

Report On
Corporate HR Practice In DBL Group

By

Yasmin Rashid Gazee

ID - 18281015

An internship report submitted to the BIGD in partial fulfillment of the requirements for
the degree of
Post Graduate Diploma in Knitwear Industry Management PGD-KIM

BIGD- BRAC University
August 22, 2019

Declaration

It is hereby declared that

1. The submitted internship report is my own original work while completing 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 which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Yasmin Rashid Gazee

ID- 18281015

Dr. Shanawez Hossain

Assistant Professor and Director EDC

BRAC Institute of Governance and Development (BIGD)

BRAC University

Biplob Barua

Head of HR Operation

DBL Group

Letter of Transmittal

Dr. Shanawez Hossain

Assistant Professor and Director EDC

BRAC Institute of Governance and Development (BIGD)

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Corporate HR practice in DBL Group

Dear Sir / Madam,

This is my pleasure to display my mid-level position provide details regarding' Human Resources Procedure of DBL Group, Corporate HR which I was appointed by your direction.

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

I trust that the report will meet the desires.

Sincerely yours,

Yasmin Rashid Gazeer

ID - 18281015

Post Graduate Diploma in Knitwear Industry Management (PGD-KIM) Program.

BRAC University

Date: July 31, 2019

Non-Disclosure Agreement

This agreement is between DBL Group and me the intern at DBL Group enrolling PGD-KIM Program conducted by BRAC University under Skills for Employment Investment Program (SEIP). To complete this internship, I had to collect huge information from the HR Department regarding their existing policies which were very much supportive for me to complete the report. The Head of HR, Sr. Managers, Deputy Managers, Asst. Managers and the Executives; all were too much supportive and cordial as well. All these information belong to DBL Group. I commit not to share any of the mentioned information in this report to any concern.

Acknowledgement:

With immense pleasure, I would like to express my gratitude to Almighty Allah who favored me to complete the work within prescribed time. This report might not be completed without practical practice, Supervisors' guidelines, Departmental professionals' informative cooperation. My Academic Supervisor Dr. ShahnewezHosssain's cordial guideline is highly appreciated and I am thankful to him for his valuable time paid for my paper work. My Industrial Supervisor, Mr. BiplobBarua, the DGM, Group HR, DBL Group favored at his level best despite of his extreme tight schedule. Beside this my family and friends also favored me. My family sacrificed their valuable times for me. I am thankful to all the aforementioned individuals who altogether made me complete the report.

Executive Summary

This internship report on “Corporate HR practice in DBL Group” is a partial requirement of the PGD-KIM program conducted by BRAC University under SEIP program. In this brief report I tried to furnish the existing HR policy practice in DBL Group. It’s a leading conglomerate in our country. I have segregated this report in 5 parts.

Part 1- Declaration, Letter of Transmittal, Non Disclaimer agreement, Acknowledgement.

Part 2- Brief on SEIP & PGD-KIM Program & DBL Group

Here I kept a brief on SEIP & PGD-KIM Program. The goals and objectives of this PGD-KIM Program and brief on DBL Group where I stated their structure, Organogram, Departments, Branches, Mission & Vision, Products & Services of DBL Group, their Customers.

Part 3 –Task Accomplishment

In this part I gave details on my involved area in DBL Group, Corporate Head Office. I was involved in Corporate HRM Department and I described my activities there.

Part 4- Critical Assessment of Internship work.

The relevancy of our learning in 1st& 2nd Semester with the accomplished tasks in 3rd Semester (Industry Attachment)

Part 5- Conclusion.

Table of Contents

Declaration.....	ii
Letter of Transmittal	iii
Non-Disclosure Agreement	iv
Acknowledgement	v
Executive Summary	vi
Table of Contents	vii
List of Acronyms	ix
Glossary.....	x
Chapter 1 Introduction	2
1.1 SEIP and PGD-KIM Program.....	2
1.2 Objectives and Structure of the Report.....	3
1.3 About DBL Group	3
Chapter 2 Description of Task Accomplishment.....	12
Chapter 3 Critical Assessment of Internship Work	48
Chapter 4 Conclusion.....	52
4.1 Summary and Discussion.....	52
References.....	53
Appendix A.....	54
List of Tables	
Table 1: Sister Concerns of DBL Group.....	4
Table 2: Rodgers Seven Points Plan.....	20
Table 3: 9 Box.....	32
Table4: TNA Format.....	40

List of Figures

Figure 1: DBL Group, Factory.....	5
Figure 2: Organogram of DBL Group Head Office.....	8
Figure 3: Continuation of Organogram of DBL Group Head Office.....	9
Figure 4: Clients' Logo.....	12
Figure 5: HRM Process.....	14
Figure6: Functions of HR in DBL Group.....	15
Figure7: Objectives of HRM.....	18
Figure8: Orientation Program Flyer.....	29
Figure 9: CTC Template.....	33
Figure10: Leadership & Talent Management Program.....	40
Figure 11: Quality Control Circle Practice.....	42
Figure12: Quality Control Tools.....	43
Figure13: Pareto Chart.....	44
Figure 14: Fishbone Diagram.....	46
Figure 15: Histogram.....	47

List of Acronyms

BRAC	Bangladesh Rural Advancement Committee
BIDG	BRAC Institute of Governance and Development
SEIP	Skills for Employment Investment Program
PGD-KIM	Post Graduate Diploma in Knitwear Industry Management
DBL	Dulal Brothers Limited
HR	Human Resource
JD	Job Description
RAC	Recruitment Approval Checklist
KPA	Key Performance Area
KPI	Key Performance Indicator
PEACE	Performance Evaluation And Career Enhancement
PIP	Performance Improvement Planning
TNA	Training Need Assessment
CTC	Cost To Company
IGS	Individual Goal Setting
QC	Quality Control

Glossary:

HR:

Human resource management is a contemporary umbrella term used to describe the management and development of employees in an organization. Also called personnel or talent management which involves overseeing all things related to managing an organization's human capital.

Recruitment:

Recruitment is the process of finding and hiring the best and most qualified candidate for a job opening, in a timely and cost-effective manner. The process starts with the identification of the needs of the Company with respect to the job and ends with the orientation of the employee to the Organization.

Orientation:

When candidates are hired according to the Company need, they get introduced with the Company's Structure, Mission, Vision, Values, Culture, Policy & Procedures through a program organized by the new Company. This program is Orientation Program. The new joiners get introduced with each other also.

Training & Development:

Training & Development is such activities which mitigate the deviation between employees' existing Knowledge, Skills and Quality and the required Knowledge, Skills and Quality for a smooth performance through some structured programs. These are continuous process.

TNA:

TNA is an assessment which is conducted to find out the importance of the proposed training to the Organization. In case of various proposal it picks the most important one for the Organization through this TNA.

CTC:

CTC refers to the total cost of the Company invested against an individual employee annually. It's items are different according to the policy of different Companies.

Chapter 1: Introduction

1.1 SEIP and PGD-KIM Program

It's a great recognition for our country that at last we could omit the label of LDC. RMG Sector contributes the most export since last few years. This sector contributes the national economy through Woven garment and Knitwear garments. Bangladesh has to compete with textile giants like China, India and efficient producers like Thailand, SriLanka and Vietnam. International treaties and preferential treatment such as the US Trade and Development Act (TDA) of 2000, the North American Free Trade Agreement (NAFTA), the Trans-Pacific Partnership (TPP) and the Free Trade Agreement (FTA) are pushing the sector to enhance its competitive edge. At present the sector is facing some internal and external challenges ; where internal includes- lack of infrastructure facilities (Smooth road transportation, lack of power and gas, workers' safety and external includes – Compliance issues, working environment for the workers, product quality etc. The key weaknesses in human resources in RMG are (i) low productivity of the workers; (ii) poor negotiation and bargaining skills of the exporters regarding price negotiation; (iii) limited knowledge in international market information and lack of marketing tactics; (iv) inefficient mid-level management; (v) lack of training organizations for industrial workers, supervisors and managers; and (vi) language barriers regarding the communication (Knit Communiqué 2015).

SEIP stands for “Skills for Employment Investment Program” which has been undertaken to develop a skilled workforce for productive and priority sectors, anchored in the National Skills Development Policy (NSDP), 2011 and to support Govt. and private institutions, non-govt. organizations and industry associations to achieve the aforementioned objective. SEIP is utilizing the funds provided by the Asian Development Bank (ADB) manpower in the priority sectors of which knitwear subsector is an important one.

The Executive Development Center (EDC) for knitwear subsector established at BRAC Institute of Governance and Development (BIGD), BRAC University. The PGD-KIM has

been developed to deliver key skills and knowledge to managers working in knitwear industries and the fresh graduates in relevant disciplines from various public and private universities. The program will emphasize the latest business technologies, implementing hands-on knitwear business applications for executives who have to master their abilities today to successfully lead their industries in the ever-changing economy.

1.2 Objectives and Structure of the Report:

Overall objective of this industry attachment is to gain practical knowledge on operation and management of Knitwear sector in Bangladesh. More specifically, it will give opportunity to apply theoretical knowledge we gained in term 1 and 2 of this PGD-KIM program.

This report is divided into four(4) chapters. Chapter one is discussion on the respective Organization, Chapter two description of accomplished tasks, Chapter three is assessment of the internship works by describing its relevance with the generic courses along with Industry oriented courses and also highlighting its importance to develop us in this Sector and Chapter 4 is Conclusion.

The goal of the Internship is to practically utilize the theoretical knowledge gained in the previous 2 semesters. This internship will definitely make us fit for the Corporate HR practice that is practiced in most of the leading business house.

1.3 About DBL Group

1.3.1 Overview of the Industry / Company

DBL Group a rapidly expanding conglomerate having 23 sister concerns has started its journey in 1991. It's a diversified conglomerate which has vertically integrated apparel and textile manufacturing facilities, with concerns in Ceramic, Tiles, Semiconductor Design (VLSI), Pharmaceuticals, Sewing Thread, Dyed Fiber & Yarn, ICT & Telecommunications etc. It has around 36,000 dedicated workforce who made the day for DBL Group. This diversified business entity had an annual turnover of USD 455 Millions for 2017-2018 Financial Year(<http://www.dbl-group.com/about-us/>)DBL is well reputed locally and

globally for its diversified set of sustainability activities, working with international development partners such as CARE, DEG, IFC, GIZ, ILO and UNICEF. DBL's sustainability is based on 5 (five) pillars; People, Process, Product, Community and Environment.

The 23 concerns are described in table 1 below:

<p>Apparels and Knitting</p> <p>1. Dulal Brothers Ltd. 2. Jinnat Apparels Ltd. 3. Flamingo Fashions Ltd. 4. Jinnat Fashions Ltd. 5. JinnatKnitwears Ltd. 6. Mawna Fashions Ltd.</p> <p>Cotton Spinning</p> <p>7. Matin Spinning Mills Ltd.</p> <p>Fabric Dyeing and Finishing</p> <p>08. Mymun Textiles Ltd. 09. Hamza Textiles Ltd. 10. Color City Ltd.</p> <p>Fabric Printing</p> <p>11. DB Tex Ltd.</p> <p>Garments Printing</p> <p>12. Thanbee Print World Ltd.</p>	<p>Packaging</p> <p>13. Parkway Packaging & Printing Ltd.</p> <p>Distribution</p> <p>14. DBL Distribution Ltd.</p> <p>Ceramics</p> <p>15. DBL Ceramics Ltd.</p> <p>ICT & Telecommunications</p> <p>16. DBL Telecom Ltd. 17. DBL Communications Pvt. Ltd. 18. DBTEL</p> <p>Sports</p> <p>19. DBL Sports Ltd.</p> <p>Dredging</p> <p>20. DBL Dredging Ltd.</p> <p>Pharmaceuticals</p> <p>21. DBL Pharmaceuticals Ltd 22. DBL Healthcare Ltd</p> <p>23. DBL Lifestyle</p>
--	--

Table 1: Sister Concerns of DBL Group (Source DBL Group website)

1.4 Introduction and History of DBL Group

DBL Group started its journey in 1991 which was a single Garments Factory named Dulal Brothers Limited. Overcoming the obstacles it became a leading business house today. It has 23 concerns, those are of apparels, knitting, swing, dyeing, finishing, drageing, ceramics , pharmaceuticals etc.



Figure 1: DBL Group, Factory (Source: DBL Group Website)

Awards:

DBL Group won the following Awards :

- Social and Environmental Compliance Award, BGMEA, 2013
- HSBC Export Excellence Award, 2014
- JBCCI Business Excellence Award, 2014
- National Export Trophy
- Champion at the Bangladesh Business & Disability Network (BBDN) Award 2018
- Super brands Award 2018
- 5th HSBC Climate Awards, 2017
- ICQCC Gold Awards, 2017

Without the above mentioned Awards, DBL Group won many more Awards which made this group a distinguished one (DBL Group, 2019. Available at <http://www.dbl-group.com/about-us/>)

1.5 Vision & Mission

Vision

Every business has a vision to achieve which the company makes strategic plans and tries to execute by skilled workforce. DBL Group's vision statement is:

“We envision to sustain and grow as a diversified global conglomerate”.

Mission

DBL Group strives to achieve their vision by practicing corporate governance, empowering and inspiring their associates, being transparent in their work process, continuously developing expertise, meeting & exceeding customer needs, demands & expectations, maintaining quality & consistency of their products & services, engaging with community, caring for environment and maintaining networks with their global partners.

1.6 Organizational structure, Organogram, Branches and Departments:

1.6.1. Organizational Structure:

Name of Company	: DBL Group
Year of establishment	: 1991
Board of Directors:	: Chairman
	: Vice-Chairman
	: Managing Director
	: Deputy Managing Director&Group CEO

Corporate Head Office:

House # 10A,
Road # 4
Gulshan #1
Dhaka-1212

1.6.2. Organogram of DBL Group:

It's a well-organized business house having strong infrastructure. Though 23 concerns have individual Structure, Organogram; I would like to furnish about the organogram of Corporate Head Office only as we are assigned here.

Organogram:

The Organogram of DBL Group Corporate Head Office is furnished below:

Figure 2: Organogram of DBL Group Head Office

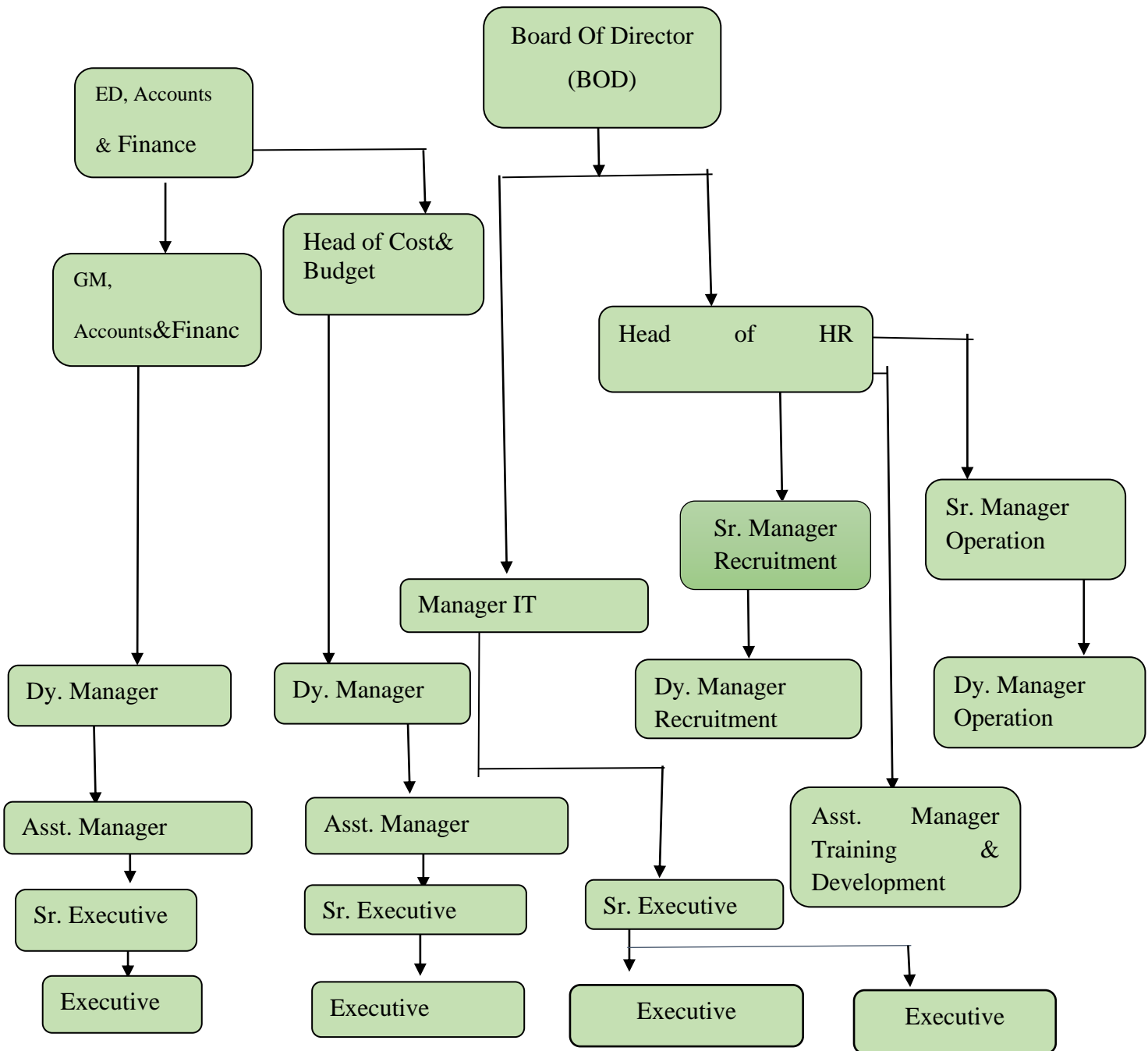
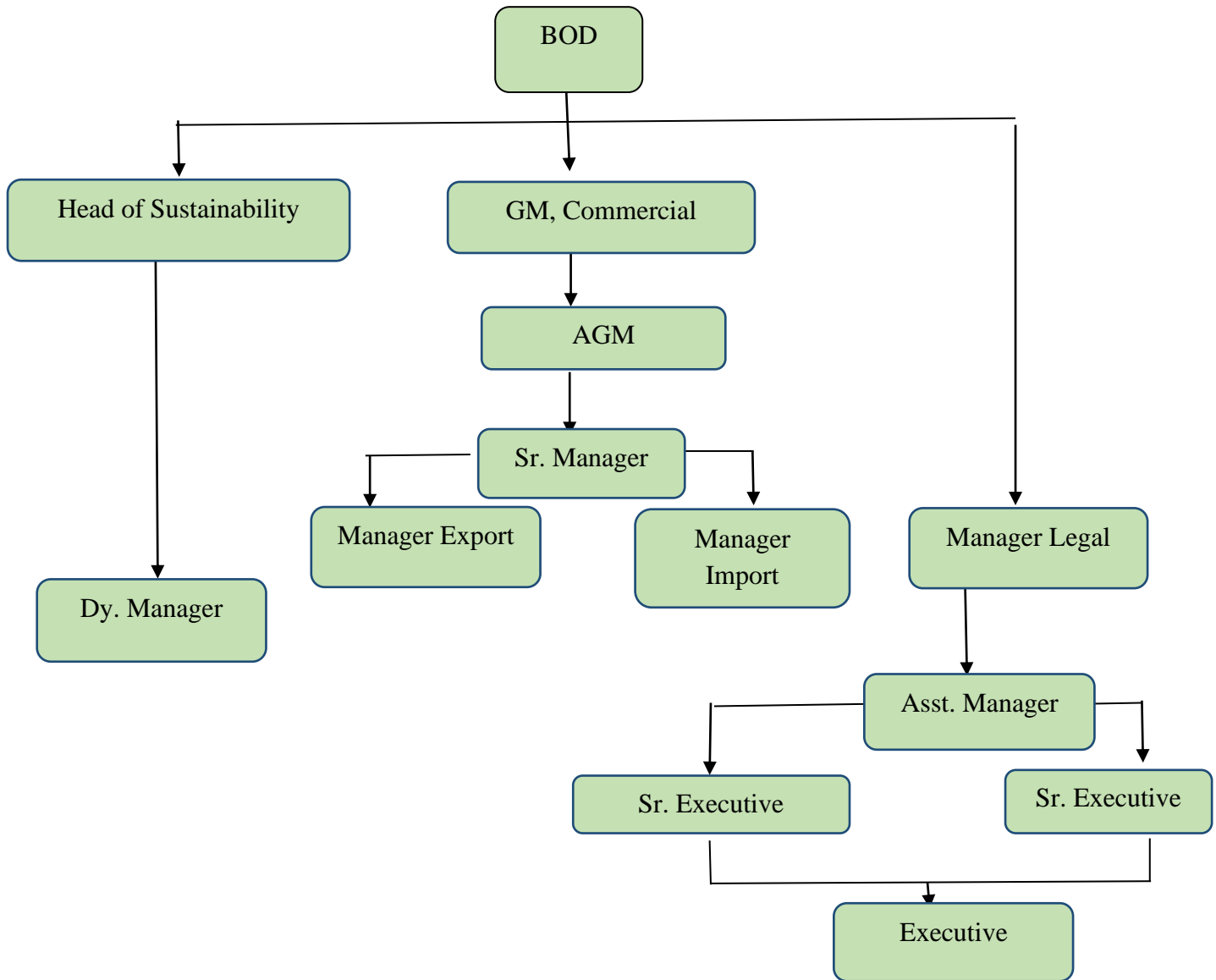


Figure 3: Organogram of DBL Group (Continuation of Figure 2)



1.6.3. Branches of DBL Group:

DBL Group is a diversified conglomerate having the below mentioned branches in different locations of all around the country. Those branches are as below:

- i)** Apparels and Knitting
- ii)** Cotton Spinning
- iii)** Fabric Dyeing and Finishing
- iv)** Fabric Printing
- v)** Garments Printing
- vi)** Packaging
- vii)** Distribution
- viii)** Ceramics
- ix)** ICT & Telecommunications
- x)** Sports
- xi)** Dredging
- xii)** Pharmaceuticals
- xiii)** DBL Lifestyle

1.6.4. Departments at Corporate Head Office:

The Corporate Head Office has the following Departments:

- HR
- Accounts & Finance
- Audit
- Costing
- IT
- Sustainability
- Legal
- Commercial (Import & Export)
- Procurement

DBL Group , Corporate Head Office operates it's HR Dept. through 3 divisions, those are-

- (i) Recruitment & Selection,
- (ii) Operations
- (iii) Training & Development.

1.7 Products / Services produced by the Industry:

In different sister concerns of DBL Group various products and services are offered to the targeted customers.

1.7.1. Types of Products:

Knitting : Single Jersey, Auto Stripe, Fleece, Rib, Interlock.

Dying : Cotton, Viscose, Modal, Nylon, Polyester, Wool, Silk etc.

All over printing: Pigment, Reactive, Discharge, Disperse, Acid etc.

Screen Printing: Rubber, High Density, Photo Print, Glitter, Flock, Foil etc.

Apparels :Single Needle, Overlock, Interlock, Kansai, Zigzag etc.

Washing: Heavy garments, Heavy Enzyme, Alkali, Burnout, Oil, Dirty Dyeing, PP Spray + Enzyme etc.

Packaging: Master, Hanger, Inner, Top, Divider etc.

Garments accessories: Twill tapes, Grosgrain tapes, Hanger loops, Satin ribbon, Elastics, Gum tape etc.

Ceramics Tiles: Polish, Porcelain, Wall Tiles, Technical Porcelain, Décor Tiles etc.

Pharmaceuticals:Oral Solid, Oral liquid, Ointment/Cream, Suppository, Ophthalmic, DPI, Inject able.

Embroidery: Normal stitching embroidery, Applique embroidery, Sequin embroidery, Chenille embroidery, Tapping embroidery, Cording embroidery.

1.7.2. Products:

For men: T & Pollo Shirt, Hoody Jacket, Vest, Tanktop, Sweat Shirt, Leggings, Jogger, Men' underwear (Boxer, Brief).

For Women: Undergarments.

Products for all people: DBL imports world famous Dermocosmetic brand from Frezyderm, Greece.

Services: DBL Group offers cricket team for BPL tournament.

Dredging is also their service.

1.7.3. The major buyers of DBL Group:

DBL Group manufactures different types of apparel items which are too much loyal to their customers. Tom Tailor, Gymboree, Guess, Target, C & A, M & S, H & M, Next, George, Walmart, Puma, Esprit, MQ, Gerry Weber, Decathlon, Lidletc are it's main customers.



Figure 4: Clients' Logo. Source DBL Group website

Chapter 2: Description of Task Accomplishment

In DBL Group I was assigned in HRM Division which was reflection of my learning from the previous two (2) Semesters of this PGD-KIM Program. I would like to define “What HRM is” prior to the description of Task Accomplishment.

2.1. What Human Resource Management is:

The term human resources was first coined in the 1960s (What is human resource? <https://www.humanresourcesedu.org/what-is-human-resources/>) when the value of labor relations began to gather attention and when notions like motivation, organizational behavior, and selection assessments began to take shape. Human resources is used to describe both the people who work for a company or organization and the department responsible for managing resources related to employees.

Human: refers to the skilled workforce in an organization.

Resource: refers to limited availability or scarce.

Management: refers how to optimize and make best use of such limited or scarce resource so as to meet the organization goals and objectives. What is Human Resource?

<http://www.whatishumanresource.com/human-resource-management> (Accessed on August 15, 2019)

Human resource management is a contemporary umbrella term used to describe the management and development of employees in an organization. Also called personnel or talent management (although these terms are a bit antiquated), human resource management involves overseeing all things related to managing an organization’s human capital.

Human Resource Management is the process of recruiting, selecting, inducting employees, providing orientation, imparting training and development, appraising the performance of employees, deciding compensation and providing benefits, motivating employees, maintaining proper relations with employees and their trade unions, ensuring employees safety, welfare and healthy measures in compliance with labor laws of the land.

Human Resource Management Process:

There are various steps in Human Resource Management process which are executed by Managerial and Operative Functions.

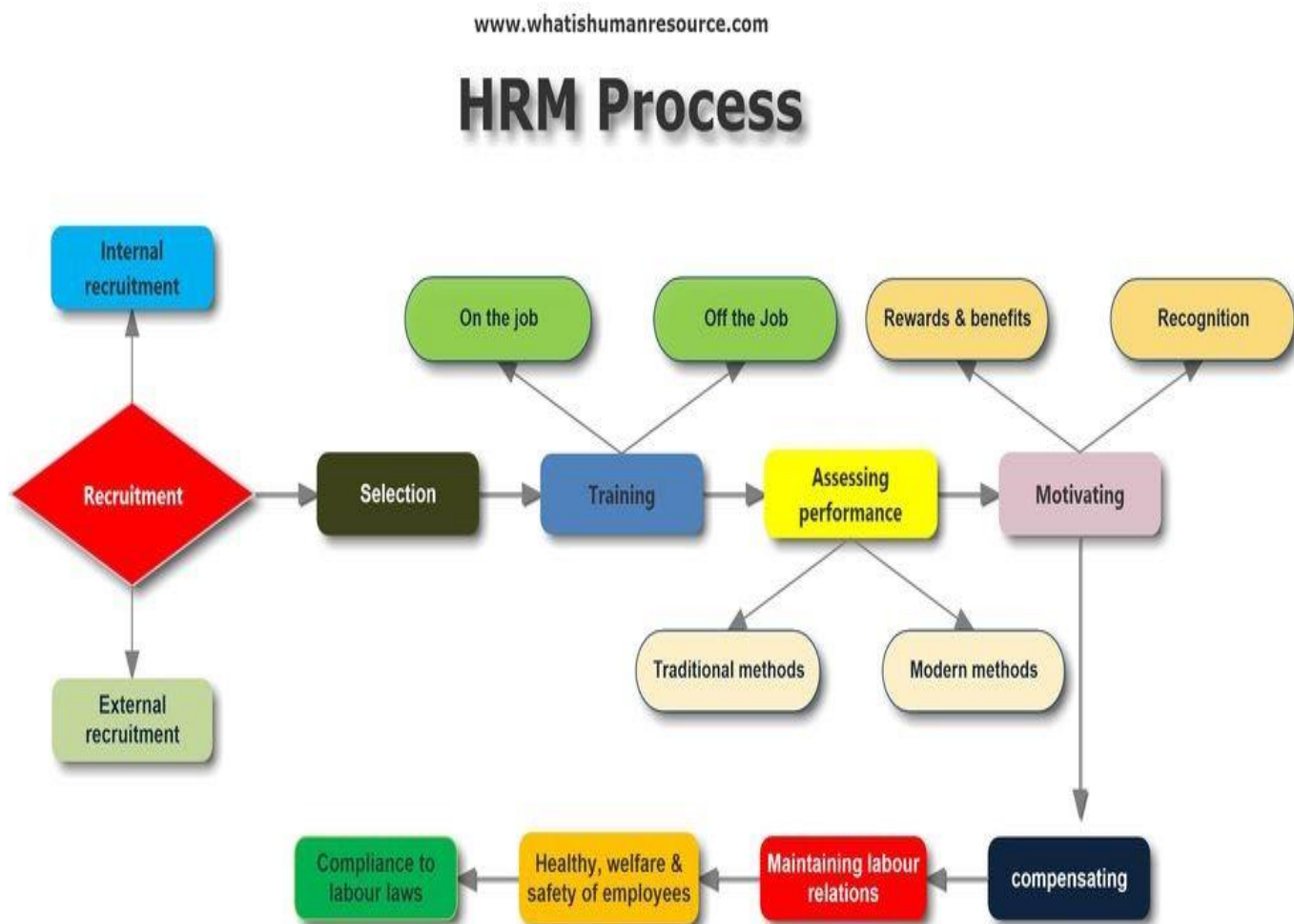


Figure 5: HRM Process(Source:whatishumanresource.com)

Functions of Human Resource Management of DBL:

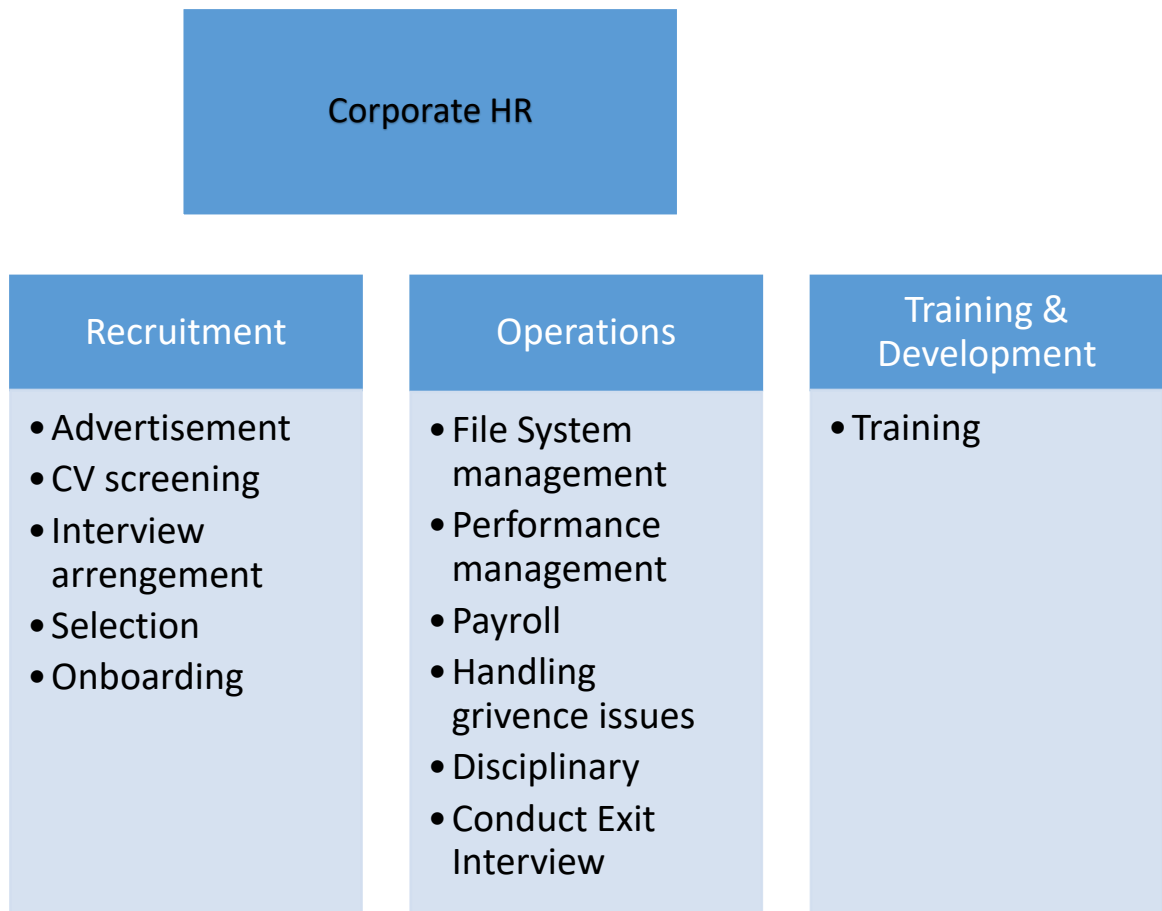


Figure 6: Function of HR in DBL

Human Resource Management executes Operative and Managerial Functions. With these two types of functions it executes the total process of this division.

2.1.1. Operative Functions:

HR Department performs various functions for the proper functioning of the organization. The Operative Functions of HR are those functions which a company entrust to the human resource or personnel department. Operative Functions are- Employment, Development, Integration, Compensation and Maintenance of personnel of the Organization.

a)Employment: HRD estimates the manpower requirement in the Organization. It analyses workforce and workload analysis and assigns right number of people in right place in right time.

b)Development: It's not always possible to hire a new professional if an existing one is found underperformer. So, in this case the HRD arrange for different types of training and development.

c) Compensation: Most people work for some monetary benefits. Compensation is the payment for the works done by the workers in the Organization.

d)Working Conditions and Welfare: Only expert personnel can't lead the Company to success, their well being is also a vital issue. A comfortable and safe working environment is also essential for a good output.

e) Motivation:Generally people can boost up to a certain level beyond which H/she doesn't increase performance. In such situation they don't feel encouraged to take over responsibilities and need some monetary incentives or rewards that work more to continue the job effectively. Motivation is the only spirit that can encourage them. Normally this motivation depends on their professional and socio economic status. For example: If he's in a junior position only monetary motivation can work but when someone in Sr. position he generally gets motivated with non monetary rewards like; promotion, overseas trip etc.

f) Personnel Record Keeping: Here HR Manager keeps records of each personnel. Personal file is opened after onboarding. In a personal file all relevant information of an employee are kept. Those are – Approved Employee Requisition form / RAC (Recruitment Approval Checklist) Advertisement's hard copy, Role Profile, Job Description, Questionnaire, Answer sheet, Interview Assessment Sheet, Offer letter, Medical test report, Appointment letter, Application For Employment, Employee's Academic Certificates, Release Order from previous Organization, Experience certificates, NID, Photograph, Key Performance Indicator (KPI), Performance Evaluation And Career Enhancement (PEACE),

Promotion letter, Documents of disciplinary action if any, Transfer letter, Any reward certificate, Training Need Assessment (TNA) document.

g) Industrial Relations:The relation among all workers is a vital issue in Industry. If they are not well connected it may cause any industrial disrupt. HR Dept. helps in collective bargaining, joint consultation and any dispute settlement.

2.1.2. Managerial Functions:

Human Resource Dept. is the integral part of any Organization executing the following functions:

- a) **Planning:**HR Dept. plans to reach the Organization's goal. It determines hiring needs, job requirements, descriptions, sources of recruitment etc.

- b) **Organizing:**According to the plans HRD designs and develops the Organizations structure to carry out the different operations. These organizational structure includes:
 - Grouping of personnel activities into functions.
 - Delegating authority according to the tasks assigned and responsibilities involved.
 - Assigning different groups of activities to different individuals.
 - Coordinating activities of different employees.

- c) **Directing:**Only motivated personnel can execute the plan.HRD is responsible to motivate through career planning and salary administration, developing relationships, providing safety and handle the welfare issue of employees.
To do this effectively, HRM must identify the needs of the employees and the means and methods to satisfy them. As peoples' demands are changing continuously the motivation procedure should also change aligning with the ever changing human needs.

d) **Controlling:** It's the last step of Managerial Function completes the full cycle of Managerial Functions of HRM. Here HR Manager observes and subsequently compares the results with the set standards.

2.2. Objectives of Human Resource Management (HRM):

Each system has an objective. As a management system, Human Resource Management has also some objectives which are stated below:

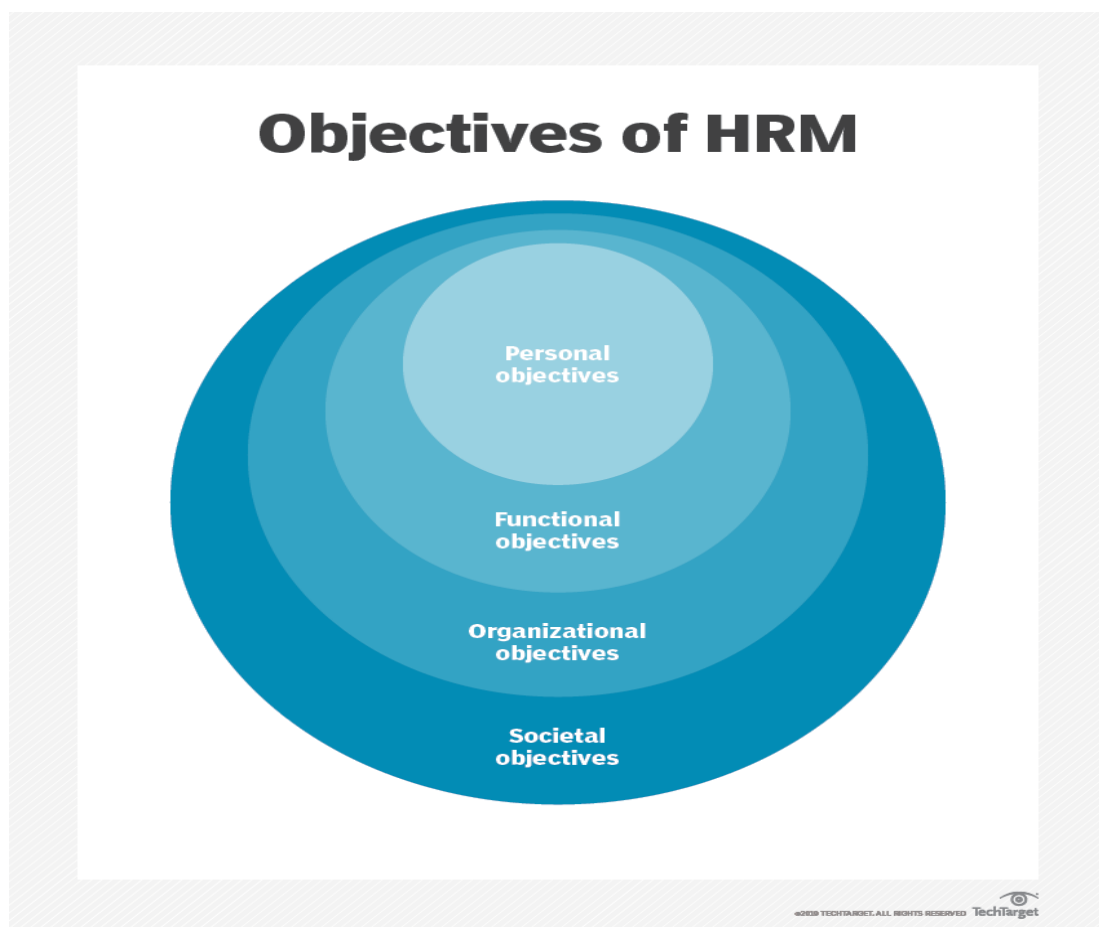


Figure 7: Source: <https://www.tuturself.com/posts/view?menuId=117&postId=1089>

1. **Societal objectives:** To ensure legal issues such as equal opportunity and equal pay for equal work.

2. **Organizational objectives:** To ensure the efficiency of the organization. This includes providing training, hiring the right amount of employees for a given task or maintaining high employee retention rates.
3. **Functional objectives:** To keep the HR functioning properly within the organization as a whole. Assuring that all of HR's resources are being allocated to its full potential.
4. **Personal objectives:** Resources used to support the personal goals of each employee. Offering the opportunity for education or career development as well as maintaining employee satisfaction.

In three months' industry attachment period I have worked in different divisions of HR Department which are described here accordingly:

2.3. Recruitment Division:

Recruitment is the process of finding and hiring the best and most qualified candidate for a job opening, in a timely and cost-effective manner. The process starts with the identification of the needs of the Company with respect to the job and ends with the orientation of the employee to the Organization. Successful recruitment is the analysis of the job and the labor market conditions and interviews as well as psychometric tests to determine the potentialities of applicants. If recruitment fails, it may create difficulties for any Company including an adverse effect on its profitability and inappropriate levels of staffing or skills. Recruitment process might be improved in sophistication with "Rodgers seven point plan", "Munro-Frasers five-fold grading system", psychological tests, personal interviews etc (business dictionary, recruitment)

"Rodgers Seven Point Plan":

A job description is a set of guidelines to assist in profiling the type of person competent and confident in carrying out a designated task. It enlists the essential tasks that need to be fulfilled, but should never be person-specific or focused on a specific target group. In reality, this is not the case in most organisations.

The traditional Seven-Point Plan of Alec Rodger in 1952 from the National Institute of Industrial Psychology, London of matching the job and the job applicant still exists:

Feature Sought	Essential	Desirable
1. Physical make-up	Weight in proportion to height, eyesight, hearing, perfect, neat, clean, appearance, age between 21-28	None
2. Attainments	Secondary School level of education	None
3. Aptitudes	Alert, quick-thinking	None
4. Aptitudes	Social skills adequate to deal firmly but politely with passengers.	Fluency in relevant languages.
5. Interests	None	Travel, Flying, First-aid
6. Disposition	Friendly personality; ability to remain cool and calm in an emergency; ability to work short periods under intense pressure.	Sense of humour
7. Circumstances	Must be able to work irregular hours; must be willing to stand for long periods; must be willing to live near the airport.	Flexible domestic situation.

Table 2: Rodgers Seven Points Plan

Source:

[https://www.google.com/search?q=rodgers+seven+point+plan&tbm=isch&source=iu&ictx=1&fir=Xk62krUSCD1U8M%253A%252C3M42MPKZSJBR9M%252C &vet=1&usg=AI4_kQgyhZF4pj8QnJ7wPWWcf8eh_vx5Q&sa=X&ved=2ahUKEwjhgbiDz_LjAhVM8XMBHTpZA8wQ9QEwA3oECAkQBg#imgrc=33o8LQ9mYoaPtM:&vet=1](https://www.google.com/search?q=rodgers+seven+point+plan&tbm=isch&source=iu&ictx=1&fir=Xk62krUSCD1U8M%253A%252C3M42MPKZSJBR9M%252C&vet=1&usg=AI4_kQgyhZF4pj8QnJ7wPWWcf8eh_vx5Q&sa=X&ved=2ahUKEwjhgbiDz_LjAhVM8XMBHTpZA8wQ9QEwA3oECAkQBg#imgrc=33o8LQ9mYoaPtM:&vet=1)

In 1958, Munro Fraser (1958) introduced an alternative five-fold person specification grading which still suits the modern society:

1. Impact on others by way of appearance and expression
2. Job-related training and experience acquired over years
3. In-born qualities that blend with the ability to grasp things quickly
4. Motivation to carry out assigned tasks
5. Capability of coping with stress

Multi-national organizations should definitely pay attention to '*key result areas*' outlining a list of objectives deviating from the traditional screening method. This can be done by dishing out plenty of questions to grasp the candidate's ability for problem-solving skills, flexibility and adjusting to a multi-cultural society, but within a framework of equal prospects.

In DBL Group as well as all Organizations this is the very initial stage of HR Management and forwards with some predefined sequential stages. In DBL Group the steps followed are described here. The Flow-Chart of Recruitment & Selection is given in Appendix-1, Page-54.

DBL Group maintains the following steps in Recruitment & Selection Division:

Step 1: Manpower planning by Head of HR, Business Head, Dept. Head & Line

Manager:

To establish a successful business, manpower should be well-planned. If the right person is placed in the right place in right time the business will run more smoothly. Human Resource Dept. Initially fix how many personnel would be involved in each dept. and with the expansion of business the requirement also increases HR Dept. change their manpower plan aligning with the gradually changing Organizational status. This manpower planning is executed by a Group Analysis Head of HR, Business Head, Dept. Head & Line Manager.

Step 2: Prepare Organogram:

As it's a group it has individual Organogram. Once the plan is final the Organizational Structure / Organogram is prepared including all units of the sister concern of the Organization.

Step 3: Prepare JD for respective vacant position:

The Job Description (JD) states what activities the newly appointed personnel will have to perform as a part of the Organization. The Line Manager provides the JD to the HR Dept. .

Step 4: Requisition raised by Hiring Manager:

After finalizing the JD, the Hiring Manager raises the requisition for the vacant position.

Step 5: Requisition approved by Head of Plant HR, Business Head, Head of Operations, ED-GHR and MD Sir:

The requisition must be approved by the mentioned higher authority to avoid any conflict raised against this recruitment in future. It shows that the selection is not invalid

Step 6: Advertise for vacant position in various sources:

In this step the HR Dept. publishes their circulation to pick a best fitted applicants through some prefixed sources. These sources are of two types:

a) Internal Sources: Existing employees are the internal sources of recruitment.

In this criteria DBL picks the right person through:

- i) Promotion
- ii) Transfer
- iii) Temporary Assignment
- iv) Additional Assignment

b) External Sources:

- v) **Electronic Media** : In this category DBL Offers job towards job seekers through their won Software named “Taleo” or through different job portasl like; bdjobs, Prothom-Alo, jobstreet etc.
- vi) **Print Media:** The advertisements published in Different popular newspapers (Both National & Local) like: The Daily Star, Daily Ittefaque, Daily prothom-Alo, Business Today etc.
- vii) **Different Head Hunting Agencies** like; Monwar Associates.
- viii) Different Educational Institutes; Universities and Colleges where the relevant courses are available.
- ix) Sometimes the Vocational Training Centers are more effective in case of junior level technical position.
- x) Recommendation from the existing employees.
- xi) If DBL feels, they pick candidates from the interneers. As the interneers get introduced with various policies, procedures practiced in DBL Group and familiar with the culture of the Company, sometimes the HR Headavoidsthe time consuming recruitment and selection procedure and picks the right person from the interneers. In this phase they pay more emphasis on the interneers.

Step 7: CVs screen by Hiring Team and send to Line Manager and Unit HR:

According to JD, the Hiring Team screens CVs from both internal and external sources and then sends the selected CVs to the Line Manager (supervisor of the vacant position) and the respective Unit HR.

Step 8: CVs shortlisted by Line Manager & send back to HR:

As the Line Manager finalizes the JD, he is the authority to select the CVs. Once the Line Manager gets the CVs, he shortlists those and the selected ones are sent back to the HR for further following steps.

Step 9: Interview Committee formed and fix initial interview date & time:

In this step an Interview Committee is formed to pick the right candidate. The Interview Committee forms with the Line Manager, Departmental Head (if required) and as a cross functional person HR representative also remains there.

Step 10: Prepare written test question and reviewed by Line Manager:

Line Manager knows better which activities to be executed by the hired person, so he finalizes the written test question to be sure about the required expertise of the candidate on relevant arena.

Step 11: Contact with the applicant and prepare CPS / Assessment Sheet:

In this step the HR executive (Recruitment & Selection Division) invites the candidates for the primary interview through SMS mentioning the details about the position for which the interview would be taken, interview-venue and time. The CPS / Assessment Sheet is prepared to be filled up by the interview panel.

Step 12: E-mail invitation sent to the interviewers:

In this step the HR Dept. invites the interviewers through email to sit for the interview at the specific venue on the specific date.

Step 13: Conduct initial Interview:

This is the initial interview of the applicants. In this step a written test is conducted which might take place at Factory premises or Corporate Head Office based on the requirement.

Step 14: Invite initially shortlisted candidates for final interview and prepare CPS.

The candidates allowed in the initial written test are invited for the viva or final interview. In this part the candidates are diagnosed a bit practically. DBL Group uses a Candidates' assessment sheet named "CPS" forms in Final Interview. It's an assessment tool during interview.

Step 15: Conduct Final Interview:

In this step the candidates are treated with CPS forms. They are filtered and compared with each other through this tool "CPS Form"

i) Planning & Organizing

Here the interviewers test about the Planning & Organizing skills of the candidates. Sometimes candidates have to prove themselves through any given case study or their (candidates) visionary thoughts only.

ii) Analysis / Judgment:

Candidates' analytical or judgmental view is clarified here. Interviewers may pick this idea through some questions or case study also.

iii) Product / Job / Professional Knowledge:

Candidates' knowledge about the respective Product or Job is verified here. Professionalism is also checked.

iv) Interpersonal / Communication Skills:

No one can work alone, H/she has to interact with the professionals within the Company, outside of the Company and finally within the society also. If H/she is not well conversant in manner this ill communication skill may cause hazardous situation in organization. So this should be checked in the initial stage. This interpersonal or communication skill is so important for professionals that despite of being highly expert in relevant field any one may fall down due to this shortcoming.

v) Coaching / Motivation/ Attitude:

If the applicant is a good motivator, it's verified here.

vi) Leadership:

Applicant's leadership is screened here. Candidate might be requested to describe his past leadership story or he might has to solve a case study regarding this issue.

vii) Self Career Development:

It's justified here if the applicant is happy with his present professional status or has a dream to develop won career. If some one dreams, definitely he'll succeed if he pays effort to this dreams. This development is good for the organization also.

Step 16:Preparing Comparison Sheet with existing employees for salary negotiation:

A comparison sheet is prepared to make a fair judgment to negotiate the salary. As this comparison is executed there is no chance of injustice. To avoid any demotivation within existing customers this is an effective tool.

Step 17: Salary negotiation with the selected candidate (s):

In this step salary negotiation is done.

Step 18: Recruitment Approval Checklist (RAC) prepare and approve by Head of Operations, ED-GHR and MD Sir:

In this step it's shown that the recruitment is raised from proper channel and in every step it was just followed with all predefined steps and approval. This RAC is the evidence that the employee requisition is come from the appropriate source and finally the candidate is hired with all approvals. If someday any question arises regarding this recruitment and selection; this document will prove that it's not invalid, not from any unethical biasness.

Step 19: Academic and Experience Certificate verification:

In this step all academic and experience certificates are verified. Certificates are verified through online and experience certificates might be verified through cross check with the mentioned Organizations. The verified Certificates are then received by the respective HR personnel.

Step 20: Prepare Offer Letter and Medical Letter and approve by Head of Operation:

When all the certificates are verified and he is proved, the HR Dept. prepares Offer Letter mentioning major terms and conditions and Medical Letter. All are approved by Head of Operations.

Step 21: Offer Letter given to the selected candidates and sent for Medical Test.

The Offer Letter is given to the selected candidates. The Medical Letter is also given and sent to the prefixed Prescribed Lab (Jinnat Apparels) for diagnosis of the newly selected candidate.

Step 22: Prepare Appointment Letter and approve by ED-Group HR.

Appointment Letter is prepared and it's approved by ED- Group HR.

Step 23: E-mail sent to respect HOD for Transport, Dormitory and computer facility:

The Head Of Department (HOD) is notified for providing Transport, Dormitory (if needed) and computer facility through email.

Step 24: Employee ID no. create from Envision for new joiners and e-mail sent to supplier for New ID Card:

The Recruitment team creates New ID for new joiners and mails to the supplier for the New ID Card.

Step 25: Invite selected candidate to attend orientation and handover the Appointment Letter:

Orientation program is arranged. The selected candidates are invited to attend the Orientation Program. In this program, the Recruiting Head, Operations Head, Training Head and The Head of HR give their speech to make the new joiners familiar with the Company culture, environment, rules & regulations etc. In this program the new joiners get introduced with each other.

Step 26: Documents received and communicate with the Bank to create Bank Account for New Joiners:

Salary is paid through Bank. So if the new joiners have not Account in DBL Group's assigned Bank, the Organization opens new Bank Accounts for the new joiners.

Step 27: New joiner's information sent to plant HR and respective HOD for successful placement:

All the relevant information about new joiners are sent to plant HR and the respective Head Of Department (HOD) for a successful onboarding.

All the above mentioned steps of Recruitment Division are executed through Oracle Software.

Orientation:

Orientation is the introducing ceremony of the new joiners. In this program all new joiners get informed about the management view, mission and vision, value, the existing norms, culture of the Organization and they get introduced among themselves as well. The orientation program of DBL Group is as below:



Employee Orientation Program

Date: 20 August 2019

Time: 09:15 AM - 12:15 PM



Employee Joining, Registration

Time: 09:15 AM – 10:00 AM (45 minutes)

Mohammad Asifur Rahman



Knowing each other

Time: 10:00 AM – 10:15 AM (15 minutes)

Tania Sultana



DBL Group: Vision, Mission & Values

Time: 10:15 AM – 10:45 AM (30 minutes)

Md. Mamunur Rashid



Employee Engagement

Time: 10:45 AM – 11:15 AM (30 minutes)

Shyamal Bhattacharjee



Organizational Policies and Procedures

Time: 11:15 AM – 11:45 AM (30 minutes)

Tafazzal Hossain



Message from Head of HR Operations

Time: 11:45 AM – 12:15 PM (30 minutes)

Biplob Barua

The harder you work for something, the greater you'll feel when you achieve it.

Figure 8: Orientation Program Flyer, DBL Group

2.4.Operations Division:

In this division HRD operates different types of operational activities like ; performance management, that's – preparing role profile, performance evaluation, performance improvement planning, KPA, KPI, PEACE,9 box, Succession planning, Career path, grievances handling, settlement, exit interview etc.

2.4.1. Role Profile :

Role profile describes the required Educational Qualification, JD (Job Description) Employees Principle duties, with whom he / she will work, will report to whom job specification, Behavioral Competencies.

2.4.2. Updating personnel files:

We updated personnel' files upon the Company's requirement. In a personal file all relevant information of an employee are kept. Those are – Approved Employee Requisition form / RAC (Recruitment Approval Checklist) Advertisement's hard copy, Role Profile, Job Description, Questionnaire, Answer sheet, Interview Assessment Sheet, Offer letter, Medical test report, Appointment letter, Application For Employment, Employee's Academic Certificates, Release Order from previous Organization, Experience certificates, NID, Photograph, Key Performance Indicator (KPI), Performance Evaluation And Career Enhancement (PEACE), Promotion letter, Documents of disciplinary action if any, Transfer letter, Any reward certificate, Training Need Assessment (TNA) document.

2.4.3. Auditing personnel file –

To audit personal files was also a part of our jobs. We would check if all required documents are preserved in a file. We gave input to the softcopy from the preserved files.

2.4.4. Performance management system:

a) Individual Goal Setting:

Here each individual sets own target to be filled up within a specific timeframe. The Key Performance Area (KPA) and Key Success Factor (KSF) are also mentioned at the initial stage of goal settings. After the certain period, the individual's performances are rated based on his goal- setting which must be align with SMART process. SMART is such a process where the result is Specific, Measurable, Achievable, Realistic and within specific Time. In

SMART matrix each item is figured out in facts & figure. So it's too important to set the Individual Goals with SMART Matrix.

b) Performance Improvement Planning:

Every employee is not a good performer. Some are average and some are below performers. In case of average or below performers DBL plans for Performance improvement. The employees' shortfall is recognized and he's cared through a guideline. His development is monitored twice between the planned time but no evaluation is done here.

c) Key Performance Indicator (KPI)

KPI is the Indicator of employees' performance. In KPI, one's yearly performance is targeted at the beginning of the year and at the end of the year H/her actual performance is compared with the projected performance and also evaluated by the supervisor.

d) Performance Evaluation And Career Enhancement (PEACE) – Here employees' performance evaluation is conducted and also described if any performance or behavioral lacking is found along with if any training is suggested.

e) 9 BOX Matrix: It's a performance evaluation tool. It's done based on PEACE. Potential lies in vertical axis whereas Performance lies in Horizontal axis. Based on the

rating of performance and potential an employee is recognized and evaluated.

9 Box Performance - Potential Matrix

		High	Moderate	Limited	
Potential	High	10%	15%	Maximum 10%	
		1C (3/1) 71% - 80%	1B (3/2) 81% - 90%	1A (3/3) 91% - 100%	
		High Potential Poor Performer	High Potential Good Performer	High Potential Outstanding Performer	
	Moderate	10%	Maximum 25%	15%	
		2C (2/1) 71% - 80%	2B (2/2) 81% - 90%	2A (2/3) 81% - 90%	
		Moderate Potential Poor Performer	Moderate Potential Good Performer	Moderate Potential Outstanding Performer	
	Limited	Maximum 5%		10%	
		3C (1/1) 0 - 50%	3B (1/2) 51% - 70%	3A (1/3) 71% - 80%	
		Limited Potential Poor Performer	Limited Potential Good Performer	Limited Potential Outstanding Performer	
		Poor	Good	Outstanding	
		← Performance →			

Box Name	Box No.	Overall Rating by Weightage Average	Employee Category	Condition
1A	3.3	91% - 100%	High Potential Outstanding Performer	Overall rating
1B	3.2	81% - 90%	High Potential Good Performer	When Potential Rating > Performance Rating beyond the range 81% - 90%
2B	2.2	81% - 90%	Moderate Potential Good Performer	When Performance rating will be 81% - 90%
				When Potential rating will be 81% - 90%
2A	2.1	81% - 90%	Moderate Potential Outstanding Performer	When Performance Rating > Potential Rating beyond the range 81% - 90%
1C	3.1	71% - 80%	High Potential Poor Performer	When Potential Rating > Performance Rating & Potential Rating > 75%
2C	2.3	71% - 80%	Moderate Potential Poor Performer	When Potential Rating > Performance Rating & Potential Rating <= 75%
3A	1.3	71% - 80%	Limited Potential Outstanding Performer	When Performance Rating > Potential Rating
3B	1.2	51% - 70%	Limited Potential Good Performer	Overall rating
3C	1.1	0% - 50%	Limited Potential Poor Performer	Overall rating

Table 3: 9 Box (Source: DBL Group)

2.4.5. Dashboard on Recruitment & Selection:

Dashboard is the reflection of actual output against input. For example- DBL Group called 450 Applicants against 50nos. vacant positions but finally appointed 43 nos. within time. The graphical presentation of this data with percentage of success is called Dashboard. Management can get a clear overview of performance procedure that's the outcome through this Dashboard.

2.4.6. CTC:

Cost To Company. CTC is used here to compare how much the Company invested for the employee and what is the feedback or return against this investment. The annual total investment of the Company against an employee is called CTC. Different overhead investment is not fixed here, it varies from Company to Company upon their payment policy.

CTC

Head	Amount (Tk.)
Basic Salary	60000
HRA (40%)	24000
DA (25%)	15000
Special Allowance	36000
Medical Allowance	18000
<hr/>	
Sub-Total (A)	153000
EPF (Employer Contribution)	3000
<hr/>	
Sub-Total (B)	3000
Performance Bonus (10%)	6000
<hr/>	
Sub-Total ©	6000
Gross Salary (Per month) (A+B+C)	162000
<hr/>	
CTC (Yearly)	1944000

Figure9 : CTC Template

2.4.7. Compensation and Benefit Management:

Every Organization has its own compensation and benefit management policy. A compensation philosophy is simply a formal statement documenting the company's position about employee compensation. Compensation philosophies are developed by the combined efforts of HR Dept. and the executive team.

The philosophy is based on many factors. The Compensation and Benefit management program of DBL Group is furnished in Appendix -2 , page no. 55.

2.4.7. Succession Planning: Generally it happens in case of critical position. If a critical position is vacant then Organization needs a substitute personnel in that position. Generally HR Manager takes the initiative and prepare the successor of the senior position.

2.4.8. Career Path: In career path there is a scope to develop own career remaining in the same Organization. Like today's Junior might be the GM in an organization if there is a career path.

2.4.9. Settlement:

When an employee discontinues H/her service with the company then H/her final financial and administrative settlement is executed, this procedure is called settlement. Company provides H/ her Release Order, Experience Certificate and clears all payment issues.

2.4.10. Exit Interview:

The Company gives emphasis on leaving employees opinions. Generally employees always search for a better job for themselves. If they get a satisfactory one, leave the existing job. Sometimes the reason is not a new job, it might be dissatisfaction with the present job also.

So if the employees feel comfort to tell the real cause of leaving the job, it might be better for the company to find out their drawback that causes employee turnover. Once the weak point is found, DBL Group may take initiatives to overcome the problem that may reduce their employee turnover in future.

2.4.11. HR Audit:

The HR Audit is a comprehensive method of objective and systematic verification of current practices, documentation, policies and procedures widespread in the HR system of the organization. An effective HR audit helps to recognize the needs for improvement and enhancement of the HR function. It also guides the organization to maintain compliance with ever-changing rules and regulations. Thus HR audit helps to analyze the gap between ‘what the current HR function is’ and ‘what should be/could be the best possible HR function’ in the organization. To analyze this gap DBL Group prepared a standard Questionnaire which gets executed annually.

HR Audit Questionnaire:

The HR Audit Questionnaire is described in Appendix -3, page no. 59..

2.5.Training& Development Division:

Based on the deviation between actual performance and Job Description the linemanager determines if an employee is supposed to go for a training. Organization’s development depends on the expertise of employees. Employees should be developed through proper relevant trainings. The line manager assesses the performance and furnishes a Training Need Assessment (TNA) which directs the type of Training the employee should get. Training might be inhouse, on the job, off the job or overseas. Training is mandatory to upgrade any existing performance. To execute Training Program, Training Module is a must.

Types of Training:

There are different types of training.

a) On the job training:

This type of training is provided at the workplace. Employees also get a hands-on experience using machinery, equipment, tools, materials, etc. This training teaches how to face the challenges that occur during the performance of the job. An experienced manager delivers his job related knowledge and skills among the new joiners. As this training are delivered at the workplace , the employees remain stress-free which might not happen in a classroom.

b) Off-the –job training:

When employees are taken away from their workplace to be trained up that type of training is off-the-job training.

Common traits of off-the-job training are:

- Distance learning / evening classes.
- Day release (employee takes time off work to attend a local college or training centre)
- Sponsored courses in higher education

c) Overseas Training:

When employee moves to abroad for training is called Overseas Training. The purpose of the overseas training is to learn various specific technologies, management techniques and universal business management methods through lectures, facility visits, practical exercises and discussions in a short period (around 2 to 14 days).

Training Needs Assessment:

To execute any training a TNAmust be done properly. A TNArecognizes individuals' current level of competency, skill or knowledge in one or more areas and compares all these with the

required standard established for their positions within the organization. The deviation between the existing and required competencies can help determine training needs. Random Training without any needs analysis is just loss of most valuable time and money. A random training is never fruitful for any individual and for the Company as well. For a effective training TNA is a must. There are different established format of TNA, but it's not mandatory for any Company to follow those exactly, cause they customize those according to their own requirements and naturally the requirements vary from Organization to Organization according to their business.

To conduct a TNA we must consider some vital issues and it's conducted through few steps like:

Step 1: Identify the Business Need

The person conducting the training needs assessment must clearly understand the overall organization and department goals and priorities, so he or she can properly assess the training options and identify which training opportunities will contribute most to the overall success of employees, the business units and the organization as a whole (<https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/conduct-training-needs-assessment.aspx>).

Essentially, why is the organization conducting a training needs assessment? What is the end result that the employee, manager or executive team is trying to accomplish? Will training contribute to this accomplishment? Sometimes job analysis, goal clarification, reorganizing or realigning a department, or employee engagement is required to find out the answers.

Step 2: Perform a Gap Analysis

Gap Analysis means the assessment of deviation between the existing and the desired state. There are different methods to conduct a gap analysis. The method depends on the organization and the situation. Based on the situation, we may use one or more gap analysis methods. Some gap analysis assessment tools are:

- **HR records:**

HR records can include accident and safety reports, job descriptions, job competencies, exit interviews, performance evaluations and other company records

such as production, sales and cost records. For example, if a department has a dramatic increase in workplace accidents, then it would be important to review accident reports as part of the gap analysis prior to conducting safety training.

- **Individual interviews:**

Individual interviews may be conducted with employees, line manager, supervisors, senior managers and even sometimes clients/customers or outside vendors. If an organization is providing safety training, talking with the employees who not only had the accidents but also witnessed the accidents would be advisable

- **Focus groups.**

Unlike individual interviews, using focus groups involves simultaneously questioning a number of individuals about training needs. Best results occur with a department or group of employees who have similar training needs.

- **Surveys, questionnaires and self-assessments.**

Surveys generally use a standardized format and can be done in writing, electronically or by phone. For example, when conducting a customer service training needs assessment, employers should ask employees what would help them provide better customer service. Employers should also obtain opinions from customers about their experiences with employees.

- **Observations.**

Here the supervisor observes directly and give input, on-the-job simulations of work settings, and written work samples.

Step 3: Assess Training Options

The gap analysis generates a list of training options and needs. Now the list can be assessed based on the goals and priorities of the organization, both currently and in the future.

A scale of 1 to 3 could be used with number 1 being critical, 2 being important and 3 being not important at all. Here are factors to consider when determining if training is a viable option. To select a training among few options the following issues should be considered:

- Solution to a problem.

- Cost:

$$\text{Cost} = \text{Number of Employees Trained} \times \text{Cost of Training} = \text{Total Cost of Training}$$

- Return on investment.
- Legal compliance.
- Time.
- Remaining competitive.

After all the training needs/options have been assessed, the HR professional will have a list of training priorities for individual employees, departments or the organization as a whole.

Step 4: Report Training Needs and Recommend Training Plans

The next step is to report the findings from the training needs assessment, and make recommendations for short- and long-term training plans and budgets, starting with the most critical priorities from the training option list. The report should include a summary of why and how the assessment was completed, the methods used and people involved, and the training recommendations with a general timeline.

Considerations for the report and recommended training plans include:

- What training is already being offered, and should it continue to be offered?
- Will the training be conducted in-house or externally?
- Does it make sense to bring in a trainer to train several employees on the same subject matter, rather than send everyone to an off-site training?
- Does the company have the subject matter expertise within HR, the training department or another department to conduct the training?
- Can and should the training be conducted online?
- What is the learning style of the participants?
- Are all participants at one location or multiple locations, or are they decentralized?

TNA format:

Major tasks of Position	Existing KSA	Required KSA	Training/ Skills Development Required?		If yes, identify what training needs exist	How will this be achieved?(on the job, external training)	When?	Who to organize? Training provider
			Yes	No				
What do we want to achieve in the period ahead?								
Where can we/you see your career moving in the next 3 years?								
How are we going to make this happen?								
What will you need from the company to assist you to reach your career goals?								

Table 4: TNA Format

Leadership & Talent Management Programs of DBL Group:



Figure 10: Leadership & Talent Management Program

Career Development Programs:

i) Future Leadership Development Program:

DBL Group is devoted to create opportunities for potential individuals who struggle to learn, grow and succeed as future leaders. Future Leadership Development Program (FLDP) equips employees with networking, mentoring, training and learning opportunities to connect employees with success. It emphasizes new potentials in leadership pipeline to lead DBL with new dimensions in future.

ii) Employee of the Month (EOM)

At DBL, it is believed that recognition of outstanding achievements boosts up employee engagement and performance. They introduced “Employee of the Month” program where the extraordinary performer gets appreciated for their remarkable jobs which are really contributory to the Organization.

iii) Internship Program for Fresh Graduates:

DBL Group welcomes fresh graduates who want to add new skills to their knowledge base and gain success through passion, dedication, and hard work. They offer extensive internship opportunities both in the corporate and industrial platforms which aim at introducing students with the practical work environment related to their field of study.

Knowledge Management Programs:

When employees perform, knowledge transforms into skills which makes a difference. In DBL the employees frequently utilize their knowledge in actions. Thus they enhance their knowledge.

i) Quality Control Circle:

The Quality Control Circle is a management concept originated in Japan in 1960s which enabled Factory workers to study systematic problem solving methods and encouraged them to form into small groups that followed a methodical procedure to identify, analyze, find root causes of defects and quality problems and implement solutions (Handout from DBL Group, Training & Development Division). In DBL Group, each department of each unit is divided into few groups having few team members. The groups are formed to develop their existing capacity in own area. They fix a goal and execute various activities to achieve the goal which are related to organizational vision and mission. Basically these are production related. The teams have been competing internationally and won reward several times (Handout, Training & Development Division, DBL Group).

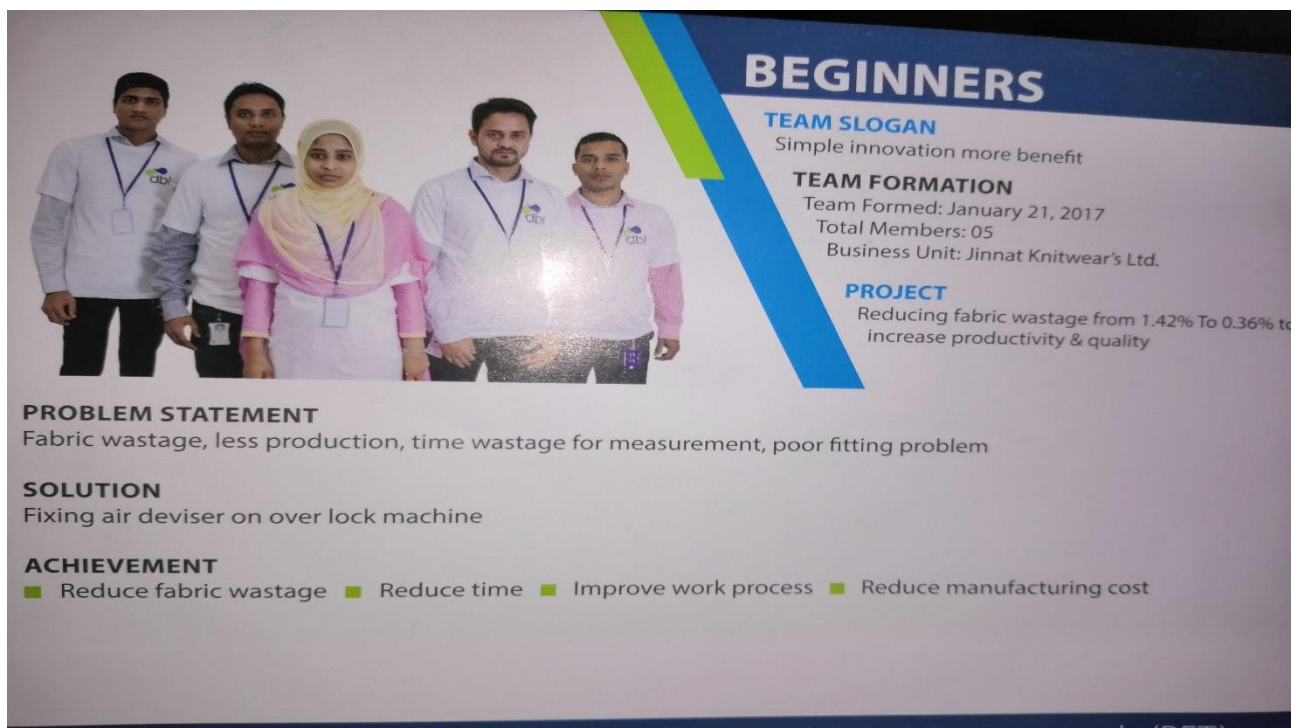


Figure 11: QCC Practice (Source: Magazine on QCC in DBL Group)

The idea was introduced to process innovation and to add fuel to the leadership skills as well. At the starting in 2014, DBL Group had only 2 (two) Quality Circles, which is 122 now and is expected to be 200 by 2020 (DBL Group, Training & Development division).

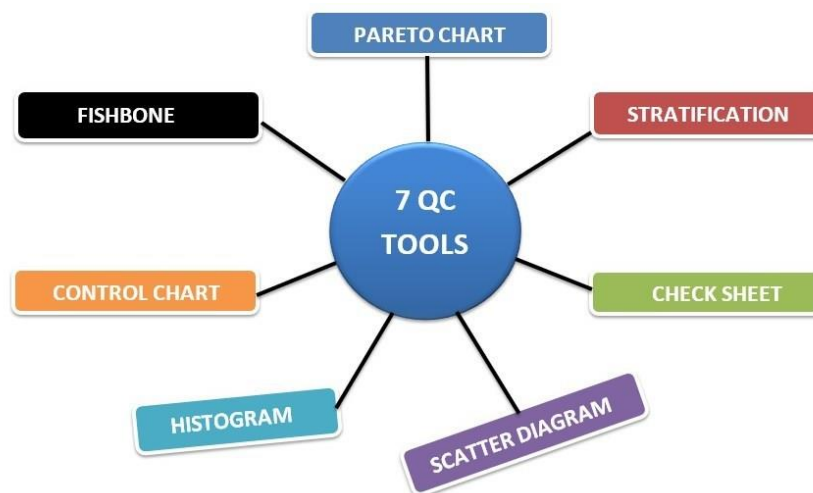


Figure 12: Quality Control tools

There are seven (7) basic tools in quality management. Those are

1. Check sheet
2. Control chart
3. Stratification (alternately, flow chart or run chart)
4. Pareto chart
5. Histogram
6. Cause-and-effect diagram / "fishbone" or Ishikawa diagram
7. Scatter diagram

Among the seven (7) QC tools the Pateto Chart, Fishbone and Histogram are mostly used in DBL Group.

a) Pareto Chart:

A Pareto chart is a bar graph where the lengths of the bars represent frequency or cost (time or money), and are arranged with longest bars at the left and the shortest at the right. Pareto Chart is extremely useful for analyzing what problems need attention first because the taller bars on the chart, which represent frequency, clearly illustrate which variables have the greatest cumulative effect on a given system. In this way the chart visually shows which situations are more significant.

When To Use Pareto Chart:

- When analyzing data about the frequency of problems or causes in a process
- When we want to focus on the most significant among different causes
- When analyzing broad causes by looking at their specific components
- When communicating with others about own data

The Pareto principle, also known as the 80/20 rule, is a theory maintaining that 80 percent of the output from a given situation or system is determined by 20 percent of the input.



Figure 13: Pareto Chart

This Example shows how many customer complaints were received in each of five categories.

If all complaints cause equal distress to the customer, working on eliminating document-related complaints would have the most impact, and of those, working on quality certificates should be most fruitful.

b) Fishbone Diagram (Cause-and-effect / Ishikawa diagram):

Root cause analysis is a structured team process assists in identifying underlying factors or causes of an adverse event or near-miss. Understanding the contributing factors or causes of a system failure can help develop actions that sustain the correction. This cause and effect diagram is often called “The fishbone diagram” which help to brainstorm to identify many possible causes for an effect or problem. It can be used to structure a brainstorming session and immediately sorts ideas into useful categories.

A Fishbone Diagram is a visual way to look at cause and effect. It is a more structured approach than some other tools available for brainstorming causes of a problem. The problem is displayed at the head or mouth of the fish. Possible contributing causes are listed on the smaller” bones” under various cause categories. A Fishbone diagram can be helpful in identifying possible causes for a problem that might not otherwise be considered by directing the team to look at the categories and think of alternative causes.

When To Use A Fishbone Diagram:

- When identifying possible causes for a problem
- When a team’s thinking tends to fall into ruts

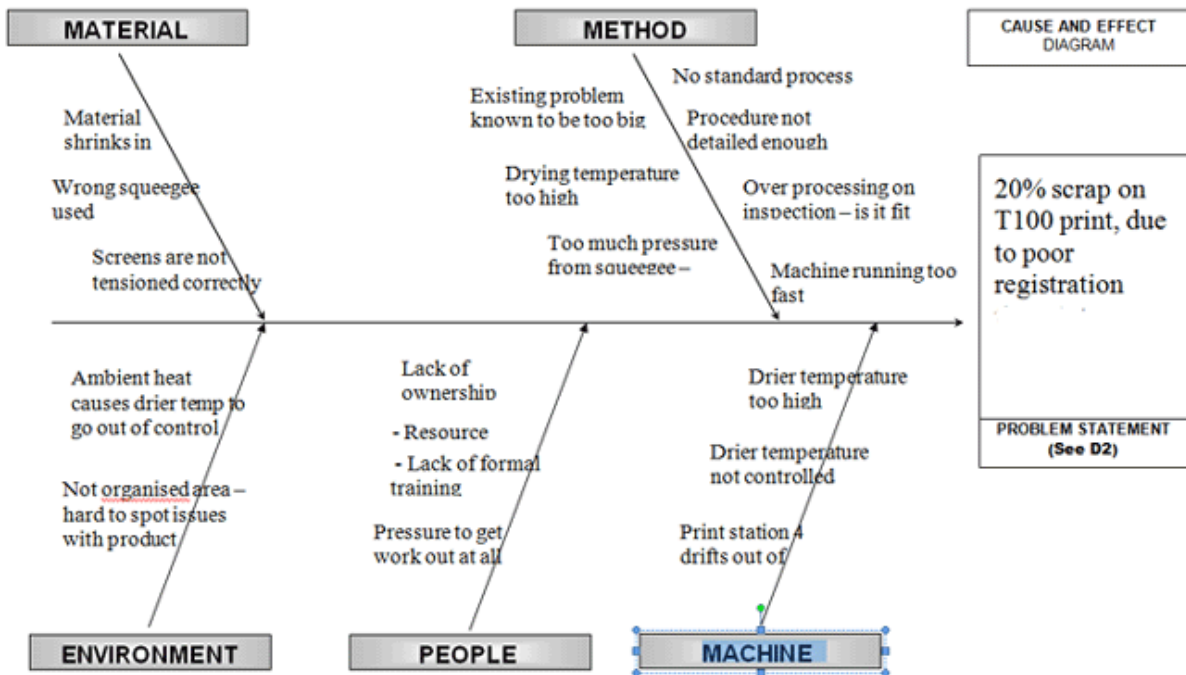


Figure 14: Fishbone

c) Histogram:

The histogram is a popular quality management tool with many applications. It can help us visualize data in a comprehensible manner that can communicate complex ideas across the board. This ensures that not just higher-ranking experienced ones in data analysis, also everyone in the organization will understand the implications of certain actions. That's why histograms are so commonly used in corporate presentations and other similar contexts

In a Factory the ratio between quality defects per hour and it's Frequency is easily displayed in this below mentioned Histogram

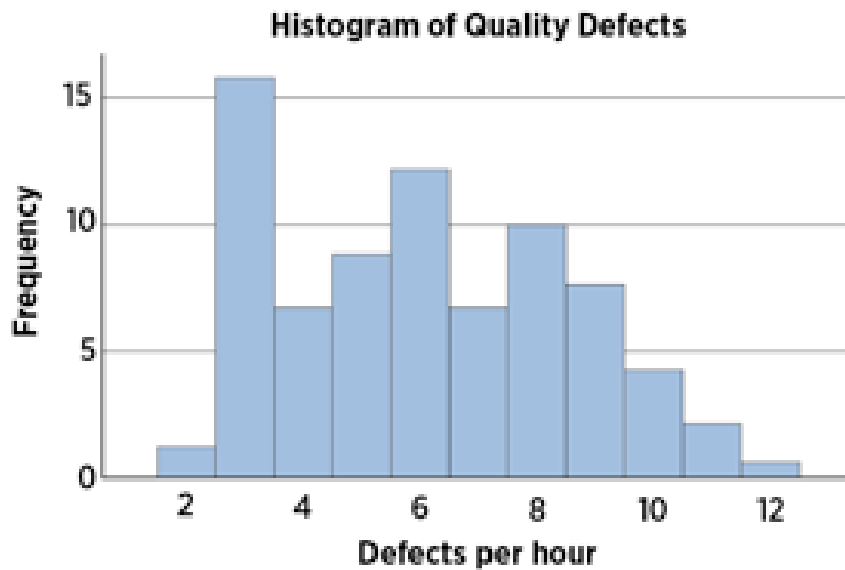


Figure 15: Histogram

ii) Collaboration with Education and Research Institute:

For sustainability and continuous development research is an integral part. DBL Group cares about learning from experts and spread the learned knowledge among the people. They maintain a strong relationship with local and foreign education and research institutes.

Learning and Development Program:

DBL Group believes that creating and developing learning and development strategy supports organizational success. DBL's learning & development strategy outlines sustainable strategy to enhance the workforce's capabilities, skills and competencies to remain competitive in the market. Management and Non-management employees of DBL Group go through with both on the job and off the job training with interim interventions that has mingle of technical skills and human behavioral skills for present and future mobility.

Chapter 3: Critical Assessment of Internship Work

3.1 Application of generic and industry specific courses during internship

In our generic specific course, we learnt on different subjects but specially the HR management course helped me a lot to focus on the Corporate HR of DBL Group. I found how to work remaining within a team to contribute a company.

Teamwork- In HR, teamwork is a vital issue, when the workforces feel themselves part of the organization they become loyal to the company and put their best effort. Company has a specific vision to be gained by the full effective teamwork. I learnt about leadership, leadership styles those were included in our course. In HR Dept. Mr. Biplob Barua is the team leader here, he has the quality to lead the whole team.

Lean- Lean is practiced here. All supplies and logistic supports are used here upto their necessity only. The interior decoration is also mostly used.

Line balancing – In Industrial Engineering we found that in line balancing work is distributed equally within the whole team to avoid any imbalanced (Idle time in a workstation and Simultaneously rush in another work station) situation. In this HR team all are engaged equally and all works get done perfectly. We the internees were also under the same umbrella.

Quality Management – DBL Group tries to maintain quality Documentation. All steps of HR (Recruitment, Operation along with Training & Development) are done systematically. Each step has it's supporting documents to avoid any unauthorized claim.

Costing & Accounts/ Law – Cost To Company (CTC) refers to the total cost of a company of a year incurred against an employee. To calculate CTC we have to have idea about costing. In this CTC calculation we have to follow Bangladesh Labor Act 2006 (For Tax Issue)’

Organizational Environment – We found a cross cultural and diversified environment here.

People here are of different business units, they are engaged with various kinds of job here. People came from different locations of the country and here the job station became a cross cultural environment.

Marketing – We had to make Role Profile, KPI, Performance Evaluation and Career Enhancement of HR and Sales & Marketing team which was a reflection of Marketing and HR course also.

Communication Skills – We had to write email regularly to our mentors. They would give me assignments and we would provide them the feedback through email.

Computer Skills – In the course “Computer skills” we covered MS Word, Excel and Power-point as well. Here we had to report in MS Word, Excel and Power point.

3.2 Suggestion (s) for industry improvement (Based on Internship)

HR Budget-

The funds that HR allocates to all HR processes enterprise-wise is called HR Budget. These processes are; Hiring, Salaries, Benefits, Talent Management, Training, Succession Planning, workforce engagement and employee planning.

If Budget is prefixed it can't affect a Company negatively. If there is no forecasting it might go beyond the Company's feasibility that finally may cause cost cutting resulting loss of valuable employees. To avoid such disappointing matter HR should fix a budget.

Team Reward –

DBL Group has the provision of rewarding employee as “Employee Of the Month”. But we may bear the sense that no one can achieve success solely , teamwork is a must. To go beyond the existing success DBL may start the provision of team rewarding. If team is rewarded , every team will work loyally that will result more achievement. Not only that, if the supporting team towards the winning team is also rewarded that'll make a better result.

Monetary reward is not essential in this issue. The winning team might be rewarded with a day out. It might be refreshing, inspiring and wont cost more to the company as well.

File Management –

File management be more organized. DBL Group has 23 concerns, if the files of different concerns could be kept in different colored (should be mentioned or listed in an individual file) files those might be recognized easily that would definitely save time and certainly this will be helpful to avoid any mess up.

Psychological test-

Peoples are not transparent always, H/she always tries to hide won shortcomings, psychological test may be applied to pull out the hidden portion of someone's personality that might be helpful to select a more efficient applicant. Only knowledge, education, skills and experience are not well enough to be fitted with the company requirement, emotional intelligence definitely will add more value towards a person's other visible qualities which is found through psychological test only.

Maternity Leave–

Maternity leave practiced here (DBL Corporate Office) is neither aligned with the Govt.'s rule (24 weeks/ 6 months) nor with the Labor Law 2006 (16 weeks / 4 months). In DBL Corporate practice the maternity leave is of 3 months or 12 weeks and if anyone wants to enjoy more leave, she may take leave without pay. (Source, HR Executive). This policy might be a bit revised. If the females here feel themselves underprivileged they won't feel fully committed. An uncommitted employee is never an asset of any organization. If employee is asset to the company that's the best achievement of any organization. So, DBL Management may put emphasis on this issue.

Frequent communication within team-

The HR team must be interactive. Each information should be disseminated immediately within the team if required, otherwise any information lacking may cause conflict within the team. If anyone feels conflict at any matter and they can't come out with a proper solution, they must consult with Head of HR, otherwise their negligence may fall the Head of HR in embarrassing situation which might not be solved.

3.3 Learning for self-improvement:

In 1st semester I have learnt Generic subjects and in 2nd the Industry specific subjects. This internship is the reflection of the learning of 1st& 2nd semesters where I could link the previously studied subjects with real scenario. Here I learnt how to execute the academic learning in business organization.

Chapter 4: Conclusion

4.1 Summary and Discussion

In this internship at DBL Group, I tried to make a link with the previously learnt courses in 1st& 2nd Semesters. This is a leading group in our country that contributes a remarkable portion to RMG Sector of our country. HR Division is well structured here and they always keep themselves updated with the gradually upgrading HR Policies. No biasness is activated here. This internship favored me a lot to gain the contemporary substantial HR policies.

4.2 Recommendations/Conclusion–

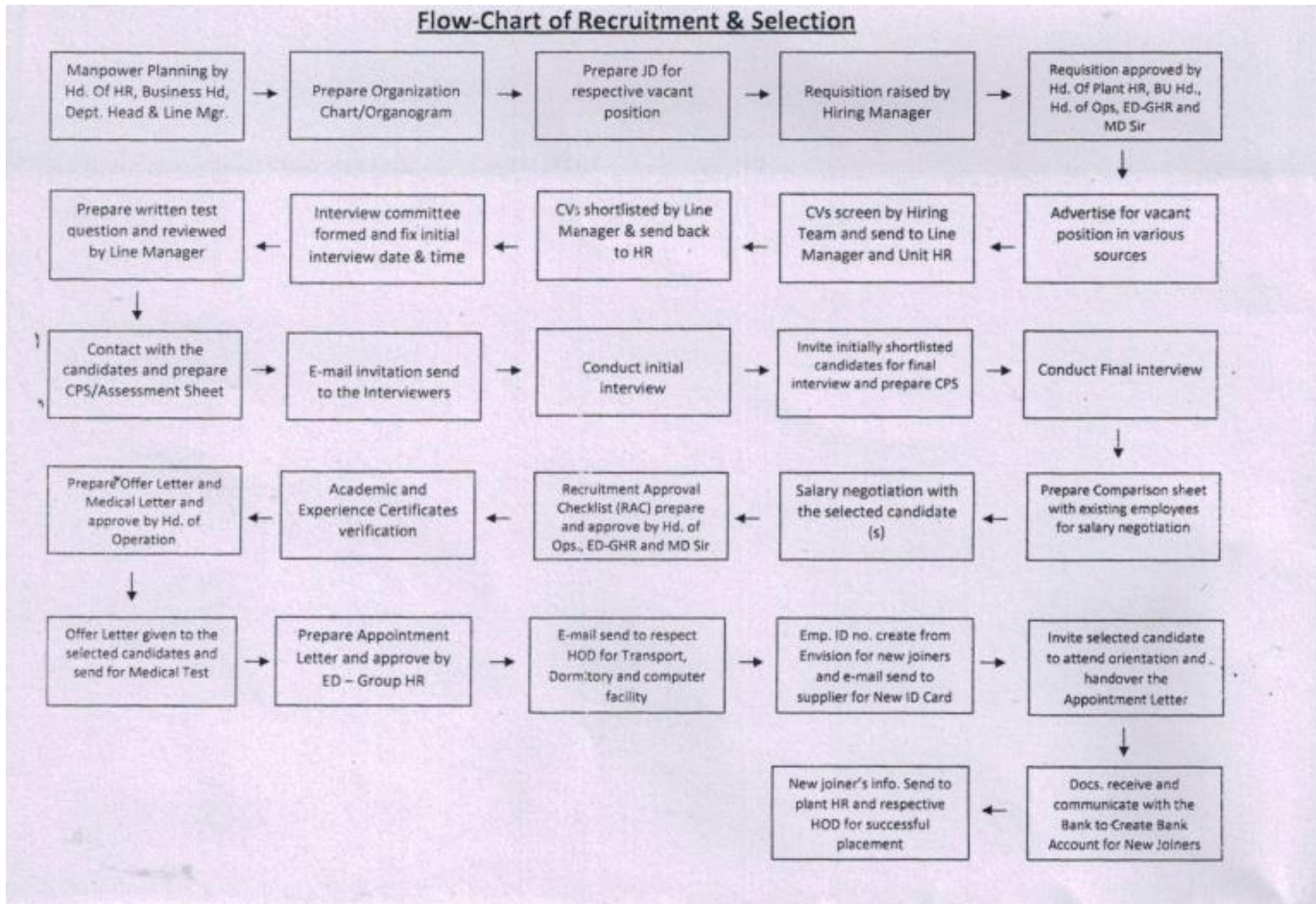
DBL Group is one of the most famous Groups in Bangladesh. It's already well-structured where the DGM, Group HR (Head of HR) is a real leader in my observation. Though the Company is self sufficient in infrastructure, I have mentioned some suggestions on their policy, and would expect if they may think about those for once even, will find those effective for the employer and employees also. Sky is the limit and no doubt DBL Group has a special acceptance to RMG sector; so only one statement I can add here that DBL group should try to go beyond their own boundary to contribute more to the RMG sector that will enhance our national economy.

References:

1. Knit Communiqué 2015
2. What is human resource? Available at <https://www.humanresourcesedu.org/what-is-human-resources/>. Accessed on July 15, 2019
3. All team members of HR Division in Corporate Head Office.
4. About us. Available at <http://www.dbl-group.com/about-us/>. accessed on 21st July 2019
5. DBL Group,2019. Available at <http://www.dbl-group.com/about-us/>. Accessed on July 15,2019)
6. The Seven Point Plan. Available at https://www.google.com/search?q=rodgers+seven+point+plan&tbm=isch&source=iu&ictx=1&fir=Xk62krUSCD1U8M%253A%252C3M42MPKZSJBR9M%252C_&vet=1&usg=AI4_-kQgyhZF4pj8QnJ7wPWWcf8eh_vx5Q&sa=X&ved=2ahUKEwjhgbiDz_LjAhVM8XMBHTpZA8wQ9QEwA3oECAkQBg#imgrc=33o8LQ9mYoaPtM:&vet=1. Accessed on August 8, 2019
7. What are the objectives of Human Resource Management. Available at <https://www.tuturself.com/posts/view?menuId=117&postId=1089>. Accessed on July 15, 2019.
8. How to conduct a training needs assessment Available at <https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/conduct-training-needs-assessment.aspx>. Accessed on August 22, 2019

Appendixes:

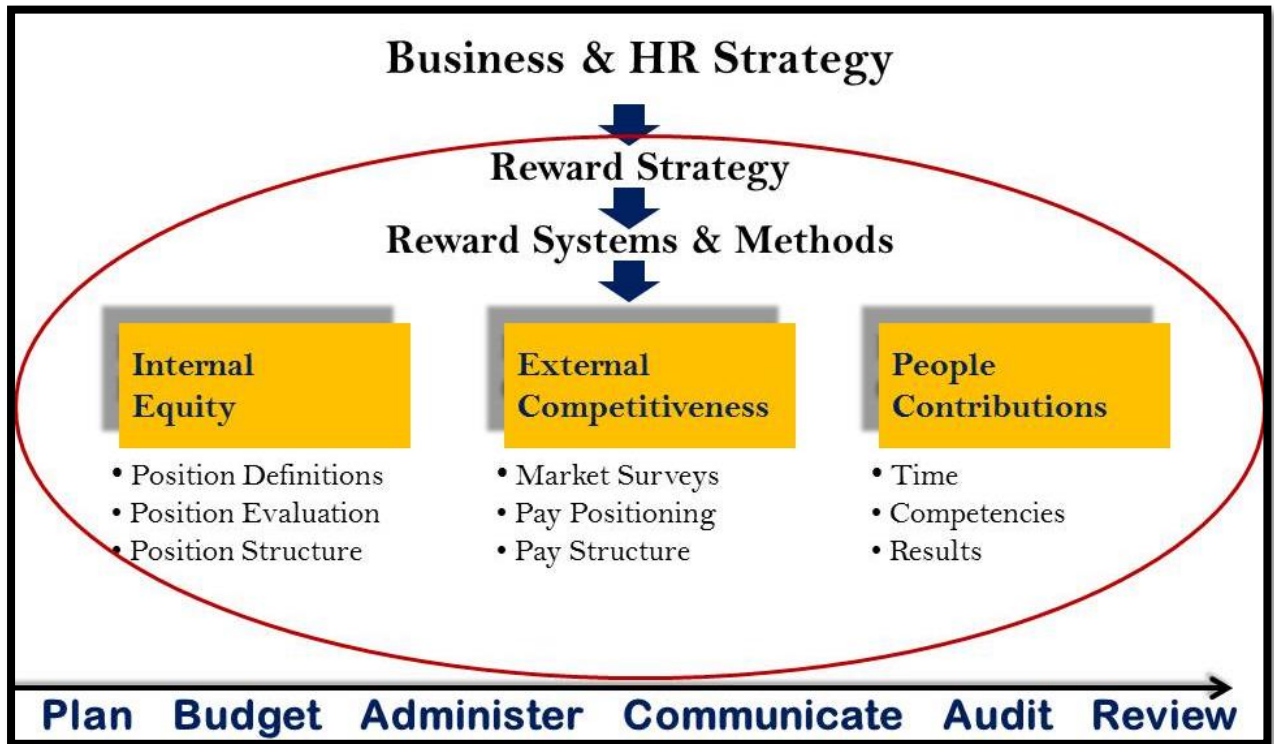
Appendix- 1



DBL Group , Recruitment Division

Appendix-2

Building Reward Management Plan



Compensation Philosophy

A compensation philosophy is simply a formal statement documenting the company's position about employee compensation. It explains the "why" behind employee pay and creates a framework for consistency. Employers use their compensation philosophy to attract, retain and motivate employees.

Compensation philosophies are typically developed by the human resources department in collaboration with the executive team.

The philosophy is based on many factors, including

- company's financial position,
- the size of the organization,
- the industry, business objectives,
- market salary information,
- the level of difficulty in finding qualified talent, and
- the unique circumstances of the business.

The compensation philosophy should be reviewed periodically and updated based on current factors affecting the business. For example, market conditions may make it difficult to find qualified talent in a particular specialization, and an employer may need to pay a premium for these candidates. If the employer's current compensation philosophy does not support this value, then the organization may need to change its philosophy to meet its current needs.

A well-designed compensation philosophy supports the organization's strategic plan and initiatives, business goals, competitive outlook, operating objectives, and compensation and total reward strategies.

When developing a compensation structure, an organization's compensation philosophy will determine how internal pay will compare to external competitors. There are several options when setting pay in relation to the relative market:

- Match the market by paying comparable wages.
- Lead the market by paying higher wages.
- Lag the market by paying lower wages.
- Use a combination of these three options.

Match the market

A common compensation strategy for employers is to set pay levels relative to those in the existing marketplace. By matching the pay rates of its competitors, the organization ensures its compensation structure remains competitive, therefore improving its ability to attract and retain top talent. Although this approach allows employers to better manage labor costs, it also has the potential of placing the employer in a position of having to play catch-up, requiring larger adjustments to the compensation structure during tight labor markets.

Lead the market

An employer may choose to offer compensation that is higher than the pay rates in the prevailing marketplace. This compensation strategy may increase the supply of candidates, increase selection rates of qualified applicants, increase morale and productivity, decrease employee turnover or discourage unionization efforts. However, prior to implementing a lead compensation strategy, an organization should identify the expected benefits, keeping in mind that this type of structure will increase overall labor costs. A lead strategy is often most appropriate for organizations located in highly competitive labor markets. Employers that

adopt such a strategy will need to monitor it closely to determine whether the anticipated benefits of the strategy are being realized.

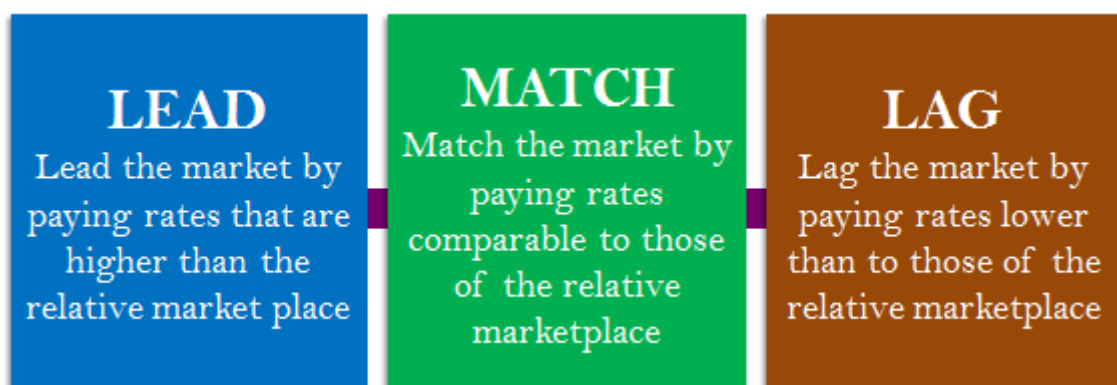
Lag the market

Organizations that choose to implement a compensation strategy that lags the marketplace may do so because they simply do not have the financial resources to pay higher rates. These employers may attempt to reward employees in nonmonetary ways to minimize dissatisfaction and turnover. This is not a common strategy as organizations that choose or are forced to set pay rates below the prevailing marketplace are much more susceptible to fluctuations in the labor market, risk greater difficulty in retaining and attracting highly qualified candidates, and typically experience higher rates of employee dissatisfaction, poor performance and turnover. In rare circumstances, an employer may be so highly sought-after due to their brand reputation or other factors that they are able to pay lower wages without realizing this negative impact.

Use a combination of options

For many organizations, a combination of these options may be most appropriate. For example, an employer may choose to lead the market during tight labor markets or only for specific positions that are difficult to fill. This method requires closer monitoring, and pay rates may need to be adjusted regularly.

Regardless of the option an organization adopts, the compensation strategy will guide an employer's decisions regarding internal pay rates relative to the marketplace. There is not one strategy that will work for every employer and organizations will need to ensure the approach they choose matches their mission, vision and culture and supports the overall business strategy.



Example: Let's say that in analyzing market data, you come up with a market rate of Tk. 61,400 for an Office Manager position, and a 75th percentile of Tk.70,900. Now you have another compensation philosophy decision:

- To meet the market, make the market midpoint of Tk.61,400 the midpoint of your position's range
- To lead the market, set your midpoint between the market's midpoint of Tk.61,400 and the market's 75th percentile of Tk.70,900
- To lag the market, set your midpoint below the market's midpoint Tk.61,400

Lagging more than 10% below the market is not recommended and being wary of bringing a new hire at the 75th percentile. However, you may in a "mission critical" position or a position in which you have a lot of turnover, and maybe that suggests hiring at the 75th percentile.

If you do start a new employee at that high level, be sure you have good business reasons for doing it.

How does our current compensation strategy support the goals of our organization?

Where do we sit regarding compensation in our industry and market?

Do we demonstrate fair, equitable, and competitive pay practices?

How do each employee's talents link to the organizations goals?

These questions should be answered in a way that considers every person in the organization, from the caretaker to the CEO. While employees' compensation packages may look completely different, the compensation philosophy makes sure that the compensation packages are derived from the same set of core values.

Source: DBL Group

Appendix -3

HR Audit Questionnaire

Section 01: Business and Human Resources Strategy

1. What was total revenue for the business unit for the most recently completed fiscal year?
 2. What was the pre-tax income for the business unit for the last fiscal year-end?
 3. Does the company business strategy link to Human Resources (HR) strategy? Please describe.
 4. Who develop the HR Strategy? Do you assemble a cross-functional team to develop the HR strategy?
 5. Outline the HR department's present role, list its function and evaluate its effectiveness?
-

Section 02: Human Resources Policies

1. Please describe the Human Resources Policies of the company. If possible, please specify the policies for each HR function (recruitment & placement, training & development, performance appraisal, etc)
 2. How and to what extent do the policies support the HR department in executing the strategy?
 3. Are policies communicated with the staffs?
-

Section 03: Manpower Planning

1. Does the company have manpower plan and how do you create the manpower plan?

2. Does this company have a clear up to date job description for each job/position? And does each have clear competency 'map'?
3. Are turnover rates monitored?
4. What is the total number of all employees (headcount) at the business unit?
 - managerial level : _____
 - supervisory level : _____
 - staff/operator level : _____
 - total : _____

5. What is the total number of employees (headcount) for the human resources department?

- | | number |
|---------------|--------|
| • managerial | _____ |
| • supervisory | _____ |
| • staff | _____ |
| • total | _____ |

Section 04: Recruitment and Selection

1. Answer the following in relation to the job offer cycle:
 - a. What was the total number of offers made in most recent complete fiscal year?
 - b. What was the total number of offers accepted in most recent complete fiscal year?
 - c. What was the average time (in days) from job requisition to extension of job offer?
3. What were your total recruiting costs for the previous year?
4. How is the recruitment process?
5. Are applicant references checked?

Section 05: Employee Retention

1. What kind of programs does exist for employee retention? Are they sufficient?
 2. Does the company develop attractive benefit program that can retain employees?
 3. Do you track your staff turnover? What is your turn over rate this fiscal year?
 4. Do you take exit interview for your every employees?
 5. Why your staffs switch to another organization?
-

Section 06: Training and Development

1. Does the company have a clear development or training plan/strategy?
 2. What was the total number of training hours in the previous year for all employees?
Corporate :
Factory :
 3. What was the total cost for training in the previous year?
 4. How do you conduct Training Need Analysis (TNA)?
 5. How do you translate the TNA into a Training Program?
 6. How do you evaluate training effectiveness?
 7. Does each employee have Individual Development Plan (IDP)? How are individual development plans and needs identified?
 8. Do employee orientations take place?
-

Section 07: Performance Management

1. What types of performance management systems do you use? Does it work effectively? If not, why?
 2. Do you give constructive feedback to increase employee's performance?
 3. Is performance tied to compensation?
 4. Is quality and quantity of work evaluated?
-

Section 8: Compensation and Reward

1. Who design the current compensation system? Does the BOD / HR Department involve in formulating pay strategy?
2. Is the compensation system reviewed periodically? How do you evaluate your pay structure and compensation policy at least annually and adjust it when needed?
3. Do you compare the company's compensation programs with the market rates? Does the current compensation system competitive?
4. For all employees in the organization (include both part-time and full-time employees in all departments), what is the:
 - a. Total base pay
 - b. Total overtime pay _____
 - c. Total variable pay _____
 - d. Total payroll cost
5. What is the total benefits cost (not including benefits administrations costs) for all employees in the organization? (Include both part- and full-time employees in all departments)?

Section 9: Career Development and Succession Planning

1. What is the current system for Career Development in your company? Please describe.
 2. Does it work based on meritocracy and fairness?
 3. Do succession plan exist for all critical positions?
 4. What are the criteria for the successors?
 5. Does the succession planning system work effectively? If not, why?
-

Section 10: Industrial Relation

1. Do you build a culture of inclusion that promotes labor and management as partner in business success? How?
 2. What problems does the company encounter in labor relation issues?
 3. Do employees give feedback to solve IR issues? Do you design grievance procedure for resolving employee's problem?
 4. Does the company actively communicate LR / IR procedure to all employees?
-

Section 11: Human Resources Information System

1. What IT systems and infrastructure do you use to support your HRIS? Does it work effectively?
 2. How can the IT system be used to support the HR Strategy?
 3. How many human resource information databases your company have?
-

Section 13: Employee Communication

1. Do you create an environment of open communication between employees and management?
 2. How do managers and employees perceive the effectiveness and integrity of current communication culture?
 3. Do you create environment to delegate decision making to the lowest level possible?
 4. What mechanisms do you have for obtaining employee feedback on a regular basis?
-

Section 14: Human Resources Cost

1. How much the cost for the following items:
 - Human resources department direct labor cost(Wages, overtime, and benefits.)
 - Human resources department operating expenses (Supplies, training, and other locally controllable expenses not including rent, depreciation, or allocated overhead expenses.)
 - Outsourcing fees, if any (Contract fees including annual fees and monthly operating charges.)
 - Contracted services cost (Temporary and contract labor).
 - Data processing equipment and facilities to support the human resources department (Include the cost of providing computer processing, software, hardware,)
 - Total human resources department cost (Total of questions 1 through 5)
-

Source: DBL Group