Report On

"How HR policies of IOM accommodate cultural diversities of the immigrants: A case on Rohingya influx in Bangladesh."

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Master of Business Administration

BRAC Business School
Brac University
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Declaration

It is hereby declared that

1. The internship report submitted is my original work while completing my degree at Brac University.

2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.

3. The report does not contain material that has been accepted or submitted, for any other degree or diploma at a university or other institution.

4. I have acknowledged all the main sources of help.

Student's Full Name and Signature:

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Nazifa Rezwana Haque
Student ID - 17264085

Supervisor's Full Name and Signature:

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Dr. M. Nazmul Amin Majumdar
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BRAC University

Letter of Transmittal

Dr. M. Nazmul Amin Majumdar

Professor (Adjunct),

BRAC Business School,

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on "How HR policies of IOM accommodate cultural diversities of the immigrants: A case of Rohingya influx in Bangladesh"

Dear Sir,

With due respect, this is my pleasure to present to you my internship report entitled "Internship Report on **How HR policies of IOM accommodate cultural diversities of the immigrants: A case on Rohingya influx in Bangladesh**." I have conducted my internship program under your close supervision and I believe that the knowledge and experience I have gathered during the internship period will be helpful in my future professional life.

I have attempted my best to finish the report with the essential data and recommended proposition in a substantial compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Nazifa

_____

Nazifa Rezwana Haque

17264085

BRAC Business School

BRAC University

Date: January 20th, 2021

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between a [IOM International organization for

Migration] and the undersigned student at BRAC University

Acknowledgment

Firstly, I want to express my earnest gratitude to the Almighty Allah due to whose mercy I am mentally and physically sound to prepare this report. Other than that, I am thankful to many people who have provided me with motivation and support during the whole work period with this report.

I am very much grateful to Dr. M. Nazmul Amin Majumdar my respective faculty and supervisor of my internship, who has assigned me with this interesting topic and assisted me by providing complete support and guidance to finish this task successfully. Without his kind assistance, I would not be able to complete the report properly.

Throughout my last three months of the internship program, I got to meet a lot of people from different background and occasions of IOM Dhaka and IOM Cox Bazar and I would like to thank them for providing me with much helpful information which helped me a lot in my research work and also for preparing this report I would also thank them for their valuable concern and time for completing my report.

Executive Summary

International organization for Migration (IOM) is an organization under the United Nations whose main task is to monitor and handle the migration sector of the UN, it is also known as the UN migration agency. Over the years, IOM has grown into 173 Member States and a further 8 states holding observer status. Its global presence has expanded to over 400 field locations. With over 90 percent of its staff positioned in the field, IOM has become a lead responder to the world's worst humanitarian emergencies. In Bangladesh, IOM is currently working with the Rohingya project, though IOM has been operating in Bangladesh for a long time after the Rohingya influx, they have implemented various changes in their HR policies. This report reflects the changes that IOM Bangladesh has gone through before and after the Rohingya influx and how they have managed their HR policies during this recent Covid-19 situation

Keywords: IOM - International organization for Migration, Influx, Rohingya, Human Resource policy;

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List of Acronyms

SEEECA   South-Eastern Europe, Eastern Europe, and Central Asia

IOM   International Organization of Migration

ACO   Accounting Division

IPSAS   International Public Sector Accounting Standards

PRISM   Processes and Resources Integrated Systems Management

ISCS   International Civil Service Commission

UNDSS   United Nations Department for Safety and Security

UNICEF   United Nations Children's Fund

Glossary

Thesis

An extended research paper that is part of the final exam process for a graduate degree. The document may also be classified as a project or collection of extended essays.

Equal Employment Opportunity (EEO)

Equal employment opportunity is equal opportunity to attain or maintain employment in a company, organization, or other institution

Chapter 1

Overview of Internship

1.1 Student Information: Name, ID, Program and Major/Specialization

The following report has been prepared as part of the internship program as a requirement for the Masters of Business Administration of BRAC University. This report has been prepared by Nazifa Rezwana Haque, Student ID- 17264085, MBA Program. The major/specialization that I have completed to fulfill my degree requirements are Major-1 Human Resource Management and Major – 2 marketing.

1.2 Internship Information:

1.2.1 Period, Company Name, Department/Division, Address

I have carried out my internship research for three months at IOM Bangladesh. The research was mainly carried out at the HR department of IOM where I have worked closely with the other senior employees of the HR department to gather all the necessary information to fulfill all the objectives of my research work. IOM Bangladesh country office is situated in Gulshan-1, House: 13/A Road No. 136, Dhaka 1212.

1.2.2 Internship Company Supervisor's Information: Name and Position

As it was mainly working from home-based internship research where I only had to visit the office occasionally thus there was no specific supervisor assigned for me but I have worked closely with a few members of the organization amongst those members one of them was Ms. Nusrat and Mr. Sarowar who have helped me dearly to complete my internship period.

1.2.3 Job Scope

During my internship period, I got to learn about the HR policies, the recruitment policies, and the different categories based on which the HR policies are designed. During this research, I have had the chance to visit the Ukhiya camp once where I could observe some of their daily activities and working procedures.

1.3 Internship Outcomes:

1.3.1 Student's contribution to the company

I have mainly worked as a research person whose main task was to find out about the different changes that have occurred in the HR policies of IOM before and after the Rohingya influx and to learn about all the different types of training procedures that are used by the IOM HR department as a means of providing both offline and online training to their employees during the current Covid-19 situation

1.3.2 Benefits to the student

During this internship period, I have got to learn a lot from my seniors, though the internship research was mainly carried out online I still had the chance of experiencing how a perfect office environment feels like. The research was mainly beneficial to me as I had finally gotten a chance to implement my academic knowledge for the fulfillment of various tasks in the organization.

1.3.3 Problems/Difficulties (if any faced during the internship period)

An abundance of information and experience is required to prepare a well satisfied good report on such an interesting topic. But the employees of the organization are not allowed to provide or share with me all the necessary information that was required for the fruitfulness of the report due to corporate obligations and security issues. Thus gathering enough information was one of the main difficulties for me during the internship period. Another difficulty that I have faced during the internship report period is the time limitation, though I have learned a lot of things during my research period. However, I could not learn and develop knowledge about all the activities and operations of the department.

1.3.4 Recommendations (for and suggestions to the company on future internships

International organizations like UN, IOM, UNICEF should open up more internship opportunities for the graduate students so that they can gain in-hand experience on how an international organization operates and also get to know how to work in a multi-cultural organization.

Chapter 2

Organization Part: Overview, Operations, and a Strategic Audit

2.1 Introduction

IOM is committed to the principle that humane and orderly migration benefits migrants and society. And as the leading international organization for migration, IOM acts with its partners in the international community to,

- Assist in meeting the growing operational challenges of migration management;

- Advance understanding of migration issues;

- Encourage social and economic development through migration;

- Uphold the human dignity and well-being of migrants.

The main limitation that IOM is facing at the moment due to the COVID-19 situation is the increase in mobility restrictions as governments around the world continue to try to contain and reduce the spread of COVID-19, the number of mobility restrictions, both internationally and domestically has increased drastically.

IOM's strategic main objectives in SEEECA are:

- to provide complete support to States in managing migration in a comprehensible, humane and balanced manner;

- to provide effective protection and assistance to migrants; and

- to enhance the understanding of good migration governance within the international community at large, the private sector, civil society, and other partners.

2.2 Overview of the Company

International organization for Migration (IOM) is an organization under the United Nations whose main task is to monitor and handle the migration sector of the UN, it is also known as the UN migration agency. IOM was first known as the "Provisional Intergovernmental Committee for the Movement of Migrants from Europe (PICMME) ", then it has experienced multiple changes in its name, 1952 it was known as "Intergovernmental Committee for European Migration (ICEM)", in 1980 it was known as Intergovernmental Committee for

Migration (ICM) and finally, in 1989 it was named as the International Organization for Migration (IOM). IOM was born in 1951 to assist the movements of the large number of internally evacuated migrants from Europe due to the Second World War it helped them to get out of the disaster safely. At first, IOM operated as a logistics agency that had arranged transport for nearly a million migrants during the 1950s. From its origin as an operational logistics agency, it has expanded its bounds to become the leading international agency working with governments and civil society to advance the understanding of migration issues, encourage social and economic development through migration, and uphold the human self-esteem and well-being of the migrants.

Over the years, IOM has grown into 173 Member States and a further 8 states holding observer status. Its global presence has expanded to over 400 field locations. With over 90 percent of its staff positioned in the field, IOM has become a lead responder to the world's worst humanitarian emergencies. IOM has expanded from a comparatively small agency to an agency with an annual budget of $1.5billion and more than 10,000 staff working in over 150 countries around the globe. As "The Migration Agency" IOM has become the point of reference in the heated global debate on the social, economic, and political associations of migration in the 21st century
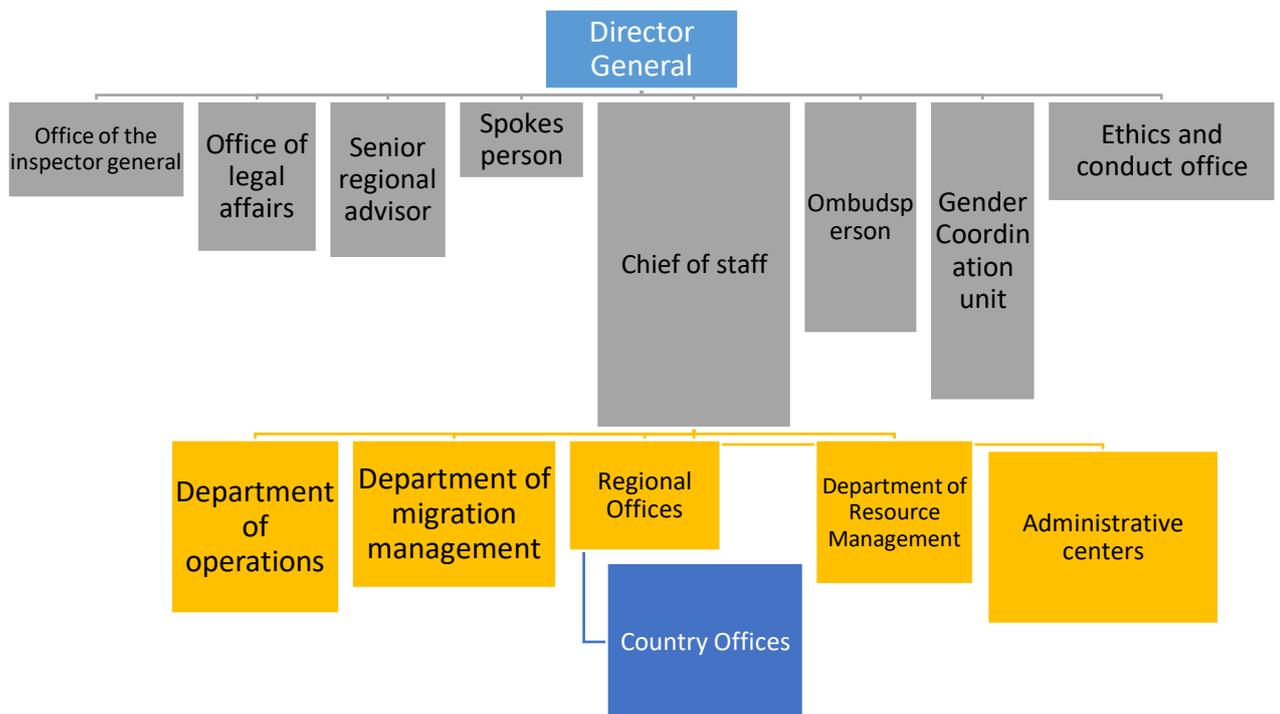
2.3 Management Practices at IOM

Figure -1

The management policies and practices are mainly responsible for the development of the policy guidance for the field; the construction of global strategies; standard-setting and quality control; and knowledge management relating to "mainstream" migration sectors, including labor and aided migration, migration, and development, counter-trafficking, assisted voluntary return, migration health, assistance for vulnerable migrants, immigration and border management and overall capacity-building in migration management. The management is composed of mainly five division and one unit, they are the

- Migration Health Division

- Immigration and Border Management Division

- Migrant Protection and Assistance Division

- Labor Mobility and Human Development Division

- Migration, Environment and Climate Change Division

- IOM Development Fund Unit.

The main management practices followed at IOM worldwide include

- developing and implementing human resources management policies to support the IOM Strategy and the Organization's structure, as well as its operational activities, through the selection, recruitment, retention, evaluation, and professional development of competent and motivated staff;

- establishing and maintaining conditions of service, benefits and entitlements, job classification, and social security concerning the United Nations common system;

- ensuring adherence to the established Staff Regulations and Rules and related policy instructions and guidelines; and

- Developing and implementing strategies aimed at strengthening staff well-being and welfare across the Organization.

2.4 Marketing Practices at IOM

IOM jointly works with UNICEF, RED CROSS, WASH, and many other NGOs to promote their services through various orientation programs, meetings and seminars like "I am a migrant" is IOM's campaign to promote diversity and inclusion of migrants in society. Then there is the "Community Response Map (CRM) ", a feedback platform that facilitates online tracking, compilation, and visual mapping of communications received by target

communities. This tool has been developed by IOM to enhance community engagement and two-way communications. Through these various activities, IOM practices its marketing around the world.

2.5 Financial Performance & Accounting Practices

The financial year according to the IOM calendar starts from 1st January to 31st December. The Director-General has to prepare and submit the budget of estimated income and expenditure for the following financial year to the Council, through the Standing Committee. The Council shall approve the budget for the following financial period after consideration of all the cases and report on the proposed budget. At the end of the twelve months, the remaining balance of any appropriation not liquidated will be surrendered back because the donor needs an annual report that how much of the fund has been used or could be used in that particular financial year and based on that they would gather the fund for the next year.

The Accounting Division (ACO) of the Department of Resources Management of IOM is responsible for monitoring, analyzing, and reporting on the financial position and financial performance of the Organization. The Accounting Division prepares key financial statements and reports including the Annual Financial Report using International Public Sector Accounting Standards(IPSAS); develops and implements the financial and accounting rules and procedures of IOM as well as related internal controls and oversight mechanisms to ensure the integrity of accounting data and safeguard the Organization`s resources and assets; controls the accounting master data structures, data flows and financial processes within IOM`s SAP-based Enterprise Resource Planning (ERP) system (PRISM); facilitates compliance with internal and external financial reporting and accounting standards and liaises with external and internal auditors and other stakeholders on finance and accounting related issues and concerns.

Figure – 2

2.6 Operations Management and Information System Practices

The department of Operations management oversees and coordinates IOM's resettlement work and transport programs and is also responsible for managing IOM's activities related to movement, logistics, awareness, and response in migration crises and humanitarian emergencies and recovery and intermediate settings. The Department coordinates IOM's participation in humanitarian responses and provides migration services in emergencies or post-crisis situations to address the needs of individuals and evacuated communities, thereby contributing to their protection. The information system provides technical support in the field, particularly in responding to forced migration and massive population movements, including long-drawn-out internal and cross-border displacement and refugee situations. This contributes to improving the conditions of crisis-affected populations and leads to life-saving interventions through the early identification and implementation of comprehensive durable solutions to end displacement conditions. The Department also provides strategic recommendations on both policy and operational issues and guides field

operations on project development and implementation and inter-agency coordination. It further superintends individual specialized projects related to humanitarian principles, protection mainstreaming, and prevention of sexual abuse and exploitation.

The Department of Operations is composed of four divisions and one unit:

- Preparedness and Response Division

- Transition and Recovery Division

- Land, Property and Reparations Division

- Resettlement and Movement Management Division

- Statistics and Knowledge Management Unit

2.7 Industry and Competitive Analysis

2.7.1 SWOT analysis Of IOM

STRENGTH
- Clearly defined goals and values
- high reputation due to history of successful projects all over the world
- strong connection with communities
- global network

WEAKNESS
- minimal fundraising efforts
- lacking skilled human resource
- competition from other organization
- long distance and expensive logistics
- lack of joint environmental awareness

OPPORTUNITIES
- expansion oppurtunity
- increase in number of foundations and donors
- media support for cause marketing
- opening alliances with other organization

THREATS
- local competitors
- change in technology
- faliure of project affecting reputation
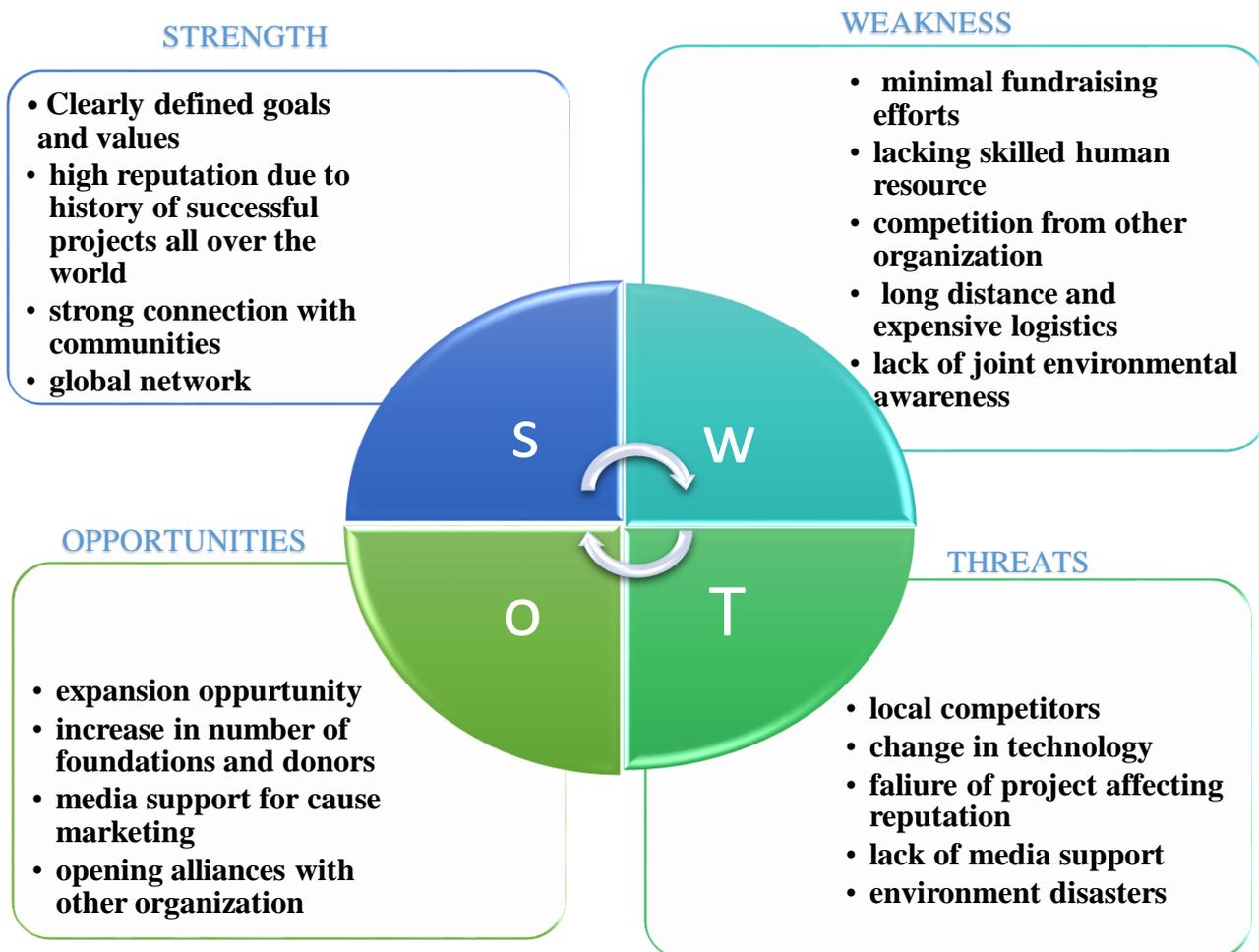- lack of media support
- environment disasters

Figure-3

8

A SWOT analysis consists of the Organization's internal strength and weakness and external opportunities and threats. SWOT analysis gives an organization an insight into what they can do in the future and how they can compete with their existing competitors. This tool is very important to identify the current position of the organization relative to others, who are playing in the same field and also used in the strategic analysis of the organization

2.8 Summary and Conclusions

IOM's strategic main objectives in SEEECA are to enhance the understanding of good migration governance within the international community, the private sector, civil society, and other partners. IOM was first known as the Provisional Intergovernmental Committee for the Movement of Migrants from Europe, then it has experienced multiple changes in its name, and finally, in 1989 it was named as the International Organization for Migration. At first, IOM operated as a logistics agency that had arranged transport for nearly a million migrants during the 1950s. From its origin as an operational logistics agency, it has expanded its bounds to become the leading international agency working with governments and civil society to advance the understanding of migration issues, encourage social and economic development through migration, and uphold the human self-esteem and well-being of the migrants. The management policies and practices are mainly responsible for the development of the policy guidance for the field; the construction of global strategies; standard-setting and quality control; and knowledge management relating to «mainstream» migration sectors, including labor and aided migration, migration, and development, counter-trafficking, assisted voluntary return, migration health, assistance for vulnerable migrants, immigration and border management and overall capacity-building in migration management. Developing and implementing strategies aimed at strengthening staff well-being and welfare across the Organization. The financial year according to the IOM calendar starts from 1st January to 31st December. The Council shall approve the budget for the following financial period after consideration of all the cases and report on the proposed budget. The department of Operations management oversees and coordinates IOM's resettlement work and transport programs and is also responsible for managing IOM's activities. Thus this is the complete overview of the entire organization and its operating systems in Bangladesh.

2.9 Recommendations

IOM should try to turn its weakness into its strength, by working closely with other private and government organizations to increase its local support system so that they can operate in Bangladesh peacefully.

Chapter 3

Project Part: How HR policies of IOM accommodate cultural diversities of the immigrants: A case on Rohingya influx in Bangladesh

3.1 Introduction (Background, Objective(s) and Significance)

The report is based on the general HR policies of IOM and is mainly focused on the change in HR practices that IOM developed before and after the Rohingya Influx. The HR or human resource management sector is one the most vital part of an organization. Its main responsibility is to manage all the people of the organization in such a way that a bridge could be maintained between the top-level, mid-level, and lower levels of an organization. An organization needs employees who can accomplish the companies' mission and vision and work in accordance to fulfill the company's goal. To make this happen HR professionals use different techniques like Man Power Planning and Forecasting, Compensation policy, Management of organizational changes, and many more.

At IOM Bangladesh Human Resource (HR) team is responsible for recruitment, compensation administration, benefits, staff welfare, payroll, training and development, and employee relations. HR works closely with staff members to support and respond to their needs as well as maintain interdepartmental coordination for a smooth workflow.

Objective

The main purpose of doing this research study is mainly to focus on the changes in human resource practices in IOM Bangladesh before and after the arrival of Rohingya people.

Some of the specific objectives of this research are given:

- How HR policies of IOM accommodate cultural diversities before and after the Rohingya influx

- How are they coping with the challenges and struggles they are facing after the Rohingya influx

- What type of skill requirement change has taken place before and after the Rohingya influx

3.2 Literature Review

Service endowment is an important part of hosting refugees. However, the service researcher community has remained rather inactive in esteem to focusing on refugee issues. This is indeed surprising given international refugee influx is today one of the most unrelenting issues for developing and developed countries. This research aims to identify the demands on countries, ecosystems after an influx of migrants arrive in a country. Therefore, this research outlines the challenges of such refugees in- or through flux relating to service provision by focusing on the refugees as well as the international NGOs, locals, service providers, government bodies, etc. The impact of the influx varied within host communities based on factors such as gender, age, and class. Host experiences were also different from one area to another depending on settlement patterns, existing socio-economic conditions, and the nature of host–refugee relations. In the end, hosts who already had access to resources, education, or power were better dignified to benefit from the refugee presence, while those who were already disadvantaged in the local context became even further marginalized.

3.3 Methodology

For my Internship research purpose, I have applied qualitative research techniques to find out the answers to my research questions. I have taken face to face and over the phone interviews of individual employees who have been working with IOM Bangladesh after the Rohingya Influx and some of them have been working with IOM before the Rohingya influx.

I have also used both primary and secondary research methods for my research purpose. The primary research source was the meeting sessions with different employees of IOM Dhaka, and IOM Coxbazar, and through a close study about the organization and my secondary sources were different online journals, articles, books, and the human resource management report of IOM through the usage of which I have gained various information's that are relevant for my research study.

3.4 Findings and Analysis

After working closely with the employees of IOM and carrying out the entire internship research I have come up with various findings that very useful for the completion of my research study.

Firstly, the Human Resources Division of IOM is structured to support the Organization's activities through specialized units:

(a)The selection and recruitment process is carried out by the Staffing Unit.

(b)Personnel administration is carried out by three units with different tasks:-

- the Field Personnel Administration, Insurance and Security Unit deals with working conditions in the Field, individual safety, and social security;
- the Staff Administration Unit provides administrative services and counseling to staff members;-
- The Information Management Unit provides reports, statistics, surveys, and human resources indicators.

(c)The Staff Development and Training Unit is responsible for broadening and deepening the experience, knowledge, and skills base of IOM staff through multiple learning experiences.

3.4.1 Selection and recruitment practices at IOM

According to the IOM Constitution, Articles 19 and 20 are the basis for the recruitment and selection process in IOM. Article 19 states that "The Director-General shall appoint the staff of the Administration in agreement with the staff regulations adopted by the Council". Article 20 states that "Efficiency, competence, and honesty shall be the necessary considerations in the recruitment and employment of staff. IOM recruits staff of the highest caliber, through a fair and open competency-based process, to respond to the operational challenges of migration, to advance understanding of migration issues, to encourage social and economic development through migration, and to uphold human self-esteem and well-being of migrants.

- At IOM Recruitment takes place in the following categories: Professionals

Staff in the Professional category, are referred to as Officials, who have international expertise in a particular aspect of IOM's work. IOM recruits at the levels of P-1 through to P-5, and Directors at the D-1 level. IOM follows the job classification and compensation system regulated by the International Civil Service Commission (ICSC), as established by the United Nations General Assembly.

- General Service:

  This category includes local qualified staff with the skills and ability to provide support and service to the organization and its professional staff. In this category, recruitment may take place at G-1 to G-7 levels. IOM follows the job classification of the United Nations Common General Service Standard for Geneva-based Organizations.

  Main Fields of Expertise Relevant to IOM Work are:

- Administration

- Computer Science/Information Technology

- Economics

- Education/Training

- Finance/Accounting

- Fundraising

- Human Resources Management

- Humanitarian and Emergency Operations

- Languages

- Medical Services and Public Health Management

- Migration, Movement and Travel Management

- Program Management

- Public International Law

- Public Relations

3.4.2 Gender equality policy on the recruitment process of IOM;

IOM believes that equal opportunities for women and men staff members should be reflected in all IOM staff policies and actions. All IOM human resources rules and regulations are updated to ensure gender sensitivity
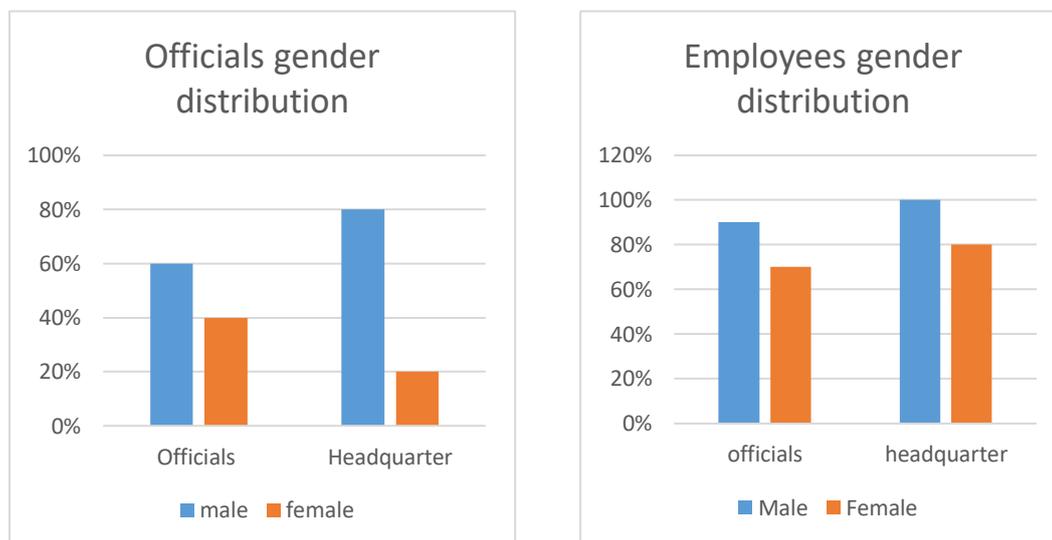

Figure- 4

3.4.3 Types of Contracts

The IOM Staff Regulations have mainly two types of contracts based on which they recruit the employees: (i) fixed-term contracts for one year and (ii) special contracts (with a fixed period of employment for particular assignments or on a short-term or part-time basis). Based on the employees' performance and available funds for the particular program these contracts are renewed.

Based on the Graded and Ungraded concept employees receive certain benefits:

- Ungraded- Medical claim

- Graded- Medical claim, Step up, Market Inflation

- National – Medical claim, Step up, Market inflation, Pension

- International- Medical claim, Step up, Market inflation, Pension & outside the country posting opportunity

Before the Rohingya Influx, most of the IOM employees were mainly International, who had come to Bangladesh due to their posting from one country office to another

thus these employees had a high scale of salary and they would also receive all the benefits of the international employee including the TDA benefits.

But After the Rohingya Influx IOM needed a huge workforce to carry out its operation swiftly thus it started hiring locally in Bangladesh and most of the employees hired after the influx was mainly ungraded employees. Such a decision was mainly taken due to constraining in the funding received, from the donors. But the staff members who have been with the Organization for at least three years and had worked on projects where the funding is secured for at least 12 months, and have performed satisfactorily, were being granted one-year fixed-term contracts without going through the vacancy notice process.

3.4.4 Human Resource responsibility towards the staff

The Human Resources Division constantly seeks to improve the health insurance policies, to ensure that appropriate coverage is offered to staff members. The Human Resources Division facilitates the process and helps the Field Offices adopt the Staff Regulations and Rules to meet the requirements of a common international civil service and the Organization's agreement with the relevant government on privileges and immunities. IOM participates in the interagency security management team and contributes to developing the security plan in the country, to ensure that IOM's staff security concerns are fully taken into account. After the Rohingya influx IOM have hired third party security against and has also worked with UNDSS to ensure the safety of their employees especially the ones who goes to the field visit at Ukhiya directly into the camp for various purpose.

3.4.5 Skill Requirement

After the Rohingya influx, the skill requirement set for the local employees had changed quite a bit but for the international employees the skill requirement didn't have much change because they had to face such migration situation before in other countries due to which they were fully trained for such crisis but the local employees needed a few skill to carry out the job perfectly and some of those skills were firstly to deal with the Rohingya refugee they had to develop a lot of patience, listening skills and they had to have a keen sense to keep a track of all the financial dealing that happened in the camp area to avoid any unrest situation.

3.4.6 Staff Development and training

A strategy for staff development was developed to broaden and deepen the experience, knowledge, and skills of IOM staff through multiple learning experiences. The strategy has three broad objectives:

    (a) To support capacity-building in IOM's key service areas;

    (b) To support a performance-oriented culture within the Organization through increasing skills and knowledge in project development, strategic planning, fundraising, donor relations, media relations, and performance management;

    (c) To enhance IOM's capacity to become a learning organization

Training is provided through various programs, coaching and mentoring, on-the-job training, and materials available at the Learning Centre. The Staff Development and Training Unit has developed several tools to facilitate the training needs in the field, i.e. the Learning Reference Guide, the Intranet Training Web Page, and the Learning Centre.

This training program has been affected highly due to the COVID -19 situation, as now providing on-job –training is not quite possible due to the social distancing rule thus for the past one year IOM has been proving online training to its employees with the help of other UN organizations like UNDSS, UNICEF, etc. As a part of my Internship work I also had the privilege of doing two of their online training of which one was based on the security measures that should be taken in case of an unknown terrorist attack and the other was based on the hygiene methods that should be taken during the COVID-19 situation. These pieces of training are mainly based on interactive video lectures and scenarios where you are given the choice between certain situations and based on your learning you have to choose between the best-fit options. Even before the COVID-19 situations, there was online training but after its arrival, the no. of online training and zoom training have increased drastically. Previously seminars were held where the senior employees from other parts of foreign IOM used to come in person to train the local employees but due to the lockdown in various countries, this has not quite been possible for a year due.

For my report objective, I had a discussion with a few of the employees based on their experiences of online and offline training and which one they found out to be more

fruitful. Thus I have come up with the findings that more than half of the employees enjoyed and found the on-job training more fruitful as there they had the opportunity to learn everything in detail in a much more explained version. They didn't find the online training as helpful as the on-job training because online training was mostly summarized and short it didn't have the number of details needed for the learning objective.

3.5 Summary and Conclusions

Thus after finishing this entire internship process I have learned a lot of new things about organizational practices. This internship has helped me to gain a lot of experience in various sectors, previously I had only learned those ideas theoretically with the help of my academic courses but the internship has helped me to see the practical implementation of those theories. IOM is mainly an NGO and an international organization thus some of its HR policies are very different from our national Organizations. These NGOs update their policies based on the global requirement, thus after the Rohingya influx, they had changed a few of their HR policies based on their previous experience of other countries and other international migration projects. I would like to conclude by saying that this Internship Program gave me many practical experiences, especially I feel blessed and lucky that I got the opportunity to do my internship under such a reputed organization of UN. I would also like to thank my supervisor Dr. M. Nazmul Amin Majumdar for his kind support and contribution to my Internship Program.

3.6 Recommendations

Based on findings and analysis of this study there are some suggestions that I want to put forward to improve the current situation of IOM firstly I would recommend that the HR department of IOM should develop an exit policy for their employees especially the National Local employees because if the Rohingya crisis ends then all these employees will be at risk of losing their jobs which will affect them heavily especially from the financial point of view. Next, I would recommend IOM to develop a fair compensation policy for all its employees because at IOM the International employees get all the benefits whereas our local National employees do not get that level of benefit in comparison to them thus I would recommend IOM to rethink about their compensation policy. Lastly, I would about the training sector, as almost all the

employees have started to the office now based so in my view I think they can resume their on-job training again maybe not in huge bulk but in a batch format where instead of bringing instructors from outside IOM they can now ask the international employees who are currently in Bangladesh to mentor those training sessions.

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Appendix A.

Survey Questionnaire:

Q.1) According to you where does your organization IOM stand on Diversity

Q.2) Is IOM a place for you? Which aspect of working at IOM do you like the most?

Q.3) how is IOM Strengthening the positive effects of migration?

Q.4) How is IOM protecting migrants' rights and ensuring their well-being?

Q.5) How is IOM minimizing the negative aspects of migration?

Q.6) Do you think migration today is different from migration in the past or is it just more of the same? Why?

Q.7) Which part of IOM is responsible for the development and implementation of IOM's personnel policies in support of efficient human resources management in Field Offices and Headquarters?

Q.8) Are all the human resource management principles and procedures, such as job classification and the pay and benefits system designed by IOM itself or by some other organization?

Q.9) In how many units is the Human Resources management structured to support the Organization's activities?

Q.10) In how many categories does the recruitment takes place in IOM.

Q.11) Under how many types of contracts does the Organization recruits its staff?

Q.12) what are the current practices and recent developments that have taken place in IOMs working condition after the Rohingya Influx

Q.13) How was the working condition at IOMs before the Rohingya Influx, what kind of practices were followed.

Q.14) what type of employee evaluation system is maintained for both the office and field-based staff

Q.15) In how many sectors have the job opportunities increased or decreased after the Rohingya influx

Q.16) What type of new skills have the employees of IOM developed or was required to develop after the Rohingya Influx in Bangladesh.

Q.17) In what major aspect has IOM changed after the Rohingya influx mainly in Bangladesh

Q.18) Before the Rohingya influx what were the major responsibilities of IOM in Bangladesh and after the Rohingya Influx how have those responsibilities changed.

Q.19) How was the Protection framework structured both for the IOM employees and refugees after the Rohingya influx.

Q.20) What are the different programs that IOM is collaborating on operating right now for the welfare of the Rohingya community?