



Internship report on Airtel Bangladesh Ltd

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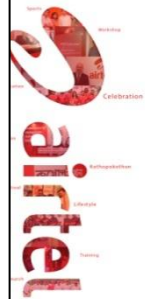
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Date of submission: 9th December, 2014



The HR Policies Facilitating Human Asset of Airtel Bangladesh Limited





Letter Of Transmittal

January 09, 2014
Tasneema Afrin
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Subject: Submission of Internship Report

Dear Madam,

With heartfelt veneration, I would like to inform you that this is a great pleasure for me to submit the internship report on “HR Policies Facilitating the Human Assets of Airtel Bangladesh Limited”.

This report is the reflection of what I have been assigned to do and learned. I tried my level best to meet my entire proposed objectives within the allotted schedule. To prepare the report, I have gathered what I believe to be the most complete information available.

Finally, I am grateful to you for giving me this opportunity to work on this report which I have considered as a great prospect for me to develop the practical and professional skills though the Internship program.

Thank you.

Yours Sincerely,

.....
Israt Zahan
10104001
BRAC Business School
BRAC University



Acknowledgement

Completion of this report made me grateful to a number of persons. At first I would like to convey my deep gratitude to my academic supervisor, Mrs Tasneema Afrin, BRAC Business School, BRAC University for giving me the opportunity to present my Internship Report on “HR Policies Facilitating Human Assets of Airtel Bangladesh Limited” .This is the project that has been made under the auspices of the authorized persons of Airtel Bangladesh Limited based on my 3 months experiences and written policies from HR data base. My supervisor was helpful throughout the semester whenever I needed and helped me providing guidance of preparing the internship report. I am also grateful to **Mr Asif Ahmed**, Head of HR Operations and **Tahmina Farzana**, the Compensation Specialist for selecting me as the intern and opening a door of wisdom for the real life job experience. A special thanks to my official supervisor **Mr Asif** for involving me with important assignments and projects and sharing confidential issues of Airtel Bangladesh Limited. I am also grateful to **Ms. Shabnam Shaheed**, Head- Learning & Development for assigning me with her training team and giving me the opportunity to know some of the training processes. Last but not the least I am thankful to **Mr Nur Mohammad**, Chief Human Resource Officer for giving me the valuable opportunity to do my internship in his department and supporting me with knowledge and resources. It was my privilege and I am truly honored working with such a wonderful team.

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Executive Summary

The internship report based on the 3 months internship program that I had successfully completed in Airtel Bangladesh Limited in Human Resource Department under Human resources operations from 10 September'13 to 9 December'13 as a requirement of my BBA program of BRAC Business School, BRAC University. Being a fresh graduate I was really too new to work in such an established multinational organization. Throughout these times, I have involved with different projects regarding compensation activities and extended my further knowledge. Since I did my major on Human Resources and minor in Finance, the combination of both really made my works related to compensation easier. I had involved with the preparation of some important projects including "Airtel Employee Handbook 2013", KUDOS Reward and Recognition" and successfully accomplished those. Besides my own duties, I had also involved with the training programs those used to be arranged for new and existing employees and got to know lot of policies and systems of Airtel Bangladesh Limited.

On the first month of my joining I was involved with different document preparation, new joined employee appointment letter issuance along with arranging training sessions. My second month went pretty rough because of strikes and political vulnerability throughout the country. During this month I was involved with the preparation of KUDOS Reward and Recognition Policy for ABL. In my last month, I had assigned with the completion of Airtel Employee Handbook '13 and I was successfully capable of finishing the project within the deadline. Furthermore, I had completed ABL Dress Code Policy for the year 2013.

My personal views about the HRD, my value addition to the HRD are also included in the report. With my personal and professional exposure, I tried my level best to make this report as much understandable as possible and translated the real world experience into this report. The various boundaries to process improvement and maintaining ethical standards in a corporate environment have also been experienced. But even so, how these policies and practices are In-Line with the corporate strategy are discussed in this report. Some of the information provided here are confidential to Airtel Bangladesh Limited and cannot be used without further authorization.



CHAPTER 01

INTRODUCTION

1.1 Airtel Bangladesh Limited- glimpse of the company

Fastest growing telecommunication sector of Bangladesh had been incorporated with the sixth mobile phone carrier which currently known as ‘Airtel’. It is worth mentioning here that, this company was actually launched its commercial operations under the auspices of the brand ‘Warid Telceom’ in 2007. Later on, Warid telecom sold a majority 70% stake in the company to India based company Bharti Airtel Limited for US\$300 million. The entire management control was taken over by Bharti Airtel Ltd and was successful enough to revamp the whole company under their own Airtel brand from 2010. After it had been approved by the Bangladesh Telecommunication Regulatory Commission on Jan 4, 2010, the parent company arranged for better management, control, operation for this fresh facet of them. This financial arrangement is being used for the expansion, better network, better coverage and capacity, innovative and new offers and services. Along with all these arrangements, new facets, decisions and funding, Airtel Bangladesh is undergoing a huge success and profitable business. Dhabi Group continues as a strategic partner retaining 30% shareholding and has its nominees on the Board of the Company.

1.2 Scope of the Report

People in any organization are those assets which are integral part for the growth and development of any organization. Therefore, constant training and development program along with some attractive compensation and benefits is no doubt a great facilitation for them. Following that, identifying the reasons behind the existence of unsatisfied workforce and managing them accordingly is the main challenge for HR. This report describes the acquisition, management, development and improvement of the workforce of Airtel Bangladesh Limited and how they are the most efficient and effective department to utilize and sustain their talented human resources. The entire HR policies along with my work experience for 3 months made me know about how they are motivating and sustain their talented work force in different wings of the business.

1.3 Objective of the study

The report is prepared on the “HR Policies contributing to the facilitation for human capital of Airtel Bangladesh Limited” and basically it is standing on their compensation and benefits

policies since it is the most strong and attractive portion of the HR that is contributing to sustain its employees for a long time.

The objective of the study is to get a better and in depth idea about the overall compensation and benefits of the company and to be more specific, to shed some light on compensation policy for different bands, employee handbook, new introduction book, KUDOS reward and recognition system, offer and appointment letter issuance.

1.4 Methodology of the study:

The following methodology will be followed for the study based on observation and interpretation. Data sources are scheduled on an informal discussion with officials, company website and observation while working in different desks. The secondary data sources are annual reports, manuals, and policies of ABL. To identify the implementation and repayment practice, practical experience and observation was done.

1.5 Limitations of the study:

- Since compensation and benefits is the most sensitive and confidential issue for any organization, I used to face some privacy issues regarding the information and further analysis of those information.
- Constant and continuous changes in HR policies is the most problematic issue for me, since being updated with the most recent decision seemed to be very critical as they were more confidential than they used to be.
- Only my experience of three months is not that much enough to describe the policies in detail since they have more than 14 hundred people working in the organization. Knowing policies and benefits for different level and band seems to be very tough while I was analyzing the issues within such a short period of time.
- For recent political issues they have changed so mane HR policies and the minimized their talent acquisition activities and that actually is not the usual scenario for the company which unfortunately I had to take into consideration.

CHAPTER 02

THE ORGANIZATION

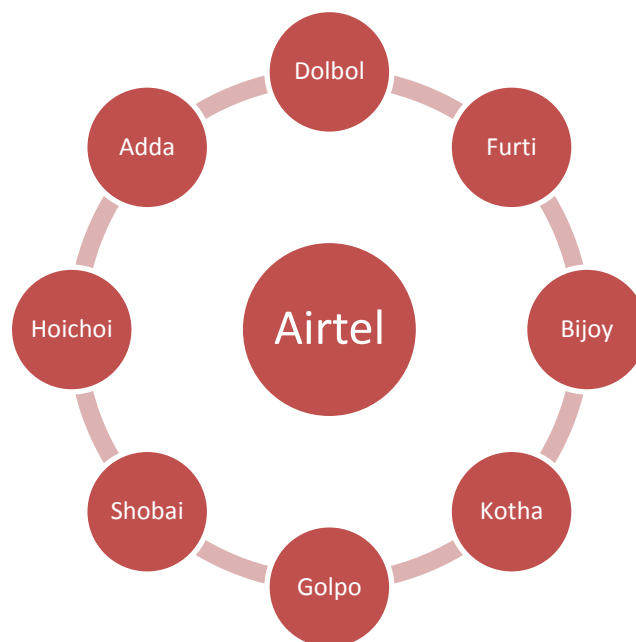
2.1 History:

Before starting the journey as the sixth mobile phone operator under the brand of Airtel, in the year of 2005, Warid Telecom International LLC had to obtain a GSM license from the BTRC first paying US\$ 50 million. Although it had been announced that the company will start the service within a short period of time, it had to be extended to April 2007. Finally they started the journey at the end of January with the soft launch along with an arrangement for “Test calls” and “Complimentary subscription”. Later on, by June 2008, the covered more three districts and that happened to be ended up with the coverage of all 64 districts now. Despite the ongoing profitable business and triumphant march of the network quality Warid Telecom had been rebranded to Airtel in December 20, 2010.

An agreement between the founder of Bharti Group Mr Sunil Bharti Mittal and Germany's Siemens to manufacture push-button telephone models for the Indian market was made in 1983. Later on, in 1986, Mittal incorporated Bharti Telecom Limited (BTL), and his company became the first in India to offer push-button telephones, establishing the basis of Bharti Enterprises. By the early 1990s, Sunil Mittal had also launched the country's first fax machines and its first cordless telephones. In 1992, Mittal won a bid to build a cellular phone network in Delhi. In 1995, Mittal incorporated the cellular operations as Bharti Tele-Ventures and launched service in Delhi. In 1996, cellular service was extended to Himachal Pradesh. In 1999, Bharti Enterprises acquired control of JT Holdings, and extended cellular operations to Karnataka and Andhra Pradesh. In 2000, Bharti acquired control of Skycell Communications, in Chennai. In 2001, the company acquired control of Spice Cell in Calcutta. Bharti Enterprises went public in 2002, and the company was listed on Bombay Stock Exchange and National Stock Exchange of India. In 2003, the cellular phone operations were rebranded under the single Airtel brand. In 2004, Bharti acquired control of Hexacom and entered Rajasthan. In 2005, Bharti extended its network to Andaman and Nicobar. This expansion allowed it to offer voice services all across India. In 2009, Airtel launched its first international mobile network in Sri Lanka. Today, Airtel is the largest cellular service provider in India and the fourth largest in the world.

2.2 Services of Airtel Bangladesh Ltd:

There are different categories in the product line and they offer both post paid and pre paid connection plans. Both the services are very famous and accepted basically by the young generation. Under these two plans, other services like **International Roaming**, **Value Added Services** and **M-Commerce** are also important. Some of the Airtel prepaid packages are:



Airtel post paid plan is very effective in case of an individual's work life balance since the categories under this plan are:

- Airtel Exclusive
- Airtel Classic
- Airtel Advantage

Airtel exclusive brings the highest fnf features and 1 second pulse that will enable to manage different calls efficiently. Airtel classic offers a flexible tariff plan that helps to explore a wide service and keep overall cost to a reasonable limit. Airtel advantage comes with an attractive flat tariff plan, large close calling circle which makes one's communication simple. Airtel-Postpaid and Airtel Prepaid user enjoy various Value Added Services (VAS), such as SMS, MMS, GPRS, 64K SIM, Duel SIM product, Corporate packages for product advertising via SMS, and a host of other features. However, International roaming is available only to airtel postpaid users.

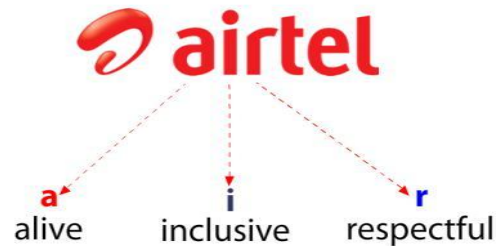
2.3 Vision & Tagline of Airtel Bangladesh Limited



The tagline that they follow is that-

“Enriching lives means putting the customer at the heart of everything we do. We will meet their needs based on our deep understanding of their ambitions, wherever they are. By having this focus we will enrich our own lives and those of our other key stakeholders. Only then will we be thought of as exciting, innovation, on their side and a truly world class company.”

2.4 The meaning of logo and making of the name AIRTEL



Airtel believes in enthusiasm, strength and cheerfulness and so their logo is called 'The Wave' and was created by creative agency JWT. The logo is a representation of the 'a' in 4th word airtel. The curliness of the shape and the highlights of the red colour make it warm and inviting. Moreover the name Airtel includes alive, inclusive and respectful and of course it is in terms of their service in the telecom industry. The logo and the color itself reflect how much the company is dedicated to serve the customers with their utmost eagerness and enthusiasm. Since red is the color of life and eagerness the entire strategy of being service oriented and lively altogether help targeting the youth with their most attracting marketing activities and such a meaningful logo.

2.4 SWOT analysis:

My 3 months' experience at Airtel Bangladesh Limited helped me to analyze and find out some strength, weakness, opportunities and threats of the HR policies. With this analysis, not only some improvement can be made regarding the weak facets and existing threats, but also some new ideas and strategies can be generated following the best ones existing right now in the company. Therefore, altogether, they need to focus more on winning over the weakness and of course grabbing the opportunities the most they can. About the threat, since there are already very successful organizations like Grameenphone, Robi and Banglalink, the company Airtel needs to be very focused on improving and constant revamping considering the threats existing in the industry.



According to the analysis I made, I found out that despite being an MNC and such a hugely used operator, Airtel is facing some criticisms regarding their network and service since the strategy of being cost leadership results in weakest network of Bangladesh telecom industry. Therefore, along with targeting the young generation they should improve the network and service in such a way that it can grab the opportunity of serving the commercial zone. When an operator is used by different established organizations for their business and official purposes, the extent of usage is really very large and that can be source of huge profit for Airtel. However it cannot be possible if the quality of service and network is not improved since the areas and complexity of commercial zone is way more complicated and sensitive.

CHAPTER 03

HUMAN ASSETS OF ABL

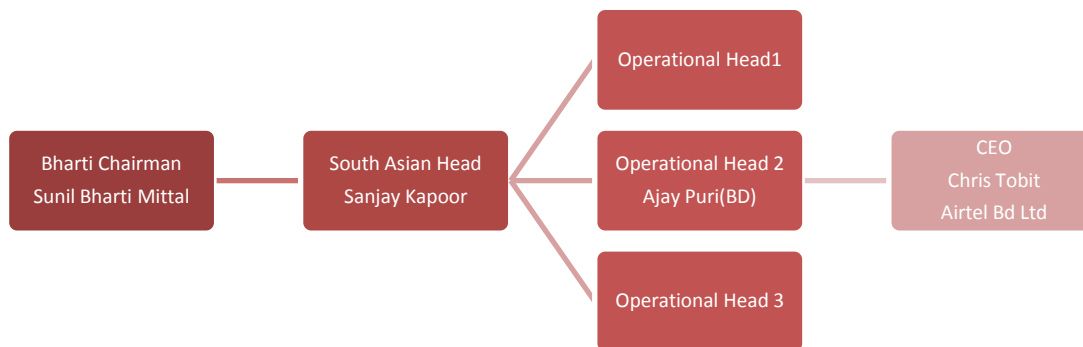
3.1 Employees at ABL:

Till December 30, 2013 Airtel had 1430 employees*

Employee	Number
Regular	1414
Non regular	00
Contractual	4
Expatriate	12

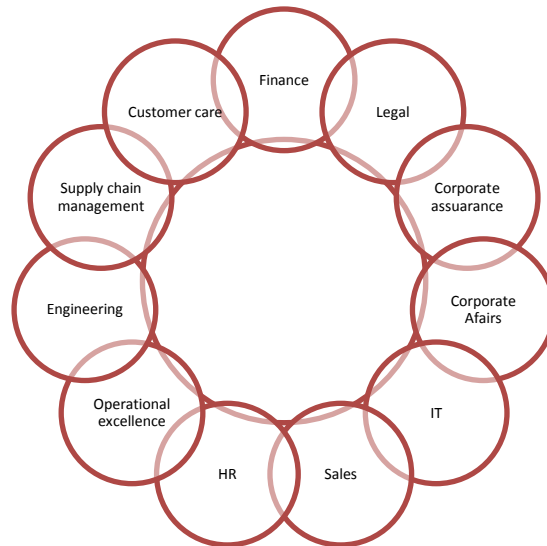
*Source: HR database of Airtel

3.2 Organogram of Airtel Bangladesh Limited



Bharti Airtel South Asian operations are headed by Mr. Sanjay Kapoor who reports to company's Chairman Mr. Sunil Bharti Mittal. Airtel's South Asian operations are geographically divided into three zones and each zone is headed by one CEO. The CEO of Airtel Bangladesh Ltd. Reports to Mr. Ajay Puri, who is leading Bangladesh and Western part of Indian operations of Airtel. The management team is named as Airtel Leadership Board (ALB) in Bangladesh. All the functional heads are a member of this team which is headed by CEO and Managing Director Mr. Chris Tobit.

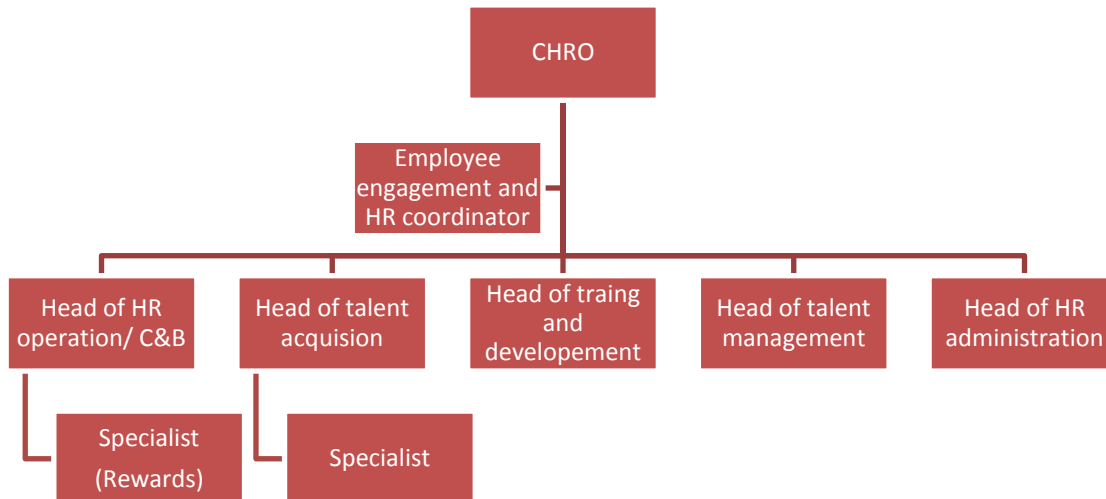
The workforce in Airtel Bangladesh Limited combines total of 13 departments with their respective functions. Combining all the below divisions the management team is build:



The organogram of Airtel Bangladesh consists of some bands/levels and salary structure is basically made on this levels. These are:

Band	<ul style="list-style-type: none"> •Senior VP •VP •GM
Band 2	<ul style="list-style-type: none"> •DGM •Senior Manager
Band 1	<ul style="list-style-type: none"> •Manager •Assistant manager

Organizational structure of Human Resource department of Airtel Bangladesh Limited is shown below:



The facilities and benefits given by Airtel to its employees are some compensation packages and depending on the bands mentioned above, they get the decided packages. Considering the work load, movement and travel for work, complexity of decision making, working hour of different levels and positions, the deserving people get all the facilities according to the policy of ABL. Therefore, no matter in what position a person is, he/she will be getting all the facilities needed for both his/her personal and professional life.

CHAPTER 04

PROJECT FACETS

3.1 Job description:

The main challenge and some daily specific tasks along with some assigned projects based on the requirement of my supervisor used to be my main responsibility. Accordingly I assisted the head of HR operation in the related tasks of compensation & benefits and rewards. The main challenge was issuing appointment letters and introducing all compensation and benefits policies of HR to the newly joined employees. Since to most of them the policies are quite new and innovative, describing each facet along with the verification of calculation we make was used to be my main job responsibility. Moreover, Airtel has more than 200 interns in different departments and functions and calculating their monthly payments and opening Dutch Bangle bank mobile account was another job responsibility. Overall, the tasks related to payroll used to be done by me regarding payment policies, bank service, benefits and rewards and so on.

3.2 Specific responsibility:

- Introducing all compensation and benefits policies to new and talented employees with the offer letter to get the best human resources for the company.
- Updating and analyzing different policies like maternity leave, dress code, reward policies, performance evaluation and so on.
- Issuing appointment letters for the new employees and meeting with CHRO for his approval.
- Contacting for the specific location to handover the letter especially with the territory manager.
- Designing monthly 'Employee Handbook' for the employees including all benefits and policies.
- Assisting M commerce team for opening bank account of the employees for interns
- Assisting finance team to prepare monthly salary of interns according to budget.

3.3 Responsibilities in detail:

3.3 (1) Appointment letters issuance:

Purpose: After the acceptance of the offer letter or the offer we make for them, employees need detail of the job status, responsibility, location, all benefits, the support system should be known before joining. Therefore, the appointment letter carrying all these stuffs is a kind of formal written contract about the acceptance of the offer of the employees.

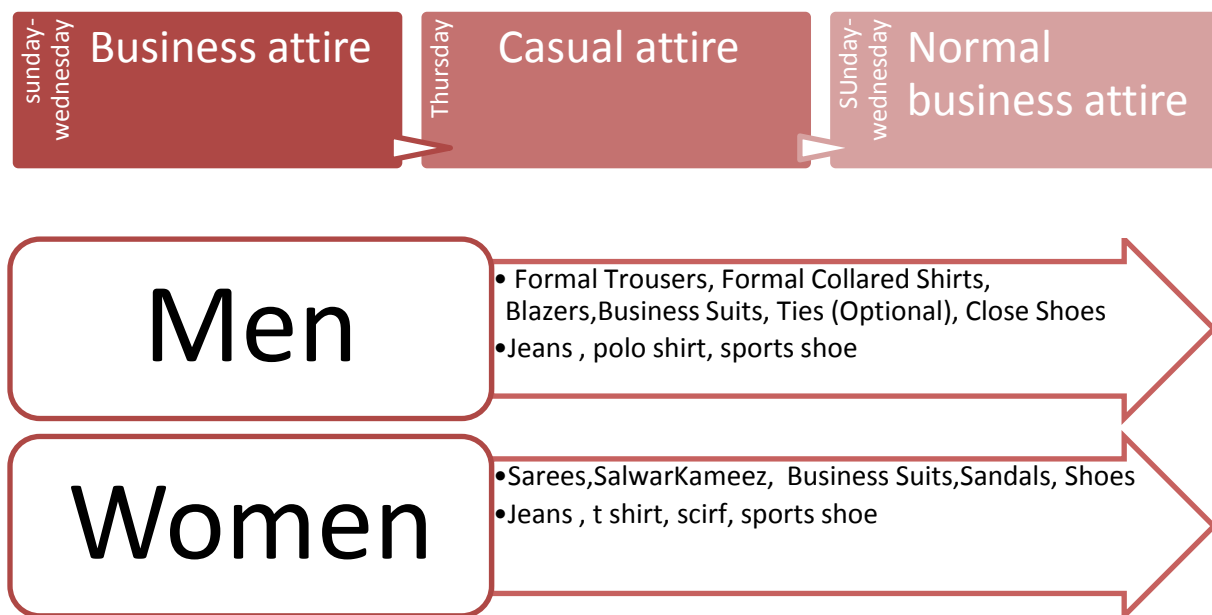
Technical aspects and formal procedure:

According to the terms and conditions, the employees need to submit all necessary documents 2 weeks before joining. After the collection, documentation and verification, through HRIS system a certain identity is created and for that identified employee, an update occurs in an excel file.. With all the updated data of an employee from the paper he submits, the address line, his basic salary along with all the percentage of LFA, Car and fuel allowance, House rent allowance, PF and GF policies are included in the appointment letter. After inserting, the final appointment letter is created with a pre linked word file that is printed on letter head with the Airtel logo. Later on, in a meeting with the CHRO a final authorization signature is taken and is couriered to the employee's present address. A signed photocopied of the appointment letter is saved in the personal file for future necessitate. Thus the whole process ends up. A preview of a sample letter tracker is given below for the better understanding of the procedure

Appointment Letter Tracker new						
	A	B	D	E	F	
1	ID	Name	Address_Line 1	Address_Line 2	Address_Line 3	
40	1298	Mr. Kazi Saad Bin Nasir	Holy Airab, Flat: 1/A	House: 77, Road: 9/A	Dhanmondi, Dhaka- 1209	Territory
41	1299	Md. Mohibul Islam	11/4, Hafizuddin Sarker Road	Islampur, Dattapara, Tongi	Gazipur	Territory
42	1300	Mr. Minhaz Uddin	31, Hrishikesh dash Road	6/B, Ananda Vally, Sutrapur	Dhaka- 1100	Territory
43	1301	Mr. Ratib Zaman	House: 857, Road: 13	Adabor Housing, Shaymoli	Dhaka	Key Acc
44	1302	Mr. Salah Uddin Misbah	85/15, Mirabazar	Sylhet		Territory
45	1303	Md. Rakibul Hasan	Flat: 4N, House: 212/4B	Lalbagh Road, Azimpur	Dhaka	Senior Er
46	1304	Zainul Abedin Chisty	House: 93/1, Road: 08, Block: C, Apt: C5	Nikton, Gulshan-01, Dhaka 1212	Dhaka- 1206	Corporat
47	1305	Raisa Islam	Road: 60/A, House: 02, Gulshan: 02	Road: 04, House: 06, Nikunja: 02	Dhaka, Bangladesh	Key Acc
48	1306	Ms. Shreyoshi Ghosh	Block-B, Plot-239, Road-02	Bashundhara R/A	Dhaka, Bangladesh	Executiv
49	1307	Ms. Farzana Yasmin Rivi	Flat-3E, Yasmin's Regency, Dhanmondi 10/A	Dhanmondi R/A	Dhaka, Bangladesh	Young Li
50	1308	Ms. Jasia Nuzhat Haider	House 428, Road-30, New D.O.H.S. Mohakali	Dhaka 1206	Bangladsh	Young Li
51	1309	Ms. Neamah Nazrul Islam	Flat 1A, Eastern Housing Apartment	53, Purana Platan Line	Dhaka 1000, Bangladesh	Young Li
52	1310	Ms. Rishad Habib	Flat B3, Adel Square	House-12, Road-B (New), Dhanmondi R/A	Dhaka 1209, Bangladesh	Young Li
53	1311	Mr. Shahdidul Mihal Ahsan	65/1, North Circular Road, Dhanmondi	Dhaka 1205	Bangladesh	Young Li
54	1312	Mr. Syed Ibrahim Saajid	House-301, Road-01, Block-F	Bashundhara R/A	Bangladesh	Young Li
55	1313	Mr. Usayed Islam	Apt-A3, House-85, Road-4, Block-B	Banani Model Town	Dhaka 1213, Bangladesh	Young Li
56	1314	Mr. M Golam Kaiser Hossain Bhuyan	316/3 Rayerbazar Polper Jaarabad	Dhaka 1207	Bangladesh	Senior IT
57	1316	Mr. Tariful Shanin	House-661, Road-26, Mirpur DOHS	Dhaka 1212	Bangladesh	Territory
58	1317	Mr. Kazi Adnan Ullah	House-E/6, Block-E, Zakir Hossain Road, Moha	Dhaka 1207	Bangladesh	Territory
59	1318	Mr. Sikder Fazle Rabbi	House- 4/15, Road- 02, Banani Housing Compl	Dhaka 1340	Bangladesh	Territory
60	1319	Mr. Md. Sohel Rana	Flat-D1, Tenement-6, Block-E	Bashundhara R/A	Dhaka, Bangladesh	Sales Ma
61						
62						
63						
64						

3.3(2) Updating dress code policy:

Dress code policy is maintained strictly in Airtel Bangladesh Limited for sustaining the corporate image and good work environment. The policy is formally written on the database for the employees and what I had to do is to update some new policies for the time being. ABL believes all employees will exercise good judgment in their dress sense to upkeep its corporate image. In case any employee is found not complying with the dress code mentioned on the policy, a suitable action shall be taken against him/her as per misconduct policy and management.



Moreover, Panjabi, payjama, burkha etc are also accepted due to religious issues and people who are in direct touch with delegates and customers; they have to be formal during the informal day as well.

3.3(3) Updating and coordinating Maternity Leave Policy:

Female employees at Airtel are the most important human asset for them and for that reason their HR policy is very upgraded and made in favor of them. Maternity leave is one of them that is basically a temporary absence from work which is given to the pregnant employees during the months immediately before and after childbirth. For ensuring the full recovery and mental stability of the mothers this policy is very important in this company. They have maternity leave period which used to be or 4 months and from 2013 it will be turns into 6 months according to the consent of all CHRO of the company for making the policy more acceptable and better. In my internship at Airtel I used to attend some meetings those are about any changes in the policy and specially about ensuring the maternity policy for the contractual or non regular employees. I had to update the fact that, unlike before the contractual employees will have the benefits by adjusting their contract period and that will not include any paid leave at all. The strategy had been got accepted in CHRO team meeting in September 2013. I updated the policy in the HR forum of Airtel Bangladesh Ltd with the authorization of the Head of HR operation in the month of October 2013 before ending up my internship.

3.3(4) Opening DBBL mobile bank account:

Airtel Bangladesh Limited believes in efficiency and fastest service regarding the payroll for their employees and for that reason, they use DBBL Mobile banking. It is such a process which can be used without any bank branch which provides financial services to unbanked communities efficiently and at affordable cost. Financial service is given through mobile technology device. In this company, interns are given the monthly payment through this process as they are temporary employees, opening a permanent employee bank account will be way more complex and critical. I used to open the account for other interns during my internship period and for that, I had to talk to the DBBL agent to fix up a date. After the confirmation of the date, I had to then contact with internees to bring over necessary documents on the fixed date. After they are done with all the procedure with the help of customer care agents of airtel and their forms are ready, I used to collect the forms from the agents after they are filled out and handed over to the DBBL agents. The account is ready once a specific code is provided by the agent. The mobile

number is the account number itself with a specific code number at the end of the digit. For an example, if the mobile number is 01610005566, the specific code can be 9 and the account number will be 16100055669. Internees will be asked to have a password of their own which has to be a four digit in range. The password will only be known by the account holder and s/he will use the code for further collection of salary. After every steps done, the account numbers are been submitted to the Executive –E banking and finally the process will be done.

3.3(5) Arranging and collecting evaluation for T&D (Training and development):

To proceed on to a specific destination training and development for both new and permanent employees is very important. Airtel arranges constant and regular program for training the employees and I used to assist the head of T&D of Human Resources Department. In this era of tremendous competition training and development serve the purpose of constant growth and improvement through T&D. Keeping the cost leadership in consideration Airtel arranges for these programs weekly/monthly. Most of the trainees are from India since they try to make sure that the cultural facets are all in a fine line for all the national companies.

After the need analysis done by the Heads of different functions Airtel gets for T&D according to the predetermined budget that is not more than 2% of the payroll cost and for conducting some of the training sessions, single floors of two hotels altogether, namely Lakeshore, Hotel Sarina and Lake Bridge are used.

For the new joiner, an initial training session is arranged for giving the overview about the whole organization and new laptops usage guideline along with the cultural norms and aspects. For more permanent and old employees training sessions are more like a group discussion, seminar (generally Pakistani or Indian trainees share valuable insight on specific topics), live game show (based on real life scenario, dealing with customer by a salesman for example), in- basket are provided. The young leader program of Airtel arranges for training for the young leaders in BRAC CDM and that is basically about leadership and team building. Moreover the customer service is also being trained for improving quality of service since Airtel is the part of service industry and customer service will ensure the best customers survive as an efficient part of the marketing department. Accordingly, the output can be judged

through the reaction of the employees and it is measured through questionnaires and asking them as well about their thoughts regarding the training program. This evaluation eventually helps the Head of T&D to decide upon any changes needed for the upcoming training sessions and potential new employees.

As an intern, I had to contact with the foreign trainers and take an appointment from both the trainers and the hotel managers so that the training sessions will get sufficient rooms and comfortable place. Later on I had to contact with each batch and had to call at least 40 to 60 people to let them know about the place, time and topic of the sessions and get the final number of the participants so that the sitting and food arrangement can be perfect. After that I had to go for the evaluation which was given on a standardized form including some questions and I had to update those data in the workforce data sheet for the future evaluation for any training sessions. While doing it, I could learn a lot about some problematic facts about the sessions and could gather knowledge about a perfect training and development program.

3.3(6) Designing and selecting contents for Airtel Handbook:

Along with all the workforce data and other benefits information combined with entire company policy emerging from the culture and policy of Bharti Airtel are included for the new employee handbook. I had been assigned to reorganize the contents and policies since there is a constant change of policies and norms at Airtel. This is also called employee manual or staff handbook and this Moreover, the terms and conditions of employment is also included because there a lot of rules and regulations regarding leave, facilities, safety, health, company assets safety etc.

The employee handbook is an excellent place to bring together employment and job-related information which employees need to know, such as holiday arrangements, company rules and disciplinary and grievance procedures. It can also provide useful source of information to new staff as part of the induction process. A written employee handbook gives clear advice to employees and creates a culture where issues are dealt with fairly and consistently. Airtel Employee Handbook has been prepared as a guided to the employment politics, procedures, practices and benefits meant for the employees of Airtel Bangladesh Limited. In the three

months of my internship I had to design the front page of the book along with making the details of the following policies:

Open Door Policy

All the associates have the right and are encouraged to speak freely by ensuring mutual respect with their supervisors and line managers about their job-related concerns. However, there is a laid down procedure to be followed to access any senior team member and CEO, if an associate has any issue or problem.

Equal Employment Opportunity

Airtel is an Equal Opportunity Employer (EOE) and provides equal employment opportunity to the existing male and female associates against any vacant position. In case, there is no suitable resource found within the company, HR department advertises such position externally. EOE is the management commitment reflected in the internal and external hiring process.

Affirmative Action

Affirmative action leads to pursue and implement „merit“ having no discrimination due to gender, race, colour, religion, sex or national origin. Recruitment & Selection policy of Airtel is free from such encumbrances and provides equal opportunity to all internal and external candidates for filling any position in the company.

Breaking of Glass Ceiling Effect

Glass ceiling is a perceived barrier in the growth and advancement of the female associates. The associates in Airtel are evaluated and appraised based upon their performance and merit in their perspective roles. Vertical and horizontal growth of all employees (male and female) is the result of their performance and its effective measurement. Every associate as the equal right to perform grow and continue as an important part of Airtel Family in achieving the set organizational goals.

KUDOS Reward and Recognition

In a competitive business climate, more business owners are looking at improvements in quality while reducing costs. Meanwhile, a strong economy has resulted in a tight job market. So while small businesses need to get more from their employees, their employees are looking for more out of them. Employee reward and recognition programs are one method of motivating employees to change work habits and key behaviors to benefit a small business.

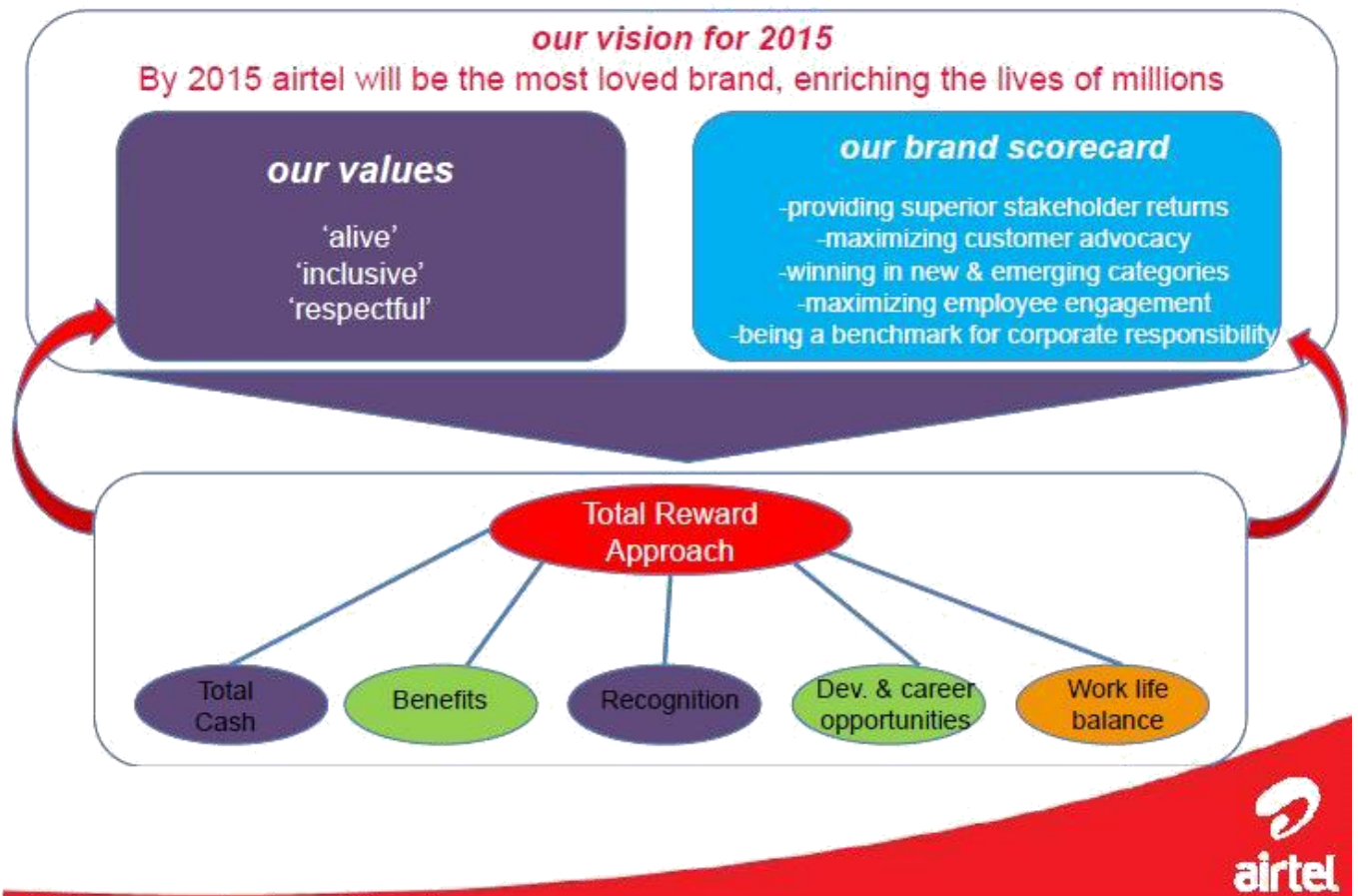
To retain its employees and creating a good impression, ABL designs and updates its reward and recognition program time to time; which is however named as “Airtel KUDOS Reward & Recognition Program”. The aim of this program is to designing innovating and motivating ways to engage and attract people towards the organization.

- ✓ Identification of company or group goals that the reward program will support is important
- ✓ Identification of the desired employee performance or behaviors that will reinforce the visions of ABL.
- ✓ Determination of key measurements of the performance or behavior, based on the individual or group’s previous achievements
- ✓ Determination of appropriate rewards
- ✓ Communication of program to employees

In order to reap benefits such as increased productivity, the HR team of airtel designs the reward program in such a way that the company or group’s goal must be identified and the behaviors or performance will contribute to this. The reward program can be financial and non-financial as well. HR team of Airtel Bangladesh focuses on the non-financial rewards than financial because it is long lasting and more awaited remuneration to the employees.

To achieve its vision by 2015 of being the most loved brand and enriching the lives of millions; ABL continuously works to achieve its 3 values- alive, inclusive and respectful. A total reward approach has developed for the achievement of the values- total cash, benefits, recognition, development & career opportunities & work life balance.

airtel bangladesh's total reward strategy



CHAPTER 05

CRITICAL OBSERVATION & RECOMMENDATION

3.4 Critical Observations and Recommendations

In my work experience there at Airtel I had to undergo some unavoidable circumstances from which I found out some areas needed to be improved along with some recommendations:

- The tendency of having third party or contractual employees is very rare in the company. It should be utilized for better management of their workforce since extra pressure actually disrupts the workflow.
- Working hour should be changed since it seems to be more than 8 hours. Moreover if it can be 9:00 am to 5:00pm instead of 10:00am to 7:00pm it will be very helpful for the employees.
- The entry level executives are paid high in Airtel comparing to other telecom companies. However they do not provide any benefits like transport, food or home office like Grameenphone or Robi Axiata Ltd
- Comparing to business growth the salary of different levels employees is illogically and surprisingly high that can be very pernicious for the business growth in the long run. So the business output should be in an alignment with the salary structure.
- The resume collection process has been narrowed down that is basically done under the auspices of the internal employees. However, it actually cannot bring about the best talents from the competitive markets. They should go for more campus recruitment, business case competition for getting the best people.
- The trainer should be taken from Bangladesh as the Indian trainer has to be paid a lot and he cannot know the in depth cultural facts of our country.
- Territory managers should be given more facilities regarding residence and transport since most of them are out of their hometown and moreover, right now the sales team should be the most dedicated one for the growth of the business. If they are not provided with good atmosphere and facilities achieving the sales target will be hard enough.

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