



**“DIFFERENT FUNCTIONS OF HUMAN
RESOURCE MANAGEMENT OF Nestlé
Bangladesh”**

Internship Report on Nestlé Bangladesh Limited

“DIFFERENT FUNCTIONS OF HUMAN RESOURCE MANAGEMENT OF Nestlé Bangladesh”



Inspiring Excellence

Submitted to

Dr. Md. Mamun Habib
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Submitted by

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Date of Submission

7th September, 2016

Letter of Transmittal

To

Dr. Mamun Habib

Associate Professor

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Subject: Submission of internship report for the completion of BUS401

Dear Sir,

Every student of BRAC Business School needs to do their internship in an organization and submit a report about their experience in the company in order to complete the graduation. As per the BBA program's requirement, my internship report has been completed. In this report, I have tried to follow all the guidelines and instructions that you have communicated to me through our conversations.

Nestlé Bangladesh LTD's internship program is a yearlong program of which I have completed two and half months till date. Throughout my ongoing internship period I have not only acquired different skills and knowledge, but also a good network. Working in this organization has exposed me to the inner workings of a multinational organization. While preparing the report, I ensured that I abide by the rules and regulations of BRAC University and use authentic materials to support my report. I hereby, submit my report.

Sincerely

Fariha Ahmed

ID- 12204083

Acknowledgement

Firstly, I would like to thank Almighty Allah for his blessings upon me to make it this far and for giving me an opportunity to work in one of the finest multinationals in the world. Secondly, I would like to convey my special thanks to Dr. Mamun Habib Sir, my faculty advisor for his valuable guidance, which helped me to complete this report successfully. I am highly grateful to him.

I would also like to acknowledge the help of my organizational supervisor, Mr. Sakeef Anam, Executive, Talent Acquisition, for sharing his insights into the topic and providing me the support I needed and allowing me to spend extra hours behind this project besides my regular work. I would also like to thank Mr. Azfar Hossain, HRTO, Rewards, and Ms. Sanjana Rajjaque, People Development Manager for extending their support and sharing their knowledge about the topic.

Executive Summary

In this report, I tried to bring up the vastness of Human Resource Department of Nestle Bangladesh Limited. I also tried to explore the beauty of HR of this 150 year old Company. I also tried to focus on how efficiently and effectively this company is hiring, managing and retaining the valuable employees through the various activities they undertake. This report also reflects how this company is maintaining their global HR standards, policies and practices. It also covers how they are planning the development activities of the valuable human assets, their several compensation policies, training and engagement functions. The report covers the organizational background and details the company history –both globally and locally. It also covers the findings of the research I made on each of its department and some recommendations on what more they can do for their human assets.

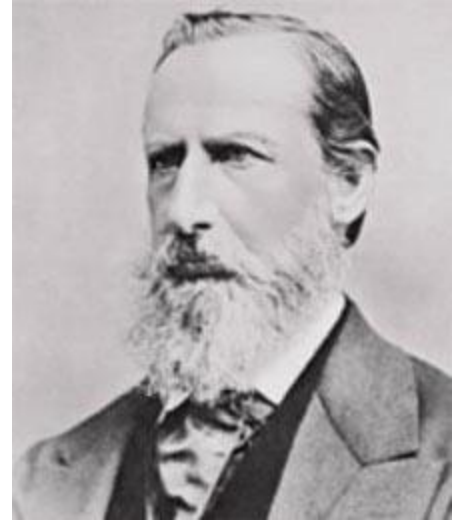
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Chapter 1: Company Overview-

Nestlé

The history of Nestlé begins back in 1866, when the first European condensed milk factory was opened in Cham, Switzerland, by the Anglo-Swiss Condensed Milk Company. In 1867 Vevey, Switzerland, the founder Henri Nestlé, a German pharmacist, launched his Farinelactée, a combination of cow's milk, wheat flour and sugar, saving the life of a neighbor's child. Nutrition has been the cornerstone of our company ever since.



Henri Nestlé, himself an immigrant from Germany, was instrumental in turning his Company towards international expansion from the very start. Henri Nestlé embodied many of the key attitudes and values that form part and parcel of our corporate culture: pragmatism, flexibility, the willingness to learn an open mind and respect for other people and cultures. Thus, 1905 the Anglo-Swiss Condensed Milk Company, founded by Americans Charles and George Page, merged with Nestlé after a couple of decades as fierce competitors to form the Nestlé and Anglo-Swiss Milk Company.



From then the acquisition and merger has been a continuous

strategy for Nestlé. Currently Nestlé has over 2000 products under hundreds of brands. Nestlé is currently operating in all countries of the world other than North Korea. With its focus in providing quality nutrition, Nestlé is the world's number nutrition health and wellness company.



1.1. History:

It's 1867 in Switzerland, and a premature baby cannot breastfeed, which is worrying in an era when many infants die of malnutrition due to a lack of effective breast milk alternatives. Henri Nestlé learns about the case and feeds the child his new 'farinelactée' infant food. It is the only product that the boy can digest, and he survives.



Word of Nestlé's success spreads rapidly, and through determination, commitment and a pioneering spirit he builds a thriving business. His life-saving innovation is the model for all those that follow throughout Nestlé's 150 years, which show the company's skill in meeting and anticipating consumers' changing needs.

Worldwide, people now consume more than one billion servings of Nestlé products per day. The company operates in over 197 countries and employs almost 340,000 people. It's a far cry from the small-scale business that Henri Nestlé founded in Vevey, Switzerland. But Nestlé still embraces his values, his famous 'Nest' logo, and its headquarters in the city.

1.2. Product Offerings:

Nestlé is known better through its brands. Their portfolio covers almost every food and beverage category – giving consumers tastier and healthier products to enjoy at every eating occasion and throughout life’s stages including times of special nutritional need.

Baby foods

Cerelac, Gerber, Gerber Graduates, NaturNes, Nestum

Bottled water

Nestlé Pure Life, Perrier, Poland Spring, S.Pellegrino

Cereals

Chocapic, Cini Minis, Cookie Crisp, Estrelitas, Fitness, Nesquik Cereal

Chocolate & confectionery

Aero, Butterfinger, Cailler, Crunch, KitKat, Orion, Smarties, Wonka

Coffee

Nescafé, Nescafé 3 in 1, Nescafé Cappuccino, Nescafé Classic, Nescafé Decaff, Nescafé Dolce Gusto, Nescafé Gold, Nespresso

Culinary, chilled and frozen food

Buitoni, Herta, Hot Pockets, Lean Cuisine, Maggi, Stouffer's, Thomy

Dairy

Carnation, Coffee-Mate, La Laitière, Nido

Drinks

Milo, Nesquik, Nestea

Food service

Chef, Chef-Mate, Maggi, Milo, Minor's, Nescafé, Nestea, Sjora, Lean Cuisine, Stouffer's

Healthcare nutrition

Boost, Nutren Junior, Peptamen, Resource

Ice cream

Dreyer's, Extrême, Häagen-Dazs, Mövenpick, Nestlé Ice Cream

Petcare

Alpo, Bakers Complete, Beneful, Cat Chow, Chef Michael's Canine Creations, Dog Chow, Fancy Feast, Felix, Friskies, Gourmet, Purina, Purina ONE, Pro Plan

1.3. Nestlé Bangladesh:

Nestlé Bangladesh started its operations in Bangladesh in 1994, as a joint venture between Transcom Bangladesh Ltd. and Nestlé SA. Eventually within few years into operation Nestlé SA took over buying out all shares. From then onwards Nestlé truly started its operations through importing various products as well as through establishing factories in Shreepur, Gazipur. The state of the art facility produces and repacks several lines of products.

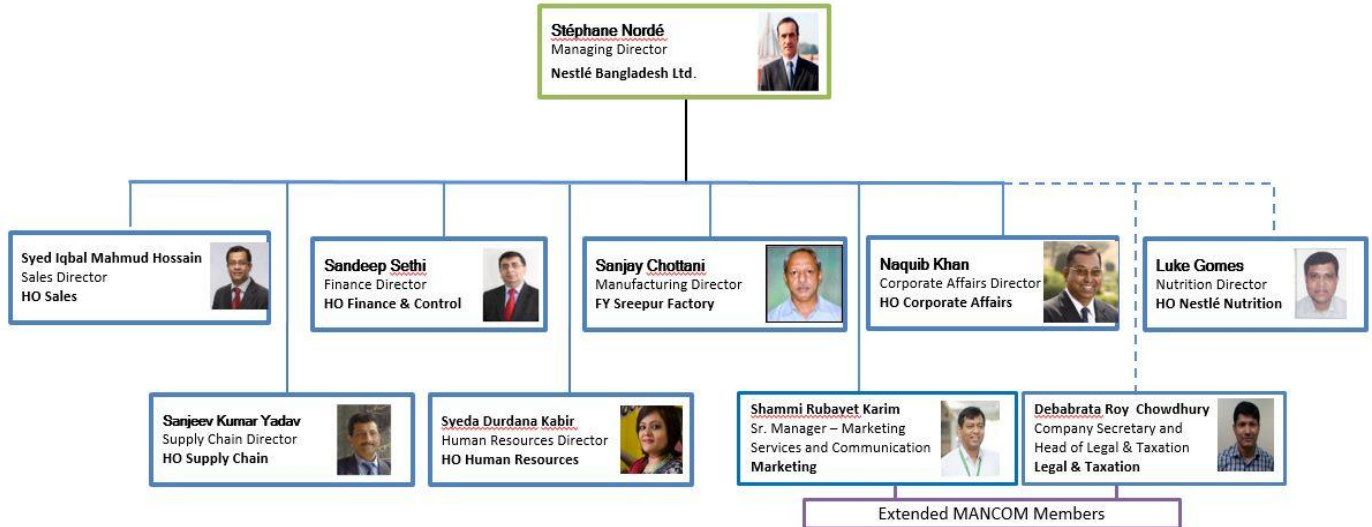
Among the products being produced the most famous ones are Nestlé Cerelac, Maggi Noodles and Munch Rollz. Other than these products like Nescafe, Lactogen, Nido are imported from different regions of the world and are repacked here in the local facility.

Our factory is situated at Sreepur, 55 km north of Dhaka. Nestlé invested Tk. 110 core so far since 1994. In addition to cereals, the factory produces instant noodles and repacks milks, soups, and infant nutrition products. Other products, such as coffee, breakfast cereals and confectionary items like Fox's Candy are imported from other Nestlé locations.

Currently the organization has more than 700 people involved in various full-time positions. These employees are scattered in the 5 regions of Nestlé in Bangladesh. In Bangladesh Nestlé is headquartered in Tejgaon - Gulshan Link road. The Headquarters or more referred as Head Office accommodates both local and foreign employees.

Nestlé all over the world have shown high standards of business integrity and practices. It has shown no compromise in compliance to different legal and environmental aspects and have thus become the World's Leading Nutrition Health and Wellness Company.

1.4. Operational Network Organogram:



In Bangladesh Nestlé has been operating successfully for more than 20 years till now. With the regional head office in Tejgaon Industrial Area, Nestlé Bangladesh Ltd. comprises of 10 functional departments. They are:

- Corporate Affairs
- Finance & Control
- General Management
- Human Resource
- Marketing
- Manufacturing
- Nutrition Marketing
- Nestlé Professional
- Sales
- Supply Chain

These ten departments are further broken down into smaller functions more efficient and productive work.

1.5. Human resource team:

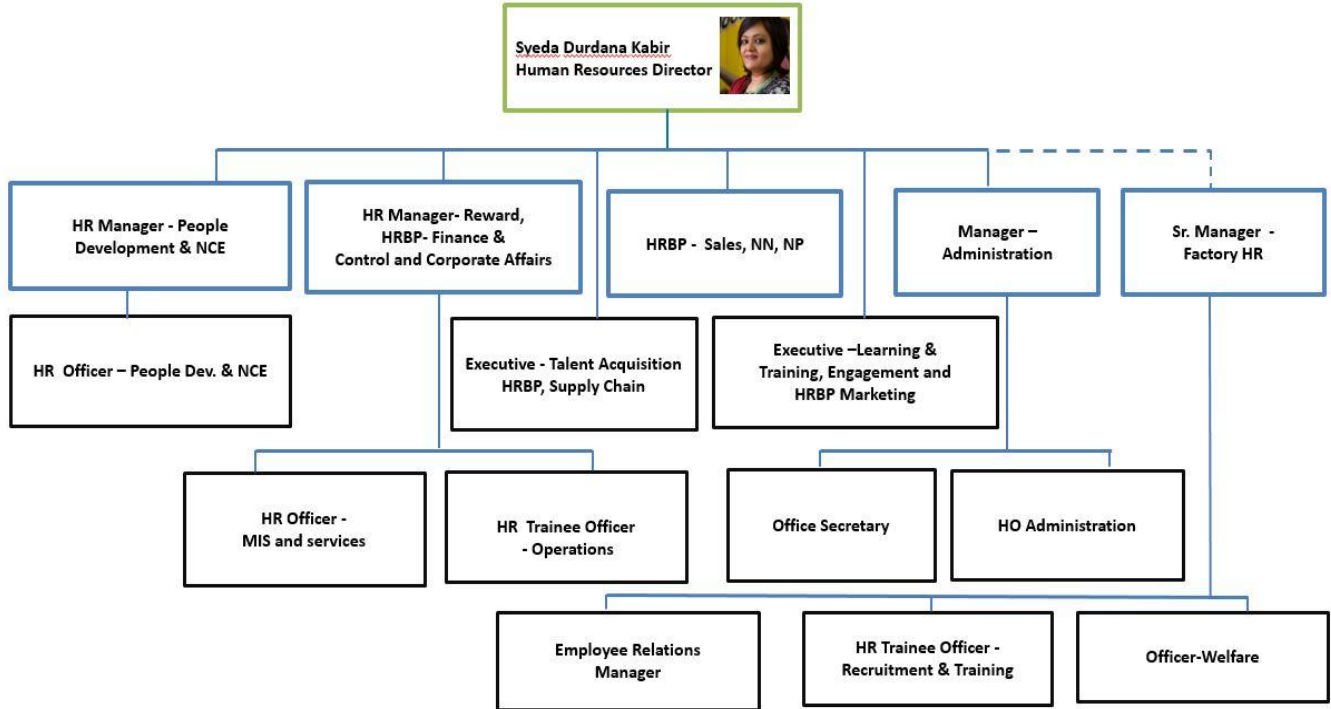
In any organization the importance of having a proper and effective human resource team is immense. Starting from the very introduction of the company the human resource team is required in order to understand the structure needed as well as to employ the right candidates in that structure. Similarly in Nestlé Bangladesh the human resource is one of the major functional departments, aiding all the other functions through active co-operation and proper counselling. The major task of the human resource team is to enable people to perform their work properly. The HR is the one that is implicitly responsible for running the entire company as it supplies people to any department as per their requirement. The nine member HR Team works hard to provide the right people at the right time and at the right place. The HR team consists of 5 different departments. They are as follows:

- Recruitment
- Reward
- Learning & Training, Engagement
- People Development
- Admin

The team members along with their departmental duties also work as the business partner to different other departments. This is a unique concept of Nestlé which is practiced in order to be effective and efficient. The business partners are responsible to support their assigned departments as well as help them in any aspects necessary starting from departmental planning to recruitment of the employees. Other than that the Head Office (HO) HR team works closely with the factory HR Team in Shreepur and every decision of the factory HR is taken with consent of the HO team.

The factory HR team is an independent body responsible for their own training and recruitment. Along with that an additional member is appointed as the Factory Welfare officer, who serves the purpose of being a bridge between the management team and the non-management team. The welfare officer looks after the factory workers as well as maintains the factory premises through administrative actions. Grievance handling is also a major duty of the factory welfare officer.

The entire organogram of the Human Resource Function of Nestlé Bangladesh Limited is provided below:



Chapter 2: Job responsibilities

2.1. Description of the Job:

The intern joined Nestlé Bangladesh Limited on June 3rd, 2016. From the very beginning of this one year internship program, the intern had been with the Rewards Team and Talent Acquisition Team of the Human Resource Department. Reward is the biggest function of the Human Resource Department in Nestlé Bangladesh Limited. Rewards basically looks after all kinds of benefits provided to the employees of Nestlé Bangladesh Limited, both financial and non-financial. As an Intern of the Rewards team, job consists of some monthly basis work like processing the Medical Scheme, Infant Scheme, and Leave Roaster every month along with a few currently running projects. On the other hand, as the intern worked with Talent Acquisition, came to know about various activities that are undertaken in order to recruit the applicants who perfectly match the job specification.

2.2. Specific Responsibilities of the Job: Rewards

This Internship Program has given the intern exposure to real work and has been assigned with some monthly basis works along with few projects designed especially for Interns.

So far responsibilities have been:

- **Processing of Medical Scheme** – This is one of the major monthly based works that the intern did. Nestlé Bangladesh Limited disburses a particular amount of money for every employee both Management & Non-Management every year. With this amount they can avail their medical purposes, which they can claim every month. So every month we get a huge number of medical claims that needs to be processed. She was assigned with the full processing of these medical bills, starting from recording them in excel till giving input in Microsoft Access so that these can be send to the Finance Department for disbursement with the current month's salary.
- **Processing of Infant Scheme** – This is another unique scheme provided by Nestlé to its employees. Through this scheme the employees can claim baby food for their children ranging from 0 to 1 year old. The intern was assigned to process the claims that come

every month and worked in every steps of this process till giving the product requisition every month for this scheme.

- **Updating of Leave Roaster** – This is another monthly based work. All the leave applications are forwarded to and the intern updated the leave roaster file and make sure the numbers are correct, keeping a track of the number of leaves each employee has availed.
- **Joining Formalities** – The intern also looked after the joining formalities of both permanent employee and interns. Separate joining kits had to be made for both the occasions whenever it is necessary. She was assigned to make sure all the required papers are provided to them before the joining.
- **Exit Formalities** – Just like the joining, the intern looked after the Exit Formalities, but only for the interns and also took care of the exit related papers and make sure they are handed out properly with proper explanation. After that was done, she made the Experience Letter for the exiting Intern.
- **Maintaining and Updating Personal Files** – Nestlé maintains separate files for each of their employees which consists all the papers from the beginning of the employee's joining till date. Starting from the employee's CV, academic papers, medical records, performance evaluation form till salary statement everything had to be there in place. The intern made sure all the necessary papers are there, and whenever additional paper is generated that it is placed in the respective file.
- **Maintaining and updating Intern Master file** – This is an Excel file that consist of all the information of the Interns were and are presently working now at Nestlé Bangladesh Limited. The intern was assigned to update the file with all the necessary information about every Intern, and updating anyone who has joined and exited.
- **Generating reports for Leave, Infant Scheme, and Medical Scheme** every month and at the end of every quarter.

2.3. Specific Responsibilities of the Job: Talent Acquisition

While working in the talent acquisition department, the intern came to learn about the recruitment processes of interns as well as employees. The activities that I was involved with are given below:

- **Sorting of CV's-** She was given the responsibility of sorting CV's of candidates. Her supervisor provided me with certain criteria for each positions as per which she had to sort the CV's. She mainly sorted CV's for the positions of Interns, Territory Officers, Area Nutrition Trainee Officers, RSA Executive, Production Managers etc. This provided her with the opportunity to learn about how to perfectly design any CV for a particular position.
- **Arranging group discussions, interviews and meetings-** For certain positions like territory officers and area nutrition trainee officers, group discussions had to be arranged for assessing the candidates. The intern was given the responsibility to arrange the program. Besides, she also arranged the interviews with the candidates and interns' meeting with the MANCOM. All these interviews and meetings had to be scheduled as per the instructions of supervisor.
- **Arranging written exams-** The intern also had to arrange written exams of the interns invigilate them and check the scripts. As per the marks obtained, they were recruited by their respective supervisors.
- **Attending road show-** The intern also had to arrange and attend several road shows that took place in several universities about the internship and job opportunities at Nestlé. These shows were the initiatives taken by the talent acquisition team in order to encourage potential candidates.

Chapter 3: Report

My internship at Nestle Bangladesh started on the month of June, 2016. I had to go through the recruitment process which consists of an interview and an aptitude examination. Afterwards, I had the opportunity to work with the Human resource team and being a HR major, it been had great exposure for me. In the report, I tried to discuss about the functional activities I had been involved with at Nestle. I also tried to elaborate about the different functions of Hr of the company.

3.1. Origin of the report:

This report was prepared by me to successfully earn the required internship credits for completing my BBA program, which is a part of BBA curriculum of BRAC University. I wrote this report based on all the observations and experiences I had throughout my time at Nestle. I discussed about the topic of the report with my respected advisor Dr. MamunHabib sir and proceeded.

3.2. Objectives of the report:

- The primary objective of my report is to discuss about the responsibilities I had been assigned with at Nestle Bangladesh.
- The secondary objective of my report is to uphold the Human Resource Department of Nestle Bangladesh and its various functions.

3.3. Sources:

I tried to collect data from both primary and secondary sources:

- Primary Sources: I tried to conduct a number of in depth interviews with respective HR managers to accumulate as much information as possible. I also tried to communicate with their interns to get a clearer picture of the work they do.
- Secondary Information: I collected secondary information from Nestle Websites, Nestle intranets and other websites and journals.

3.4. Limitations of the report: As a result of current security issues, Nestle has come up with a number of policies which imposes a lot of instructions on the interns. Besides, respective managers were also very conscious while giving up any kind of information which made it a little difficult for me to come up with in depth analysis. I had been strictly instructed to cross check every single detail with my supervisors as well.

Chapter 4: The Human Resource Management of Nestle Bangladesh

It is believed in Nestle that employees are the ones that can help them achieve the ultimate success and that their engagement is a must. Managers at all levels constantly inspire and lead the employees and help them add value to the company. This requires a high level of commitment from each and every employee and a constant mindset focused towards results. As a result at Nestle, people are not only engaged in improving their professional skills- and regardless of origin, race, nationality religion and sexual orientation, they constantly adopt themselves to the Culture and Principles of the organization which is considered the key success factor of this organization.

It is the prime duty of all the line managers to build up and maintain a work environment where people develop a sense of commitment within them and also perform at their best to boost up the company's success. The managers believe in creating successors. The managers believe that participation from all level of employees play a vast role. The structure of Human Resource is such that it empowers all of them in establishing business needs and also considers the people requirements. The objective of the managers and the entire team is providing a professional guidance to all level of employees so that they can provide with results and also ensuring a work environment where all can perform.

It is believed that if a company wants to succeed in the long run, it needs to attract, retain and develop employees for ensuring sustainable growth. At Nestle, managers higher employees who possesses not only professional skills but also personal attitudes that enables them to establish a superior relationship with the company. The Company believes in employing a person with relevant skills and experience and adherence to Nestle principles. A candidates nationality, race, religion, gender, disability, origin is never a matter of consideration.

Nestle promises to provide employees all over the world with a healthy and safe working condition, flexibility in employment which helps all employees in maintaining a work- life balance and makes it a leading Nutrition, Health and Wellness Company. Flexible working conditions are provided whenever and wherever possible which helps all the employees to engage in other fields like community involvement. The line managers always take the responsibility of safety and health of their responsible areas. Nestle cares about all the

employees, regardless of whether they work inside or outside the premises, whether they are under any contractual obligations, or whether they are any service provider, it is ensured that all of them get the appropriate working condition. The company tries to build a relationship of trust and respect with employees at all levels. The company is zero tolerant to any kind of harassment or discrimination. The HR team ensures that the voice of employees is reached to appropriate sources.

Since its inception, Nestle has been trying to build up a work environment based on trust, mutual understanding, and respect. All the employees all over the world work constantly on improving collective relations and this has become a part of their job description. The company upholds the freedom of speech of all the employees and also gives rise to collective bargaining. Negotiations between trade unions and management have always been very peaceful, and it does not affect the workplace orientation. The company believes in continuous improvement in the fields of two way communication and encourages all to share knowledge, values, promote health and safety as well as concern for the environment. All the employees are expected to continuously try and overcome any kind of differences that might hinder workplace relationships.

Nestle takes the responsibility to establish flat and flexible structures with minimal levels of management and broad spans of control, which enable people development, increase efficiency, and ease implementation of “Nestle Management Leadership Principles”. As a result of less hierarchical structure, there remains enhanced relation among employees. This makes the work environment more flexible. This is also what gives the organization a competitive edge. These values inspire them to establish a work environment that emphasizes on individual responsibility and autonomy. The diverse work environment allows people to think out of the box and be innovative. Risks are positively viewed here. Mistakes are positively viewed and there is always room for improvement. The brand of the company gets combined with creativity and knowledge of local business. People thus can influence the day to day activities that take place in the organization and achieve a sense of ownership in them.

In order to accomplish all these, the Human Resource Department undertakes different functions that work in line with the policies and programs of the company.

4.1. The rewards department:

Nestle is recognized as the world's leading Nutrition, Health and Wellness company. But in order to attract and retain new and current hires, remuneration and benefits based on performance is also required. . It is also about the hard earned value and trust that their name brings to those who work with them; the relationships with the line managers and fellow workers; recognition and experiences enjoyed while working for a diverse global company; and possibilities to learn and grow. These are as a whole, the Rewards employees receive. Nestlé, therefore, focuses on Fixed Pay, Variable Pay, Benefits, Personal Growth and Development and Work Life Environment as the key elements that define Rewards. In the spirit of developing a high performance culture, those elements need to correspond to what is valued by employees in each and every market, and which demonstrate how Nestlé is committed to giving each employee the opportunity to grow, evolve and contribute. Nestlé Rewards programmes must be established within the social and legal framework of each country, and with respect to applicable collective agreements. It is the responsibility of each manager to propose the remuneration of their employees within the framework of Company policy. Sufficient time should be spent with each employee to explain her or his specific situation in terms of remuneration and benefits, if needed with the support of HR management, in order to communicate properly, clearly and with sufficient transparency.

It is crucial to understand that Rewards need to recognize to what is being valued by the employees in the market place as well as is in line with Nestle policies. It is very important that the total rewards are in alignment the corporate governance framework and is applied within local, legal and socio-economic environment. Besides, some sort of discretion might be provided but it needs to remain in compliance with local legislations. The “Total Rewards” must be very simple to understand and must be rationale.

The principles of rewards are not only influenced by individual performance but also other factors like market practices, costs benefit analysis and business results achieved both locally and globally. To balance all considerations, Human Resource, Pensions and Finance should be involved in all respects. Nestlé has a long-term vision of being competitive in the market place. In this context, the total “employee package” needs to be taken into consideration. This means that all the components of Rewards have to be established in harmony with each other.

Total Rewards include the following sections:

❖ **Fixed pay:**

It basically consists of the Basic Salary which is the foundation of total remuneration. On the other hand, other factors of remuneration are related to it. We undergo several regular surveys to determine the competitive position we have in the market. Nestlé is committed to a pay for performance culture which endeavors to differentiate pay levels on an individual performance basis. Base salaries and wages are determined locally within the corresponding salary structure, which should be set at a level reflecting local market practices, slightly above the median. Actual base salaries and wages, however, can be set between the market median and the third quartile of comparative competitor levels obtained through appropriate and reliable survey providers. The exact salary positioning depends on the salary decision factors.

Basically, a group of companies that are Nestle's Prime competitors is the local competitive market. These could be consists of several multinational companies as well as any other local companies selling similar products. Sometimes, additional reviews could be considered. These reviews should involve individual performance as well as external competitiveness. Other factors like future developments plans are also sometimes considered.

❖ **Variable pay:**

The main objective of variable pay is to create a sense of participation among employees and motivate them to perform beyond expectation. This also creates and increases participation among employees in the success of the company. The individual's eligibility for a variable pay scheme depends on the framework defined at Group level and local Market conditions. One of the variable pay is the Short- Term Bonus (STB) that provides an opportunity to employees to meet the target and obtain remuneration. STB target levels are expressed as a percentage of Annual Base Salary in line with the corresponding framework determined at Group level and prevailing local Market practices.

❖ **Employee benefits:**

An extremely comprehensive and competitive employee benefit is provided by Nestle as a part of Total Rewards Package. All the elements are shortly discussed below:

- The employee benefit program represents a complete financial commitment on the part of Nestle. In order to leverage the benefits offered to the employees, as well as appropriate and in alignment with local practices, all the employees are offered the discretion to choose the level and type of benefits that is best applicable to their personal needs, situations, family orientation etc.
- The employee benefit program must be attainable and affordable. The design and delivery of such programs must be in compliance with the company practices as well as local conditions in every locality, and should also comply with security requirements. Some of the benefit programs that are often offered are stated below:

❖ **Pension and Retirement Schemes:**

This kind of benefits is mainly designed to help employees in ensuring a healthy standard of living after they retire, as per the local standards and in addition to state/social security benefits, personal savings and/or other individual retirement financial arrangements.

❖ **Insurance Benefits:**

Such benefits are designed to protect employees against risks such as accident, illness, disability and death with the ongoing financial situations. Depending on the market policies and practices, these programs are often provided to employees on a contributory basis, in addition to the occupational and/or mandatory/social security workers' compensation benefits in case of work-related disability, accident or sickness.

❖ **Medical Benefits:**

These programs are aimed towards providing an easy access of the employees to quality healthcare as well as health insurance benefits in case of any kind of accidents or illness. This scheme will be applicable for all Manager/Executive/Officer including one named spouse and two named dependent children up to the age of 21 years. The outpatient limit of the

manager/executive/officer is 90% of the actual expenses for self and family subject to a certain amount per calendar year. For the purpose of operations and hospitalization, they are entitled to get the actual expenses for self and family. This type of policies also covers all sort of expenses for prescribed medicines, dental care, examinations that are clinical, spectacles and regular check-ups.

❖ **Executive Health Checkup:**

This kind of benefits is available for all the permanent management employees. It is a must for all employees to be at a good health all the time. As a result employees who age 40 years and above can avail Executive Health checkups once a year and those age below 40 years can avail it once in two years in addition of existing company medical schemes.

❖ **Infant Feeding Scheme:**

This policy is aimed towards encouraging all female employees, spouse of male staff to breast feed their babies for as long as possible. The company can provide free of charge to all female employees or spouse of the employees, certain selected products marketed by the company, until the baby reaches one year of age.

❖ **Complementary Product Gift:**

This policy provides a definite guideline in connection with monthly Complementary Company Product distribution to all the permanent employees of Nestlé Bangladesh Limited. As per the assortment, company products will be provided to all permanent employees once in every quarter.

❖ **Gratuity Scheme:**

The entitlement of gratuity scheme is based on length of services in years multiple by last drawn basic salary considering the following factors.

❖ **Leave Fare Assistance:**

The above policy is applicable to all permanent management employees, i.e. directors, executives, officers, managers other than expatriate employees of Nestle Bangladesh Limited. This allowance is usually provided to the employees in order to meet up relevant expenses during vacation. The fare assistance is equal to one month's basic salary per calendar year.

❖ **Marriage Gift Policy:**

Nestlé Bangladesh Limited gifts its employee with a token of appreciation on his/her wedding. This marriage gift of certain amount will be given to all permanent employees of Nestlé Bangladesh Limited for their first marriage.

❖ **Recognition Scheme:**

Nestle has always been driven by a culture that recognizes performance. It always tries to uphold extraordinary efforts. The employee contribution is considered as over and above his/her/their usual expectations of the role. The proposal for the nomination of recognition scheme can be made either by the Heads of Functions or the Line Managers. This is open to all permanent employees of the organization, whether they are in the same or other Functions.

❖ **Staff Sales Policy:**

This policy is intended to define a guideline in connection with purchasing Company products by all permanent employees of Nestlé Bangladesh Limited. Staff-sales can be availed through Staff Sales Shop located in both Head Office and Factory. These Shops are operated by a Company nominated third party Distributor. All eligible employees can collect products from Staff Sales Shop against filling a product request form and showing the Nestlé ID Card. Field Forces (Sales & Nutrition) will take their staff sales from respective Distribution point. They will purchase the product at Trade price and will claim the difference amount from Staff sales Price with personal expense claim.

❖ **Work life environment:**

In order to attract, retain and engage the high performing talents at Nestle, an inspiring work is extremely required. All this depends on the level of faith and trust employees have in the company and their values as well as principles. Nestlé, within the cultural-social context of each Market, aims to promote a healthy and positive lifestyle at work and outside of work, and is thereby committed to providing:

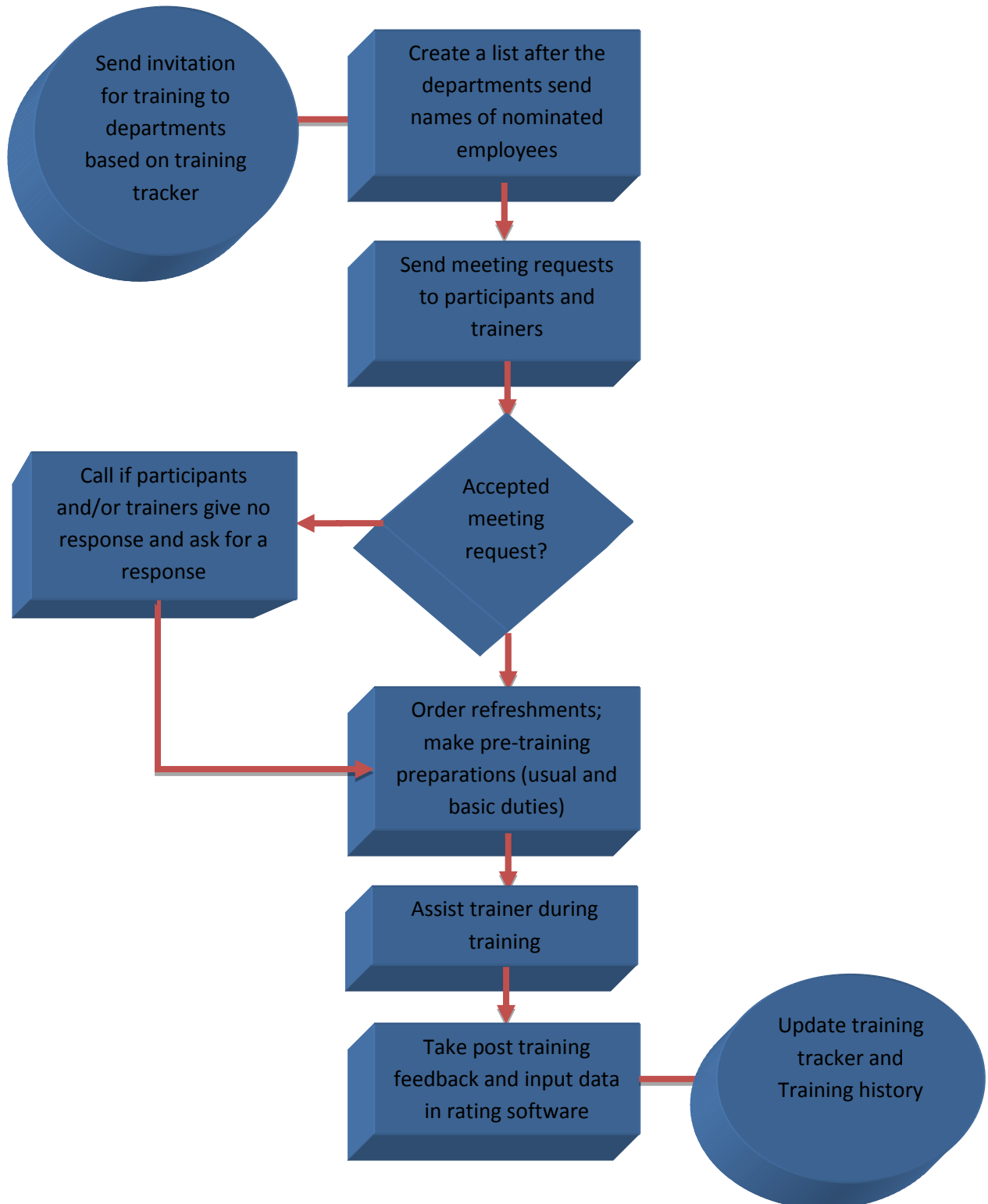
- ❖ An inspiring and positive work environment that not only helps employees to work adequately but also maintain a balance in their personal life.
- ❖ The opportunity to actively participate and contribute in volunteer functions where appropriate, that leverage the Creating Shared Value (CSV) principles that are important to us.
- ❖ A complete flexibility in work-life order to provide a framework in which specific individual circumstances such as life stages/cycles are taken into account.
- ❖ Arranging Wellness and lifestyle programs, as well as providing access to various forms of employee assistance programs that includes dependent care, counseling, fitness center affiliations, smoking cessation programs, stress management programs, health screenings and other workplace convenience services.
- ❖ Creating a caring and safe environment whereby health and safety is a fundamental product.

4.2. The Learning, Training and Engagement Department:

At Nestle, Learning is a very important part of company culture and custom. Employees working at different levels of the company are constantly being encouraged to upgrade their level of skills and knowledge. The company gives immense priority to training and development activities. Employees, managers and the Human Resource take the entire responsibility to create shared value through training activities. On the job training and accumulation of experience is the main source of learning and development here. It is the responsibility of all the managers to guide and coach all the employees for succeeding. Continuous improvement is taking place every day at Nestle and knowledge is also shared through various sources. Extension of responsibilities, lateral professional development, cross functional teams are practices throughout the organization and teams are always encouraged to acquire extra skills, enrich their job content and establish accountability. A totally comprehensive range of training is offered by Nestle to support enhanced learning and development. Attending any such training program is made mandatory for employees. Besides this, the training programs help us to retain and develop best skilled management.

All the leaders in the company have got the chance to attend international training courses, which helps to build a sense of business understanding and strategic business policies.

A simple process map of the training session is given below:



A good number of training are given internally, few are given externally as well. Some of the most common trainings are given below:

For enhancing organizational knowledge:

- **An overview of Nestle Leadership Framework:**

It enables all employees to develop their understanding of leadership behaviors. In the session, there are discussions on these behaviors, examples are shared, case studies and role playing are undertaken.

- **Nutrition Quotient Introductory Training:**

In order to increase the level of knowledge about nutrition knowledge all over the company this increases the credibility and ability to add value to lives of customers.

- **Product Knowledge:**

Gain the knowledge of all NBL product categories and understand the NBL product portfolio, target group, Product specification, Pricing, legal compliance, benefits, features, communications, competitions etc. After this course participants will able to understand about all NBL product categories, which product for whom, basic ingredients, target customers, contribution to the business etc.

- **Proud to be at Nestlé:**

To build a deep sense of pride in Nestlé, its legacy, history, values and dynamic & vibrant culture that promotes "Unleashing 100% People Potential".

For leadership skills:

- **Day to day Coaching for Leaders :**

In prepare you to be everyday coaches and understand the important of creating a coaching culture at Nestlé.

- **Leadership Through 360 Degree Feedback :**

The program has been designed around Nestlé Leadership Framework, and provides useful insights about Leadership roles, qualities & behaviors.

- **Value Creation Workshop**

- **Unlocking Personal Capability:**
Personal commitment to achieve business objectives, keen sense of business priorities
- **Interpersonal & Networking Skills :**
Build interpersonal & networking skills which today are imperative in making business dealings both with the external clients as well with internal stakeholders.
- **Competency Based Interviewing Skills**
- **Presentation Skills :**
To provide the participants with required tools and techniques in order to develop and deliver an Effective Presentation so that s/he can use these skills while making presentations on the job
- **Communication Skills:**
To learn the basics of communication and to avoid common mistakes of business communication, to reduce the misunderstanding while communication and take advantage of nonverbal communication, to achieve and produce the maximum from communication
- **New Managers' Workshop:**
Within the organization, new Manager are those employees who transit from being individual contributors to team leaders. These new managers are not only responsible for their job but also for the work that is done by their team members. Hence it is important to equip them with necessary people management skills & sound understanding of HR processes for managing teams.

4.3. The Peoples Development Department:

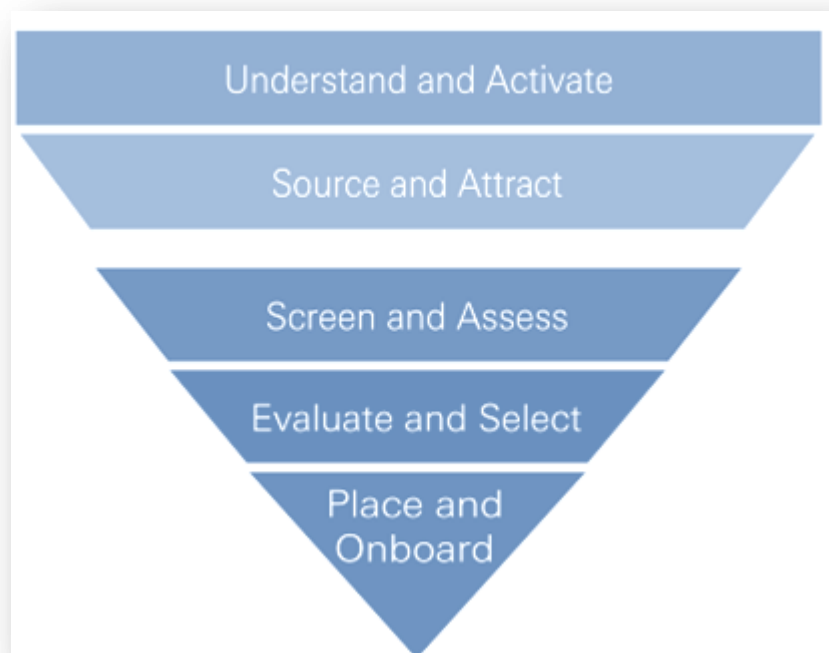
The key to the delivery of individual and business objectives is a high performance culture supported by differentiated rewards and development system at Nestle. This can be achieved by assigning clear and challenging responsibilities and ensuring that all the employees know how their work impacts the entire organization. At the organization, line managers and employees work together in order to ensure that challenging objectives are set and effectively met all round the year. In the long run, this helps managers to acknowledge high performing employees and reward them accordingly, while properly providing feedback to low performing employees. Employees receive regular feedback on their performance and career aspirations through a variety of tools and processes such as the Performance Evaluation process (PE), the Progress and Development Guide (PDG) and 360° assessments. Each manager dedicates the necessary time to the monitoring of objectives and regular coaching of employees through the year. In the process, each employee under the supervision of his/her line manager is in charge of his/her own development and on the other hand employees can express their career objectives and expectations through a two way communication. The main aim of the organization is to attract and retain employees by offering them with attractive but rational career moves. Nestle puts high level of importance on cultural diversity and expatriates are also provided with career paths. The international dimension of the Group is used as a competitive advantage to retain and develop talented people.

At Nestle, people get prompted based on sustained performance from a behavior and result standpoint, as well as future growth. The Company undertakes an active and rigorous succession planning process at all levels of the organization to ensure that there is a strong pipeline of successors ready to meet future needs. We are committed to ensuring sustainable conditions for a gender balanced and diverse company. Nestle always tries to remove barriers in career progression for women and man by developing a flexible work environment, undertaking mentoring guidelines, providing flexible career ways and dual career support. The HR team takes necessary steps in implementing required tools, and ensures that necessary resources are availed by line managers for continuous development of people and Company.

4.4 The Talent Acquisition Department:

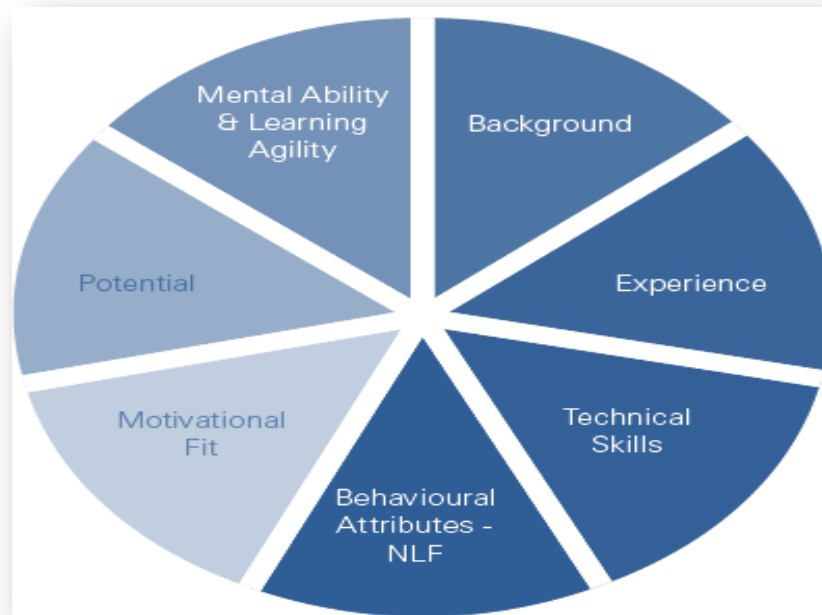
At Nestle, the talent acquisition department is committed towards continuous strengthening of the ability to acquire the best talent. The department needs to create and constantly enhance the capabilities to respond to the complex and varied acquisition needs in the job market.

When there is any job opening or need of a particular employee for certain position, the department starts to look for best match by following these given steps:



- **Understand & Activate:** This is considered to be the first step of understanding the job type and the type of candidate required. It helps in building a talent acquisition strategy. Starting the selection process with top quality inputs and a true understanding of the position can be attained by identifying and focusing on what matters and what defines success in the job.

- **Source & Attract:** This stage begins with the implementation of the established sourcing strategy and job briefing meeting, which tries to attract the right candidates to apply through the recruitment channels. In this stage, a great use of professional and social network and internet search engines along with the increasing competition for passive candidates has made sourcing one of the most important activities in Talent Selection. By undertaking to plan and execute the appropriate sourcing method and by using the best form of channels, talent acquisition team ensures to attract the best suited candidates. The efficiency across selection process is achieved by reducing the overall money spent in selection and by avoiding any kind of agency fees and job board expenses and by reducing the time spent in assessing and interviewing candidates.
- **Screen & Assess:** This stage is engaged in activities from screening, to activities related to assessing candidates who passed the screening until the completion of the last step in assessing the potential candidates. The main objective of the selection process is to accumulate sufficient and relevant information about shortlisted candidates in order to reduce hiring related risks. There could be a number of areas that could be taken under consideration in the selection process. Given below are some of the criteria that are considered:

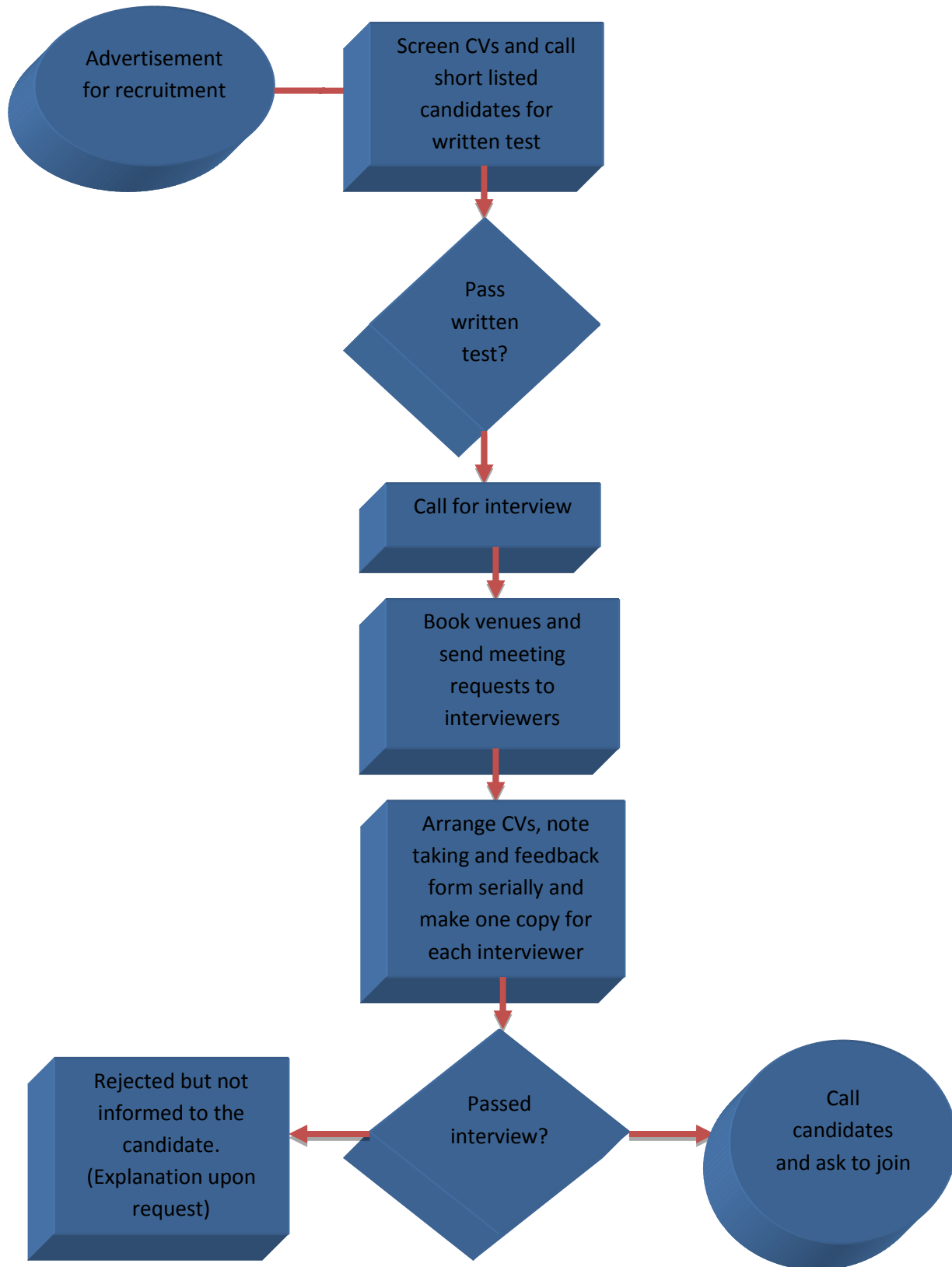


- **Evaluate & Select:** This following step starts with the scheduling the Hiring Meeting and also includes offer preparation, information sharing with the selected candidates and providing feedback to the rejected ones. The Hiring Decision Meeting is initiated and facilitated by the Talent Acquisition team, during which the presence of the Hiring Manager and the other interviewers that were involved in the interviewing process is required. In this meeting, all the interviewers confront with their initial evaluations of the interviewed candidates, discuss their feedback and recommendations and decide on the next steps. This type of meetings gives the recruiter a vast opportunity to effect the decision making by pointing out recommendations and bringing forward the shortcomings. Afterwards:
 - They evaluate candidates against job success profile and information from job briefing and the candidates evaluation starts as soon as the interview is over.
 - Then the selected candidates are compared and benchmarked against each other and finally against the strongest performer in the team.
 - After that the results of each candidate are debriefed in the meeting.
 - Decide on the best candidate for the position. The interviewers should strive to reach a consensus. However, if consensus is not achieved, the hiring decision will be made by the Hiring Manager after taking into consideration the recommendations of all interviewers. Hiring decisions should always be objective, unbiased and based on evidence.

- **Place and Onboard** – The best candidate hired and preparation to take him/her onboard starts.

On the other hand, a different approach is followed for recruiting the interns at Nestle. The selection process of interns can be said to be a bit more flexible and non-complex. The selection process of interns is stated below:

Process Documentation of Intern Recruitment process:



Chapter 5: Conclusion

5.1. Learning and Observation:

- **Developing oneself:**

Having done my major in HR, it had been a great opportunity for the intern to be a part of the HR team of Nestle. As she worked in two different departments, she could learn about two totally different aspects of the company. She could discover my strength and weaknesses as she worked there and it helped to know her true self.

- **Effective work environment:**

The work environment at Nestle is the first thing that attracted the intern towards the company, as it is not only spacious but also the professionalism of the employees was really excellent. Equality is the first priority of this company, and the company provides desks that remain surrounded by employees holding different designations. That is employees of a particular department sit together and interns have an entire place for themselves.

- **Enthusiastic and engaging environment:**

The work environment in the company is quite engaging. We are given the full autonomy of the work that is given to us. We get regular feedback on everything that we do. If we do any mistake, we are given appropriate guidelines by our supervisors, on the other hand, appraised when we do a task perfectly. This creates a great sense of enthusiasm among us which will eventually help in our work life.

- **Learning of corporate norms:**

Although we are interns over there, we get addressed just as other employees are. The terms “bhaiya” and “apu” are used in corporate setting regardless the designation and age of the employees. Other staffs members are treated with equal amount of respect which quite impressive. The ways our performance gets appraised gave me a very positive outlook regarding the corporate norms of this company.

5.2. Recommendations:

After the three months of experience in the HR department of Nestle Bangladesh and conducting a small scaled research that was conducted relating to this report, it can be commented that the HR practices that are undertaken in the company are quite remarkable. However, certain steps can be adopted in order to make the company a more attractive place to work for. These could be-

- The HR team could take initiatives to establish a Day Care Center for its working mothers to ease their balance of life and work.
- The salary package could be made a bit more competitive if there could be possibility of any kind of customizations in the package as per employee needs and demands.
- There could be arrangements for more intern and employee engagement activities. When there would be any kind of engagement related activities, the team must ensure that budget does not become a problem in the line.
- The interns should be given a bit more autonomy in the work that they do so that they can have a feel of belongingness and sense of employment while working for the company and can also be made parts of any decision making.
- Arrangements can be made for membership in different kind of clubs for the interns as well as employees.

At Nestle, people are considered to be the center of all kind of value creation. The company always tries to make life easier for its employees so that they can maintain a work and life balance. The diversified culture and transparency of the management add great value to the success of the Human Resource team. Good performance is appropriately appreciated whereas under performers get regular feedback from supervisors on how they can perform better and improve. Nestlé Bangladesh thus through their efficient HR team is trying to achieve continuous excellence, giving the employees a better work environment, making them feel there is more to life at Nestlé. To sum up, it could be said that the three months spent in the company has been such a great opportunity to grow, to explore ones talents and to overcome the shortcomings. The intern entered the company as a fresh graduate but now she feels extremely well groomed. At the beginning, coping up was a bit difficult for me but she managed to complete my tasks with time

passing by. She had the opportunity to meet and communicate with a lot of great personalities and know about the challenges they faced and how they overcame those and how they are so successful now. She could feel the importance of being confident, and have the courage to face the problems that never came before her. She learned that there is a lot to look for in a job besides salary and that you need to enjoy your work. The seniors gave me valuable advice regarding which departments would allow to apply strengths and knowledge and what steps should be taken in career after the internship. These three months have been an amazing experience.

Chapter 6: Reference

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