrative Operation and Labor Law	
Academic Background:	Minimum Master's in Management/HR from any reputed university	
Skills:	Good command on leadership & English both speaking & writing, Grievance handling capability & Ability to take under pressure, Expert on Computer Operation System (MS Office, Internet, HRMIS) Draft writing skills with reporting	
Experience:	Minimum 04 years practical experience on HR and Admin Operational works	
Signature of Incumbent & Date		Signature of HOD/ Supervisor & Date

C. Recruitment

Karnaphuli Group follows 02 types of recruitment system:

E-Recruitment/External Sources: Company has moved much of their recruitment process via Online base electronic resources, News Media & HR Consultancy Firm so as to improve the speed by which candidates can be matched with live vacancies. Using database technologies, and online job advertising boards and search engines, employers can now fill posts in a fraction of the time previously possible. Using an online e-Recruitment system may potentially save the employer time as usually they can rate the E-Candidate and several persons in HR independently review E-Candidates. The internet, which reaches a large number of people and can get immediate feedback has become the major source of potential job candidates and well known as online recruitment or e-recruitment. However, it may generate many unqualified candidates and may not increase the diversity and mix of employees.

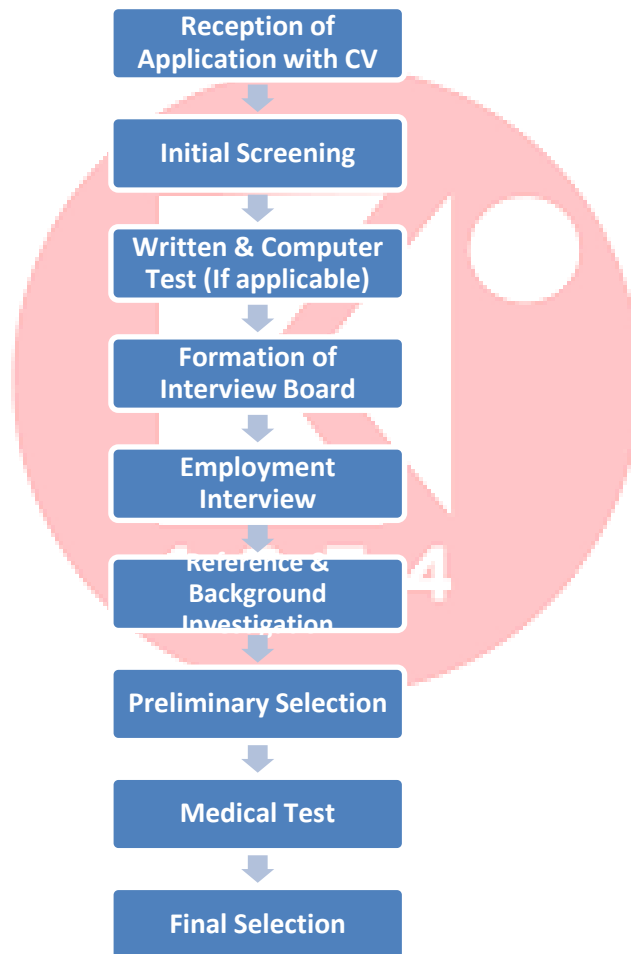
Internal Sources: There are two aspects of recruitment in Karnaphuli Group under internal sources. They are as follows:

1. Promotions: It refers to promoting or upgrading an employee who is already existed in the pay roll and contributed for organizational performance. It is done by shifting an employee to a higher position with high responsibilities, facilities, status and pay. This is due to fact that it has a great psychological impact over other employees for their motivation towards better performance.

2. Transfers: It is an alternative technique to promotion. Under it, Karnaphuli Group employees are internally recruited through transfer from one work place to another. It means, transfer refers to the process of interchanging the job duties and responsibilities of employees from one place to another or from one department to another. It involves shifting of people from one job to another without any promotion in their position or grade. It is a good source of generating qualified employees from over-staffed departments.

D. Selection:

We follow the subsequent steps for selection process:



In an interview board, following representatives are present for taking an interview:

- Representative of HR
- Representative of Concerned Department
- Representative of Management (If Applicable)

E. Pre-Employment:

GENERAL REQUIREMENTS:

Offer of employment is conditional upon satisfactory information from the potential employee regarding the following:

I. Application For Employment:

Applicants have to submit a standard Job Application along with complete Curriculum Vitae/Resume to the Company. They must provide facts required by the Company on the application. Any applicant providing false information will result in the Application being set aside and in the event such false information is detected subsequently after appointment, may lead to legal/disciplinary action against them including termination forthwith.

II. Appointment Letter:

After completion of selection process successful applicant is given an Appointment Letter in which position, salary, allowances, date of commencement of employment and necessary instructions are included. If the applicant accepts the offer, he / she is to sign a duplicate copy of the letter and return it to the Human Resources Department.

III. References:

Successful Applicant must provide Names and Details of 02 (two) referees one of which should be from the current or most recent employer (if applicable) and the other may relate to relative, business, education or character prior to start of employment. The Company must have received 02 (two) satisfactory references prior to confirmation in the job.

IV. Medical Examinations:

Prior to engagement, successful applicants will be required to undergo a Medical Examination by the Company's appointed doctor/1st class gazetted doctor to ensure their fitness to work and the applicant will be appointed subject to a satisfactory medical report. The Company may require employees to undergo further medical examinations from time to time.

V. Education And Professional Certificates:

Successful applicants must show original copies of his/her educational and professional certificates prior to employment. The Human Resources Department will return the original after taking copies for their records.

VI. Photos And Nationality Certificate:

The successful applicant is required to submit 06 (six) Passport Size recent photographs. The Company reserves the right to ask the applicant to provide proof of his/her Bangladeshi nationality.

VII. Updated CV:

The selected candidates will have to submit his/her updated CV accordingly specific format, supplied by Human Resources Department with joining report.

VIII. Release Letter From Previous Employer:

Successful applicants must provide a satisfactory Release Letter from his/her previous employer prior to the commencement of employment.

IX. Declaration Of Relationship:

Successful applicant has to declare any relationship or acquaintance with any existing staff members of this Company as a whole and if after joining applicant find anyone in the Company as his/her relation about whom applicant were not aware of at the time of joining he/she will intimate the same to Human Resources Department without any delay.

X. Termination From Service

At any stage after appointment if it is found that there has been an intentional misrepresentation or concealment of facts in an applicant's resume or other submitted papers, appropriate action will be taken against him/her, which may lead to termination or withdrawal of appointment letter.

F. Post-Employment:

I. Orientation & Guidance

Employee orientation & guidance program is part of a long-term investment in a new employee. It is an initial process that provides easy access to basic information, programs and services, gives clarification and allows new employees to take an active role in their organization. After joining new employees, Karnaphuli group HR department arrange a orientation & guidance program related to-

- Welcome employee to company
- History/ Background of the company
- Company Mission & Vision
- Goals & Objectives
- Organizational Structure
- Individual Job Profile with duties & responsibilities
- Future plans
- HR & Administrative guidelines/HR Policies
- Reporting procedures
- Introduce new employees to their new environment
- Make new employees feel welcome and comfortable

Benefits:

- Establish clear standards that help reduce disputes and limit liability
- Promote consistent management
- Inform new employees of the company's policies
- Demonstrate a commitment to equal treatment of personnel
- Provide protection from claims of discrimination and sexual harassment

II. Placement

After an employee has been hired and oriented and completion his/her orientation & guidance program, he/she must be placed in his/her right job. Placement is understood as the allocation of people to jobs. It is the assignment or re-assignment of an employee to a new or different job. Placement includes initial assignment of new employee and promotion, transfer, or demotion of present employee. Placement refers to assigning rank and responsibility to an individual, identifying him with a particular job. If the person adjusts himself to the job and continues to perform as per expectations, it might mean that the candidate is properly placed. However, if the candidate is seen to have problems in adjusting himself to the job, the Line Manager must find out immediately whether the person is properly placed as per the latter's aptitude and potential. Usually, placement problems arise out of wrong selection or improper placement or both.

III. Probation/Trial

Prior to being engaged on a permanent basis, Employees shall undergo a Trial period for one month or Probationary period not exceeding at least 03 (three) to 06 (Six) calendar months in the first instance. However, the Trial period may be extended for a further period of up to 03 (three) calendar months and Probationary period may be extended for a further period of up to 06 (six) calendar months at the discretion of the Company. The service may be terminated at any time during probation/Trial period without any notice or pay in lieu thereof, if performance of individual is not satisfactory. On successful completion of the probationary period, the employee shall be given a letter of confirmation. Probationary employment, the employee concerned shall be entitled, after settlement of pending accounts if any, to the payment of salary up to and including the date of termination of employment and no other claims against the Company or the employee shall arise out of or during the course of employment except where expressly provided in this Terms and Conditions of Employment and except such claims as may arise under the provisions of any law for the time being in force.

IV. Job Rotation

Karnaphuli Group Job Rotation is the systematic movement of employees from one job to another within the organization as a way to achieve many different human resources objectives such as orienting new employees, training employees, enhancing career development and preventing job boredom or burnout. It is considered as an effective tool for successful implementation of HR strategy. It is about settling employees at the right place where they can deliver the maximum results. It is also practiced to allow qualified employees to achieve more insights into the processes of a company, and to reduce boredom, which increases job satisfaction through job variation. There are outcomes of job rotation with respect to the individual are:

- Job enrichment
- Over all development
- Effective motivation to perform caused by newer challenges
- Career development
- Leadership development

- Aligning competencies with organizational requirements
- Performance improvement to new people by unique point of view

On discussion with departmental head/line manager, Human Resource department can reallocate staff's job duties & responsibilities by job rotation.

V. Personal Particulars

Employee will be responsible for keeping his/her own Personal Particulars up to date by notifying Human Resources Department of any changes (e.g. Telephone Number, Address, Marital Status, Birth of Children, Further Educational/Professional Qualifications etc.)

VI. Outside Employment

Employee cannot accept directorships or take employment paid or unpaid jobs outside the Company without written approval from the Management. Employee is not allowed to do any business either alone or in any other association during your service under the Company

VII. Conduct

Employee participating in political, governmental or civic affairs as individual citizens must ensure that they are not perceived as representatives of the Company. Such activities must avoid any real or perceived conflict of interest with their employment with the Company.

VIII. Personal Benefit

Employee should actively discourage customers and in all cases strictly refrain from accepting personal benefits, in cash or kind, of all kinds. The Employee must avoid receiving entertainment of a scale or frequency that may create, or give the appearance of creating, an opportunity to influence them in the performance of their duties.

IX. Personnel Confidential

All benefits from company to all employees should be handled as personnel confidential. No matter who spoils or share this kind of information, will be punished according to company policy and management's decision.

X. Use Of Information

Privileged and confidential information during the course of work must not be used for personal gain or for the benefit of a third party. Similarly, employee should not disclose information relating to customers or the Company without authority.

This non-disclosure and protection of privileged information shall apply for a period of three years after the Employee has left the service of the company. Any breach of this will make the former employee liable to legal proceedings. Staff may contribute articles to professional journals or local mass media and speak before interested Company prior to approval of Management. In responding to press or securities analysts' inquiry staff should refer them to the concerned person. Under no circumstances may staff make any unauthorized statement.

XI. Reporting Fraud, Theft Or Illegal Activities

Employee should always be alert and vigilant with respect to frauds, thefts or any illegal activity committed within the office. If such activity comes to the attention of any staff, he/she should immediately bring it to the notice of the Management or the designated Area Compliance Personnel. Failure to report such an activity will be subject to disciplinary action.

G. Working Hours & Holiday:

I. Working Hours And Weekly Holidays

The total working hours in a week of the company will be 44 hours (including lunch & prayer time). Working hours for employees of the company shall be as follows:

Sunday to Wednesday	09:00 am to 05:00 pm
Thursday	09:00 am to 06:00 pm
Friday	09:00 am to 12:00 pm
Lunch & Prayer Time	01:00 pm to 02:00 pm (Sunday to Thursday)
Saturday	Weekly Holiday

Operation staffs who are involve with Transshipment section shall be eligible to take days off in lieu of weekly holiday and public & govt. holiday prior to the approval of line manager or immediate supervisor if they required to continue their operations in such days. Line manager or immediate supervisor shall be responsible to maintain a roster schedule for their staff and update the leave status of their staffs to Human Resources Department from time to time.

II. Working In Holidays

If any employee is required to work in Holiday to provide service, the HR and Admin Department must be informed one day beforehand from his HOD except emergency case.

Without instruction by HOD, HR and Admin department will not be responsible to open office in holiday. Where the employee is required to work during lunch hour to provide services such as counter services, the above-mentioned time for lunch break may be adjusted accordingly. The Management in line with notification issued by the Government of The People's Republic of Bangladesh may change the working hours from time to time.

H. Attendance:

I. Time of arrival and departure from the office is to be recorded by the Electronic Access Control System. It is the responsibility of the every staff member to ensure that the Electronic Access Control Machine read his/her ID CARD at the time of arrival and departure. All staff members are required to attend office at 09:00am sharp. Electronic Access Control System will count late mark automatically just after 09:10am.

II. All members have to sweep their ID CARD in Electronic Access Control Machine before entering and on leaving the office. Incoming and Outgoing time will be needed for taking a proper and complete attendance report.

III. First half of everyday will start from 09:00am and late mark will be counted just after 09:10am. Second half will start from 02:00pm and late mark will be counted just after 02:00pm (2nd half will be applicable who availed 1st half leave).

IV. OT (Over Time)/Compensatory allowances will be counted by Access Control System. The HR & Administration Department will check the time of coming in/going out and sign in the OT/Compensatory allowances bill as per record of Access Control Machine. If anybody forgets to sweep their ID CARD while leaving office, he/she may not be considered for OT/Compensatory allowances.

V. The HR & Administration Department will not act upon 'invalid sweep' or somebody forgets to sweep the ID Card.

VI. All members have to inform to the HR and Administration Department during Outside Duty (OD)/Tour. During the OD and early going for personal purpose, verbal information by the HOD/In-Charge is to be given to the HR and Administration Department.

VII. "OUTSIDE DUTY (OD) REGISTER" will be maintained in the reception. Every staff member while going out for OD, will have to fill-up the register at his own responsibility and sign.

On completion of duty, if staff member is back to office then he/she must sign the register again inserting the in-time. If the staff member predicts that he/she will overshoot the office time, then he/she must take a clearance from respective HOD, inform verbally to HR Department, put it in the remarks column of the register mentioning his/her tentative return time and next day he must sign the register.

It will also be applicable for his/her personal works except for lunch hour. OD purpose will be marked in attendance software by the HR Department. Absent or Early going/Late coming will be marked in attendance software if any staff member fail to fill up OD register. No excuses will be accepted later.

VIII. If any staff member observes that the machine or ID CARD do not function properly, the same may be informed to HR and Administration Department on the spot/immediately.

IX. If any staff member arrives after 11:00am but before 01:00 pm in a day, he/she will be deemed to be on ½ day leave (CL/ML/EL/LWP in order of preference, depending on availability).

X. If any staff member is on leave for the first half of a particular day, but fails to arrive within 02:00 pm on that day, he/she will be deemed to be on leave (CL/ML/EL/LWP in order of preference, depending on availability) for the second half also.

XI. Office attendance in case of half-day/full-day hartal/political calamity will be depending on the decision of the Management.

XII. Any staff members intend to leave the working station during the weekly/public holidays, he/she has to take prior permission from HOD/In Charge and must inform to the HR & Admin department before leaving the station. If any HOD wants to leave working station during weekly/public holidays, he/she shall have to take prior permission from DMD.

XIII. Staff members who intend to leave office before closing of office hours, he/she has to take prior permission from respective HOD/DMD and must inform HR and Admin.

XIV. Salary clearance will be pending until submission of above leave procedures that staff member has taken/availed. It is considered the responsibility of the individual who took leave to submit leave application to HR duly signed by the concern HOD/In Charge.

I. Leave Administration:

Departments should complete their Annual Leave Plan during the start of the year in January and have it approved by the Management.

I. Staff will be required to complete and have approved his/her 'Leave Notification Form' by the Team Head and Human Resources Department at least 01 (one) working day (without emergency case/sudden/unforeseen circumstances) before proceed on leave. Staff must inform his/her Team Head of leave contact details. This is to ensure that staff can be contacted in case of any emergency.

II. Absence without prior sanction of leave will be treated as an unauthorized absence. Individual can avail his/her leave after getting clearance by HRD. All absentees without prior approval shall be marked as absent in the HRMIS Software and will be shown as absent until their leave applications are duly approved by the appropriate authority. Leave for absente may or may not be approved by the competent authority, depending on merit of individual case.

III. All applications for regularization of absence must be submitted within 2 working days on the date of joining in the office without any excuse whatsoever. After two days if the application is not submitted, the absence will be treated as LWP automatically by the HRMIS software.

IV. If a staff is unable to come for any special reason, he/she should immediately inform about his/her unexpected absence to his/her HOD. This should be done, either by telephone or other means, explaining why he/she is absent and when he/she hopes to return. If this tendency is repeated more than 3 times HOD/In Charge will reflect it in his/her PAR. Without information and specific reason, availed leave will be treated as LWP depends on HOD/In Charge decision.

V. Any staff member if found not complying with the laid-down procedure for three times in any calendar year may be terminated from service.

VI. Responsibility of HOD

HOD while putting his signature in leave application must mention who will be responsible for individual's pending task while on leave (for example: since Mr. Rajon will be on leave from 01 Sep. 2012 to 04 Sep. 2012, therefore during these leave period Mr. Anis will be responsible for Mr. Rajon's pending task or will perform his task/job responsibility). Without nomination of responsible person, HR and Admin department will not accept the "Leave Application."

VII. Leave Certificate

All staff members have to submit leave application with contact details (Address during leave and mobile no) before proceeding on leave (**Without Medical and Emergency Case**). Once the leave is granted, the individuals proceeding on leave must take a “Leave Certificate” from the HR and admin department. A copy of “Leave Certificate” will also be given to the individual who will be performing his task during leave period. Without leave clearance and leave certificate, concerned member will not be entitled any leave (without emergency case/sudden/unforeseen circumstances). If anybody proceeds on leave without following the above, absent from the office will be counted for and for such absentee salary will be deducted for those days. Also it will be endorsed in personal file of individual which will be reflected in PAR (Performance Appraisal Report).

VIII. Leave Items

Staff members appointed on the temporary / contractual basis or for any probationary period against regular appointment and remaining employed as such for less than one year will be entitled with CL/ML absolutely on pro-rata basis.

IX. CL (Casual Leave)

Casual Leave entitlement shall be **10 (ten) actual working days** in a calendar year (January to December) for all confirmed employees. CL for a maximum period of 05 (five) days may be granted at a time. CL will be entitled on prorate basis of non-confirmed employees. If for any reason any staff member who has been granted advance CL beyond the prorate entitlement leaves the group before completion of a full year of service, the excess CL granted to him/her will be adjusted his/her un-availed EL, if any. In the event of non-availability of EL to his/her credit deduction from salary. In case a staff member has having been granted CL of 1/2/3/4 days on any acceptable ground extends such leave, the extended period may be treated as CL subject to the maximum limit of 5 days, depending on the merit of the case and subject to availability. CL cannot be carried forward to the next calendar year. All un-availed CL shall lapse at the expiry of a calendar year.

X. ML (Medical Leave)

Medical Leave entitlement shall not be exceeding **14 (fourteen) working days** in a calendar year (January to December) for all employees. If for any reason any staff member who has been granted advance leave beyond pro-rata entitlement leaves the group before completion of a full year, the administration will have the discretion to adjust such excess ML availed of against un-availed CL or EL, if any. In the event of non-availability of any CL or EL to his/her credit, deduction from salary will be made for such ML enjoyed beyond the entitlement. Medical Leave application even for **03 (three) working day** must be supported by a Medical Certificate from a registered doctor. In case of absence due to sickness employee must inform Human Resources/Admin Department regarding inability to attend office.

XI. EL (Earn Leave)

Only confirmed staff members would be entitled to Earned Leave at the rate of 01 (one) day for every 18 (eighteen) days of work actually performed from the date of his/her joining. EL encashment will be provided at the end of the year. Presence in Holiday will not be counted for EL. An employee can encashment his/her un-avail EL if he/she has minimum 15 days EL at his/her hand. Below 15 days, an employee cannot claim his/her un-avail EL excepting kind approval of the Management.

XII. Maternity Leave

Female employee with at least 03 (three) months service with the Company are eligible for maternity leave up to a maximum of **120 (one hundred and twenty)** calendar days during their pregnancy. Employee may take this leave before or after the childbirth. Any leave of absence on account of maternity, which is greater than the maternity leave entitlements, can be adjusted from her Annual Leave entitlement. In exceptional circumstance if merited, Leave without Pay may be considered. If staffs require more information on Maternity Leave, advise to contact to Human Resources Department.

XIII. Privileged Leave

As a confirmed staff an employee will be entitled to **07 (Seven)** days leave including weekend and National Holidays at the time of his/her marriage.

XIV. Special Leave

Any staff member may be allowed/granted for special leave at the discretion of the Management. If someone takes a CL/ML as a prefix with Govt. holiday and subsequently as suffix after a Govt. holiday then total tenure will be counted as CL/ML. For example if Monday & Tuesday are Govt. holiday and someone takes leave on Sunday (as prefix) and Wednesday (as suffix) then his casual leave will be counted from Sunday to Wednesday. But anybody takes a leave only on Sunday then one day CL/ML will be counted. Also if someone takes only CL/ML on Wednesday then also one day CL/ML will be counted.

J. Training & Development:

I. Training

Human Resource department has to ensure about limitation & weakness of their personnel's by TNA with discussion of line manager/immediate supervisor. If HR/Line Manager thinks individual needs training, HR will arrange a training program regarding follow:

- ✓ Induction & orientation Program on Job Profile, Office Mannerism & Administrative Guidelines
- ✓ Job description related training
- ✓ Computer related training
- ✓ Skills on English training
- ✓ Training on new project/plan/objective
- ✓ Others training on instant requirement

II. Development

We think, Human Resource is most important resource in management and needs to be used efficiently. This is because success, stability and growth of an organization depend on its ability in acquiring, utilizing and developing the human resources for the benefit of the organization. HR is a highly productive corporate asset and the overall performance of companies and corporations depends upon the extent to which it is effectively developed and utilized. It is the most delicate factor of production and need not be treated merely as a commodity to be bought and used in factories.

We can do:

- ✓ Executive Development
- ✓ Leadership Development
- ✓ Human Resource Development

Training Needs requirement have to be come to HR department duly signed by HOD/Line Manager and after getting approval of DMD. Development program for developing Human Resource may be conducted by HR consultant firm, HR workshop, arrange by Karnaphuli HR department while required.

K. Safety & Security:

‘We Do Not Want To Harm People or The Environment’

To achieve this vision, we Karnaphuli are committed to the following:

- Safety, health, care for the environment and quality are a pre-requisite to any business we undertake
- Managers at all levels demonstrate visible leadership
- We apply this policy in our day-to-day behavior and decisions

We strive to be leading in Company to meet the following objectives:

- Zero incidents
- Zero harm to communities in which we do business
- Safe, secure and healthy working conditions for all our people and all that work with us
- Supplying safe, compliant and environmentally responsible products and services
- Prevention of pollution to the environment
- Responsible use of natural resources
- Research, development and promotion of technologies, products and services that is sustainable with regard to the Company
- Satisfy customer needs and expectations

We will:

- Comply with all applicable legal, regulatory, internal and industry requirements
- Pro-actively identify, eliminate or minimize potential sources of harm or risk arising from all our activities
- Continuously improve our performance to achieve our objectives
- Share our knowledge and experience in safety, health and care for the environment
- Show our accountability for our performance by regularly measuring, reviewing and reporting
- Require our contractors and partners to manage in line with this policy
- Expect our clients and suppliers to cooperate actively in achieving our objectives
- Provide training, standards, equipment and support to ensure compliance with this policy
- Maintain open communication with our local communities and stakeholders

This policy is a key part of Karnaphuli's overall strategy and is reviewed on a regular basis by The Executive Management Board.

L. Overtime:

Employee from Jr. Assistant and below including those on probation shall be entitled with compensatory/overtime allowance when he is required by the Company to perform overtime. Compensatory/overtime allowance claim has to be endorsed by the respective HOD/In Charge to Human Resources Department for approval. Eligible employees shall be remunerated with compensatory/overtime allowance per company policy. It is applicable for only Jr. Asst/Security Supervisor/Driver/Peon/Guard/Cleaner. For Sr. Asst/Jr. Asst /Security Supervisor/ Driver/ Peon/ Guard/ Cleaner OT will be considered after completion of 08 hours duty (09:00-05:00pm) from Sunday to Wednesday, 09 hours on Thursday (09:00- 06:00pm) and 03 hours on Friday (09:00-12:00pm).

M. Compensation, Benefits & Salary Administration:

Karnaphuli compensation package is aimed to attract, retain and motivate the very best people of the industry. The package is designed to be non-discriminatory, equitable, fair and performance driven. Company may do not pay the best in the market and that is a conscious strategy, if a Company has to offer more money than Karnaphuli Group. it is because of a straightforward

market mechanism, they have to pay it because something else is missing. However, Company treats its employees with respect and do not take undue advantage of them.

I. Employee Salary

Company offers a competitive salary, which is designed to motivate performance. Strong performance will receive a variable related pay increase. The monthly salary ranges for each job is structured so that is comparable favorably to the local market. Salaries are structured according to the Job Grade. The salary is stated in the Appointment Letter. Any changes during the career with the company will be notified in writing.

II. Advance Salary

Company always discourages Advance Salary. Granting of advance against salary will be at the discretion of the Controlling Authority who may allow such advance to the most necessary cases, special/sudden requirement after having recommendation from the concerned HOD/In-Charge. Advance salary withdrawn will be applicable for the confirmed/contract employees. Current month salary advance may be allowed with limited scale under discretion of Controlling Authority. But for paying Advance Salary except current month following policy will be followed:

- a. Only on medical ground for self, dependent i.e. wife/husband, children, sister, brother, mother and father.
- b. Staff has to submit a sufficient paper to prove of such need (If possible).

III. Employee Salary Payments

Monthly salary will be credited to staffs' respective bank account, less any deductions such as Income Tax, Provident Fund/Gratuity Contributions etc. If the first day of the month is a weekly/public holiday, the salary payday shall be the preceding day. All income tax deductions will be in accordance with the regulatory requirements. Each month employee will receive a pay statement detailing Gross Pay and deductions.

IV. Employee Salary Review

Employee's Salaries may be reviewed on an annual basis in January and implemented by the same year 1st January on discretion of the Management.

Variable performance related increases would be adjusted at the discretion of the Company and in keeping with the Company's philosophy of rewarding its stronger performers. The Company will review its salary ranges in a Compensation and Benefits Survey on a regular basis (PAR) with comparable employers to see if these remain attractive and competitive with other local companies and having regard to the financial health of the Company. Subject to the prior discretion of the Company Independent, consultants may conduct the surveys (PAR), if necessary. The review will be designed to motivate strong performance.

Salary will be given to each Employee's bank account directly.

V. Festival Bonus

All confirmed staff shall be eligible for 02 (two) Festival Bonus in a year (at the time of Eid-ul-Fitr & Eid-ul-Aj'ha), which is equivalent to 01 (one) month's basic salary of individual staff. Bonus shall be calculated based on last drawn Gross Salary excluding Overtime Pay and other allowances.

VI. Variable (Performance) Bonus

Variable Bonus for Performance may be paid at the sole discretion of the Company. Variable Bonus/Incentive Bonus quantum to be accorded based on Company Performance and Individual Employee's Performance Appraisal in the month of December. The bonus entitlement of an employee shall deem to be forfeited once he/she tenders his/her resignation before the bonus payment.

N. Employee Benefit Plan / Motivation:

Karnaphuli HRD is always supervising employee's benefit plan and compiling/upgrading its policies. Now we are offering/providing- Suitable Salary, Annual/Festival Bonus, EL Encashment, Medical Facility, Wedding & Birthday Ceremony, Work Recognition, Training & Career Development Facility, Job Security, Promotion Facility, Two Way Communications, Transportation Facility, Food/Entertainment Facility, OT/Compensatory/Special Allowance Facility, Fair Working Environment and Proper Supervision which are very effective for increasing motivation to our employees.

O. Promotion / Transfer:

I. Policy

The Company shall decide promotion in conjunction with the yearly performance appraisals and shall notify the promoted person in writing. Internal vacancies will be advertised as appropriate and all staff who satisfactorily complete their probation period are eligible to apply. The Company endeavors to promote from within wherever possible but occasionally will have to recruit externally when the requisite skills cannot be found within the Company or for business reasons.

Promotions will normally be given to an employee in the following circumstances:

- ✓ When a suitable opportunity arises, i.e. a vacancy at a higher level.
- ✓ When the employee has the suitable skills for that particular job, i.e. right person for the right job.
- ✓ When the employee shows the necessary ability to undertake a job at a higher level.

Generally an employee has to fulfill minimum length of his/her service for obtaining next level promotion as following table but it's a guideline and may not be the thumb rule. Promotion to the next level depends on individual performance (PAR) and also finally the Management decision.

SL No	Existing Designation/Post	Next Level Designation/Post	No of Years (Minimum)	Total Length of Service
1.	SGM	ED/CEO	3	28
2.	GM	SGM	3	25
3.	DGM	GM	3	22
4.	AGM	DGM	3	19
5.	Senior Manager	AGM	3	16
6.	Manager	Senior Manager	3	13
7.	Deputy Manager	Manager	2	10
8.	Assistant Manager	Deputy Manager	2	8
9.	Senior Executive	Assistant Manager	2	6
10.	Executive	Senior Executive	2	4
11.	Assistant Executive	Executive	2	2

II. Transfer/ Relocation / Change Of Assignment:

The Company reserves the right to restructure the organization including reassignment of job duties of the employee that may require the employee to transfer or relocation from one position to another, one location to another location or from one section of the Company to another section within the same Company. The employee shall get to Transfer or Relocation Benefit in case of transfer from one location to another location (within the country), if necessary. If any employee reluctant to be transferred Company reserves the right to terminate him/her service.

P. Performance Evaluation (PAR):

PAR form must be returned to the Division of Human Resources by concerned Line Manager/Supervisor by 31 January of every year. This appraisal form must be completed based on KPI (Key Performance Indicator). It is IMPERATIVE that the PAR form must be filled up by Evaluator. If the overall is Achieves Grade D or below, the Line Manager/Supervisor must contact the Employee or HR Department for assistance in implementing a Performance Improvement Plan. Before setting KPI, Line Manager must seat with individual staff and will have to set KPI on considering following matters:

S M A R T

KPI will be Specific

KPI will be Measurable

KPI will be Achievable

KPI will be Real

KPI will be in Time Frame

1st Reporting Supervisor (RS1) will conduct the preliminary Performance assessment and provide the marks and at the same time, prepare Part B and C. RS1 will have to mention employee's next year target/plan in Part B and in Part C RS1 will indicate how types of training his/her needs/requirement with limitation & weakness. 2nd Reporting Supervisor (RS2) will review and amend the performance grade. RS2 will also review Part B and Part C and make necessary amendment / mandate especially next year target/plan with discussion of RS1 and individual. If any staff member gets Performance Point D consecutively two years, his/her designation may be demoted to the lower post or his/her service may be terminated depends on management decision.

Sample of Performance Evaluation:

ANNUAL PERFORMANCE EVOLUTION 2015

Employee Information

Full Name	Mr. Iqbal Karim	Department	HR & Administration
Designation	Assistant Manager	Joining Date with Designation & Salary	01.06.2013 as Senior Executive at TK. 48,000/-
Current Salary	60,000/-	Confirmation Date	01.09.2013
Highest Educational Degree	MBA in HRM under East West University	Last Appraisal Position	Assistant Manager with increment TK. 5,000/-
Appraisal Period	01 Jan 2015 – 31 Dec 2015		
Name of RS1	Mr. Sajedul Haque, DGM, HR & Administration		
Name of RS2	Mr. Hasan Ibn Raihan, Director, HR & Administration		
Name of RS3			

Career Overview

	Remarks	Position	W.e.f	Salary
1st	On Probation 40,000/-	Senior Executive (HR & Admin, Head Office)	01.06.2013	
2nd	Confirmation 48,000/-	Senior Executive (HR & Admin, Head Office)	01.09.2013	
3rd	Promotion 55,000/-	Assistant Manager (HR & Admin, Head Office)	01.04.2014	
4th	Increment 60,000/-	Assistant Manager (HR & Admin, Head Office)	01.07.2014	
5th				
6th				

Filled By HR & Administration

Promotion:	Yes	No	Promoted to Deputy Manager with 10,000/- Increment
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Recommended By	Checked By	Approved By
Head Of Department	Head Of HR & Administration	Deputy Managing Director

Filled By RS1/RS2/RS3

Readiness to Move to Next Level (Filled by Last RS)

Ø	Promotion To Next Level	Ø	Same Level For Now
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Comments of RS1	Signature & Date
May Be Promoted to Deputy Manager with 10,000/- Increment	

Comments of RS2	Signature & Date

Comments of RS1	Signature & Date

Performance Evolution -----

Key Performance Indicators (KPI) – (PART A)	Marks	RS1	RS2	RS3
Performance Factors (Quantities & Measurable) – 60%				
Ensure daily attendance record is provided on following day and monthly record is presented by the 2nd working day of the following month to Deputy Managing Director	12X1 = 12			
Update staff salary information on time and ensure salary clearance is provided to the Finance & Accounts Dept. by the 1st working day of the following month (zero complaints) by controlling HRMIS software	12X2 = 24			
General meeting with internal or external department is done in 1st week of every month	12X1 = 12			
Ensure all appraisals are completed as per the deadline set by Deputy Managing Director. (Approx date: by February)	12			
Performance Factors (Peoples) – 12%				
Training program on computer operation/HR/MIS to be arranged every month for developing of personnel	12X0.5 = 6			
Training program on Speaking & Writing English/Behavior to be arranged every month for developing of personnel	12X0.5 = 6			
Performance Factors (Customers) – 6%				
Visit/Liasoning with GP/Police/RAB/NSI/Passport Office/BOI/DCC/HR Consultant Firm in every month	12X0.5 = 6			
Performance Factors (Internal Process) – 12%				
Job Knowledge is Information Pertinent to the Job that an Individual should have for satisfactory Job Performance – Marks 02	02			
Quality & Approach to work is the work of accuracy, skill and completeness of work– Marks 02	02			
Response to stressful situation is a dynamic condition in which an individual is confronted with opportunity, constraint or demand- Marks 02	04			
Planning and Decision making is skill, which is an ability of an individual – Marks 02	04			
Discipline Factor (Filled By HR & Admin) – 10%				
Punctuality: 0 Late get score 5; 1-5 Late get score 4; 6-10 Late get score 3; 11-15 Late get score 2; 16-20 Late get score 1; 21-25 Late get score 0; 26-30 Late get score -1; 31-35 Late get score -2; 36-40 Late get score -3& so on	05			
Attendance: If all leaves (CL, ML & EL) are approved by the management and s/he has no unauthorized leave (UL)/Leave without pay (LWP) than s/he will get full 5 marks in attendance. 1-3day UL/LWP get score 4, 4-6 days UL/LWP get score 3, 7-9 days UL/LWP get score 2, 10-12 days UL/LWP get score 1, 13-15 days UL/LWP get score 0, 16-18 days UL/LWP get score -1, 19-21 days UL/LWP get score -2, 22-24 days UL/LWP get score -3& so on	05			
Assessment of Values (Out of 100) Total=				
Additional Achievement, if any – Please Mention (Score to be added to Total Score) – Max Marks 05	05			

Total Score 91 To 100	Outstanding – A+: Demonstrates Performance above expectations.
Total Score 81 To 90	Extremely Good - A: Demonstrates Performance above line with expectations.
Total Score 71 To 80	Very Good – B+: Demonstrates Performance in line with expectations.
Total Score 61 To 70	Good - B: Demonstrates Performance Partially in line with expectations.
Total Score 51 To 60	Average C: Demonstrates Performance Average with expectations
Total Score 41 To 50	Needs Improvements - D: Performance not satisfactory.
Total Score 40 And Below	Unfit - E: Performance below expectations, totally unfit

Next Year Objectives (Target Setting)	(PART B)
Objectives Related To Generate Sustainable Self-Growth And Achieve Company's Goal/Growth.	1.
	2.
	3.
	4.
	5.

Development Support (Training Needs)	(PART C)
To Generate Sustainable Self-Growth & Operational Excellence	1.
	2.
	3.
	4.
	5.

Employee's Comments:	Signature

Q. Disciplinary Procedure, Job Separation, Termination, dismissal & Retirement:

Generally, there are four ways of separation from the Company:

I. Suspension

Suspension of an employee, during the course of his service simply means that no work is to be taken from him during the period of suspension. The employee does not work on a post in this period. If he is actually discharging the duty of a certain office prior to suspension, the order of suspension would mean that he would cease to work on and discharge the duties of that.

II. Termination & Release

Should the employee or the Company wish to terminate the contract of employment, a period of notice of 03 (three) months or basic pay for Grade M-E and 02 (two) months or basic pay for Grade R and in lieu will be necessary except if the contract is terminated due to dismissal. If the necessary notice is not submitted by the employee with sufficient time, he/she will forfeit the equivalent in basic monthly salary for the period of notice not served by the employee. If the

employee (Grade M-E) wants to discontinue the service he/she will be required to give 03 months notice or surrender his/her 03 months basic pay in lieu of notice period and the employee (Grade R) wants to discontinue the service he/she will be required to give 02 months notice or surrender his/her 02 months basic pay in lieu of notice period. In this case the company has the right to release him on resignation of his/her service.

III. Dismissal

If an employee shall have committed any serious breach, unauthorized absentee up to 10 days, late attendance, acts of dishonesty or repeated or continued (after warning in writing or verbally) material breach of his/her obligations hereunder or shall have been guilty of conduct tending to bring him/her or the Company into disrepute and found the same on having a domestic enquiry, obtaining show cause reply and personal hearing about the same, the Company may dismiss his/her service without any notice and benefit.

IV. Discharges on Medical Ground

Given at any time while the employee supported by a medical report is incapacitated by reason of ill health or accident from performing his/her duties hereunder if he/she shall have been so incapacitated for a period or periods totaling 180 (one hundred and eighty) days or more during any period of 12 (twelve) calendar months, the Company may discharge him/her on medical ground and pay him/her such compensation as may be decided by the Company.

V. Verbal & Written Warning

If any employee Breaks the company rules or disobey Management order without any proper reason, they can get verbal/ written warning from the Management. Two times verbal warning equal to one time written warning & two times written warning can be a reason of termination. Human Resources Department has to maintain all warning records and report it to management level monthly/yearly.

VI. Punishment for Misconduct

In all cases of Gross Misconduct, following consultation with Human Resources, consideration will be given to temporarily suspending an employee on full pay while investigations are carried out. The employee will be advised of any decision in writing. The employee is required to maintain regular contact with the suspending manager/HRD by telephone each day or as agreed.

A staff member will be liable to be dismissed from his/her service if she/he is found guilty of misconduct. In consideration of any extenuating circumstances, however, a staff member may be discharge or suspended as a punishment on ground of misconduct may be imposed with fine. The HR and Administration at its discretion may impose any other punishment (like stoppage of increment/withholding of promotion/reverting back to the previous position/salary deduction/financial punishment even dismissed from the service) depending on the gravity of offence. A delinquent staff member may also be warned, with an appropriate entry in the comment sheet of the respective personal file.

VII. Retirement

The normal retirement age for employees **60 (sixty) years** and their employment beyond this age shall be at the Company's discretion. In case of Management level, Board of Directors may consider extending retirement age on a case to case basis. The Company may force any employee to compulsory retirement with or without retirement benefits if he/she commits serious misconduct. In case of normal retirement, staff will be eligible to receive benefit as payable determined by Management. The date of birth as shown in any Government Identification Document or any other document purporting to the same shall be used to determine the date of retirement. In cases where only the year of birth is shown in the relevant document, the day and month of birth shall be that 31st December of that year. After crossing the 60 years the management at the time of extending the regular service/entering into contract service.

VIII. Non-Disclosure of Confidential Information

Karnaphuli has a Staff Formality Manual; all employees during his/her employment will have to abide the information and guideline mentioned in Staff Formalities. During the course of employment, there may confidential information of the Company and transactions or dealing pertaining to any of its sales agents/branch offices that are disclosed to the Employees; said confidential information consisting but necessarily limited to:

Technical Information: Operating Systems Manuals, Computer Programs, Research Projects, or any other proprietary data.

Business Information:

Customer Lists, Pricing Data, Financial Data, Service Contracts and Marketing Strategies or plans. The Employee shall not (except in the proper course of duties) disclose during or after the employment with the Company, divulge to any person whatever or otherwise make use of any trade secret or technical process or any confidential information concerning any aspect of the business or finances of the Company or any of its dealings transactions or affairs including without limitation to generality any of its suppliers agents, distributors or customers. The Employee shall not (except in the proper course of duties) disclose during or at any time after the termination of employment with the Company, use for him/herself or others, or disclose or divulge to others including future employers, any confidential information of the Company specifically stated above in violation service rule, where disciplinary actions shall be taken against the Employee.

That upon the termination of employment from the Company:

The Employee shall return/surrender to the Company all documents and property of the Company, including but not necessarily limited to: Reports, Manuals, Correspondence, Customers Lists, Computer Programs, and all other materials (e.g. Staff ID Card, Business Card etc.) and all copies thereof relating in any way to the Company's business, or in any way obtained by the employees during the course of employment. The Employee shall not retain copies, notes or abstracts of the foregoing.

The Company may notify any future or prospective employer or third party of the existence of this agreement, and shall be entitled to full injunctive for any breach.

X. Dress Code

Week days- Dress Code: Smart Business Casual (i) Employees are expected to present in Smart Business Attire during weekdays excluding Friday. **Male:** Long-Sleeved Business Shirt, Trouser and Shoes. **Female:** Suitable dress or traditional dress with shoes or working sandals. (ii) Sports shoes, flip flops, informal sandals; shorts, bermudas, culottes, denim jeans, $\frac{1}{2}$ or $\frac{3}{4}$ pants; singlets, Collarless T-shirts, mini dress/skirts; or outlandish/provocative attire are strictly not allowed.

Chapter 4

Analysis



4.1 Project Findings

The HR Planning & Policy Development of Karnaphuli Group is related with the all the employees of different concerns of the group. The employees are the assets for the company. On the other hand, HR department are the responsible for to develop the human resource and retain them for the company welfare. As a result, HR policy plays a vital role for human resources development & retention which has been discussed in previous chapters.

To learn the true picture of employee satisfaction of the HR Policy I did survey on eleven permanent employees who are designated with executive to manager (department head). As a result I can have the real opinion of both executives and management. In this survey I used 11 questionnaires which are attached at the bottom of the report.

The data collected from the survey was then analyzed. The outcome of analysis is discussed in the following section:

4.1.1 Employee Satisfaction Analysis

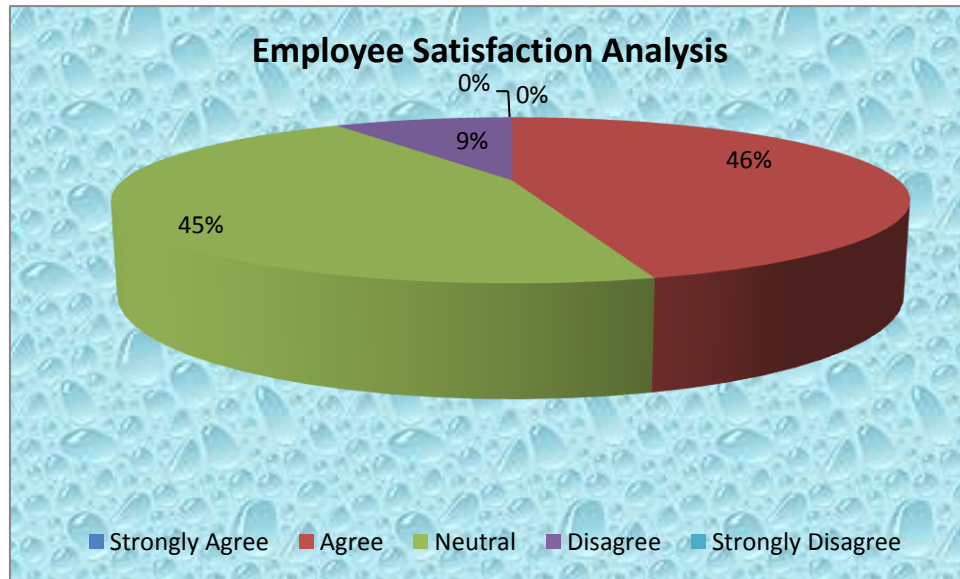


Figure 1: Employee Satisfaction Analysis

In case of employee satisfaction regarding HR policy (Fig: 1) of the group, find that 46% employees are satisfied. On the other hand, 45% employees don't like to express their opinion in this regard. However, 9% employees are not satisfied about the HR policy of the group. The happiness that employees feel when they are satisfied with their job, work conditions and HR policy, used as one way of measuring a company's success. So, it is essential for the HR department to work closely with the unsatisfied employees so that the HR department can find out the real reason behind the dissatisfaction and work to resolve the issue to make at least 80% satisfied employee. If the HR department can make the said rate of employee satisfied then the individuals hardly think of leaving their current jobs and they ensure higher revenues for the organization, they tend to adjust more and handle pressure with ease as compared to frustrated ones, they deal with customers in a better way and build strong relations with them. Finally, they can achieve company's desire goal.

4.1.2 Analysis of HR Cooperation Towards Employee

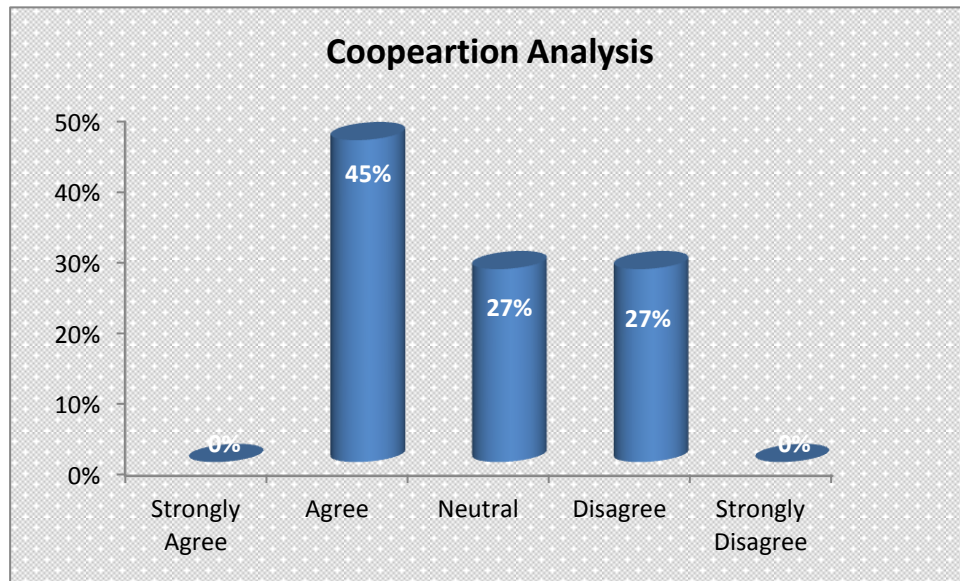


Figure 2: Analysis of HR Cooperation towards Employee

From the above graph we see that most of the employees (45%) are agreed that HR department is helpful towards employee while they are confused regarding any company policy issues. However, same percentage (27%) of people is reluctant to express their view and disagree about the HR cooperativeness towards employee. If the HR department becomes helpful to all employees during their critical time then less number of employees will do non-compliant activity. Moreover, HR department can create work conditions stimulating innovation, teamwork, and total quality concept. As a result, if the HR department becomes more cooperative then the openness among employees comes in front which working environment stimulating hidden creativity and energy among employees to achieve the organizational goal.

4.1.3 Work-Life Balance Analysis

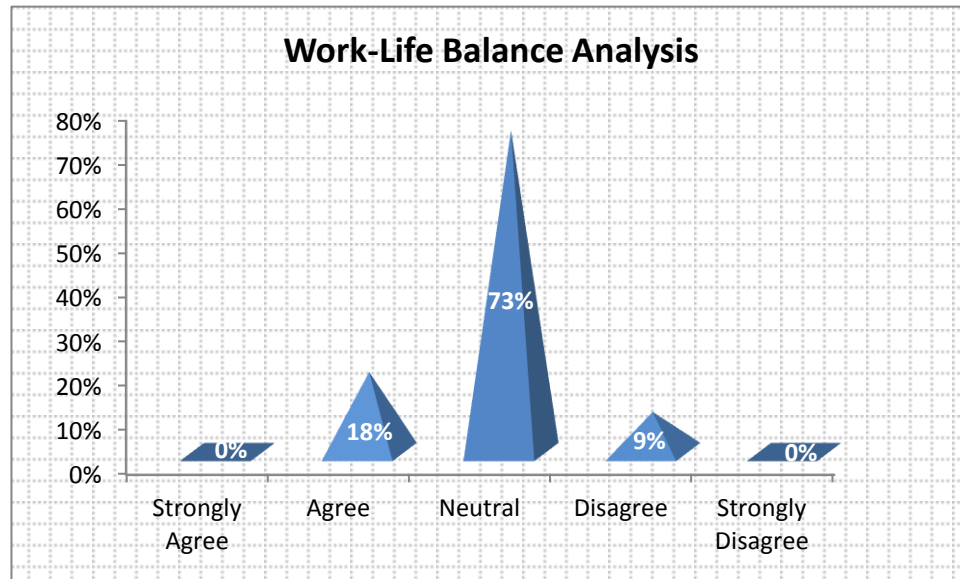


Figure 3: Work-Life Balance Analysis

From this analysis (**Fig: 3**) it is very clear that in case of work-life balance only 18% people are agreed that they have their work-life balance. On the other hand, 73% employees are not interested to tell their opinion in this regard. But, I must say this should fall on the negative part of the analysis. Moreover, 9% employees are disagreeing about their work-life balance benefit. In summary, 82% employees are disagreeing about their work-life balance benefit. But, we know, Work-life balance is a concept including proper prioritizing between "work" (career and ambition) and "lifestyle" (health, pleasure, leisure, family and spiritual development/meditation). If the HR department focused on work-life balance then they will be benefited in many ways such as employees become less susceptible to burnouts, employee will pay more attention where due, employee will experience fewer health problems.

4.1.4 Yearly Appraisal & Dialogue Session Analysis

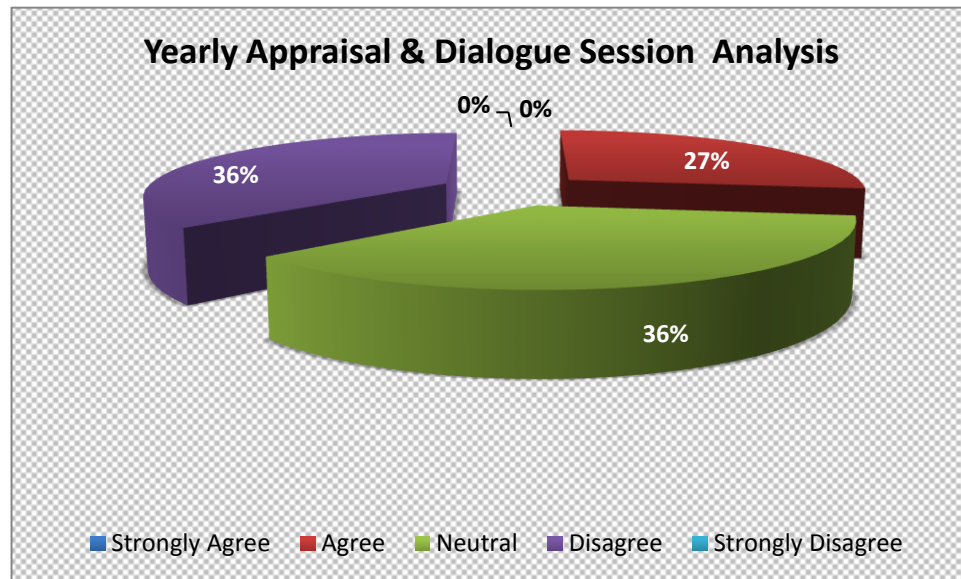


Figure 4: Yearly Appraisal & Dialogue Session Analysis

From the above chart (**Fig: 4**) it depicts that 27% people are agreed that they have their regular yearly appraisal and dialogue session with their line manager which indicate that the employees are getting proper guidance from their line manager. As a result, they can also get their development areas. On the other hand, 36% employees don't want to express their view in this regard. Again, 27% employees are disagreeing that their line manager are regularly doing appraisal and dialogue session by sitting with them. Where appraisal and dialogue session is very important for both employer and employees in a way that It encourages employees to perform better in the future, during the appraisal, employees can discuss strengths and weaknesses with a supervisor, in effect, allowing employees to discuss personal concerns, it allows employees to identify what skills may be lacking and need to be acquired or improved upon and it provides communication between a supervisor and employee on a regular basis to discuss job duties and issues with work performance.

4.1.5 On-Job & External Training Arrangement Analysis

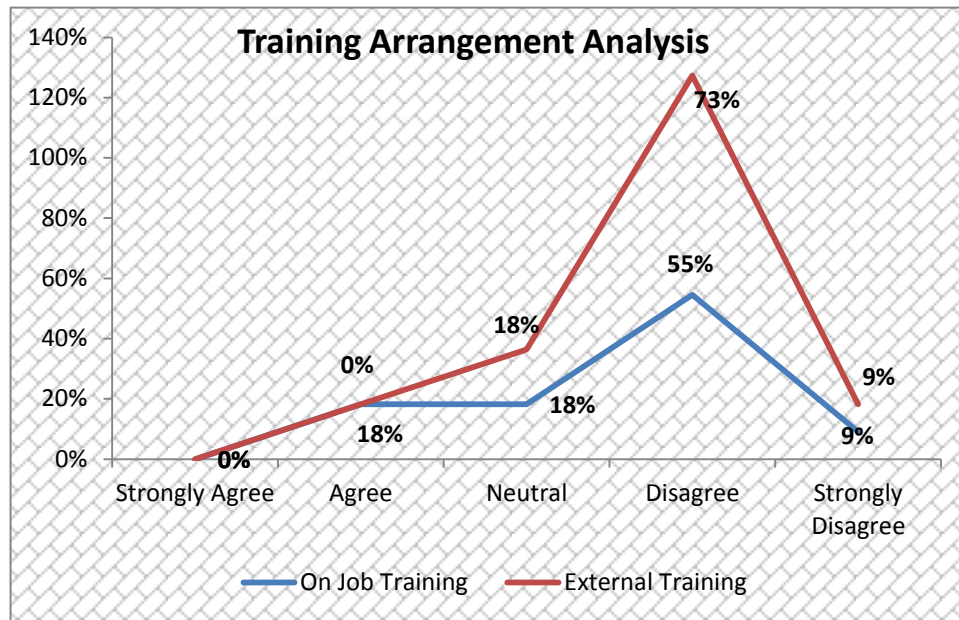


Figure 5: On-Job & External Training Arrangement Analysis

From the above figure (**Fig: 5**) it demonstrates that only 18% employees are getting on-job training which are arranged by the HR department. Rest of the employees is not getting either on-job training or external training. There is a proverb that “CFO asked CEO-What happened if we invest in developing our people and they leave us? CEO said-What happens if we don’t, and they stay?” From this statement it is clearly understandable that without continuous training and development of people will be burden for the organization after a certain period of time. Finally I can say that addressing weaknesses. Most employees have some weaknesses in their workplace skills. A training program allows you to strengthen those skills that each employee needs to improve. A development program brings all employees to a higher level so they all have similar skills and knowledge. As a result, on-job and external training will help organization in a way that Improvement in performance and productivity of employees. In addition to external training, internal training is a pivotal way to share best practice within your organization, develop common working procedures and strengthen internal relationships.

4.1.6 Awareness Program Arrangement Analysis

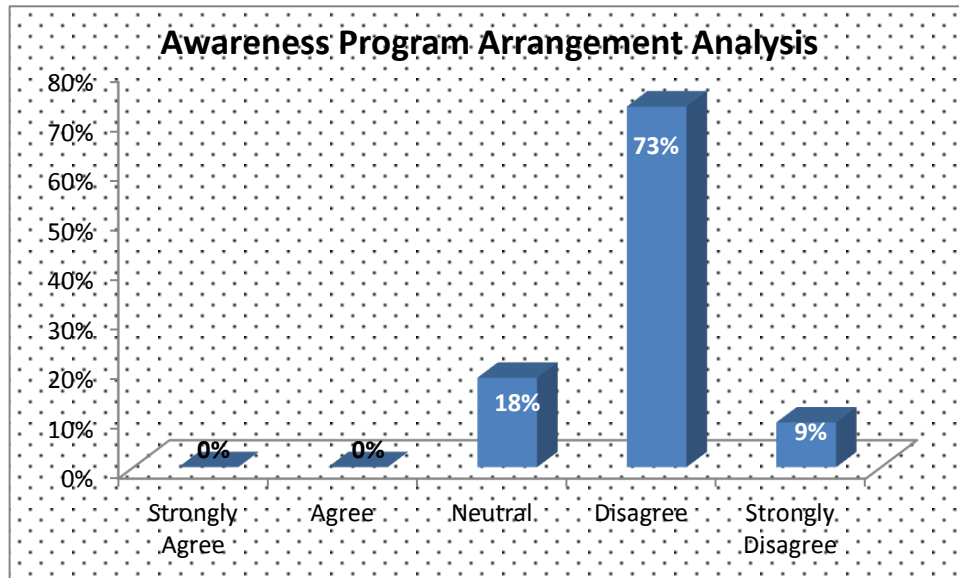


Figure 6: Awareness Program Arrangement Analysis

In the above chart (**Fig: 6**) it reveals that in case of program arrangement of awareness of health and safety almost all employees (disagree & strongly disagree: 82% & neutral: 18%) are showing their agreement. On the other hand, it is very important from the context of both employee & employer. As we know that casualty happens once in a moon. However, if we all are not always aware about this casualty then the loss may be uncountable for both employee and employer. Moreover, as per our country laws, it is mandatory to arrange some drilling program (fire, earthquake) among employees on regular interval. If any organization follows these rules strictly then the casualty will be very less than the organization rarely practice this policy. Finally, I would like to say that prevention is better than cure.

4.1.7 Analysis of Compliance Rules Circulation

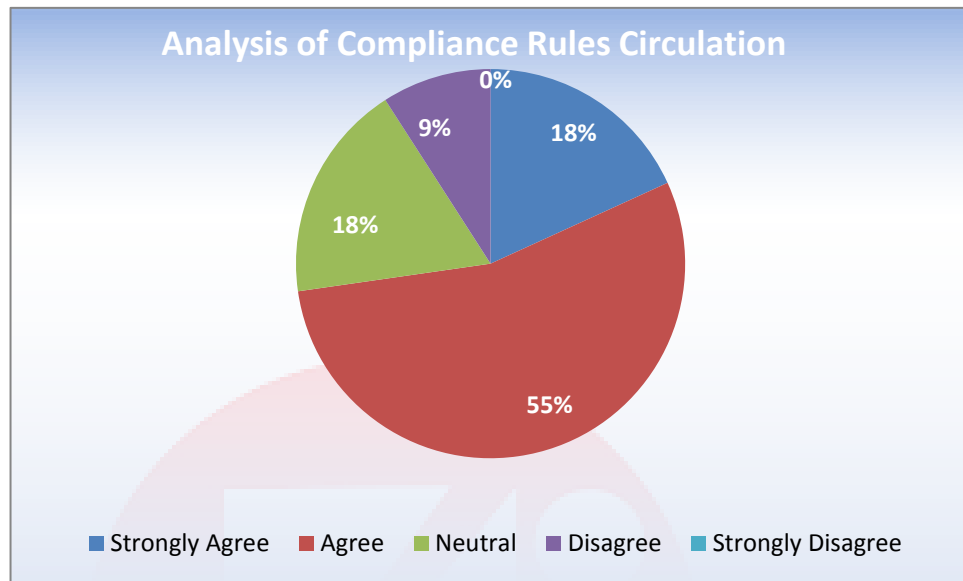


Figure 7: Analysis of Compliance Rules Circulation

From the above graph (**Fig: 7**) it illustrates that about 73% employees are agreeing that HR department provides company compliance guidance on regular basis which indicate that most of the employees are aware about the company compliance policy. As a result, in daily activities, the employees keep the compliance policy in their mind. Hence, less number of misconduct happens. On the other hand, 9% employees are showing disagreement about the circulation of compliance policy by the HR department and 18% employees are showing neutral which indicates that they are confused about this circulation. Finally, I would like to say that the HR department should focus more to build awareness about the compliance policy. To build this, they can arrange some SMS contest along with small prizes among employees so that they feel more interest to read the company compliance policy on regular basis.

4.1.8 Analysis of HR Policy Modernization on the demand of the employees

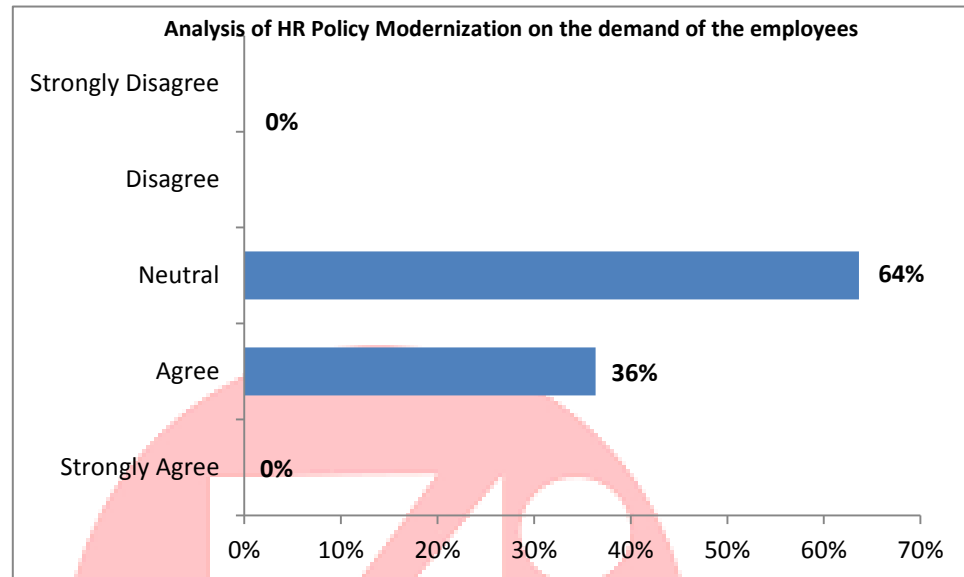


Figure 8: Analysis of HR Policy Modernization on the demand of the employees

In the above graph (Fig: 8) it shows that in case HR Policy Modernization on the demand of the employees, 36% employees are showing their agreement which very positive sing of employee oriented organization. Moreover, it helps to motivate the employees and do their best effort for the organization. On the other hand, 64% employees are not sure about the modernization of the HR policy. I think, HR department, should assemble all the employees and declare the changes so that all employees become aware about this. It has another advantage that the communication gap between employee and HR department become very rational.

4.2 HR Policy Vs. Bangladesh Labour Law-2006:

Employment legislation is important because it provides protection and job security for employees against malpractices in the workplace. The labor laws relating to employment of workers, relations between workers and employers, determination of minimum rates of wages, payment of wages, compensation for injuries to workers during working hours, formation of trade unions, raising and settlement of industrial disputes, health, safety, welfare and working conditions and environment of workers. So every organization that hires people is bound to follow the Bangladesh Labour Law-2006.

Karnaphuli HR policy Vs. Bangladesh labor law (in some points) is mentioned below:

Employee Rights	Karnaphuli HR Policy	Bangladesh Labor Law-2006 Refer.	Verdict
Notice period for Job leaving	3 months	2 months notice period as clause 27 (1)	Karnaphuli HR should change notice period to 2 months as per law
Casual Leave	10 days	10 days as per Clause no 115	Comply with law
Sick leave/ Medical Leave	14 days	14 days as per clause no 116 (1)	Comply with law
Maternity Leave	3 Months	4 Months clause 14 (2.d)	Karnaphuli HR should change maternity leave to 4 months as per law
Daily working hour / Work life balance	8 Hours per day. Over time also provided	8 hour per day. Maximum 2 hours overtime with payment as per clause no 100	Comply with law
Job Confirmation	03 (three) to 06 (Six) calendar months	As per labor law after 6 months employee has to be confirmed.	Comply with law
SAFETY & SECURITY	Every floor has at least two fire extinguishers	Precaution as to fire CHAPTER VI, Clause 62	Comply with law

4.3 SWOT Analysis of Karnaphuli Group HR Policy:

SWOT analyzes Strengths, Weaknesses, Opportunities and Threats that are associated with a situation by considering all the internal and external HR aspects. This way, HR managers can understand whether a situation has enough aspects in its favor and ultimately worth being pursued.

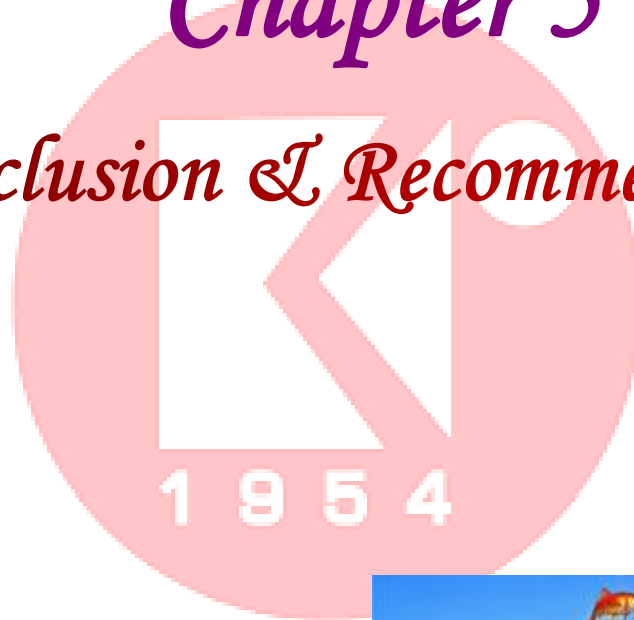
Here is the SWOT Analysis of Karnaphuli Group HR policy:

<u>Strengths:</u>	<u>Weaknesses:</u>
• Organization is running its operating since 1954 • Experience people are working • There are many loyal employees • There are many business concerns. So, it is easy to move people from one unit to another • Have an excellent HR staff with strong knowledge of HR practice • Most of policies comply with Bangladesh Labor Law 2006 • Coordination between HR and other department is very strong • HR policy updated on demand basis	• Since most of the people are old aged, it is difficult to impose HR based technology • Management are reluctant to spend money for training purpose • Yearly appraisal system need to be modernize • Few business concern's HR department & admin department are run by same personnel

<u>Opportunities:</u>	<u>Threats:</u>
• Since most of the business concern are profitable, new business unit can be opened & as a result new people can be hired • Internal experience people can conduct training for fresher • Company wants to retain people for long run • If any business unit shut downs, management usually shift people from that unit to another unit instead of firing them • Proper roles & responsibilities are nicely defined for HR people	• Many emerging competitors are coming in the markets, so they are trying to hire the experienced people • Most of HR tools used manually • Sufficient budget to motivate employees through different employee engagement program. As a result, demotivated employees try to find opportunity

Chapter 5

Conclusion & Recommendation



5.1 Conclusion

Karnaphuli group has established in 1954 and grown into a business house of diversified subsidiaries and activities. There are around two thousand employees are working under different business concerns of this group.

In other word, we can say, this group plays a vital role for employment creation. As a result, strong HR policy is crucial for smooth people management and development.

This group has about 56 year developed HR policy which most comply with the Bangladesh labor act 2006. Moreover, this organization has many very experienced people. However, few IT based HR tools are required for modernized HR practices. On the other hand, continuous on-job and external training can prepare remarkable human resource for the organization and those people can achieve the organizational goal.

5.2 Recommendation

Karnaphuli Group is running its operation for last 62 years. As a result, they have their established HR policy which is very contemporarily and most of the cases fully comply with the Bangladesh Labor Law 2006. However, from during my internship I have found few recommendations those are described below:

- ☑ Increase employee satisfaction level by taking different initiatives such as arranges employee engagement program, job rotation & monetary and non-monetary recognition
- ☑ HR department should me friendly with all employees so that as a team company can achieve its goal
- ☑ HR department should focus on work-life balance so that they can be benefited in many ways such as employees become less susceptible to burnouts, employee will pay more attention where due, employee will experience fewer health problems.
- ☑ HR department should ensure every employee's yearly appraisal & dialogue session with their line manager. Because during the appraisal, employee can discuss strengths and weaknesses with a supervisor, in effect, allowing employees to discuss personal concerns, it allows employees to identify what skills may be lacking and need to be acquired or improved upon and it provides communication between a supervisor and employee on a regular basis to discuss job duties and issues with work performance.
- ☑ HR department should address the weaknesses in their workplace skills of the employee and arrange required training program to them so that all employees convert into resourceful employees.
- ☑ By a regular interval, HR department should arrange different awareness program to minimize casualty.
- ☑ HR should informed all employees about company compliance policy
- ☑ HR policy should make up to date as per time demand.
- ☑ HR policy should maintain all act of Bangladesh labor law 2006

5.3 Learning and Outcomes

During my work with HR policy of Karnaphuli Group, I got lot of practical and theoretical experience regarding corporate HR policy as well as the labor law of our country. The details learning and outcomes from this internship program are described below:

- ✓ Understanding of HR Policy of any organization
- ✓ Knowing of few clauses of Bangladesh Labor law 2006
- ✓ How to write the HR policy of an organization
- ✓ How HR policy align with organization strategy
- ✓ How HR policy helps organization misinterpretation and serious legal cost
- ✓ How does a company recruit & retains its employee
- ✓ How does performance evaluation conduct
- ✓ How does HR policy develop working culture
- ✓ How does HR policy ensures growth of employees
- ✓ How to write internship report
- ✓ How to do employee survey and analysis with those data
- ✓ How does HR policy help the employees and management teams run the organization in an efficient manner
- ✓ How to protect the legal interest of the company as well as define the rights and obligation of the employees and the company through a proper HR policy

APPENDIX-1

The Questionnaire for Employees

I, Aumia Afreen, (Executive, Business Development, Karnaphuli Group) am studying MBA, Major in Human Resource Management (HRM) of BRAC University. The study requires a survey on the HR Planning & Policy Development of Karnaphuli Group. This information will be considered as classified information and will not be disclosed for any other purpose except the mentioned one. Your co-operation is highly expected and will be highly appreciated.

1. Are you a permanent employee of Karnaphuli Group?

- a. Yes b. No

2. You are satisfied with current HR policy of Karnaphuli Group.

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Strongly Agree Agree Neutral Disagree Strongly Disagree

3. HR department is helpful while you are confused about any company policy.

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Strongly Agree Agree Neutral Disagree Strongly Disagree

4. HR department ensures your work life balance.

--	--	--	--	--

Strongly Agree Agree Neutral Disagree Strongly Disagree

5. HR department ensures your yearly appraisal & dialogue session with your manager.

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Strongly Agree Agree Neutral Disagree Strongly Disagree

6. HR department arranges on job training on regular basis to develop you.

--	--	--	--	--

Strongly Agree Agree Neutral Disagree Strongly Disagree

7. HR department organizes external training on regular basis to develop you.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

8. HR dept. assembles awareness program on regular interval for your health & safety.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

9. HR department provides company compliance rules on regular basis.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

10. HR policy are updated on the demand of the employees

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

11. Any other issues regarding HR Policy of Karnaphuli Group (Optional).

Signature

Date:

APPENDIX-2

Employee Satisfaction Analysis (Figure: 1)

Satisfaction Level	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Sample Size	0	5	5	1	0	11
In %	0%	45%	45%	9%	0%	100%

Analysis of HR Cooperation towards Employee (Figure: 2)

Satisfaction Level	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Sample Size	0	5	3	3	0	11
In %	0%	45%	27%	27%	0%	100%

Work-Life Balance Analysis (Figure: 3)

Satisfaction Level	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Sample Size	0	2	8	1	0	11
In %	0%	18%	73%	9%	0%	100%

Yearly Appraisal & Dialogue Session Analysis (Figure: 4)

Satisfaction Level	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Sample Size	0	3	4	4	0	11
In %	0%	27%	36%	36%	0%	100%

On-Job & External Training Arrangement Analysis (Figure: 5)

Satisfaction Level	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Sample Size (On-Job)	0	2	2	6	1	11
In %	0%	18%	18%	55%	9%	100%
Sample Size (External)	0	0	2	8	1	11
In %	0%	0%	18%	73%	9%	100%

Awareness Program Arrangement Analysis (Figure: 6)

Satisfaction Level	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Sample Size	0	0	2	8	1	11
In %	0%	0%	18%	73%	9%	100%

Analysis of Compliance Rules Circulation (Figure: 7)

Satisfaction Level	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Sample Size	2	6	2	1	0	11
In %	18%	55%	18%	9%	0%	100%

Analysis of HR Policy Modernization on the demand of the employees (Figure 8)

Satisfaction Level	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Sample Size	0	4	7	0	0	11
In %	0%	36%	64%	0%	0%	100%

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1. <http://www.karnaphuli.com/> (Date of Browsing: 02 Nov 2016 to 20 Nov 2016)
2. The Bangladesh Labour Act-2006, Act No. XLII of 2006 [Date: 11 October, 2006]
3. Principles of Human Resource Management. by Scott Snell, George Bohlander
4. In-depth interview was taken of Lt. Col. Md. Rajibul Islam, psc (Retd)-Head of HR, Parvez Sazzad (Deputy Manager, HR), Reegan Ferdous (Sr. Executive, HR)

