



BRAC UNIVERSITY

**Report
on**

HR Practices of Berich Agro Products Processing Co.

**Submitted
to**

**Mr. Md. Tamzidul Islam
Senior Lecturer**

**Submitted
by**

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**Internship
BUS 699**

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Letter of Transmittal

December 02, 2015

Mr. Md. Tamzidul Islam
Senior Lecturer
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Subject: **Submission of Internship Report.**

Dear Sir,

This is my pleasure to present my internship report entitled “**HR Practices at Berich Agro Products Processing Co .**” I have done my internship program at Berich Agro Products Processing Co. under your close supervision.

I believe that knowledge and experience I gathered during the internship period will be helpful in my future professional life. I will be grateful to you if you accept the report. I will be available for the defense of this report.

Your support in this regard will be highly appreciated.

Thanking you.

Sincerely yours’

Abu Saleh Moinuddin Ahmed

ID # 13164063

Acknowledgement

All praise to Allah, the almighty, and the merciful. Without his blessing and endorsement this report would not have been accomplished.

The successful completion of this report might never be possible in time without the help some person whose inspiration and suggestion made it happen. First of all I want to thank my faculty advisor Mr. Md. Tamzidul Islam for helping me completing my report on **HR Practices at Berich Agro Products Processing Co.**

I would also like to thank my parents, and some friends who keep on this long process with me, always offer support.

And finally I also express my sincere gratitude to all those who participated to prepare the report. Most of them were busy employees of Berich Agro Products Processing Co.

Executive Summary

This is the internship report based on the three month internship program that I had successfully completed at Berich Agro Products Processing Co. under Human Resource Division as a requirement of my MBA program of BRAC Business School of BRAC University. As being completely new to practical, corporate world setting, every hour spent in the HRD gave me some amount of experience all the time all of which cannot be explained in words. But nevertheless, they were all useful for my career. This report includes how an HR Department works, what are the possible divisions and work distribution in an HRD, recruitment process, training and development initiatives, how to keep employees engaged as well as how can human resource practices can influence perceived organizational performance.

I have worked in Human Resource Division of Berich Agro Products Processing Co with almost all the wings of HR like Recruitment, Learning & Organization Development (Training), Compensation, Pay and Benefits and HR Administration. Berich Agro Products Processing Co has a rich Human Resource Department. It maintains the organizational responsibilities successfully. The HR team of Berich Agro Products Processing Co is highly organized and as well as target oriented.

I have worked with different types of recruitment procedure of Berich Agro Products Processing Co. Within my three months internship around 24 regular employees are recruited on regular basis in Berich Agro Products Processing Co in different procedure and system. I have also assisted the recruitment team in doing other works like joining workers, updating CVS etc. In Training wing I have mainly assisted the training team in updating the personal files of regular employees with the number of trainings that they have done over the years. I have assisted the compensation, pay and benefit team in order to process their final settlement data and the administration team in processing of leave of the employees. Before drawing any conclusion based on this report it may be noted that the report was prepared in a very short time and there is lack in data. But still the report may be useful for designing any further study to evaluate the HR facilities provided by the local conglomerates.

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Organization background

1.1 Mission and Vision:

1.1.1 Vision

- To be an entrepreneurially driven enterprise - Thinking innovatively in all aspects of the business, from technological to commercial. To be intensely competitive in whatever we do, by constantly bettering the benchmarks set by us.
- To be a globally preferred business associate - an entrepreneurial organization having responsible concern for employees, society, the ecology, and stakeholder value. Strive to generate optimum value for all our associates through constant innovation and adoption of universal best practices and improving upon all those touches points that directly impact the business.
- To provide a dynamic and challenging environment for our employees.
- To be a responsible concern - We shall harmonize all our actions and reactions, with the global environment and actively work to reduce our environmental load.

1.1.2 Mission

To combine aggressive strategic marketing with quality products and services at competitive prices in order to provide the best value for consumers. Grow profitable through superior customer service, product innovation, quality and commitment.

1.1.3 The Aim

The Sky is not the limit for us, but our expectation is within limits. Therefore, our imagination soars beyond conventional barriers. We share our destiny with our beloved motherland. We want to serve her in the greater quest for national uplift.

1.1.4 The Way

To sincere traveler, the way is never too long. We believe in "progress in diversity and service through entrepreneur". We are merchants and missionaries, doers and dreamers, entrepreneurs and professionals. We are futuristic with emphasis on creating thinking and dynamic action.

1.1.5 The Spirit

Enterprise is our spirit. We manufacture superior import-substitute consumer and industrial products. Our cutting edge precision leads to greater public utility and hygiene, with a great care for the environment and human habitation. It is the very ingredient that gives our organization the integrity upon which our reputation is built and we zealously guard it every day. Many a thousand minds of our group contributed their gathered knowledge to keep the wheels rolling that in turn leads us to our goal. This cumulative strength of knowledge is required, today, to find new solutions for the manifold problems of fast changing economic cultural and ecological milieu.

1.1.6 Values

With sound financial governance and a clear business strategy the organization continues to gain sustainable growth. Our focus on the effective delivery of high value business applications to highly regulated markets has proven successful, enabling us to manufacture and deliver quality products and

services nationwide and globally. We provide in house and international training to our employees and foster a dynamic environment within all of our offices.

the organization believes and practices the values as follows

Excellence in Operation

Encourage innovation

1.7 SWOT Analysis – MARKET

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

Strengths

- Dominant market position in chosen markets
- Customer franchise
- Strong regional focus
- Product diversity
- Experienced and efficient management team.
- Better infrastructure facilities.
- Company reputation and goodwill.
- Sound profitability and growth with good internal capital generation.
- Larger corporate client base.

Weaknesses

- Limited headroom for growth in top names
- SQ: not at par with customer expectation
- Lack of up-country reach
- Perceived lack of flexibility vis-a-vis local banks
- Turnover and long term people issues
- Moderate market share.
- Lack of full-scale automation.

Opportunities

- Untapped Middle Market
- Acquisition of Corporate clients
- Economic growth of Bangladesh.
- Country wide network
- Scope of market penetration through diversified products.
- Government's policy of encouraging export.
- Regulatory environment favoring private sector development.
- Increasing purchasing power of people.
- Increasing trend in international business.

Threats

- Aggressive competition from Int. & local conglomerates.
- Political volatility & regulatory impediments
- Loss of people to competition
- Increasing competition for market share in the industry.

- Frequent changes of industrial rules by the Government.
- National and global political unrest.

2.1 Human Resources Policy

The Organization recognizes that the employees are the most important resources in the organization. Therefore, the employees, who serve in different Divisions / Regions / Locations, are united in their common endeavor to contributing to the strength and growth of the Organization.

The Organization believes in providing uniformity throughout the Organization and based on that belief the objectives of the Organization's Human Resources Policies are:

1. Attract quality employees with good caliber;
2. Allocate human resources to achieve optimum productivity and efficiency.
3. Retain and motivate all employees with a view to maximizing their contribution with enhanced efficiency and productivity;
4. Offer fair, equitable and competitive pay and benefits.
5. Encourage employees to well-equip themselves for the present job and future development of the company.
6. Reward is based on merit. Give priority to high performance to take up more responsible positions. .
7. Promote two-way communications between employees and the management as a means of building mutual understanding and trust.

8. Provide a working environment in which employees at all levels and in conformity to their positions are treated fairly and consistently wherever they are required to work and thus developing and maintaining an effective workforce;
9. Give top priority to work place safety to protect human health to enable employees to deliver their best performance.
10. Develop employees to assume position of authority and responsibility in the Organization with a thorough knowledge and commitment to the Organization's objectives.
11. Support protection of human rights in employment, as guided by relevant internationally accepted principles such as those in the Universal Declaration of Human Rights.
12. Respect Employees' freedom of speech and association as long as they are within the legal boundaries.
13. Recognize employees' contribution and rewards commensurate to their merit and performance.

2.3 Human Resource Functions

Human resource management (HRM) is a process consisting of the acquisition, development, motivation and maintenance of human resources. It is concerned with the people dimension in management. Since every organization is made up of people in order to achieve the organizational objective it is essential to:

1. Acquire their service
2. Develop their service
3. Motivate them to higher levels of performance
4. Ensure continuity of maintaining their commitment to the organization.

The above four functions may be described as getting people, preparing them, activating them and keeping them.

2.4 Acquisition Function:

The acquisition function begins with planning relative to human resources requirement by estimating demand and supply of labor. It also includes the recruitment, selection and socialization of employees.

2.5 Development Function:

The development functions can be viewed from the following three dimensions:

1. Employees training: It emphasizes skill development and the changing of attitudes among workers.
2. Management Development: It primarily concerns with knowledge acquisition and the enhancement of an executives conceptual abilities.
3. Carrier Development: It is the continued effort to match long-term individual and organizational needs.

2.6 Motivation Functions:

1. It recognizes that individuals are unique and that motivation techniques must reflect the needs of each individual.
2. It reviews the employee's alienation, job satisfaction, performance appraisal, behavioral and structural techniques for stimulating workers performance, the importance of linking rewards to performance, compensation and benefit administrations and how to handle problems.

2.7 Maintenance Function:

It is concerned with providing those working conditions that employees believe are necessary in order to maintain their commitment to the organization.

3.1 Human Resource Area

The following are the Human resources areas that have impacts on the human resources outputs that are classified as quality of life, productivity and readiness for changes:

1. **Human resource planning** - Determining the organization, major Human Resource needs, strategies and philosophies.
2. **Organization / Job design** - Defining how tasks, authority and systems will be organized and integrated across organization units and in individual jobs.
3. **Selection and staffing** - Matching people and their career needs and capabilities with jobs and career paths.
4. **Training and development** - Identifying, assessing and helping develop the key competencies which enables individual to perform current or future jobs.
5. **Organization Development** - Assuring healthy inter and intra unit relationship and helping group initiate and manage change.
6. **Compensation / Benefits** - Assuring compensation and benefits fairness and consistency.
7. **Employees Assistance** - Providing personal problem solving, counseling to individual or employees.
8. **Union / Labor relation** - Assuring healthy union / organization relationship.
9. **Personnel Research and Information System** - Assuring a personnel information base.

3.2 Output of Human Resource Area

1. Quality of Work life: The premise of quality of work life is having a work environment where an employee's activities become more important. This means implementing procedures or policies that make the workless routine and more rewarding for the employee include autonomy, recognition, belonging, progress and development and external rewards.

2. Productivity: It is the amount of work that is being produced in term of how much and how well. Major components constituting productivity factor are: capital investment, innovation, learning, and motivation.

3. Readiness for change: Change is a fact of life in both private and work life. At the work site, one must be aware that changes will occur. This may be either getting a new boss or by automating many of the manual operation. Organization perspective demands that change must take place to remain competitive. It is employers responsibility to communicate the forthcoming changes to their employees, identify why the changes are necessary and lend their total support ensuring that the change take place.

4.1 Human Resource Plan and Control

4.1.1 Human resource Plan Definition

Human resource planning is the process by which an organization ensures that it has the right number and kinds of people, at the right places, at the right time, capable of effectively and efficiently completing those tasks that will help the organization to achieve its overall objectives. Human resource planning ultimately translates the organization's objectives and plans into goals, into the number and type of employees needed to meet those objectives. It is an integral part of the organization overall strategy.

4.1.2 Purposes

The aims of manpower planning of Organization are:

1. To ensure that Organization acquires and retains the optimum number of employees with the required skills, expertise and competence;
2. To exercise effective control of staffing and the associated cost; and
3. To assist in optimum resources allocation so that potential manpower surplus or shortage can be anticipated and alleviated as much as possible.

4.1.3 Planning

Heads of Division/Department are required to conduct a thorough review of the operations, structure and manpower of their Divisions/Departments each year, and furnish recommendations of manpower plan for the following financial year to the Human Resources Department.

The • Human Resources Department is responsible for reviewing the recommendations and compiling a corporate manpower plan for the financial year. The manpower plan sets out the number of posts by level and by Division /Department.

4.1.4 Planning Process

1. Human resource planning begins by developing profile of the current status of human resources. This is an internal analysis that includes an inventory of employees and skills already available within the organization and a comprehensive job analysis.
2. Analyze jobs providing information about job currently being done, a critical input for job description, job specification and job evaluation.

3. Review the organizations overall objectives and revenue projection.
4. Translate revenue projection into forecast of demand for human resources.
5. Assess and forecast internal and external supply source.
6. Matching the forecasts of future demand and supply highlighting shortage, and over staff position.

4.1.5 Procedures

1. HR issues organization change request form to each Department Head, as part of the business planning exercise.
2. Department Heads return the completed forms to HR Department.
3. Based on inputs received, short term and long term HR objectives are set in line with business plan. .
4. Head of HR invites other departments head in a HR Planning review workshop to:
 - ✓ Discuss and understand different functional and organizational needs
 - ✓ Share and agree upon the assumptions that underpin the planning premises
 - ✓ Achieve consensus on the data collection method and source of data to be obtained!
 - ✓ Head of HR facilitates the session and prepares proceedings.
5. HR Department Prepares Plan with detailed schedule and estimated budget.
 - ✓ HR Department prepares the draft HR Plan.
 - ✓ Head of HR reviews the draft plan and budget and provides his feedback.
 - ✓ Head of Finance checks the draft plan and budget and provides input on impact of the plan and budget on bottom line and productivity.
 - ✓ HR Planning section makes necessary amendment based on input received from Head of HR & Finance.

6. Head of HR places the HR Plan and Budget to the MD / CEO for approval.
7. MD / CEO reviews and approves or revises the annual HR Plan and Budget.
8. Upon review and approval of the plan, Head of HR informs each Function / Department Head, initiates the program and facilitates the department heads to institute the plan.
9. Head of HR conducts periodic review / audit of HR planning system by measuring the determined objectives and actual achievements.

5.1 Recruitment & Selection Policy

5.1.1 Policy

To recruit and select competent human resources based on approved HR plan for the company to attain its business objectives.

5.1.2 Purpose

1. To acquire, in cost effective manner, the optimum number of high quality employees for operation and development.
2. To appoint the most appropriate persons for the position.
3. To draw potential candidates from a wide pool and equal opportunities are ensured for all candidates.
4. To ensure transparency and fairness throughout the requirement process and maximize the diversity of applicants.

5.1.3 Scope

1. This policy supersedes the previous policies (if any) in this regard.
2. This policy is applicable to all employees from job grade M-01 to M -14 of the company.
3. Employees appointed on contract or otherwise are not under the purview of this policy.

5.2 Guiding Principles

1. Candidates are selected on the basis of required job competencies, experience and future potentials.
2. Preference will be given to internal movement over external recruitment for candidates with equivalent competencies. For this purpose, the direct line manager should check first whether the role requirements can be met by rearranging current roles & responsibilities.
3. Company also welcomes external candidates who will in turn bring new ideas/ innovations in the company.
4. Except for positions requiring a very high level of functional and/ or leadership expertise, all selection will be made from local candidates.
5. In case of hiring mid or senior level positions, the company may consider taking services from consultancy firms.
6. To ensure consistency across the group, the primary responsibility of hiring of employees from
 - Job grade M-01 to M-14 of Management Level is with corporate HR. But to meet up the regular requirement at plant, job grade M-01 to M-5 of Non-Management Level can be directly recruited from plant HR & Admin Functions. Also the other positions recruitment process can be done by plant HR & Admin but corporate HR involvement is a must.
7. All original documents (job grade M-6 to M-14) shall be maintained at corporate HR department.

5.3 Employment Conditions

1. No person shall be appointed in the service of the company if he is not a citizen of Bangladesh. A foreigner may be appointed for a limited period as technical expert provided the concerned department of the Govt of Bangladesh approve the appointment.
2. A candidate shall not be less than 18 years and ordinarily not more than 45 years of age at the time of appointment to the service of the company. The upper age limits may be relaxed, in special cases, by the Board of Directors.
3. A declaration of age made by the applicant shall be binding on him and no revision of such declaration shall be allowed at a later date for any purpose whatsoever. The Matriculation Certificate or Secondary School Certificate shall be admitted as conclusive proof of age.
4. No person shall be appointed in the service of the company unless he is declared mentally and physically fit for service by a qualified medical practitioner deputed by the company.
5. No person shall be appointed in the service of the company if he has been dismissed, removed or his service have been terminated for reasons reflecting on his integrity, honesty and morality or if he has been criminally convicted by any court of law.
6. Every employee shall fill in and sign staff regulation and Personnel Record forms (Form - EP/1). Letter of acceptance of appointment, doctor's certificate, physical fitness, copies of certificates of educational / professional qualifications and other documents / papers required as per terms of appointment letter.
7. Active service in the company shall commence from the working day on which an employee reports for duty at the place indicated by the appointing authority before noon, otherwise the active service shall commence from the following working day.

8. Service Agreement: On entering the service of the company an employee shall execute declaration of fidelity and secrecy in the form and also general declaration in form.

9. Over and above the declarations mentioned above, an employee shall enter into an agreement with the company in the form prescribed as Form - EP/1 hereto and any modification thereto made from time to time.

10. If retired personnel with considerable experience and good background are to be appointed in the company's service, they may be appointed on contract basis on such terms and conditions and on such salary and allowances as may be decided by the Board of Directors. An employee on contract shall enter into an agreement with the company as may be prescribed from time to time by the company.

5.4 General eligibility of candidature

Educational Qualification and Competencies

Job Grade	Minimum Educational Qualifications and Competencies
M -14	Graduate degree (4 years course) / Professional degree, Minimum 15 years experience with 5 years in heading large diversified company or business.
M -13	Graduate degree (4 years course) / Professional degree, Minimum 15 years experience with 3 years in heading large diversified company or business.
M -12	Graduate degree (4 years course) / Professional degree, Minimum 12 years experience with 3 to 4 years in General Management role
M -11	Graduate degree (4 years course) / Professional degree, Minimum 12 years experience with 2 to 3 years in General Management role
M -10	Graduate degree (4 years course) / Professional degree, Minimum 10 years

	experience with 4 to 5 years Functional head role in the relevant area.
M -9	Graduate degree (4 years course) / Professional degree, Minimum 10 years experience with 3 to 4 years Functional head role in the relevant area.
M -8	Graduate degree (4 years course) / Professional degree, Minimum 10 years experience with 2 to 3 years Functional head role in the relevant area
M -7	Graduate degree (4 years course) / Professional degree, Minimum 10 years experience with 1 to 2 years Functional head role in the relevant area
M -6	Graduate degree (4 years course) / Professional degree, Minimum 9 years experience with 1 to 2 years Sr. Manager role in the relevant area
M -5	Graduate (4 years course)/ Professional degree, Minimum 8 years experience preferable.
M -4	Graduate (4 years course)/ Professional degree, Minimum 6 years experience preferable.
M -3	Graduate (4 years course), Minimum 4 years experience preferable. Technical diploma, Minimum 9 years experience preferable.
M -2	Graduate (4 years course), Minimum 2 years experience preferable. Technical Diploma, Minimum 7 years of experience in relevant field.
M -1	Fresh Graduate (4 years course) from recognize university. Diploma in Engg. / equivalent degree, with Relevant Experience: 3 years preferable

5.6 Selection Committee for Management Level

1. The selection committee may be formed as follows:

Grade	Preliminary	2 nd Interview	Final Interview
M-13-M- 14	CEO & Chief HR Officer	CEO	CEO, MD2 & VC
M-S-M-12	Chief HR Officer /Plant HR & Admin,	CEO, Chief HR Officer & Function	Chief HR Officer, CEO & MD2/VC
M-4 - M -7	Chief HR Officer /Plant HR & Admin & Line Manager		CEO, Chief HR Officer /Plant HR & Functional
M-1 ~M-3	Chief HR Officer /Plant HR & Admin & Line		Chief HR Officer /Plant HR

5.7 Selection Committee for Non-Management Level

2. The selection committee may be formed as follows:

Grade	Preliminary Interview	Final Interview
NM-5	Plant HR; Plant Finance Manager; Manager, Operations	Head of Plant; Plant HR
NM -1 - NM-4	Plant HR; Manager, Operations; Plant Manager, Accounts & Finance	Plant HR; Manager, Operations

5.8 Selection Criteria

The following two sets of selection criteria shall be considered in the recruitment process:

1. Shortlist Criteria

The shortlist criteria shall focus on the factual requirements of the person specification. In short-listing candidates for interview, the following factors shall be considered:

- a. academic, professional and technical qualifications;
- b. relevant work experience; and
- c. leadership and management experience. There shall be no discrimination on the grounds of age, sex, marital status, family status, sexual orientation, disability, race, nationality or religion in any circumstances. All candidates shall be assessed fairly and equally irrespective of the sources they come from.

2. Final Selection Criteria

The final selection criteria are applied to evaluate the evidence gathered through interviews and discussions following the initial shortlist. The final selection criteria shall focus on, inter alia, personal qualities, attributes and competencies, past performance, aspirations, potentials, communication and interpersonal skills, professional and personal integrity.

5.9 Recruitment & Selection Process

Following process to be ensured in order to complete the whole recruitment and selection process:

1. Recruitment Requisition and Approval
2. Job Announcement
3. Interview and Assessment
4. Final Selection
5. Job Offer
6. Joining

5.10. Manpower Requisition and Approval:

1. The approval authority for initiation of all recruitment is as follows:

Grade	Initiated by	Recommended by	Final Approval by
In case of all newly	Department Head	Chief HR Officer &	MD2 & VC
In case of approved/budgeted	Department Head	Chief HR Officer	CEO

The following procedure is followed for employment at all levels:

5.11. For newly created positions: '

- a) Concerned Department Heads submits an organization change request with approved organogram and completed manpower requisition form (Form - EP/2) along with Job description and Job Specification to HR department.
- b) HR will compare requisition with manpower plan and budget.
- c) HR department submits proposal to the CEO and MD2/ Vice Chairman for review/approval on the new recruitment.
- d) HR informs the decision of CEO/MD2/VC on the requested new recruitment to the concerned department.

5.12. For filling up an already approved/budgeted and/or vacant position:

- a) Department Head submits completed recruitment requisition form along with Role Profile and Person Specification.
- b) HR analyses the personnel requisition and compares with current workforce with approved organogram and gets approval from CEO, Cx 1 & MD, Cx 2.

4. All requisitions must be placed to HR Department before one month from the date of actual requirement unless of course, there is any contingency need.

5.3.14. Job Announcement

1. After receiving the approved requisition, the HR department makes internal and external notification and advertisement of the approved job vacancies.
2. Internal notification must be put through appropriate media i.e. emails, notice boards, intranet, etc. giving at least seven (07) days for submission of application through their line Managers.
3. External job posting may be done through appropriate media or competent HR Consulting Firms.
4. All types of recruitment advertisements shall be clear and will contain the "following information:
 - a) Job Title
 - b) Location
 - c) Description of the Organization
 - d) Key Roles and Responsibilities
 - e) Person specification
 - f) Last date for applying
 - g) How and where to apply

5.13. Interview Procedure

1. Upon receipt of applications (Form - EP/3), HR performs initial screening of candidates based on parameters/criteria jointly developed by the Department Head and HR.
2. After initial screening, the preliminary interview takes place for the selected candidates.
3. Then second and final interview takes place for the selected candidates in each phase.

4. The interviewers may use several interview techniques depending on the nature of jobs and positions.

The Interview techniques may include:

- a) Competence based interviews
- b) Presentation by candidates
- c) Assessment Center
- d) Written Test (up. to grade M-04)
- e) Viva Voce

5. HR issues notice for interview to the candidates at least 7 days before date of interview.

6. HR schedules the interview and notifies date, time and venue to the panel members as well as the candidates.

7. HR arranges a short briefing on the positions to be interviewed to the panel members which covers:

I. A brief description of the position and responsibilities.

II. A description of desirable characteristics: knowledge, skills and attitude that the candidate should possess.

III. A recapitulation of general interviewing rules / code of conduct, use of rating scales and / or other tools, interviewing errors to be avoided etc.

8. Interview panel members using the Candidate Assessment form make assessment of individual candidates:

I. HR compiles the interview outcomes / ratings and prepares the interview report.

(a) HR files the completed Interview Assessment Forms in strict confidence.

(b) Secretary of Interview panel (Senior Executive, HR) tabulates the interview outcomes / scores and prepares the interview report.

II. Interview panel members review the report and make comments on evaluation.

9. HR uses recommendations made in the interview report as input for preparation of approval paper on successful candidates for vetting by appropriate authority.

6.1. Guidelines for conducting an interview

1. Plan the interview

a. Review the candidate's application and resume, and note any areas that are vague or that may indicate strengths or weakness.

b. Convert job descriptions into interview questions and prepare a structured guidelines or checklist of what to look for in a candidate.

c. Develop benchmark answers and five-point rating scale for each question.

d. Choose the appropriate type of interview to be used.

2. Physical Setting

Choose a setting or an environment which is comfortable and pleasant enough to generate greater interaction and hence more information.

3. Rapport Building

Put the candidate at ease by asking neutral questions about his journey, weather, sports, etc. Such an attempt would help in developing greater rapport.

6.2. Conducting the interview:

1. Try to follow structured guideline or the questions wrote out ahead of time.

2. Start by asking simple questions and slowly graduate to more difficult ones. If the applicant is not able to answer at a certain level, stop because he or she has reached his highest level of competence.
3. Ask open-ended questions instead of those that lead to yes-no answers. Follow these explanatory questions by probing' and Seeking illustrative or hypothetical situation and related replies.
4. Avoid asking leading or loaded questions that might lead to debate instead of dialogue.
5. Listen carefully to what the applicant has to say without interruption. Provide positive feedback to encourage him or her to talk.
6. Ensure that sufficient time is taken by the applicant while replying to questions.

6.3. Close the interview

1. Toward the close of the interview, leave time to answer any questions the candidate may have and, if appropriate, to advocate your firm to the candidate.
2. Terminate the interview naturally. An abrupt ending might convey the meaning that more could have been achieved.

6.4. Review the interview

1. After the candidate leaves, review your interview notes and fill in the structured interview guide (if this was not done during the interview).
2. First rate independent ratings on the applicant and then discuss them.

6.5 Final Selection

1. HR prepares approval paper on successful candidates for approval by CEO, MD2 and VC.

2. HR sends the selected candidates for medical check-up, which is performed by a competent medical practitioner or retainer appointed by the company.
3. All interview panel members must sign the interview report.
4. The recommendations made by interview panel for selection of candidates are final.

6.6. Job Offer

When a suitable candidate is identified, the Human Resources Department will discuss with the recruiting officer and/or the Head of Division/Department, as appropriate, on the terms and conditions to be offered to the candidate. In determining the entry grade and salary of a prospective employee, the following factors will be considered:

- Academic, professional and technical qualifications and working experience;
- Job knowledge and technical know-how;
- recent earnings;
- prevailing market rate of the vacant position;
- availability of suitable candidates in the market;
- internal relativity of Partex Star Group; and
- Job grade and salary range of the vacant position.

1. The offer of employment shall be issued by Chief HR Officer/HR In charge for up to job grade M8 and the rest are CEO or MD2 or VC.
 2. The remuneration package will be based on approved salary structure or otherwise as recommended by CEO and approved by MD2 or VC.
 3. The date of appointment preferably to be effective either on 01st day or 15th day of the month.
- A. The offer letter to candidates includes the following:

- a) Offered position
- b) Placement
- c) Date of Appointment
- d) Documents for filling

5. Offer letter will be considered invalid if the selected employee fails to join within the stipulated time.

7.1. Approval

The selection process and approval authority for the recruitment of all positions should involve at least two levels to ensure that a fair selection process has taken place.

Positions	Approval Authority
Chief Officer, Heads of Division / Department reporting to the Chief Executive Officer	Chief Executive Officer
Heads of Division / Department reporting Chief Officer	Chief Executive Officer / Chief Officer
Employees reporting to Heads of Division /	Head of Division / Department
Other Employees	Recruiting Officers and Heads of Division / Department

7.2. Employment Formalities

1. Vetting of Documents

Prior to confirmation of appointment, the Human Resources Department will ensure that the candidates are lawfully employable and hold a valid Identity Card or other valid identity documents that are acceptable to the Immigration Department. Candidates are required to certify their qualifications and working experience by producing the original copies of their academic and professional credentials, reference letters from previous employers and other relevant documentation.

2. Employment Visa

For prospective employees who require an employment visa to work in Bangladesh, the offer of appointments will be subject to their obtaining a valid employment visa from the Government of the Bangladesh. The Human Resources Department will assist in the process of visa application when necessary.

3. Reference Check

With the written authorization of the new employees, Organization will conduct reference checks with their previous employer as far as practicable, immediately after they have accepted Organization offer of employment. This is to ensure that the information provided by employees in their applications is correct and .that their supervisors are alert at an early stage to any adverse comments about them. If it is impracticable to make a reference check with their latest employers, a reference check with their second latest employers will be conducted first while the reference check with the latest employers will be processed immediately after the employees have reported for duty. If an employee is found to have provided false information, misrepresented or not disclosed any material facts in his application, it shall be deemed to be

sufficient grounds for Organization to terminate the employee's service summarily, unless the employee can give a satisfactory explanation.

8.1. Reporting Duty

On their first day of employment, new recruits will usually report to the Human Resources Department to complete the engagement formalities and attend a brief company induction before they report for duty to the designated Division/Department. Heads of Division/Department should arrange for new employees' job induction once they have reported for duty. New employees will also be invited to attend a Staff Orientation Program conducted by the Human Resources Department to help them better understand the mission, objectives and organization structure of the organization, as well as its rules and regulations, and code of conduct.

8.2. Joining

1. The Selected employees join at the respective department within the stipulated time. The following documents to be furnished to HR department within the stipulated time of joining to start processing of payroll.

By the New Incumbent:

- Application for Employment
- Updated CV
- Educational certificates
- Latest photograph
- Clearance from previous employer
- Filled in Employee Information form
- Nomination paper

By HR Department:

- a) Interview Rating Form duly signed by all interviewers
 - b) Approval of Appointment
 - c) Letter of Employment Report
-

8.3. Probation and Evaluation

- Any selected candidate irrespective of position shall be placed in probation for six (6) months.
- In the event of exceptional need to change the duration of probation period for a specific recruitment, approval must be obtained by Divisional COO/ SBU MD.
- Upon confirmation, the employee will be eligible to receive company's long term benefits as per policies.
- Line manager must carry out at least two probation reviews - Interim (after 3 months) and Final (after 6 months).
- If the employees' performance is found not up to the expectation during interim reviews the line manager must clearly identify the competency gaps and help the employee succeed in the role. This has to be documented and reviewed together with the employee each month.
- The final review shall refer to midterm review and clearly reflect employees' competency level and recommendation for confirmation.
- In general, no salary enhancement can be made upon confirmation, except for adjustment in allowances / pay band, as applicable to the respective grades.

9. Training and Development Policy

9.1 Purpose:

The main objective of training and development in Organization is to help develop key competencies which enable individuals to perform current or future jobs successfully. In this regard, all training and development programs organized by the Human Resources Department will be geared towards the following objectives:

1. Strengthening the job skills/knowledge of employees;
2. Improving operational efficiency and productivity; and or
3. Developing the potential of employees for maximizing mutual benefit to individuals and the organization. .
4. Preparing an employee for a higher level job and enhanced responsibilities
5. Preparing a person to undertake a completely different job from that with which he is familiar.

Basic policy in administering and implementing any type of training or development activity is in accordance with the strategic business objectives of the organization. The Human Resources

Department will work closely with Heads of Division/Department in assessing areas that need training and development support.

9.2. Approaches for Training Development

1. The following intervention approaches are taken to develop different categories of employees:

- On the basis of needs assessment, officers at different grades are trained & developed to improve their 'Functional Skills'.
- Newly promoted supervisors, controllers & Managers are trained & developed to improve their 'Human Skills' along with 'Functional Skills required for their new responsibilities.
- Asst. Managers, Managers, Senior Managers/ DGMs and GMs/ Directors are provided with development intervention to improve their leadership Qualities' along with their 'Human Skills'.
- Operational Heads are also provided with development intervention to improve their 'Conceptual Skills' along with leadership Qualities' in order to broaden their perspectives.
- Any of the employees [Officer to Operational Heads) may be assigned -'Special Projects' in order to improve his ability to work in a Team'

2. Training requirements of employees are identified based on the outcomes of annual Performance Management Process as well as Skills Gap Analysis exercise.

3. Priority is given to in-house training to be conducted by designated Training Officers or any other fine and /or staff executive suitable to conduct training.
4. The expenses incurred by an employee to attend training session/ courses/ workshops are borne by the company.
5. All in-house and external training programs are documented using the training card. Every department has to follow an employee performance measurement method devised by the HRD. This performance measurement form is filled out and signed by the supervisors and respective Department Heads. Based on these performance reviews, training needs are identified for different employees.

9.3 Procedures

1. A structured Training Needs Assessment (TNA) is conducted to determine what training is relevant to employees' jobs, to determine what training will improve performance, to distinguish training needs from organizational problems, and, to link improved job performance with the organization's goals and bottom line. Learning Value Added (LVA) is used as a tool in identifying the business needs as well as learning needs, designing and development of the training module, delivery of the content and also in measuring the training effectiveness.

The LVA Toolkit is a resource that helps to develop knowledge of the impact of learning solutions, diagnose and confirm business needs, increase capability to support strategic initiatives, select and direct vendor activities and increase the return on training investments. To

conduct effective TNA, discussions are arranged with sponsors, i.e. division heads, section heads and focus groups.

2. HR liaises with each Division Head to identify training & development requirement for each employee based on:

- Business needs assessment where implications of current and future business goals on people performance are considered.
- Learning needs assessment where requirement is identified based on interview with focused group or targeted audience.
- Development plan of the employee that is found from annual performance evaluation exercise.

3. HR works out training programs for the whole year based on the outcomes of training needs assessment exercise.

- HR invites other departments in a discussion session for need assessment.
- Department Heads clarify objectives of the training recommended and present how the training will benefit the employees, the department and the company.
- HR & Finance checks whether the provision of requested training has been made in annual business plan and budget. HR facilitates the session and prepares proceedings.
- An organization wide Learning Network (LN) is created consisting of a representative from each division to act as a focal point and ensure that required programs are arranged to address the identified learning needs.

4. The draft Annual Training and Development Plan (ATDP) with detailed schedule and estimated budget is prepared.

- HR prepares the draft Annual Training and Development Plan which has the following components:

(a) Detailed training calendar and plan

(b) Instructional / training methods to be used

(c) A summary of estimated costs and resources requirement

(d) A value analysis/cost-benefit assessment

- Chief HR Officer reviews the draft plan and budget and provides his feedback.

- Finance checks the draft plan and budget and provides their input on impact of the plan and budget on bottom line and productivity.

HR makes necessary amendment based on input received from Chief HR Officer & Finance.

5. HR places the Annual Training and Development Plan and Budget for approval of Chief HR Officer who then gets the final authorization. •

6. MD / CEO reviews and authorizes annual Training and Development Plan and Budget.

7. For in-house training program HR selects suitable resource person from among employees by searching through skills inventory or notifying via company notice board:

- HR analyzes skill inventory and employee records to identify line and /or executive suitable to conduct training.

- A shortlist of prospective trainers is prepared based on evaluation criteria.
- Selected candidates are included in the trainer pool of the company.
- HR arranges Train the Trainer (TOT) program for the trainer pool officials as and when deemed fit.
- Suitable trainers from the trainer pool are engaged to conduct relevant courses.
- In-house resource persons are provided with a complimentary allowance for conduction the training program.
- In-house Sales Oriented Training and Operation Process (OP) training follow a structured preset program/curriculum called the' Education Road Map'.
- In-house General and Specialized Function Training and management development training programs are need based.

8. To provide general, specialized function and management training for which resource person/faculty is not available in-house following two approaches of external (local) training program are followed: s-

- Training programs are outsourced from suitable training houses.

(a) On receipt of the training offers, HR checks the cost, credential of the training services provider; its facilities and validity of the course(s) in relation to the training needs of the total organization.

(b) HR prepares comparative statement of the applications based on the following

- Experience and credential of firm
- Key competency of the firm

- Resource persons associated with the firm.
- Understanding of the requirement
- Course outline
- Training schedule and plan
- Overview of cost component
- Detailed breakdown of costs

Recommendation

After completing the analysis of the studied variables in the context of the organization, the following issues were found for recommendation:

From the analysis, training proved to be a significant factor for organizational performance.

Therefore, Organization should emphasize on their training program to a great degree.

Organization should give proper formal training in different areas to their employees so that they can increase the organization's performance through increase their individual performance by getting good training.

According to the findings, Recruitment and Selection turned out to be a very important factor for the organization. Majority of the employees believed that structured selection process of employees in different organizational aspects played a strong role in improving the organizations performance. So Organization should put more focus on it and needs to create such recruitment policy so that to right candidates should be selected for the right position in the right time.

For improving the performance and remove the problem of Organization , some necessary steps are recommended bellow on the basis of collected data, observation, expert staffs' opinion and my knowledge and judgment.

- ✓ Should increase the number of computers as well as printers with proper UPS facility.
- ✓ The organization must expand marketing campaign by giving more advertisement, sponsorship etc.
- ✓ To perform the activities more quickly and efficiently, the organization should hire more efficient employees in their different departments.

- ✓ The software and network system of HR department should be updated properly.
- ✓ The organization should evaluate the previous performance and the after training performance to identify the improvements.
- ✓ The organization management must change the system of appointing people by giving their reference
- ✓ They should take HR forecasting more seriously as it is the most important part of HR planning.
- ✓ To keep fair and effective recruit policy they should introduce assessment center.
- ✓ Organization should hire more human resource in HRD department because there is insufficient manpower.
- ✓ The organization needs to be more focused on CSR activities and employee retention & welfare programs.

Limitation of the Study

Although this study makes several important contributions to the literature and has valuable implications for practice, it is not without limitations. There are be some other factors which can affect perceived organizational performance like industry sector, organizational size, organizational age, and union membership or personal relationship with staff which the researcher has not considered because of the simplicity of the research and to narrow down the research focus.

Conclusion

To improve the organizational performance it is very important to provide formal training, compensation by which the employees can satisfy themselves, and create opportunities where every employee can participate. To an extent it is important to select the right kind of employee for increase organizational performance, but the magnitude of transparency and quality Organization exerts in its employee selection process renders it sufficient to merely continue the current practice. Therefore, from this study Organization can get the indications on which of the issues they have to focus more to increase or improving their performance. Finally, this research will encourage further study and useful guidelines for these types of researches.

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