

Internship Report
On
Evaluation of Human Resource Management Policies of
Bangladesh Knitwear Manufacturers and Exporters Association (BKMEA)

Submitted To

Controller of Examinations
National University
Gazipur-1704

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Session: 2018-19
Major in HRM
Program: MBA
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Under National University

Date of Submission: April 05, 2023

Letter of Transmittal

April 05, 2023
Controller of Examinations
National University
Gazipur - 1704

Subject: Submission of Internship Report.

Dear Sir,

It gives me enormous pleasure to submit the internship report on "HRM Policies of Bangladesh Knitwear Manufacturers and Exporters Association" as per the supervisor's instruction. I expect this report to be informative as well as comprehensive. I demonstrate my best mark of respect and gratitude to you for providing me the opportunity to do my internship. I feel the 9 weeks' experience will facilitate me a lot in my future career life. For any further explanations about the report please summon me, I will be gladly available to clarify the ins and outs.

I tried my best to work sincerely to cover all aspects regarding the matter. I have thoroughly enjoyed in preparing the internship report which is carrying out vast description of practical knowledge. This report along with all kinds of necessary information regarding the study is being submitted to you for your evaluation.

I sincerely hope that you will appreciate my effort.

Sincerely yours,

.....

Md. Tourikul Islam

Registration No: 18601000621

Session: 2018-19

Major in HRM

Program: MBA

Department of Business Administration

Daffodil Institute of IT (DIIT)

Students Declaration

I here announce that the extensive study entitled **HRM Policies of Bangladesh Knitwear Manufacturers and Exporters Association** Prepared for partial accomplishment of the requirement for the award of the degree Masters of Business Administration from Daffodil Institute of IT (DIT). It is my original work and not put forwarded for the award of any other degree/diploma/fellowship or other similar term or honor.

.....

Md. Tourikul Islam

Registration No: 18601000621

Session: 2018-19

Major in HRM

Program: MBA

Department of Business Administration

Daffodil Institute of IT (DIIT)

Certificate of the Supervisor

This is to certify that the internship report on **HRM Policies of Bangladesh Knitwear Manufacturers and Exporters Association** is done by Md. Tourikul Islam, Registration No. 18601000621 as a partial fulfillment of requirement of Masters of Business Administration (MBA) from Daffodil Institute of IT (DIIT). The report has been carried out under my guidance and is a record of the beneficiary work carried out successfully.

I wish him every success in life.

.....

Md. Mokarram Hossain

Assistant Professor

Department of Business Administration

Daffodil Institute of IT (DIIT)

Acknowledgement

I would like to acknowledge the following people for their kind assistance and support with this internship. Preparation of any study report is a heartening task. However, this report is fruit of the advice, contributions and support of many peoples.

At first, I would like to thank my supervisor. Md. Mokarram Hossain, Internee Supervisor, Department of Business Administration, Daffodil Institute of IT (DIIT), for allowing me to select the topic and organization for conducting the study and guidance throughout the preparation period. I express much gratitude to BKMEA. The continued success of the report owes much the support of BKMEA.

I thank all of those involved directly or indirectly in contributing to my efforts.

.....

Md. Tourikul Islam

Registration No: 18601000621

Session: 2018-19

Major in HRM

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Executive Summary

The Bangladesh Knitwear Manufacturers and Exporters Association or BKMEA is a national trade organization of Knitwear manufacturers in Bangladesh and is located in Dhaka, Bangladesh. Member of Parliament Salim Osman is the president of the body. It is one of the main organizations which is expanding the ready-made garments industry of Bangladesh, and assisting the government and labor organizations to frame policy guidelines for this industry. Although there are some criticism related to the commitment of the members of this organization to raise the labor and environmental conditions within this industry, it is almost impossible to sustainably grow this industry without this organization's firm contribution and meaningful programs.

In chapter one, here I discussed about the background of the BKMEA, objectives of the studies, scope and the methodology of the studies of Bangladesh Knitwear Manufacturer And Exporters Association.

In chapter two, here I discussed about BKMEA background, their vision, mission, key information, all the workforce and their technical strength their milestones and also about their clients.

In chapter three, I discussed about the importance of Human Resource Management of BKMEA. Their Recruitment process, their planning and their strategy.

In Chapter four, I discussed about the HMR policies of BKMEA. Their scope of development, their performance and evaluations and the overall relationship about the employees.

In chapter five, I discussed about the total analysis and findings of the BKMEA.

In chapter six, I recommend some important facts to improve the internal working conditions of BKMEA.

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Chapter 01

Introduction

1.1 Introduction

Human Resource is of the most important assets and also as part of the organization from yesterday and this change is continuing. As jobs in today's dynamic organizations have become more complex and challenging, the importance of employee education and training has been increasing. Every organization needs to have well adjusted, trained and experienced people to perform the activities to achieve the organizational goal. When jobs are simple, easy to learn and influenced only to a small degree by technological change, there was little need for employees to upgrade

or alter their skills. But that situation rarely exists today. Instead, rapid job changes are occurring, requiring employee skills to be transformed and frequently updated. In organizations, this takes place through employee training. In general, training refers to planned effort by a company to facilitate employees' learning of job-related competencies. Inadequate job performance or a decline in productivity or changes resulting from job redesigning or a technological breakthrough require some type of training and development efforts. As the job becomes more complex, the importance of employee development also increases. In a rapidly changing society, employee training and development is not only a desirable activity but also an activity that an organization must commit to maintain a viable and knowledgeable workforce. The goal of training is for employees to master the knowledge, skill and behaviors emphasized in training programs and to apply them to their day-by-day activities.

More employees today are taking advantage of the fact that training can strengthen employee commitment. Few things illustrate a firm's commitment to its employees more than continuing development opportunities to better themselves and such commitment is usually reciprocated. Training has become a mandatory tool to survive in the hard-facing workforce. To accelerate the all human resource management achievement, training works as a major part of its dimensions.

1.2 Background of the study

Large-scale production of readymade garments (RMG) in organized factories is a relatively new phenomenon in Bangladesh. Until the early sixties, individual tailors made garments as per specifications provided by individual customers who supplied the

fabrics. The domestic market for readymade garment, excepting children wears and men's knit underwear was virtually non-existent in Bangladesh until the sixties. Since the late 1970s, the RMG industry started developing in Bangladesh primarily as an export-oriented industry although; the domestic market for RMG has been increasing fast due to increase in personal disposable income and change in life style. The sector rapidly attained high importance in terms of employment, foreign exchange earnings and its contribution to GDP. In 1999, the industry employed directly more than 1.4million workers, about 80% of whom were female. The hundred percent export-oriented RMG industry experienced phenomenal growth during the last 15 or so years. In 1978, there were only 9 export-oriented garment manufacturing units, which generated export earnings of hardly one million dollars. Some of these units were very small and produced garments for both domestic and export markets.

1.3 Objective of the study

Objective of the study as a business expectative in future, I should have to gather experience beside my survey. I should not concern my lesson only in classroom but to apply it in practical life that will help me in our future life. A clear objective help in preparation of well decorated report in which other take the right type of decision. So, I identifying Objective is very much important. My purpose of preparing the report is:

General Objectives:

- Evaluate the Human Resource Management policy of BKMEA.

Specific Objectives:

- To acquire in-depth knowledge over the human resource department of the BKMEA.
- To learn about recruitment & selection procedure of department of the BKMEA.
- To know about appointment, placement, compensation, transfer procedure, leave rules etc.
- To identify training & development methods applied in the department of the BKMEA.
- To identify the various avenues for improving the HRM policies of BKMEA.

1.4 Scope of the Study

The report covers the Human Resource Department of BKMEA but not all of it. It only focuses about the HRM Policies of BKMEA. The report is a Review of Management Practices of BKMEA.

Present Trend of HRM Policies of BKMEA.

- HR planning in this Garments Company.
- Recruitment sources.
- Job analysis process in this organization.
- Review of recruitment and selection process.

1.5 Methodology of the study

Methodology is an important part of the study. It is designed in such a way so that it correspondent to achieve the objective of the study. It includes sampling procedure, data collection procedure, and also procedure of analysis the data. The information used to prepare this report has been collected from both primary source that has been collected formal and informal interviews and secondary source that has been collected from annual reports, articles and online which together provided more comprehensive information.

Primary sources:

- Oral interview of the responsible officers of the HR department of BKMEA.
- Personal experience gained by visiting different desks during internship period.
- Official records of HR department of BKMEA.
- Practical experience gained by different task of recruitment procedure during internship period.

Secondary sources:

- Written document of the HR department of the BKMEA.
- Website of the BKMEA.
- MIS and Master file of the HR department of BKMEA.
- Official records of HR department of BKMEA.

1.5.1 Sample Size and Population

Human Resource Department, Sales Department, Head Office of AG for conducting survey I have selected 20 employees of BKMEA from Sales and Human Resource department as a sample size.

1.6 Limitations of the Study

There are some limitations in my study. I faced some problems during the study which are given below:

1. The main limitation took place when the information about human resource management policies was being collected it was really hard to have information of their human resource management policies.
2. Such research paper writing requires a detail study of the corporation, different level of employee interviews which requires more time.
3. This type of work requires extensive fieldwork. Lack of adequate manpower made it difficult to work with large sample. Efforts have been made to accomplish the project in accordance with its objectives. But as the research team consisted of only one member, there were difficulties in covering more details.
4. Confidentiality of information was limited to the extent of the research. Respondents declined to furnish sufficient information on matters treated as "confidential".
5. Some of the targeted population were not enough knowledgeable to understand and explain the required information needed from them. Thus, the research is conducted and presented in very simple manner with very simple forms of information.
6. Many respondents were skeptical about the motive of this study. Some of them may not have given authentic data which may have reduced the acceptability of study.
7. COVID-19 is also a limitation.

Chapter 02
Organizational Overview Of
BKMEA

2.1 About BKMEA

The Bangladesh Knitwear Manufacturers and Exporters Association or BKMEA is a national trade organization of Knitwear manufacturers in Bangladesh and is located in Dhaka, Bangladesh.[1][2] Member of Parliament Salim Osman is the president of the body.[3] It is one of the main organizations which is expanding the ready-made garments industry of Bangladesh, and assisting the government and labor organizations to frame policy guidelines for this industry. Although there are some criticism related to the commitment of the members of this organization to raise the labor and environmental conditions within this industry, it is almost impossible to sustainably grow this industry without this organization's firm contribution and meaningful programs.

BKMEA has set up a specialized department, "Fire & Safety Cell" since 2009 with a group of qualified, self-motivated, experienced, goal orientated, dedicated, meticulous and committed fire safety professional in the different fields of Fire Safety, Electrical Safety, Building Safety, Chemical Safety, Disaster Management, Boiler Safety, Environmental Safety and Occupational Health & Safety.

BKMEA Acknowledge the necessity of social compliance in the knitwear factories. As the custodian of the sector, BKMEA has formed a Social Compliance Cell comprising of a group of competent Social Compliance experts to monitor compliance status of member factories on a regular basis since 2006. It works in the following way:

The factory monitoring program has been going on since 2006 using a four color graded checklist based on 'National Labor Law 2006', basic requirements of buyers Code of Conducts (COC) and others applicable national & international rules & regulation.

Early 2010 BKMEA developed a unified check list, which contains 100 marks on successful implementation of compliance issues. Now the factory monitoring process is going on by this check list.

BKMEA is a 100% export oriented knit Garment unit. It is under the membership of the Bangladesh Garment Manufacturers And Exporters Association (BKMEA).

The main products are trousers, shirts, unlined jackets, overall, shorts of all type and school-wears. At BKMEA we strive to maintain our position as global leaders in the field of high-quality.

2.2 Vision

At BKMEA we strive to maintain our position as global leaders in the field of high quality apparel. Led by the desire to support our customers, we aspire to fulfill and exceed their expectations through continuous innovation and creativity, all the while staying true to our universal social and environmental ideals.

2.3 Mission

BKMEA mission is to continue our tradition of global leadership in high quality apparel and commit ourselves to promoting universal ideals of community and service We create products that make people feel stylish, comfortable and special from birth to maturity. We aim at an integrative approach in designing and producing our products which focuses on innovation, advanced technologies and special attention to our customer`s needs and lifestyles.

BKMEA is committed to supporting our customers, fulfilling and exceeding their expectations, and enabling them to be more competitive in the market place. BKMEA enabling then " around of being employs individuals from all over the world. We are proud of being multicultural global firm and believe in mutual respect and co-existence within the BKMEA family and in the communities and environments in which we work. The company is committed to being a safe and healthy work place that provides its employees with the opportunity to grow and develop with in the BKMEA family. The company is committed to continue to grow and evolve and considering our corporate social and environmental responsibilities and stewardship throughout the process.

2.4 Key Information

1. Year of inception: 1992
2. No of companies: 6
3. Total sewing line: 86
4. Total production floor space: 9,00,000 ft
5. Total workforce: 16,500 (Male female ratio: 32:68)

6. Total sewing machines: \$000
7. Manufacturing business: Readymade woven apparel, Leather goods
8. Monthly production capacity: 2.4 million pes of RMG
9. Annual turnover: 100 million USD
10. Lend time: 10-16 weeks

2.5 Dedicated Workforce: Our Core Strength

We are having over 1 7000 highly professional, technically sound and dedicated workforces; who are the partner of our growth and member of the "BKMEA". We are proud of them and taking care of its members during crucial periods and share the happiness together in the good times. We are proud of our employees who have chosen to grow with us. BKMEA started as a family-owned company inspired by a powerful sense of enterprise. Many of the employees who started with the company in 1992 have chosen to stay and grow with us. They have worked hard, contributed to the success and in a sense have become part of the larger BKMEA family. This family takes care of its own during critical times and shares together in the good times. Through various social programs, it also reaches out to the greater society. BKMEA is proud of its heritage, the business we have built and the employees who built the company over the years.

2.6 Commitment to the Employees

The company has a progressive management team and provides wage and benefit programs that meet the standards set by international agencies and exceed the national minimums. BKMEA is among the first companies in Bangladesh to implement innovative employee ownership, profit sharing, and health care programs. It recognizes that health, safety, and worker morale are keystones in attaining the capability to produce high- quality apparel. The factory is housed in the own building and we provide an excellent work environment that includes sanitation, ventilation, and natural lighting. BKMEA believes in education and provides all employees with free health, hygiene, medical and educational programs.

2.7 Technical Details

Cutting section: Equipped with CAD marker making, manual spreading, edge cutter machine, digital bundle numbering & cutting.

2.8 Processes Available

- Sample development
- Cutting
- Sewing
- Washing
- Finishing
- Packing
- Fusing
- Embroidery
- Laboratory
- Pull test
- Nickel test

2.9 Clients: Produce for Brands

- Gap-USA
- H & M-Sweden, Canada
- George-UK
- Tema
- Next
- Morrison
- Miles
- New Look
- C&A
- JM& A

Think has been evaluated and certified under the vendor COCs. We are certified as.

- GSV
- WRAP
- SEDEX
- BSCI
- WCA

2.10 Export Volume: We Are Emerging

Our motto is to attain the highest level of competence through continuous development of the professional management. The export volume & value of the company has emerged drastically which was 96 million USD in the year 2014-15.

2.11 Clients



Figure 2.1 Clients

2.12 Milestones

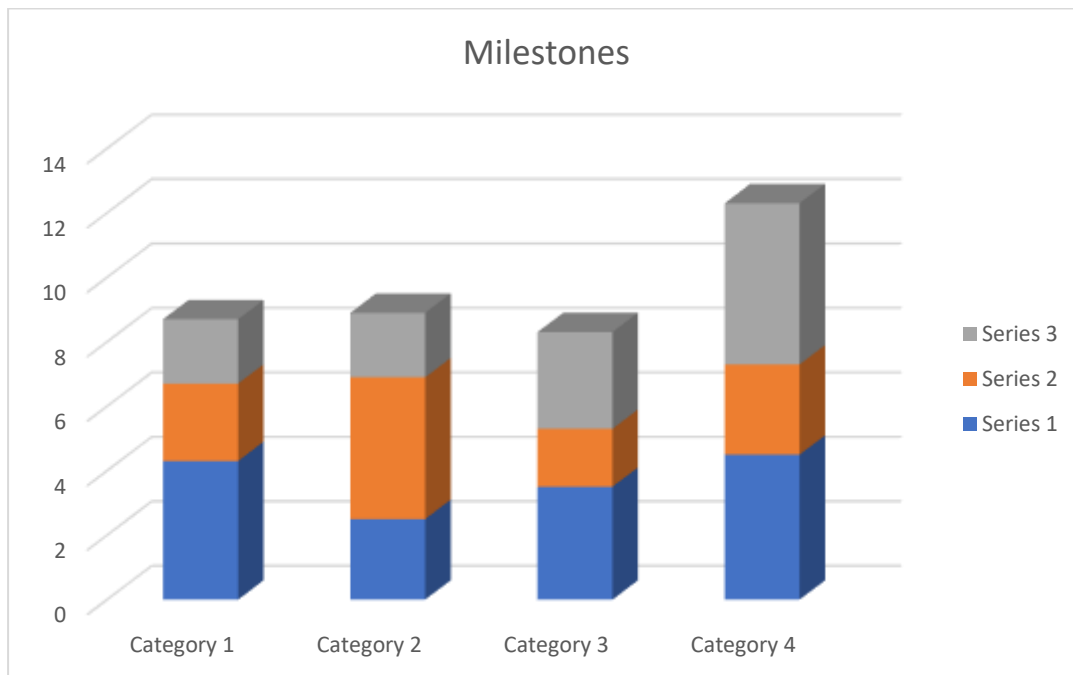


Figure 2.2 Milestones

2.13 Products

Think is a trendsetter in the apparels industry. We provide the highest value products and services possible to our customers. We seek to foster long term relationships with our partners and provide industry leading benefits and opportunities to our employees.

To extend its position as a world-class manufacturer, Think strives to achieve global standards in quality, cost, service and scale of operation. We are focused on using innovative processes, technologies & machines to manufacture the finest products at a reasonable cost. By being responsive to our customers' requirements and anticipating changes in market trends, we hope to provide a superior level of service than they are accustomed to. We are committed to the success of all the partners that we work with and try best to accommodate their needs. Finally, we believe that our employees are our greatest assets and invest in their welfare and development during and beyond the time that they work for us.



Figure 2.3: Products

Denim

Think specializes in manufacturing denim jeans with advanced finishing requirements. These include processes such as 3D whiskering, laser etching, oven wrinkling and various ozone, enzyme and resin-based washes.



Figure 2.4: Men's Formal Suits

Men's Formal Suits

BKMEA has a state of the art Mens Tailoring facility, Universal Menswear Ltd, producing 120,000 pes men's formal suits and 180,000 pes formal trousers per month. The factory is a joint venture between Time Trading Intl, a leading Romanian Tailoring Manufacturer, and BKMEA. Universal Menswear Ltd is expanding and doubling its capacity starting July 2016.



Figure 2.5: Sweaters

Sweaters

Think Huaxiang Ltd is a state-of-the-art computerized knitting Sweater factory operating with fully automatic and semi-automatic machines. Its producing capacity per month is 350,000 pes sweaters per month covering both fine and coarse gauge sweaters for leading customers like H&M, Next, Cubus/Varner Group, Jack & Jones, M&S, Gary Weber etc.

2.14 Service Rules:

The Service Rules of BKMEA contains 37 contents.

1. Preliminary
2. Introduction
3. Preamble
4. General Rules of Conduct
5. Definitions
6. Creation of Post
7. Recruitment
8. Condition of Appointment
9. Probation period & Confirmation in the Service
10. Promotion and enhancement of salary & yearly increments
11. Resignation
12. Termination
13. Retirement/Superannuation

14. Classification of post and pay scale
15. Record of service
16. Seniority
17. Discipline and general conduct
18. Punishment and Appeals
19. Application and Appeals
20. Pay and Allowance
21. Pay Scale
22. Increment
23. Special Increment
24. Gratuity
25. Bonus
26. Benefits under the Group terms insurance, telephone and transport facilities
27. Contributory Provident Fund
28. Travelling Allowance
29. Efficiency Bar
30. Charge Allowance
31. Advance to Officer
32. Leave
33. Entitlement to Leave facilities
34. Availing of Leave and unauthorized absence
35. Leave Salary
36. Orientation and Job Training
37. Appendix –

- 1) Retirement Procedures
- 2) Recruitment Procedures
- 3) Gratuity
- 4) Travelling Allowance
- 5) Employee Welfare & Benevolent Fund.

2.15 Organogram & Management

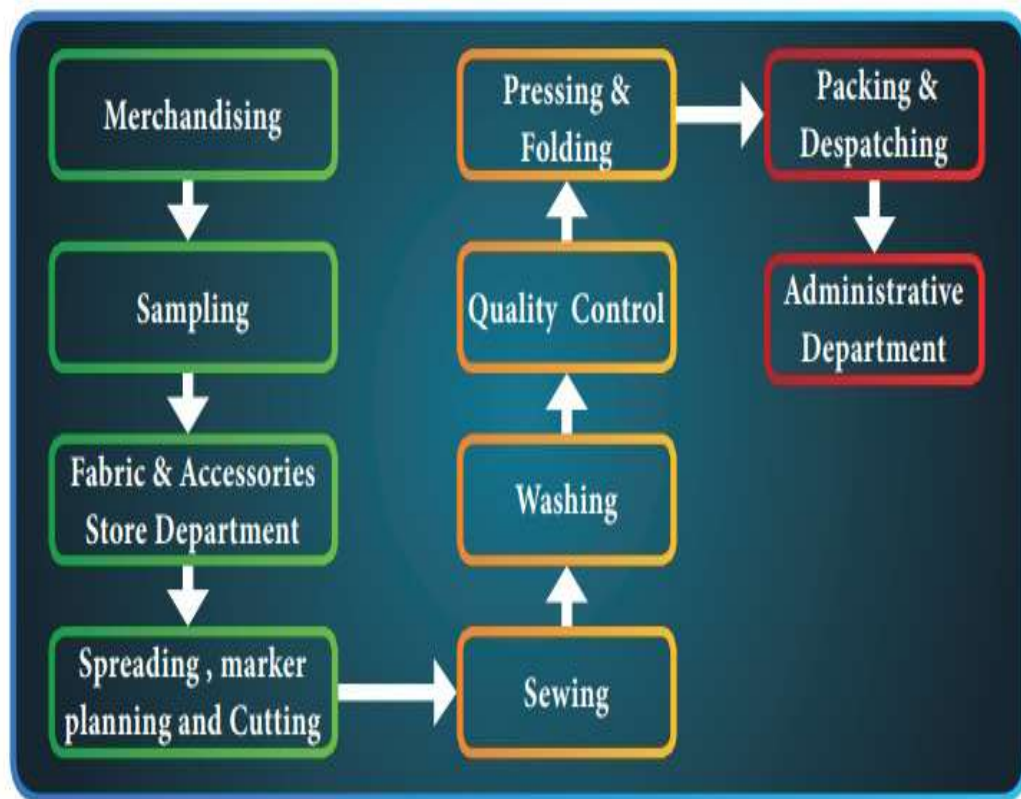


Figure 2.6: Management

2.16 Principal Activities of HR Department of BKMEA:

- * General rules of conduct.
- * Recruitment Procedure.
- * Pay & Allowances
- * Job Fir Procedure
- * Retirement policy
- * Diplomacy Action
- * Training and Development
- * Leave rules and Regulation
- * Late Attendants
- * Provident Fund rules
- * Transport Policy
- * Employee Welfare and Benevolent Fund.

A) GENERAL RULES OF CONDUCT:

It is mandatory of every employee of Think Group Executives/Officer/Staff, to obey and abide by the following general rules of conduct and observe and also comply with any other order or direction which may be given by the management from time to time:

1. Every employee shall continue to remain in service as full-time staff of the Group and shall not remain absent or leave office without prior permission of the competent authority.
2. Every employee shall serve the Group honestly, sincerely diligently and with utmost dedication and he/she must sub-ordinate all personal interest to the interest of the Group. He/She shall serve the Group to the best of his/her skill and ability and in all respect confirm to the rules and regulations of the Group.
3. Every employee shall maintain strictest secrecy of the affairs of the Group and shall not communicate directly or indirectly to press, public or any other agencies any information or document which will come to his/her knowledge and possession in the ordinary course of his/her official duty or assignment unless otherwise directed. Every employee shall have to sign a Declaration of Secrecy as per Annexure- D.
4. No employee of the Group shall –

5. Enter into any speculative transactions or dealings in shares, securities or otherwise whatsoever.
6. Engage him/her in gambling, racing, betting or wagering contracts.
7. Engage him/her in any kind of business whatsoever.
8. Participate in any political and subversive activities.
9. Accept any gifts or presents from any customers or prospective customers of the Group or their relatives.
10. Remain absent from duty without obtaining sanction of leave.
11. Engage him/her in any kind of office of profit and business.
12. Participate in any political activities directly or indirectly which may prejudice the interest of the Group.
13. Leave office even after usual office hour without completing daily balancing of account of specified work for the day.
14. Do any activity which may undermine the prestige or image of the Group or making/joining any organization which is not permitted by law.
15. Every employee of the Group shall behave with decorum and decency with other employees and customers of the Group during office hours and at other times.
16. Every employee shall faithfully and duly carry out all proper orders and instructions of the Group and obey and observe all regulations applicable to employees and prescribed by competent authority.
17. Every employee shall abide by leave rules, traveling rules and other orders and rules prescribed by the competent authority.
18. Violation or acting adversely to any of the above shall be punishable up to dismissal and as permissible under existing law of the country. Every employee shall sign the form of Declaration of Secrecy.
19. An employee, other than an employee under a contract of service with the Group, shall be bound to give 6 weeks' notice in writing to the General Manager, HRD or surrender 6 weeks pay in lieu thereof for tendering his/her resignation from the service of the Group.

Pay Allowances:

The success of BKMEA will depend on efficient and effective service rendered by its Officers/Staff. Hence the Pay and the Salary structure have to be fairly and equitably

fixed and to be revised from time to time with the economic situation in the country and with the business developed and growth of the Group.

SALARY OF SENIOR EXECUTIVE LEVEL:

The appointment of Managing Director, Additional Managing Director, Deputy Managing Director and Director may be made on contract for regular basis and their Salary and other emoluments will be determined in the contracted/agreement or in the appointment letter.

Normal Annual Increment:

- A) Normal Annual Increment in the existing Scale of Pay of the respective employee may be granted by Director, HRD as per ACR ended on 15th December of each year submitted by the Head of Dept./Offices on the basis of the individual performance.
- B) The employee get his normal annual increment if otherwise found suitable with effect from the 1st day of January every year.

Special Increment:

All Special Increment beyond one increment may be approved by a Committee consisting of DCEO, Think Group as Chairman and Director-HRD, Adviser, BKMEA and GM, HRD as member on the basis of recommendation made on the ACR. The benefit of such Special Increment will be effective from 1st day of January every year and duly approved by CEO, BKMEA

.

Bonus:

Bonus is an extra payment in addition to fair and reasonable normal salary. It is an incentive payment not a routine salary. Only regular officer/staff and person appointed on contractual basis who have completed one-year service will be entitled to get Bonus.

- A) Two festivals Bonus every year, one will be paid in Eid-ul-Fitr and another in Eid-ul-Azha.
- B) Bonus always on the basic salary. However, if any incumbent is fixed salary or consolidated pay will be paid 40% of fixed or consolidated pay.

C) If any employee does not complete one-year service he may be paid Bonus on the following way:

- More than 6 months -30%
- Less than 6 months -20%
- Up to 3 months -10%
- Minimum - Tk.500/-

Benefits under the Group term Insurance Scheme, Telephone and Transport facilities:

The Group will make rules/ guidelines from time to time on the entitlement and ceiling etc, of the officers/staff in respect of Group Insurance, Transport including Petrol consumption and Telephone facilities.

Efficiency Bar:

Where an efficiency bar is prescribed in a scale, the next increment above the bar shall not be allowed without the specific recommendation of the controlling officer or Head of the Dept./Offices and sanction of the authority empowered to withheld increment. Such sanction shall be based not on mere absence of unsatisfactory report but on positive statement of the Reporting Officer, that the services of the Officer concerned has been satisfactory justifying the crossing of bar.

Charge Allowance:

When an officer/staff holds charge of another post higher or equivalent to that of his/her own, in addition to his/her own duties, under order of the competent authority, he/she will be entitled to draw charge allowance at the rate of a sum as fixed by Management.

Chapter: 03
Theoretical Framework

3.1 Human Resource Management

Human Resource Management is the process of recruiting, selecting, inducting employees, providing orientation, imparting training and development, appraising the performance of employees, deciding compensation and providing benefits, motivating trade and their employees, maintaining employees relations with proper unions, ensuring employees safety, welfare and health measures in compliance with labor laws of the land and finally following the Orders Judgements of the concern High Court and Supreme Court, if any.



Human Resource Management involves management functions like planning, organizing, directing and controlling.

- It involves procurement, development, maintenance of human resource.
- It helps to achieve individual, organizational and social objectives.
- Human Resource Management is a multidisciplinary subject. It includes the study of management, psychology, communication, economics and sociology.
- It involves team spirit and team work.
- It is a continuous process.

Human resource management as a department in an organization handles all aspects of employees and has various functions like human resource planning, Conducting Job of human interviews, selection job conducting analysis, recruitment and resources, Orienting, training, compensating, Providing and incentives, appraising,

retaining, Career, Quality of Work Life, Employee Discipline, black out Sexual Harassments, human resource auditing, maintenance of industrial relationship, looking after welfare of employees and safety issues communicating with all employees at all levels and maintaining awareness of and compliance with local, state and federal labor laws.

The historical rule of thumb for Human Resource staffing requirements is one full-time professional Human Resource person should be hired for every 100 employees. The actual ratio for a business can varies depending upon factors such as the degree of HR centralization., the geographic distribution of the employees served, the sophistication level of the employees, and the relative complexity of the organization

3.2 Importance of Human resource

Behind production of every product or service there is a human mind, effort and man hours (working hours). No product or service can be produced without help of human being. Human being is fundamental resource for making or construction of anything. Every organization desire is to have skilled and competent people to make their organization competent and best.

Among the five MS of management, i.e, men, money, machines, materials, and methods, HRM deals about the first M, which is men. It is believed that in the five MS, "men " is not so easy to manage. "Every man is different from other" and they are totally different from the other MS in the sense that men possess the power to manipulate the other Ms. Whereas, the other MS are either lifeless or abstract and as such, do not have the power to think and decide what is good for them.

Selection

Selection is the process of picking or choosing the right candidate, who is most suitable for a vacant job position in an organization. In others words, selection can also be explained as the process of interviewing the candidates and evaluating their qualities, which are required for a specific job and then choosing the suitable candidate for the position.

The selection of a right applicant for a vacant position will be an asset to the organization, which will be helping the organization in reaching its objectives.

Different authors define Selection in different ways. Here is a list of some of the definitions-

- Employee selection is a process of putting a right applicant on a right job.
- Selection of an employee is a process of choosing the applicants, who have the qualifications to fill the vacant job in an organization.
- Selection is a process of identifying and hiring the applicants for filling the vacancies in an organization.
- Employee selection is a process of matching organization's requirements with the skills and the qualifications of individuals.

A good selection process will ensure that the organization gets the right set of employees with the right attitude.

Importance of Selection

Selection is an important process because hiring good resources can help increase the overall performance of the organization. In contrast, if there is bad hire with a bad selection process, then the work will be affected and the cost incurred for replacing that bad resource will be high.

The purpose of selection is to choose the most suitable candidate, who can meet the goals of the organization. De a Successful applicant. requirements of the jobs in an organization, who will be a successful applicant. For the goals of the organization, it is important to evaluate various attributes of meeting the goals each candidate such as their qualifications, skills, experiences, n overall over all attitude, attitude, etc. In this process, the most suitable candidate is picked after the elimination of the candidates, who are not suitable for the vacant job.

The organization has to follow a proper selection process or procedure, as a huge amount of money is spent for hiring a right candidate for a position. If a selection is wrong, then the cost incurred in induction and training the wrong candidate will be a huge loss to the employer in terms of money, effort, and also time. Hence, selection is very important and the process should be perfect for the betterment of the organization.

Advantages of Selection.

A good selection process offers the following advantages-

- It is cost-effective and reduces a lot of time and effort.

- It helps avoid any biasing while recruiting the right candidate.
- It helps eliminate the candidates who are lacking in knowledge, ability, and proficiency.
- It provides a guideline to evaluate the candidates further through strict verification and reference-checking.
- It helps in comparing the different candidates in terms of their capabilities, terms knowledge, skills, experience, work attitude, etc.

A good selection process helps in selecting the best candidate for the requirement of a candidate vacant position in an organization.

Selection Process and Steps-

As we have discussed that Selection is very important for any organization for minimizing the and maximizing the profits. Hence the minimizing the losses hence the selection procedure be perfect. A good selection should be perfect. A good selection process should comprise the following steps:

1) Interview.

2) Reference Checking.

3) Medical Examination.

4) Final Selection.

- **Employment Interview** - Employment interview is a process in which one-on- one session in conducted with the applicant to know a candidate better . It helps the interviewer to discover the inner qualities of the applicant and helps in taking a right decision.
- **Checking References** - Reference checking is a process of verifying the applicant's qualifications and experiences with the references provided by him. These reference checks help the interviewer understand the conduct, the attitude, and the behavior of the candidate as an individual and also as a professional.

- **Examination** - Medical examination is a process, in which the physical and mental fitness of the applicants are checked to ensure that the candidates are capable of performing a job or not. This examination helps the organization in choosing the right candidates who are physically and mentally fit.
- **Final Selection** - The final selection is the final process which proves that the applicant has qualified in all the rounds of the selection process and will be issued an appointment letter.
A selection process with the above steps will help any organization in choosing and selecting the right candidates for the right job.

3.3 Recruitment

In human resource management, "recruitment" is the process of finding and hiring the best and most qualified candidate for a job opening in a timely and cost-effective manner. It can also be defined as the "process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization". It is one whole process, with a full life cycle, that begins with identification of the needs of the company with respect to the job, and ends with the introduction of the employee to the organization.

When we speak of the recruitment process, we immediately think of activities such as the analysis of the requirements of a specific job, attracting candidates to apply for that job, screening the applicants and selecting among them, hiring the chosen candidates to become new employees of the organization, and integrating them into the structure. Obviously, the main reason why the recruitment process is implemented is to find the persons who are best qualified for the positions within the company, and who will help them towards attaining organizational goals. But there are other reasons why a recruitment.

3.4 Recruitment Process

Recruitment is a process of finding and attracting the potential resources for filling up the vacant positions in an organization. It sources the candidates with the abilities and attitude, which are required for achieving the objectives of an organization.

Recruitment process is a process of identifying the jobs vacancy, analyzing and selecting the job requirements, reviewing applications, screening, shortlisting and selecting the right shortlisted candidate.

To increase the efficiency of hiring, it is recommended that the HR team of an organization follows the five best practices (as shown in the following image). These organization ensure successful recruitment without any interruptions. In addition, five practices also ensure consistency and compliance in the recruitment process.



Recruitment process is the first step in creating a powerful resource base. The process undergoes a systematic procedure starting from sourcing the resources to arranging and conducting interviews and finally selecting the right candidates.

3.5 Recruitment Planning

Recruitment planning is the first step of the recruitment process, where the vacant positions are analyzed and described. It includes job specifications and its nature, experience, qualifications and skills required for the job, etc.

A structured recruitment plan is mandatory to attract potential candidates from a pool of candidates. The potential candidates should be qualified, experienced with a capability to take the responsibilities required to achieve the objectives of the organization.

Identifying Vacancy

The first and foremost process of recruitment plan is identifying the vacancy. This with receiving the requisition for process begins recruitments from different of the organization to the HR Department, which contains department.

- Number of posts to be filled.
- Number of positions.
- Duties and responsibilities to be performed.
- Qualification and experience required.

When vacancy is identified. it the responsibility of the sourcing manager to Ascertain whether the position is required of not, permanent or temporary, full-time or part-t time, etc. These parameters should be evaluated before commencing recruitment. Proper identifying, planning and evaluating leads to hiring of the right resource for the team and the organization.

Job Analysis

Job analysis is a process of identifying, analyzing, and determining the duties, responsibilities, skills, abilities, and work environment of a specific job. These factors help in identifying what a job demands and what an employee must possess in performing a job productively.

Job analysis helps in understanding what tasks are important and how to perform them. Its purpose is to establish and document the job relatedness of employment procedures such as selection, training, compensation, and performance appraisal.

The following steps are important in anal analyzing a job –

- Recording and collecting job information.
- Accuracy in checking the job information.
- Generating job description based on the information.
- Determining the skills, knowledge and skills, which are required for the job.

The immediate products of job analysis are job descriptions and job specifications.

Job Description

Job description is an important document, which is descriptive in nature and contains the final statement of the job analysis. This description is very important for successful recruitment process.

Job description provides information about the scope of job roles, positioning description the provides job the information about the scope of job roles, job responsibilities of the job in the organization. And this data gives the employer and the organization a clear idea of what an employee must do to meet the requirement of his job responsibilities.

Job description is generated for fulfilling the following processes –

- Classification and ranking of jobs
- Placing and orientation of new resources
- Promotions and transfers
- Describing the career path
- Future development of work standards

A job description provides information on the following elements –

- Job Title / Job Identification / Organization Position
- Job Location
- Summary of Job
- Job Duties
- Machines, Materials and Equipment
- Process of Supervision
- Working Conditions
- Health Hazards

Job Specification

Job specification focuses on the specifications of the candidate, whom the HR team is going to hire. The first step in job specification is preparing the list of all jobs in the organization and its locations. The second step is to generate the information of each job.

This information about each job in an organization is as follows –

- Physical specifications
- Mental specifications
- Physical features

- Behavioral specifications

A job specification document provides information on the following elements –

- Qualification
- Experiences
- Training and development
- Skills requirements
- Work responsibilities
- Emotional characteristics
- Planning of career

Job Evaluation

Job evaluation is a comparative process of analyzing, assessing, and determining the relative value/worth of a job in relation to the other jobs in an organization.

The main objective of job evaluation is to analyze and determine which job commands how much pay. There are several methods such as job grading, job classifications, job ranking. etc., which are involved in job evaluation. Job evaluation forms the basis for salary and wage negotiations.

3.6 Recruitment Strategy

Recruitment strategy is the second step of the recruitment process, where a strategy is prepared for hiring the resources. After completing the preparation of job descriptions and job specifications, the next step is to decide which strategy to adopt for recruiting the potential candidates for the organization.

While preparing a recruitment strategy, the HR team considers the following points –

- Make or buy employees
- Types of recruitment
- Geographical area
- Recruitment sources

The development of a recruitment strategy is a long process but having a right strategy is mandatory to attract the right candidates. The steps involved in recruitment strategy include.

- Setting up a board team
- Analyzing HR strategy
- Collection of available data
- Analyzing the collected data

3.7 Searching the Right Candidates

Searching is the process of recruitment where the upon the requirement of the job. After the recruitment strategy is done the searching of resources are sourced depending will be initialized. This process consists of two steps.

- **Source activation** - Once the line manager verifies the vacancy, the search for candidates starts and permits the existence of vacancies reaches.
- **Selling** - Here, the organization selects the media through which the of vacancies reaches the prospective candidates.

Searching involves attracting the seekers to the vacancies. The sources are broadly job divided into two categories:

Internal Sources and External Sources.

Internal Sources

Internal sources of recruitment refer to hiring employees within the organization through –

- Promotions
- Transfers
- Former Employees
- Internal Advertisements (Job Posting)
- Employee Referrals
- Previous Applicants

External Sources

External sources of recruitment refer to hiring employees outside the organization through –

- Direct Recruitment
- Employment Exchanges
- Employment Agencies
- Advertisements
- Professional Associations
- Campus Recruitment
- Word of Mouth

3.8 Screening/ Shortlisting

Screening starts after completion of the process of sourcing the candidates. Screening is the process of filtering the applications of the candidates for further selection process. Screening is an integral part of recruitment process that helps in removing unqualified or irrelevant candidates, which were received through sourcing. The screening process of recruitment consists of three steps –

Reviewing of Resumes and Cover Letters

Reviewing is the first step of screening candidates. In this process, the resumes of the candidates are reviewed and checked for the candidates' education, work experience, and overall background matching the requirement of the job.

While reviewing the resumes, an HR executive must keep the following points in mind to ensure better screening of the potential candidates –

- Reason for change of job
- Longevity with each organization
- Long gaps in employment
- Job-hopping
- Lack of career progression

Conducting Telephonic or Video Interview

Conducting telephonic or video interviews is the second step of screening candidates. In this process, after the resumes are screened, the candidates are contacted through phone or video by the hiring manager. This screening process has two outcomes.

- It helps in verifying the candidates, whether they are active and available.
- It also helps in giving a quick insight about the candidate's attitude, ability to answer interview questions, and communication skills.

Identifying the top candidates

Identifying the top candidates is the final step of screening the resumes/candidates. In this process, the cream/ top layer of resumes are shortlisted, which makes it easy for the hiring manager to take a decision. This process has the following three outcomes.

- Shortlisting 5 to 10 resumes for review by the hiring managers.
- Providing insights and recommendations to the hiring manager.
- Helps the hiring managers to take a decision in hiring the right candidate.

3.9 Evaluation and Control

Evaluation and control are the last stage in the process of recruitment. In this process, the effectiveness and the validity of the process and methods are assessed. Recruitment is a costly process: hence it is important that the performance of the recruitment process is thoroughly evaluated.

The costs incurred in the recruitment process are to be evaluated and controlled effectively. These include the following –

- Salaries to the Recruiters
- Advertisements cost and other costs incurred in recruitment methods, i.e. agency fees.
- Administrative expenses and Recruitment overheads
- Overtime and Outstanding costs, while the vacancies remain unfilled
- Cost incurred in recruiting suitable candidates for the final selection process
- Time spent by the Management and the Professionals in preparing job description, job specifications, and conducting interviews.

Finally, the question that is to be asked is, whether the recruitment methods used are valid or not? And whether the recruitment process itself is effective or not? Statistical information on the costs incurred for the process of recruitment should be effective.

3.10 Training Processes

Training is an activity leading to skilled behavior, the process of teaching employees the basic skills they need to perform their jobs. 'The heart of a continuous effort designed to improve employee Steps in Training Process/Phases of Training.

Steps in Training Process



1: Decide If Training is Needed

In order to compete effectively, firms must keep their employees well trained. The first step in the training process is a basic one, to determine whether a problem can be solved by training.

The first step in the Training process is to determine Training needs. The overall purpose of the assessment phase is to determine if training is needed and, if so, to provide the information required designing the training program.

Training is conducted for one or more of these reasons:

- Required legally or by order or regulation,
- To improve job skills or move into a different position,
- For an organization to remain competitive and profitable.

If employees are not performing their, jobs properly, it is often assumed that training will bring them up to standard. This may not always be the case. Ideally, training should be

provided before problems or accidents occur and should be maintained as part of quality control.

The assessment consists of three levels is an of analysis: examination of organizational task and person.

1. Organizational Analysis: It is an examination of the kinds of problems that an organization is experiencing and where they are located within an organization.
2. Task/Operational Analysis: An operational analysis identifies the kinds of the skills and behaviors required of the incumbents for a given job and the standards of performance that must be met.

Step 2: Determine What Type of Training is Needed

The employees themselves can provide valuable information on the training they need. They know what they need/want to make them better at their jobs. Just ask them! Also, regulatory considerations may require certain training in certain industries and/or job classifications.

Once the kind of training that is needed has been determined, it is equally important to determine what kind of training is not needed.

Training should focus on those steps on which improved performance is needed. This avoids unnecessary time lost and focuses the training to meet the needs of the employees.

Step 3: Identifying Goals and Objectives

Once the employees' training needs have been identified, employers can then prepare for the training.

Clearly stated training objectives will help employers communicate what they want their employees to do, to do better, or to stop doing!

Learning objectives do not necessarily have to be written, but in order for the training to be as successful as possible, they should be clear and thought-out before the training begins.

Step 4: Implementing Training

Training should be conducted by professionals with knowledge and expertise in the given subject area.

The training should be presented SO that its organization and meaning are clear to employees. An effective training program allows employees to participate in the training process and to practice their skills and/or knowledge.

Employees should be encouraged to become involved in the training process by participating in discussions, asking questions, contributing their knowledge and expertise, learning through hands-on experiences, and even through role-playing exercises.

Step 5: Evaluation of the Training Program

One way to make sure that the training program is accomplishing its goals is by using an evaluation of the training by both the trainees and the instructors Training should have, as one of its critical components, a method of measuring the effectiveness of the training.

Evaluations of the training program will help employers or supervisors determine the amount of learning achieved and whether or not an employee's performance has improved on the job as a result.

Assess the program's success or failures. The credibility of training is greatly enhanced when it can be shown that the organization has benefited tangibly from such programs. Organizations have taken several approaches in attempting to determine the worth of specific programs.

3.11 Methods of Training

Management development is a systematic process of growth and development by which the managers develop their abilities to manage. It is concerned with not only improving the performance of managers but also giving them opportunities for growth and development.

There are two methods through which managers can improve their knowledge and There are two methods through which managers can improve skills. One is through formal training and other is through on the, job experiences. On the job training is very important since real learning takes place only when one practices what they have studied.

ADVERTISEMENTS:

But it is also equally important in gaining knowledge through classroom learning. Learning becomes fruitful only with when theory classroom is training combined methods with practice. (Off-the-job Therefore, methods). On the job methods can be balanced with classroom training method.

1. On-the-job Training (OJT) Methods:

This is the most common method of training in which a trainee is placed on a specific job and taught the skills and knowledge necessary to perform it.

The advantages of OJT are as follows:

1. On the job method is a flexible method

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2. It is a less expensive method

3. The trainee is highly motivated and encouraged to learn

4. Much arrangement for the training is not required

On-the-job training methods are as follows.

3.12 Job rotation

Advertisements:

This training method involves movement of trainee from one job to another gain knowledge and experience from different job assignments. This method helps the trainee understand the problems of other employees.

2. Coaching:

Under this method, the trainee is placed under a particular supervisor who functions as a coach in training and provides feedback to the trainee. Sometimes the trainee may not get an opportunity to express his ideas.

3. Job instructions:

Also known as step-by-step training in which the trainer explains the way of doing the jobs to the trainee and in case of mistakes, corrects the trainee.

4. Committee assignments:

A group of trainees are asked to solve a given organizational problem by discussing the problem. This helps to improve team work.

5. Internship training:

ADVERTISEMENTS:

Under this method, instructions through theoretical and practical aspects are provided to the trainees. Usually, students from the engineering and commerce colleges receive this type of training for a small stipend.

2. Off-the-job Methods:

On the job training methods have their own limitations, and in order to have the overall development of employee S off-the- -job training can also be imparted. The methods of training which are adopted for the development of employees away from the field of the are job are known as off-the-job methods.

The following are some of the off-the-job techniques:

1. Case study method:

Usually case study deals with any problem confronted by a business which can be solved by an employee. The trainee is given an opportunity to analyses the case and come out with all possible solutions. This method can enhance analytic and critical thinking of an employee.

2. Incident method:

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Incidents are prepared on the basis of actual situations which happened in different organizations and each employee in the training group is asked to make decisions as if it is a real-life situation. Later on, the entire group discusses the incident and takes decisions related to the incident on the basis of individual and group decisions.

3. Role play:

In this case also a problem situation is simulated asking the employee to assume the role of a particular person in the situation. The participant interacts with other participants assuming different roles. 'The whole play will be recorded and trainee gets an opportunity to examine their own performance.

4. In-basket method:

The employees are given information about an imaginary company, its activities and products, HR employed and all data related to the firm. The trainee (employee under training) has to make notes, delegate tasks and prepare schedules within a specified time. This can develop situational judgments and quick decision-making skills of employees.

Chapter 04
HRM Policies Of BKMEA

4.0 Introduction

A comprehensive Human Resource Strategy plays a vital role in the achievement of an organization's overall strategic objectives and visibly illustrates that the human resources function fully understands and supports the direction in which the organization is moving. A comprehensive HR Strategy will also support other specific strategic objectives undertaken by the marketing, financial, operational and technology departments of HRM. In essence, an HR strategy should aim to capture "the people element" of what an organization is hoping to achieve in the medium to long term, ensuring that:

- It has the right people in place
- it has the right mix of skills
- employees display the right attitudes and behaviors, and
- Employees are developed in the right way.

If, as is sometimes the case, organization strategies and plans have been developed without any human resource input, the justification for the HR strategy may be more about teasing out the implicit people factors which are inherent in the plans, rather than simply summarizing their explicit "people content."

An HR strategy will add value to the organization if it:

- articulates more clearly some of the common themes which lie behind the achievement of other plans and strategies, which have not been fully identified before; and
- Identifies fundamental underlying issues which must be addressed by any organization or business if its people are to be motivated, committed and operate effectively.

Identification of existing or developing.

The first of these areas will entail a careful consideration of existing or developing plans and strategies to identify and draw attention to common themes and implications, which have not been made explicit previously.

The second area should be about identifying which of these plans and strategies are so fundamental that there must be clear plans to address them before the organization can achieve on any of its goals. These are likely to include:

- workforce planning issues
- succession planning

- 3 employment equity plans
- 4 black economic empowerment initiatives
- 5 motivation and fair treatment issues
- 6 pay levels designed to recruit, retain and motivate people
- 7 the "co-ordination of approaches to pay and grading across the organization to create alignment and potential unequal pay claims
- 8 a grading and remuneration system which is seen as fair and giving proper reward for contributions made
- 9 Wider employment issues which impact on staff recruitment, retention, motivation etc.
- 10 a consistent performance management framework which is designed to meet the needs of all sectors of the organization including its people.
- 11 career development frameworks which look at development within the organization at equipping employees with "employability" so that they can cope with increasingly frequent changes in employer and employment patterns.
- 12 Policies and frameworks to ensure that people development issues are addressed systematically: competence frameworks, self-managed learning etc.

The HR strategy will need to show that careful planning of the people issues will make it substantially easier for the organization to achieve its wider strategic and operational goals.

In addition, the HR strategy can add value is by ensuring that, in all its other plans, the organization takes account of and plans for changes in the wider environment, which are likely to have a major impact on the organization, such as:

- 13 changes in the overall employment market - demographic or remuneration levels.
- 14 cultural changes which will impact on future employment patterns
- 15 changes in the employee relations climate
- 16 changes in the legal framework surrounding employment
- 17 HR and employment practice being developed in other organizations, such as new flexible work practices.

Finding the right opportunity to present a case for developing an HR Strategy is critical to ensuring that there will be support for the initiative, and that its initial value will be recognized by the organization.

Giving a strong practical slant to the proposed strategy may help gain acceptance for the idea, such as focusing on good management practice. It is also important to build "early or quick wins" into any new strategy.

4.1 Human Resource Department

Human Resource Department is concerned with the "people" and translates the organization's objectives and plans into the number of workers needed to meet those objectives. The HR department is very vital for every organization. It is responsible for hiring and protecting the company's most important asset- people. Without strongly satisfied and motivated people in place, a business will not grow to its potential. HR is a small subset of core competencies needed to run a company successfully.

BKMEA established their HR / Admin Department from its origin. This department is responsible for carrying out the basic functions of any HR department- recruitment of the best suited employees for the organization; training these employees to meet the standards and expectations of the organization and develop into a team of very efficient and effective personnel; provide compensation and benefits to meet the needs of these employees and at the same time ensure that the specialized employees are retained in face of lucrative offers from competitors; and ensure good health and safety of the personnel in the organization. Some basic functions of an HR executive include keeping track of an employee's attendance, Over Time, leave management, basic information about employees (track record), shift management are using some modern software which helps automatically process salary and retrieve that information when it is needed. This is part of an internal analysis that includes an inventory of the employees and skills already available within the company and their time status. The HR department of BKMEA.

4.2 Development of Human Resources

Development of HR is a continuous and ongoing process. Employees enter the organization with certain level of qualification. Organization also changes over time and management must ensure that there exists an appropriate match between individual abilities with organizational need for the future. Here comes the need of employee development. BKMEA this is achieved through certain planned trainings.

- Management Development
 - Career Development
- Overseas Training for Career Development

Compensation and Benefits:

Employee salary of BKMA is competitive and attractive. But individuals expect more than wages or salary from their employers. The amount of paid vacation, the number of sick leave days, transport facility, subsidized food, insurance are the factors (besides Compensation) that will influence whether applicants accept employment with a given organization, or continue working for that organization.

Leave:

Leave is a privilege and cannot be claimed as a matter of right (as per labor law) and it is calculated on the basis of English Calendar year. The manager or the person empowered to grant leave should have the discretion to refuse or reject the leave of any description when the exigencies of his services so require. The employees of BKMEA may enjoy the following types of Leave:

Casual and Sick Leave

Day off:

A “ Day or days off ” for which an employee becomes entitled to by virtue of having worked on a Friday (weekend) or on a Government Holiday.

1. Maternity leave
2. Earned/Annual Leave
3. Festival Leave

Transportation:

BKMEA provides transportation for all its employees. For Factory workers, BKMEA, provide a bus, which transports day and night shift workers. For Office employees, there are three coasters to pick up and drop off employees from different destination. For managers, cars (with drivers) are provided.

Provident Fund:

All employees of BKMEA are member of Provident Fund of the company. No employee shall be deprived of his subscription to Provident Fund due to retrenchment, dismissal, discharge or termination from service, if he is so entitled to it under the rules of provident fund.

Bonuses:

Two festival bonuses in a year equivalent to two months basic pay, one in Eid-UI-Fitr and the other in Eid-UI-Azha. Every worker shall be allowed at least 10 days' festival holiday with wages in a year.

Insurance:

BKMEA provides Medical and Group Life Insurance for all its employees.

Internship Programs:

BKMEA is going to arrange Internship program in its facility. For this they will select some well-known Universities because these are the excellent source of potential employees for entry-level positions in organization.

Event management:

BKMEA arrange annual picnic, sports, indoor-outdoor training program and social service like flood relief distribution program every year. The motivation behind management's offering social and recreational programs is to develop cohesiveness among employees, as well as commitment and loyalty to the company.

Welfare Service:

Some of the welfare services provided by BKMEA to its employees include the following:

1. Washing Facilities
2. First Aid Facilities
3. Rest/Relax room
4. Protective Clothing, for employees working near running machines.

Health and safety (first aid) & EHS:

Management has a responsibility to ensure that the workplace is free from unnecessary hazards and that conditions surrounding the work place are not hazardous to employees physical or mental health. Safety is very sensitive issue in Garments industry because there are many types of machinery and accidents can occur anytime. The following are taken care of in BKMEA:

1. Fire Precautions & Drill (including evacuation drill)
2. Safe Use of Electrical Equipment and Portable Electrical Apparatus
3. Safe Use of Factory Machinery
4. Safe use of Chemical Products
5. Safe use of Welding and Cutting tools
6. Safety in Lifting Operations
7. Safety in manual handling of good Equipement.
8. Safety in Working at Heights and Confined Spaces
9. Precaution for working in noisy conditions (sound-proof headphones)
10. Lighting and Ventilation
11. First Aid Facilities
12. Smoking is strictly prohibited in the premise of BKMEA.

The management function deal with recruitment, placement, training and development of organizations member. One of the most important resources of an organization is its people. Employee supplies the talent, skill and creativity and exerts the effort and leadership that contribute of performance of the organization. HRM Practice of BKMEA are given below:

4.3 Human resources planning:

They need for human resource planning may not be readily apparent. However, an organization that does not do planning for human resources may find that it is not meeting either its personal requirements or its overall goals effectively. For example, a manufacturing company may hope to increase productivity. With new automated equipment, but if the company does not start to hire and train to people to aspirate the equipment before installation, the equipment may retain idle for, weeks or ever months Similarly, an-all male, all-white organization that does not plan to add women and

minority group member to its staff may well have travel maintaining high performance and it's also likely to become the in a civil rights lawsuit. Planning for human resources is a challenging task today, given the increasingly competitive environment, projected labor shortages, changing demographics and pressure from government to protect both employees and the environment. The HRM can have a significant effect on an organization in a number of ways, depending on what goals a company choose to focus.

4.4 Recruitment

Employee recruitment forms a major part of an organization's overall resourcing strategies, which identify and secure people needed for the organization to survive and succeed in the short to medium-term. Recruitment activities need to be responsive to the ever-increasingly competitive market to secure suitably qualified and capable recruits at all levels. To be effective these initiatives need to include how and when to source the best recruits internally or externally. Common to the success of either are; well-defined organizational structures with sound job design, robust task and person specification and versatile selection processes, reward, employment relations and human resource policies, underpinned by a commitment for strong employer branding and employee engagement and on boarding strategies.

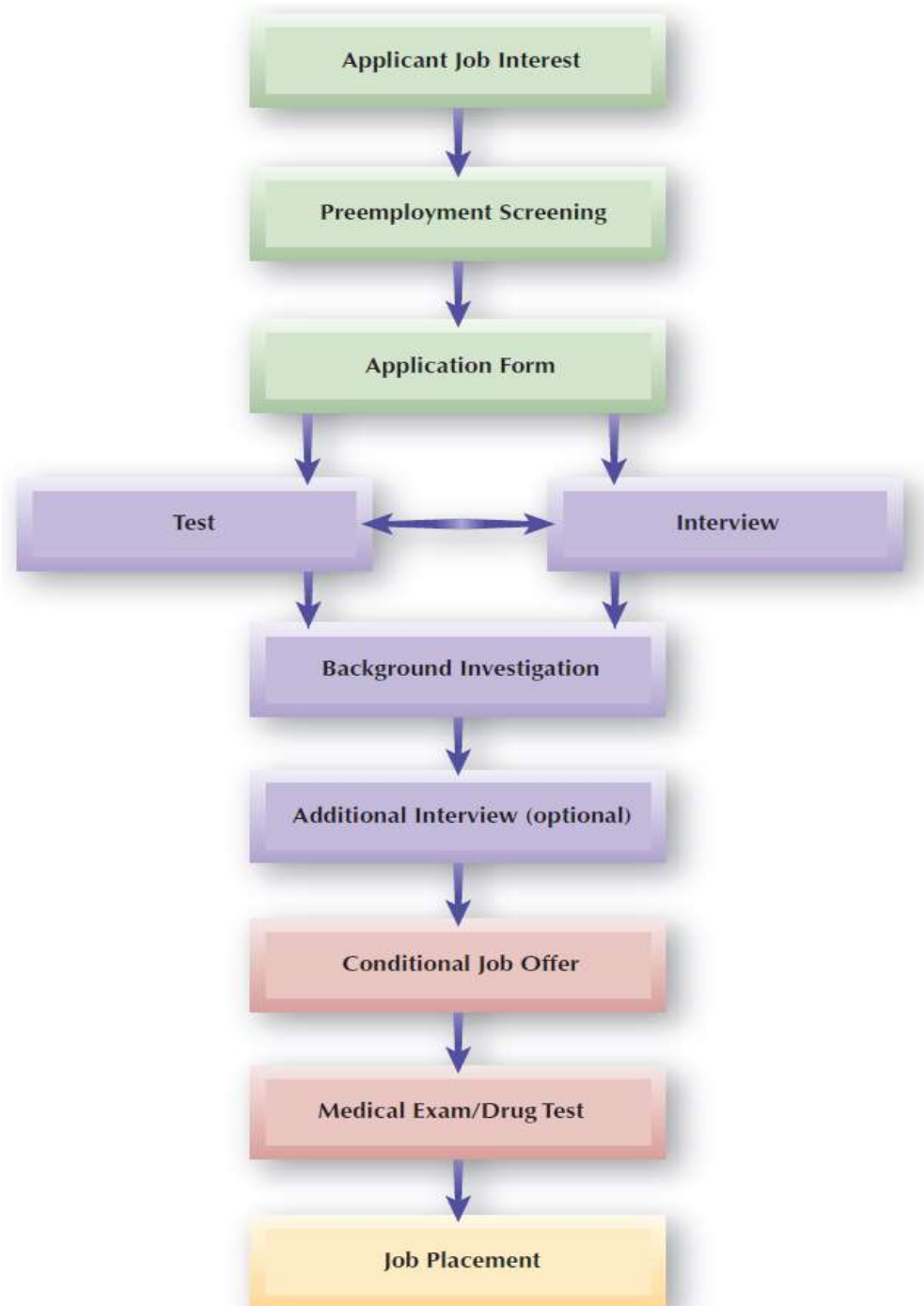
Internal recruitment can provide the most cost-effective source for recruits if the potential of the existing pool of employees has been enhanced through raining. development and other performance-enhancing activities such as performance appraisal, succession planning and development centers to review performance and assess employee development needs and promotional potential.

Increasingly, securing the best quality candidates for almost all organizations relies, at least occasionally if not substantially, on external recruitment methods. Rapidly changing business models demand skill and experience that cannot be sourced or rapidly enough developed from the existing employee base. It would be unusual for an organization to undertake all aspects of the recruitment process without support from third-party dedicated recruitment firms. This may involve a range of support services. such as; provision of CVs or resumes, identifying recruitment media, advertisement design and media placement for job vacancies, candidate response handling, short

listing, conducting aptitude testing, preliminary interviews or reference and qualification verification. Typically, small organizations may not have in-house resources or, in common with larger organizations, may not possess the particular skill-set required to undertake a specific recruitment assignment, Where requirements arise, these are referred on an ad hoc basis to government job centers or commercially run employment agencies.

Except in sectors where high-volume recruitment is the norm, an organization faced with sudden, unexpected requirements for an unusually large number of new recruits often delegate the task to a specialist external recruiter. Sourcing executive-level and senior management as well as the acquisition of scarce or 'high-potential' recruits has been a long-established market serviced by a wide range of search and selection' or 'headhunting' consultancies, which typically form long-standing relationships with their client organizations. Finally, certain organizations with sophisticated HR practices have identified there is a strategic advantage in outsourcing complete responsibility for all workforce procurement to one or more third-party recruitment agencies or consultancies. In the most sophisticated of these arrangements the external recruitment services provider may not only physically locate, or 'embed', their resourcing team(s) in the client organization's offices, but work in tandem with the senior human resource management team in developing the longer-term HR resourcing strategy and plan.

Recruitment & Selection:



4.5 Employee Relations

'Employee Relations' is a relatively new term which broadens the study of industrial relations to include wider aspects of the employment relationship, including non-unionized workplaces, personal contracts and socio-emotional, rather than contractual, arrangements. This is an area with diverse ideological underpinnings and political ramifications. Governments have taken an active part in determining its conduct. In Europe, harmonization is leading to the establishment of works councils across the EU, giving a new role for collective representation.

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4.6 Orientation

A new class of BKMEA Human Resource Management begins each July, the beginning of in the fiscal year. The program kicks off with two days of orientation. During these days an introduction to the program and the BKMEA is provided. The Trainees also learn about their first rotational assignment, These opening days provide the opportunity to meet one another and to meet personally with a number of BKMEA Human Resource Management System officials.

4.7 Monitoring and Supervising

Meet with supervisors and mentors, both of whom play a major role in BKMEA career development and training, They serve as advisors and aid the throughout their rotations. The mentor is a unique aspect of the Human Resource Management Trainee program. The mentor guides the overall professional career development of the BKMEA The mentor also acts as teacher, counselor, motivator, and confidante to support and facilitate HRM them skill development, The mentor's role is to take a long-term view in the Trainee's career development and encourage doing the same in BKMEA. The mentor assists the HRM in the understanding of the technical, administrative, social and

political systems within which Human Resource employees' function. The mentor helps enable the HRM to shape realistic and reachable career expectations.

4.8 Labor Relations

Labor Relations is another core rotation of the program that BKMEA will experience. In this rotation they will gain an understanding of investigation procedures, grievance procedures, discipline concepts, arbitrations, and the conduct of labor - management meetings.

4.9 Employee Benefits

Unemployment and Worker's Compensation programs, the handling of leave provisions and holidays; and the relationship between benefits and the bargaining process. They will learn skills processing benefit program actions; monitoring, analyzing, and evaluating benefit program cost; and counseling employees regarding benefits.

Vacancy

There are 6 ways by which vacancy is usually created in BKMEA. These are:

1. Resignation

A position can be opened by resignation of an existing employee

2. Termination

An employee may be terminated from his/her services by discretion of the management or Head of HR of the organization. Possible reasons for termination include the following:

- Corruption / Offense
- Inefficiency of Employer (upon the opinion of employer)
- Misconduct
- Breach of Code of Conduct

3. Expansion:

BKMEA will be going through massive extension during the end of 2018. A new factory building is going to be constructed adjacent to the existing one. This new factory will employ more than 1000 employees. Moreover, a new office area is being setup in Dhaka to respond to the need of prompt customer correspondence. The new office will

require no less than 25 new employees to manage the additional workload. As a result, 2018 is going to be a landmark year for BKMEA - new factory, a new office and around 1025 new employees.

4. Retrenchment:

Any employee can be retrenched on ground of redundancy and then the employer shall ordinarily follow the procedure of "Last come first go". The employer may deviate from this order for reason of special efficiency of an employee and in exceptional circumstances.

5. Discharge:

An employee may be discharged from service for reason of physical or mental incapacity or continued ill health or such other reasons not amounting to misconduct. Then as a result, vacancy will be created in that particular position.

6. Transfer:

Currently BKMEA does not provide transfer facility to its employees. It is very unlikely that jobs will be created or posts will become vacant due to transfer. But there are very few instances of "Interdepartmental transfer". This is done mainly based on requirement of the department and qualification of the employee. So far, in BKMEA one employee was transferred from marketing department to finance department. As a result, a vacancy was created in marketing department.

7. Creation of a new post:

Based on the requirements of the company, and the department concerned, a new post can be created. created.

The recruitment process in BKMEA consists of the following steps:

- Job Analysis
- Advertisement & Screening Out the applied applicants
- Interview
- Job Offer and Placement
- Deliver HR Package to the selected candidate
- Introduce with the existing employees and Induction Program

This part is most exciting for a new employee of BKMEA. After completing all the above steps; HR department now introduces the newly joined employee with his / her

colleagues and gives 07 days Induction Program Schedule with every department. The new employee will get acquainted with the employees of the organization and at the same time learn about the business and rules and regulations of the organization.

4.4.1 Internal Recruitment

In BKMEA internal recruitment practice is most usual. The top-level management refers a person and place them in a specified department, in that case proper procedure of recruitment are almost ignored.

4.4.2 External Recruitment

External recruitment and selection process are as follows:

- Vacant created
- Provide advertisement
- Receiving CVs
- Short listing
- Arrange written exam
- Arrange interview board
- List the toppers
- Select the qualified candidate for the job.

4.10 raining and Development

This department is concerned with the following.

- Training Needs Analysis
- Arranging of Training Program
- Follow-up / Feedback on the delivered training

The constant change in technology and increased competition make training essential, It changes the skills, knowledge, attitudes or social behavior. At BKMEA the Training Unit as a part of HR Department is responsible for conducting training throughout the year.

Different activities of the Training and Development unit of the HR department of BKMEA include the following:

- 1 Training Need Analysis
- 2 Preparation of Training Calendar

3 Conduct of Training

A. Hard Training: This includes Job instruction training, Job rotation training and Apprenticeship and coaching training.

B. Soft Training: This includes lecture and video presentation, Simulation and Vestibule training and done for operating level workers.

4 Generalized on the Job Training

5 Departmental on the Job Training

6 Laboratory Training

7 off the Job Training

4.11 Performance Evaluation System:

The concept of measuring performance or managing performance within organizations is to strategize how firms can get the utmost benefits from their employees. The approach to measuring performance can be classified as a three-step approach that composed by objectives, appraisal and feedback. The first step is the setting of performance objectives that are quantifiable, as it measure and simple to communicate throughout the organization. After that, the process of performance appraisal should take place. Finally, the feedback is measured. The management of performance includes design of work systems, facilitation of knowledge utilization sharing and creation, and appraisal and reward systems. For measuring employee performance at the end of each project, the management of BKMEA discusses among themselves about each employee and gives their comment in employee performance evaluation form After that it is recorded in the employees' personal file. For performance evaluation BKMEA consider the following factors: **QUALITY OF WORK:** Consider accuracy, thoroughness, effectiveness. **FLEXIBILITY:** Consider performance under pressure and handling of multiple assignments. **INITIATIVE:** Consider the extent to which the employees set own constructive work practice and recommends and creates own procedures. **DEPENDABILITY:** Consider the extent to which the employee completes assignments on time and carries out instructions. **INTERPERSONAL RELATIONS;** Consider the extent to which the employee is cooperative, considerate, and tactful in dealing with supervisors, subordinates, peers and

others. SAFETY COMPLIANCE: The degree to which the employee complies with or oversees the compliance with the organization safety rules.

4.12 Benefit & Compensation

Eliciting high contributions within an organizational environment is highly essential for the firm as well as the employees. For instance, expectancy theories have explicated aspects of anticipated rewards in line with employee's motivation. This indicated that every employee will have to face with a logical decision in accordance to the present economical circumstance. As a result, to that employee considerable effort will manifests into an intended realizations and fulfillment of a specific desire outcome. The conceptions of both internal and external rewards are highly valued by organizations and its employees. Not only the obvious fact that employees yearn more about promotional opportunities, higher pay or better benefits, but also their desires and anguish spins from autonomy, personal growth and valued responsibility. An idle Benefit & Compensation management system will help an organization significantly boost the performance of its employees and create a more concentrate workforce that's willing to go the extra mile for an organization.

4.12.1 Types of Compensation Provided by BKMEA:

BKMEA provides both direct and indirect compensation to their employees. They try to match with the environment of the current situation and the needs of the employees.

4.12.2 Direct compensation:

Direct compensation that BKMEA usually provide to their employees is:

Basic Payment: A fixed amount of monetary benefits provided to the employee at the end of each month in return for their services to the company.

Over Time Payment: A fixed amount of monetary benefits provided to the employee at the end of each additional one hour after completed the daily schedule hour (8 hour).

Car allowance: Based on project the personnel of BKMEA get vehicle either from pool or rent it.

Housing allowance: If workers have to relocate because of work, BKMEA offers housing allowance to all level of employees to facilitate the process of relocation.

Medical Allowance: BKMEA offers their employees medical reimbursements for medical claims covering not only employees themselves, but also their family members.

Merit Pay: BKMEA offers merit pay to their employees in terms of brings out critical hurdled job. Generally, these types of circumstance happen in base line survey when the employees go to remote places to execute it.

Festival Bonus: BKMEA also offers yearly festival bonus which is given two times in a year-Eid-ul-Fitr and Eid-ul-Azha. This bonus is given on the basis of basic salary. Usually the rate of bonus is 100% of the basic salary.

Special Allowance: BKMEA also offers mobile phone and phone bill to their employees for personal and official use.

4.12.3 Indirect Compensation:

BKMEA not only gives the direct compensation but also compensate their employees indirectly. Company gives so many facilities for the employees to become a friendly relation with the management and the employees.

4.12.4 Retirement Benefit:

At the time of retirement to facilitate the employees BKMEA includes provident fund facility in its compensation package. It is a fund into which the employer and the employee both pay the same amount of money regularly, so that when the employee retires or leaves the company, he or she receives a sum of money.

Leave Policy:

BKMEA offer paid leave to its employees. The leave entitlement is Type of Leave.

Casual Leave:

Maximum 10 days with pay.

Medical Leave:

Maximum 15 days with pay.

Earned Leave:

One day earned leave for every fifteen working days.

Maternity Leave (For Women):

6 months from to the declaration of the employee.

Haj Leave:

Maximum 45 days with pay.

Study Leave:

BKMEA grants study leave for its employee. This type of leave is especially applicable for the temporary employees. the duration of study leave is maximum 15days with payment.

Special Leave:

Extraordinary leave may be decided to the enduring or Contract employees with or without pay and allowances at the sole discretion of the management., The employee is entitled to exercise all type of Leave from the very next day of his/her confirmation of job. For approving any kind of leave the applicant has to fill a specified form and with the concern of the head of the department the form goes to the managing director for approval.

4.13 Employee Relations:

'Employee Relations' is a relatively new term which broadens the study of industrial relations to include wider aspects of the employment relationship, including non-unionized workplaces, personal contracts and socio-emotional, rather than contractual, arrangements. This is an area with diverse ideological underpinnings and political ramifications. Governments have taken an active part in determining its conduct, In Europe, harmonization is leading to the establishment of works councils across the EU, giving a new role for collective representation.

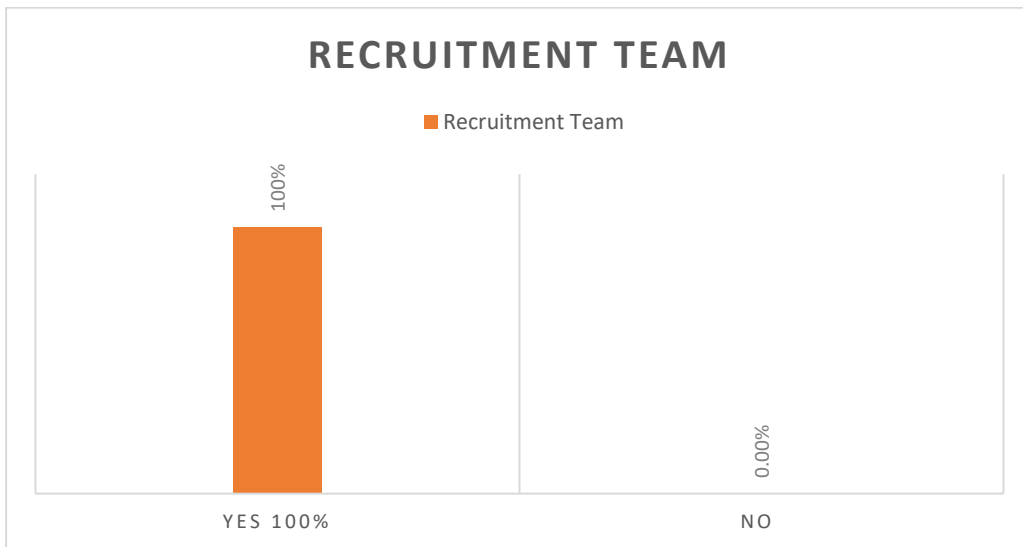
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Chapter 05
Analysis, Discussions & Findings

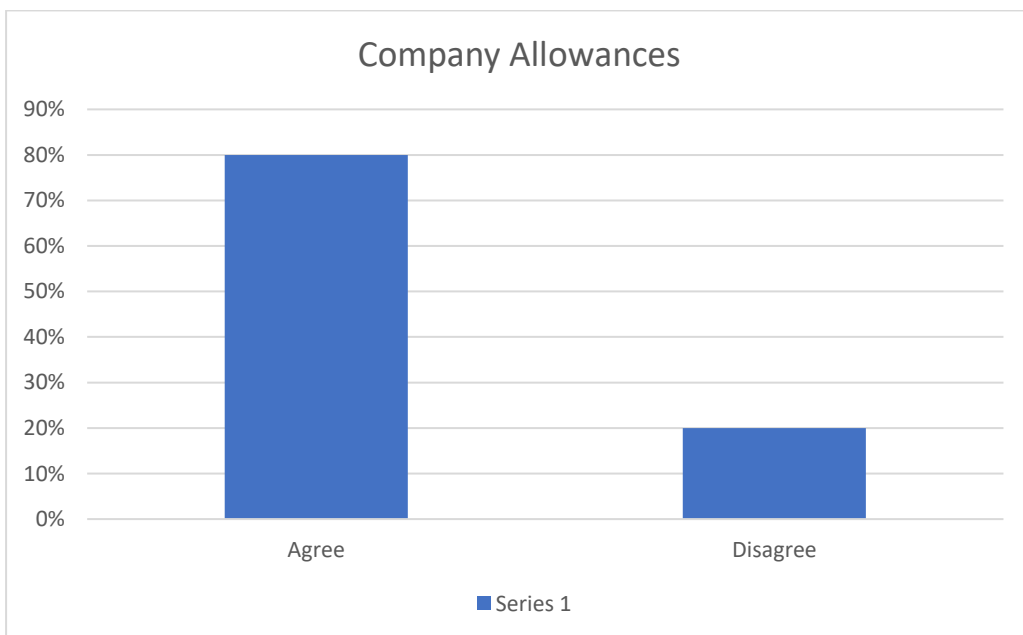
5.1 Analysis

In terms of findings the gaps of recruitment process I have conducted a survey within SPL where the number of respondents was 30 and the respondents were Executives and Managers who are directly involve in the recruitment process so that my survey will be more reliable. In the below discussion the results of survey are briefly described

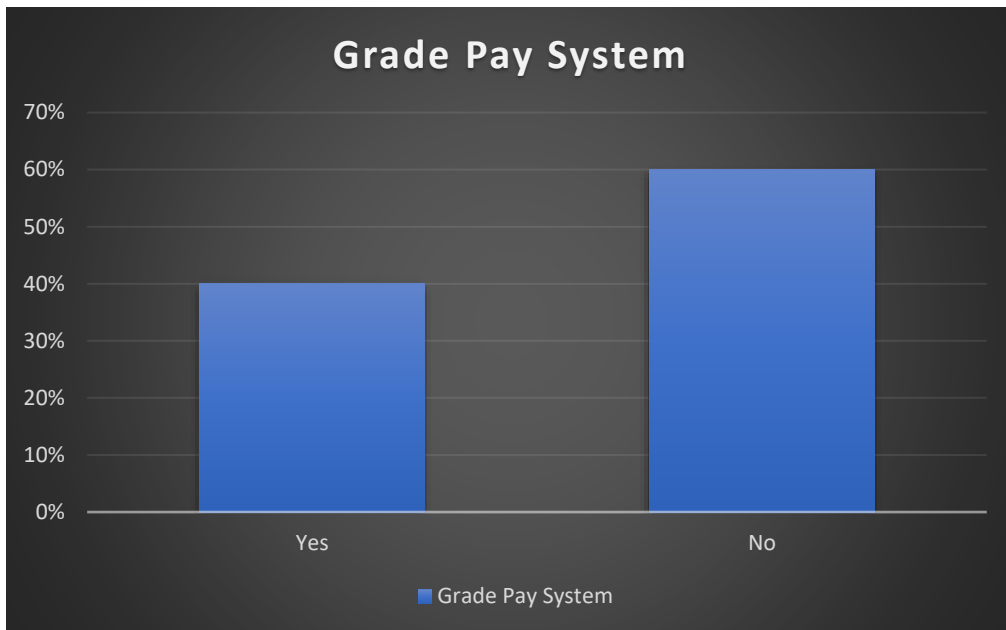
1. Number of candidates per position.



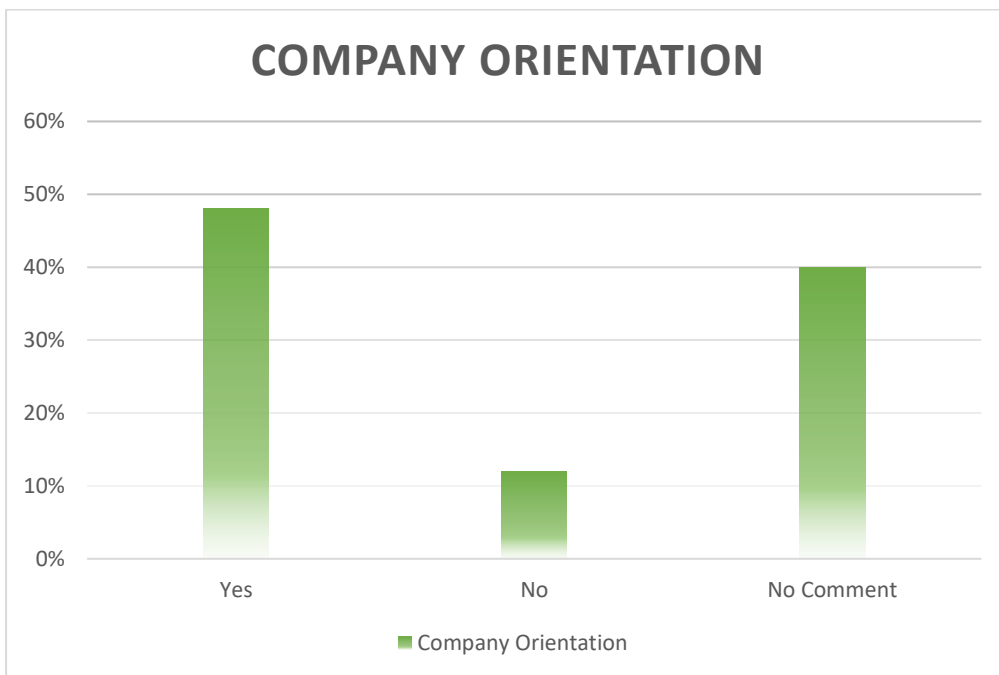
2. Employees agree and disagree of the companies are given bellow.



3. 40% of employees agree and 60% disagree companies follow grade pay system.



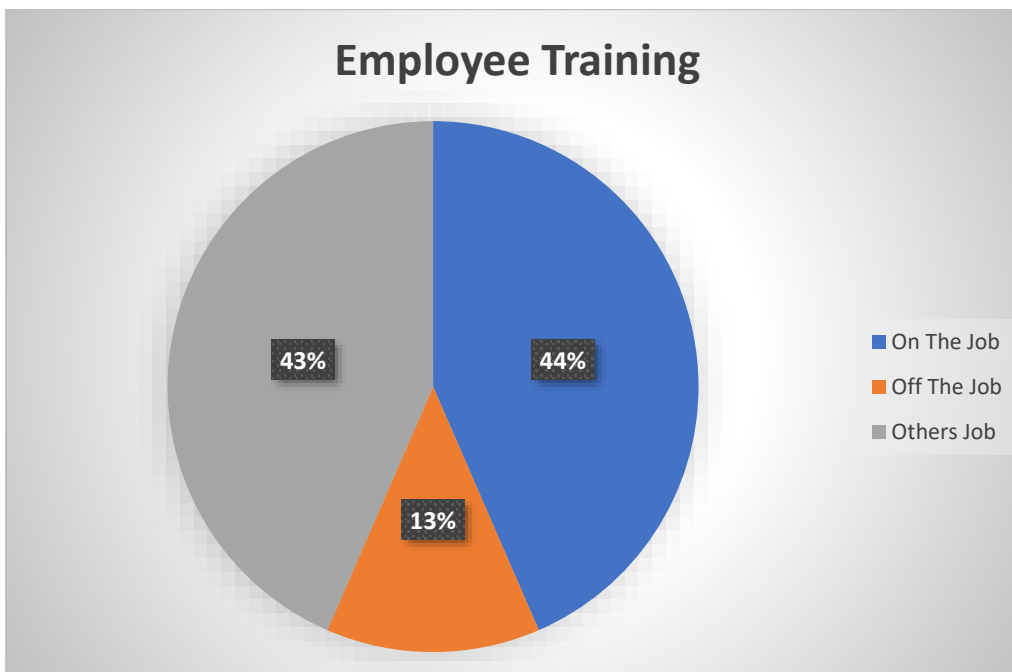
4. 100% of employee agrees companies arrange orientation program.



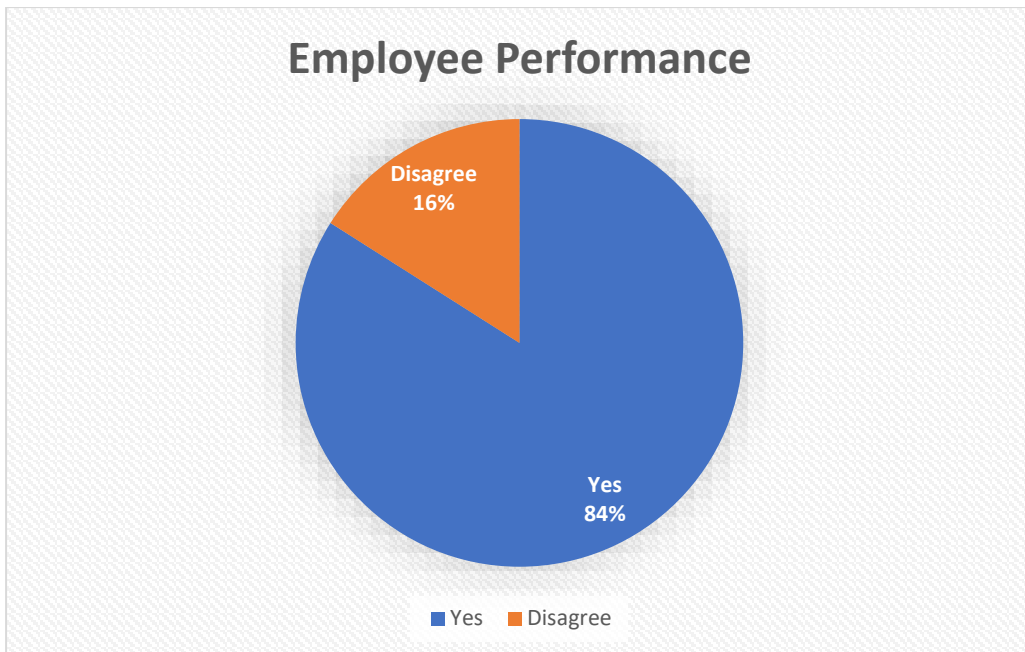
5. 72% employee agree, 4% disagree and 24% sometimes need training and development is part of organization's target to achieve a goal.



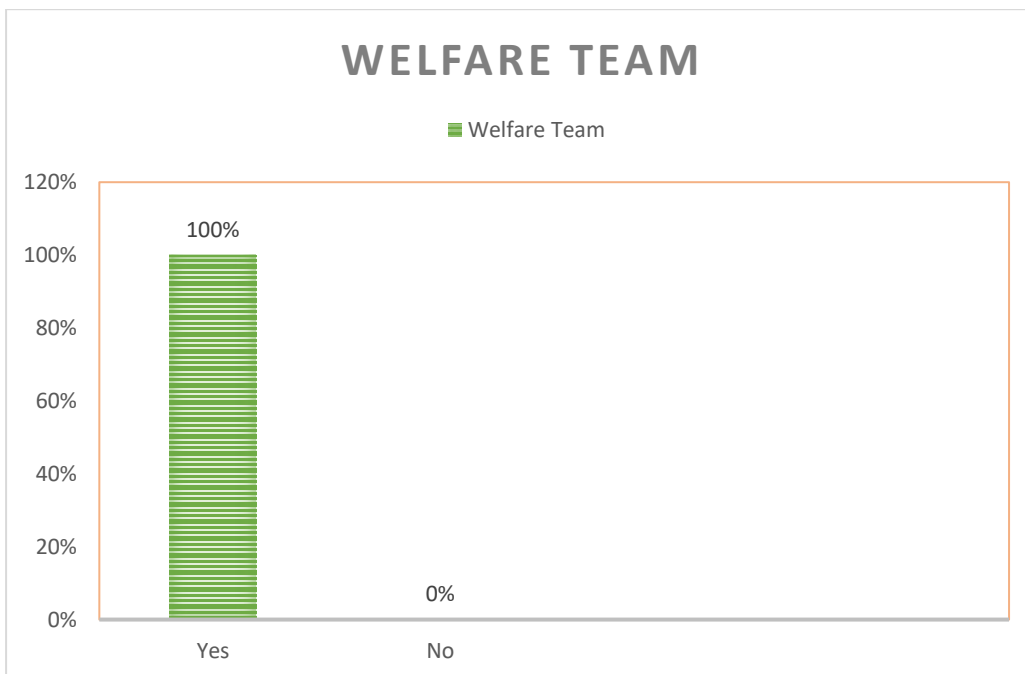
6. 48% employees agree on the job training, 12% off the job training and 40% others training support.



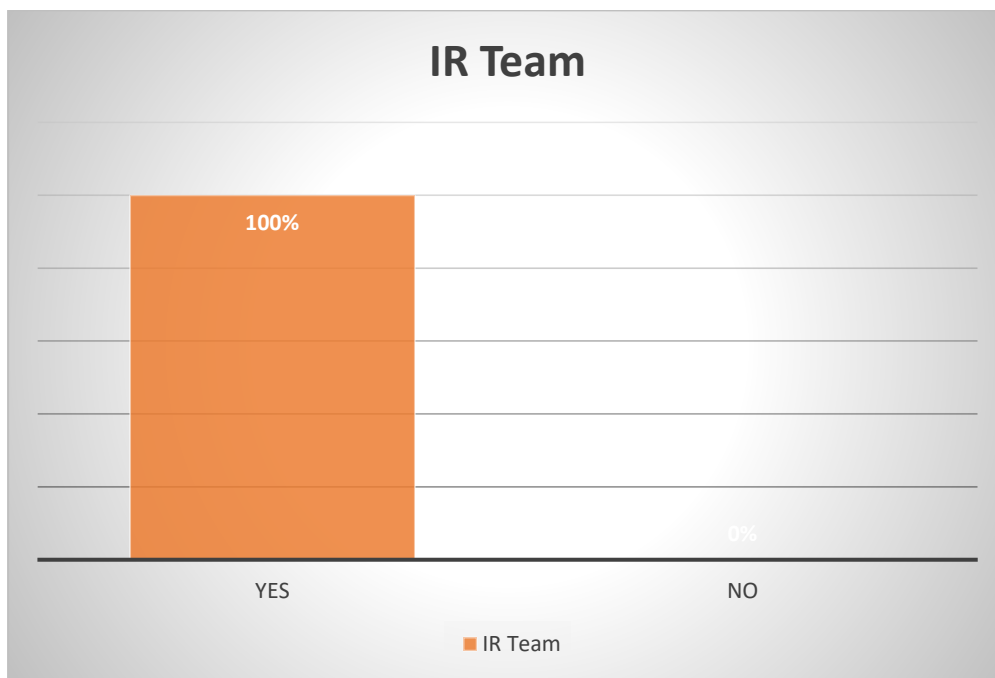
7. 84% employees agree and 16% disagree company evaluate employee performance.



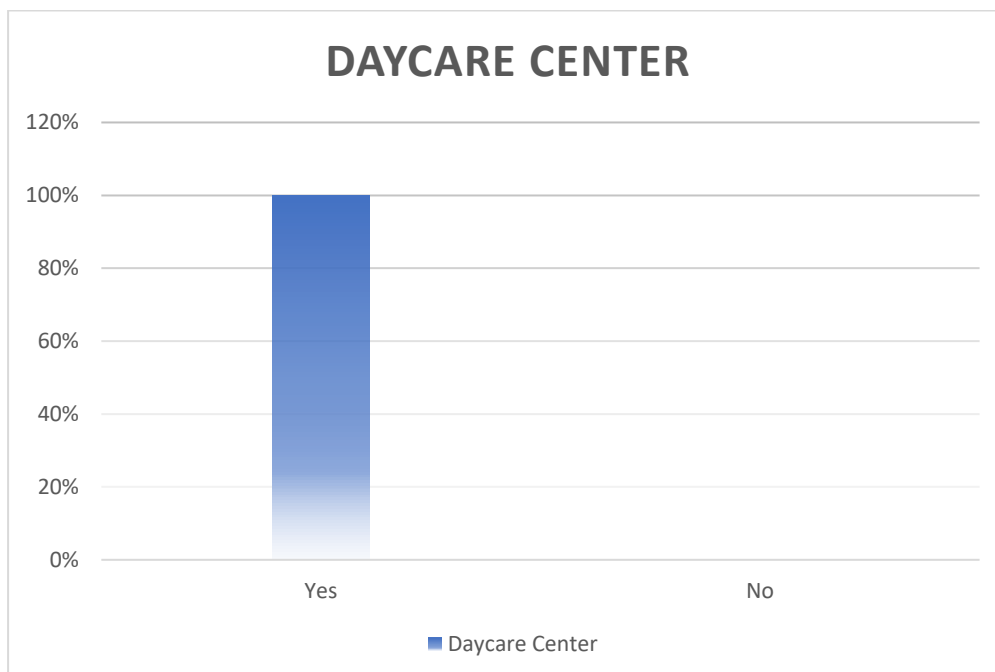
8. 100% employees agree the company have welfare team.



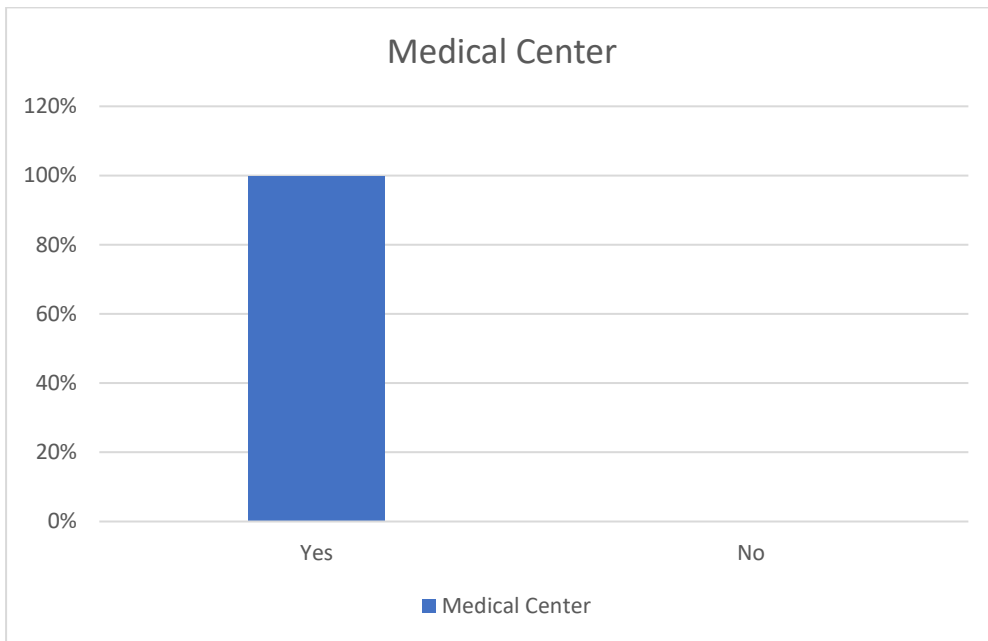
9. 100% employees agree the company have IR team.



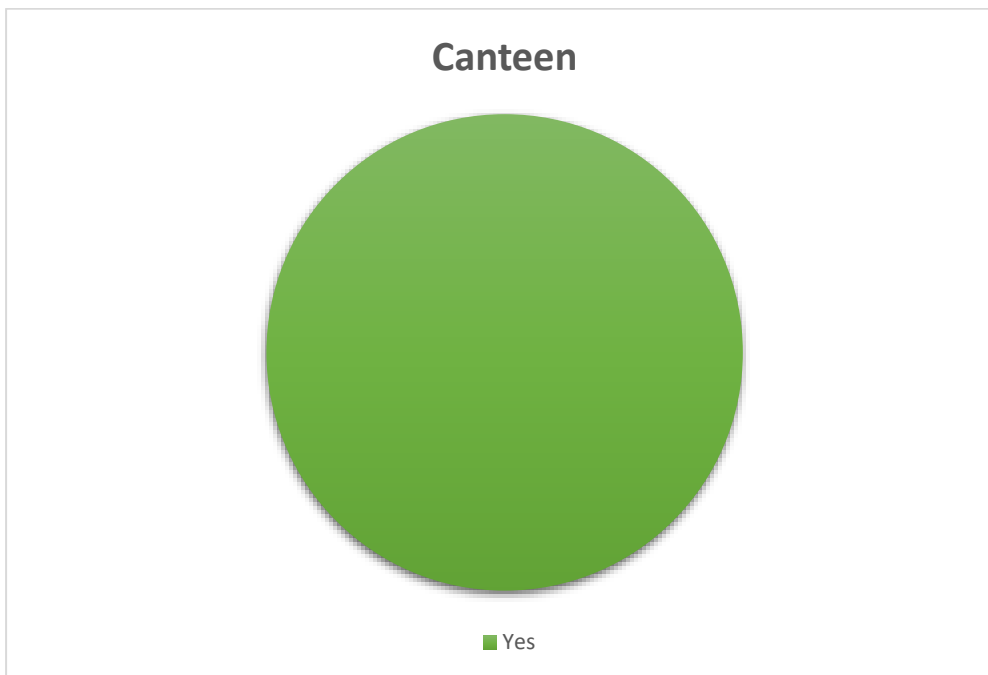
10. 100% employees agree the company have Daycare Center.



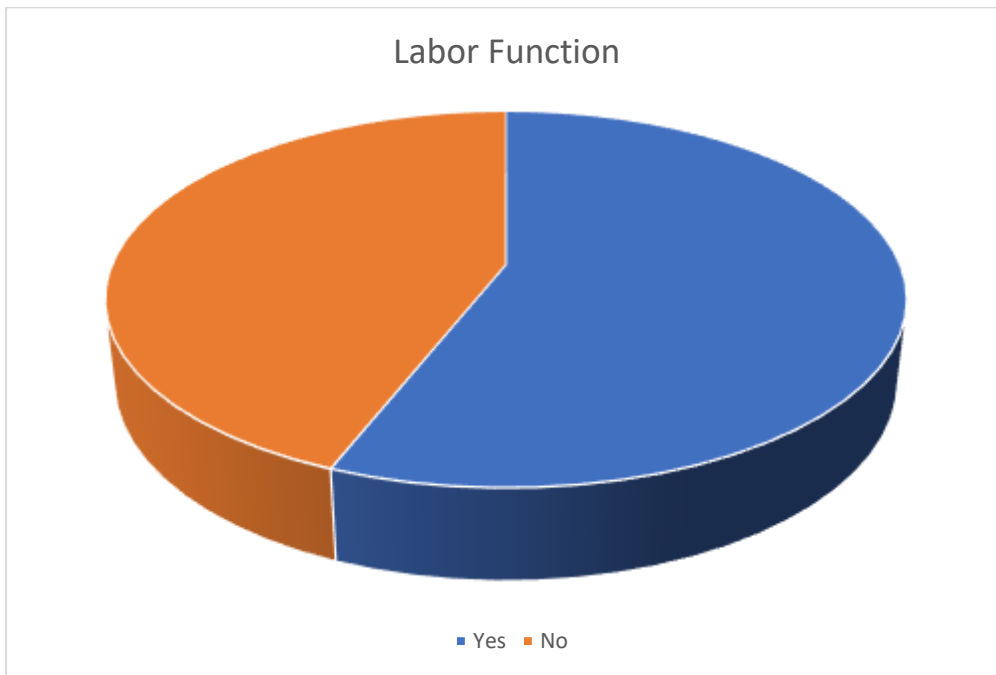
11. 100% employees agree the company have medical center.



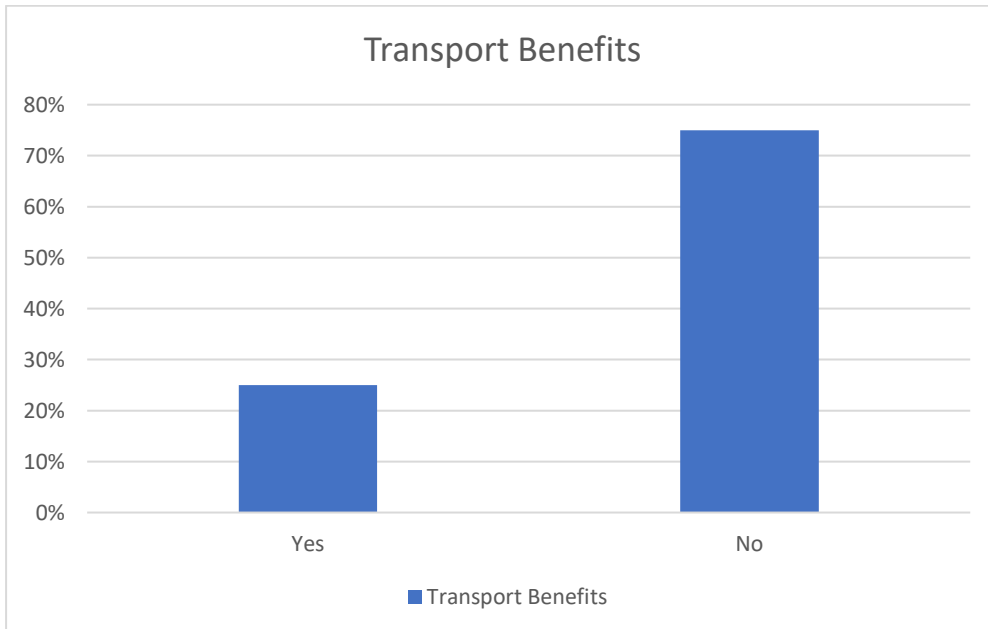
12. 100% employees agree the company have canteen.



13. 56% employees agree and 44% disagree that there has labor union function.



14. 25% employees agree and 75% the company have transport benefit.



High qualified professional services in the organization.

5.2 Findings

1. Management are not providing transport facilities for the mid level management as well as workers.
2. BKMEA does not provide adequate employee for the HR department.
3. They do not supply sufficient computer to the HR department.
4. HR departments are not following the proper rules and regulations guided by organizations own policy.
5. BKMEA are not taking proper steps in exchange of transferring HRM information among various companies of BKMEA.
6. BKMEA does not use latest software in their HR departments.
7. Everything are not computerized in a systematic way.

Chapter 06

Recommendations & Conclusion

6.1 Recommendations

1. Management should be provided transport facilities for the mid level management as well as workers.
2. BKMEA should provide adequate employ for the HR department.
3. They should supply sufficient computer to the HR department
4. HR department should take proper steps in exchange of transferring HRM information among various companies of the BKMEA.
5. BKMEA should be considered use of latest HRIS software to their HR department.
6. HR Department should follow the proper rules and regulations guided by organization's own policy.
7. Everything should be computerized and systematic way.

6.2 Conclusion

Human Resource Management is a discipline of Management that generally deals with humans working in an organization. Activities of HRM are Human Resource planning, Recruitment and Selection, Human Resource Development, Compensation and Benefit, Employee and Labor Relations, Salary and Health and Human Resource Research. Human Resource Development involves activities related to education, training, empowerment, awareness raising, skill enhancement, team building and Organizational and Development. The readymade garments world is operating a challenging voyage to the 21st century, where numerous changes will occur in a dramatic fashion. So, the RMGs are expected to be cautious about identifying and coping with the changing economic environment. Human Resource is key factor to be considered in organizational development.

Recruitment and selection are an important part of Human Resource Management. Because recruitment and selection process placed an ideal employee to desired position. Thus, recruitment enables the organization to select suitable employees for different jobs. It is the most important function of the personnel department, It is concerned with the discovery of the sources of manpower and tapping of these sources so that the potential employees are properly evaluated and the new employees are placed and inducted to fill up the vacant position in the organization. Recruitment aims at " according to the need of the developing and maintaining adequate supply of labor force according to the need of organization.

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