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How human resource planning deals with recruiting, training, and promoting all level of employees.

by

Rashida Khatun
ID-0820635

An Internship Report Presented in Partial Fulfillment
of the Requirements for the Degree
Bachelor of Business Administration

INDEPENDENT UNIVERSITY, BANGLADESH
May, 2012

How human resource planning deals with recruiting, training, and promoting all level of employees.

by

Rashida Khatun
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has been approved
May, 2012

Amlan Zahid Haque

Senior Lecturer
School of Business
Independent University, Bangladesh

LETTER OF TRANSMITTAL

Date:10.05.2012

To
Amlan Zahid Haque
Senior Lecturer
School of Business
Independent University, Bangladesh.

Subject: Submission of internship report.

Dear Sir,

Here is my internship report on "How human resource planning deals with recruiting, training, and promoting all level of employees.". While preparing this report, I tried my best to follow the instructions that you have given me. This report is prepared for the fulfillment the requirement of the BBA Program.

I have tried my best performance to make this term paper as comprehensive and informative as possible within the time allowed for me. Due to various, there may be some mistakes for which I pardon your apology.

I shall be highly encouraged if you are kind enough to receive this report.

Thanking you.

Sincerely yours,

Rashida Khatun

ID-0820635

Acknowledgement

At first, I would like to express my under gratitude to almighty Allah for enabling me the strength and opportunity to complete the report within the schedule time successfully.

From my first inception until its final completion, the success of the study rests not only me but also on the contribution of the employee of **Dutch Bangla Bank Limited**. They have given me a vivid discussion & inspired, influence guided my work.

I wish to express my immense gratitude and my special debt to my respected teacher & Supervisor **Amlan Zahid Haque.** I am thankful to his untiring guidance, helps and suggestion.

I also thank my friends & classmate who help me for doing this report. I am grateful to them for their valuable comments correction etc. on my report.

I prepared report from my own point of view. Then at last I shall be grateful to those persons who read this report and who shall get benefit from this report at present and in future.

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1.0 Introduction

Human Resource department always deals with the people in the organization. If an organization can satisfy their employee than they can easily achieve their goal. The human resource planning is one of the most important elements in a successful HRM program. *Human resource planning is the process which ensures-*

- The organization has right number and kinds of people.
- Effectiveness of procedure for recruiting, training, and promoting all level of employee.
- Appropriateness of reward system for motivating and changing employee.
- A work environment that minimize absenteeism and keep turnover at a desirable level.
- Implications for the future demand of HR.

1.1 Background of the Study:

Human Resources Planning is one of the very important and vital subjects, for business graduates who are doing major in Human Resource management. For this it is very important to gain practical knowledge on this subject that's why our honorable course instructor *Mr. Amlan Jahid Haque* assigned us to prepare a report on Human Resource Planning for any well reputed organization. For the fulfillment of her requirement we chose **"Dutch-Bangla Bank"** for our report.

1.2 Objective of the Study:

Working or preparing report without objective is sailing without destination. Every report has an objective and in academic program there are basically two types of objectives one is primary and another is secondary objective.

Primary objective:

- The primary objective of this report is to analyze on the human resource planning of Dutch-Bangla Bank Ltd.
- How human resource planning deals with *recruiting, training, and promoting all level of employees.*
- How they motivate employee with reward systems.

Secondary objective*:*

This report is a part of our course so to fulfill our course requirement is the secondary objective of this report.

1.3 Sources of Information:

Primary sources:

Primarily we will collect information by interviewing **Mr. Zahid Ahmed,** Officer of HR Division Dutch-Bangla Bank Ltd.

Secondary sources:

We will collect data from the web site of the Bank. The secondary resource includes brochures, reports, different manuals (conditions of guides) and other periodical reports.

1.4 Methodology:

Although the study aimed at through analysis of the human resource planning of *Dutch-Bangla Bank*, the study focuses mainly on its employers. The survey will be conducted to collect the information from the employer and employee of *Dutch-Bangla Bank*.

Unit of analysis*:* Individual employer and employee.

Duration*:* The research will be conducted for a period of 6 weeks.

Place: The research will be conducted in the CARE Bangladesh.

Data Sources	Primary Data and Secondary Data
● Research Approach	Survey method
● Research instrument	Questionnaire
● Sampling plan	Sample unit: Individual employer and employee. Sample size: 10 Sample procedure: Random sample
● Contact method	Personal Interviewing.

1.5 Scope of the Study:

This study will only cover Human Resources Planning Activities of *Dutch-Bangla Bank Ltd* Head Office and one of their branches.

2 Human Resources Planning

Human resource planning is a well set produce which really forecast the future plan for staffing need employees career path, and best combination with people and the job recruitment. Human resource planning provides inputs as to the human resource implication of the business plan.

2.1 Human Resource Planning in DBBL:

DBBL maintains some planning programs for their future development job the employees and their work force. These are given below:

Strategy on Planning Process: DBBL follows five stages for human resource planning.



Figure: Stages of HR Planning

2.1.1 Collection of Information:

DBBL is both external and internal environment for collecting information. In external environment it consider economical feasibility, technological advantages, competitors taken strategy and control of government regulation before taking Human resource planning. In internal environment DBBL collect information by sustaining organization short term and long term strategy, current Human resource activities employees' behavior etc.

2.1.2 Estimated Demand for Human Resource:

DBBL forecasted demand for Human resource how many and what types of people needed to be carried out organizational future plan.

2.1.3 Estimated Supply for Human Resource:

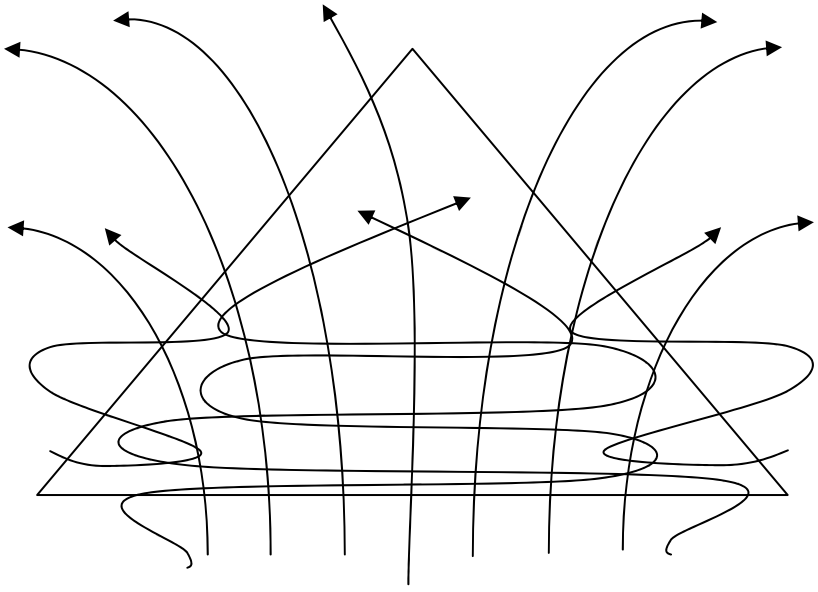
Supply of Human resource could is internal source and external sources. In internal sources individual taken from existing employees. So that, they will be able to full-fill future demand with the short time period. DBBL now follow human resource information system (HRIS). It preserves furnished data based information about all the employees and it continuously upgraded with the change of time. In external source of supply of workers are taken from the out side of the organization. DBBL naturally prefer the external supply of employee. Before the taking any decision of match with expected demand plan and job conducted program:

Reduction in Force Policy (RIF Policy):

RIF policy is one kind of legal document. It is a procedure for lying off employees. Generally layoff policy creates bad expression, hampering productivity and goodwill. If it done through production in force policy its validity will much longer. DBBL follow RIF policy. But in DBBL its implementation rate is so longer then other organization. Because has no too mach surplus employee

Career Path:

DBBL completes successful career planning through satisfying personnel. It help them desirable involvement with their job and the employees in a right way which result right job fit. Recent years most of the organization follow spiral career path. DBBL also follows it. Where individual personal go up with the lateral position. And gather experience with the diversify himself or herself.



Spiral Career

2.1.5 Feedback on Planning Process and Imple-Mentation:

The Feedback system of strategies on planning process is vary much essential thinks DBBL also done it carefully. If there is any lacking of this process then it returns back to the first stage for the verification of this process.

DBBL implements this procedure it clearly specified. DBBL naturally follow short-term planning because it is feasible and time efficient than long- term planning.

3 Recruitment

Recruiting is the procedure where the organization located employees and attract individuals for fulfillment job vacancies.

3.1 Objectives and Philosophies:

- **Objectives:**

i. DBBL attracted people from a large amount of applicants with highly qualified.
ii. The post hiring goal is specified and employee must have to stay 3 years as a certain period.
iii. DBBL ensure that the reject candidate never sustain with the bad impression when he/ she not selected.
iv. DBBL should behave in a positive manner to successful applicant.

- **Philosophies:**

i. DBBL deciding on whether to recruit inside or outside of the organization.
ii. DBBL replace current employees for the short time. After that, they recruit from the external sources.
iii. DBBL is committed to ethical overtone.

3.2 Provision Requirement System for Employees:

When DBBL recruits some employees to do not give direct appointment to them, it follows provision system. They are giving chance 1 year to employees to match with the job environment. After that DBBL ensure their permanent job.

3.3 Recruiting Sources:

DBBL recruits its employees from the internal and external sources. In internal sources DBBL implied people for the short time period. If their time is available it goes for external recruiting process. Most of the time DBBL recruit employees by externally include.

3.4 Job Circulation for Exempt & Non-exempt Workers:

DBBL usually utilize formal method for external recruitment. For exempt workers DBBL uses newspaper advertisements. All the requirements of the job are clearly stated in this advertisement. They are not performing any kind of blind ad. Newspaper advertisement creates large responses. Most of the job ad readers claim organization's name is crucial point of advertisement that way they are not using blind advertisements.

On the other hand DBBL uses Employment Agencies of external recruitment for only non- exempt workers like- security guards. Although it is an expensive method but it is crucial factor for security purposes in the bank premises.

3.5 Realistic Job Preview (RJP):

RJP is the overall presentation of both negative and positive of a job. DBBL maintains RJP in a certain aspect. The people who selected himself for the certain job would be

Self motivated. For this reason turnover rate is low. After considering the positive and negative aspect of the job and employees expectation rate become lower. It reduces gap between expectation and reality, and consequently reduce absenteeism, tardiness and thinking about job quitting, etc. DBBL employees are very much committed to take the decision. It may increase for staying with the organization DBBL's employees are concern about the unpleasant event what may occur unfavorably will be able to cope with the situation.

4 Selection

Selection process for assessing job applicants follow HR Planning and Recruitment. The main objective is to peak up the individuals who will do well on the job.

4.1 Selection Process/ Procedures:

DBBL follow selection process which is stated below-

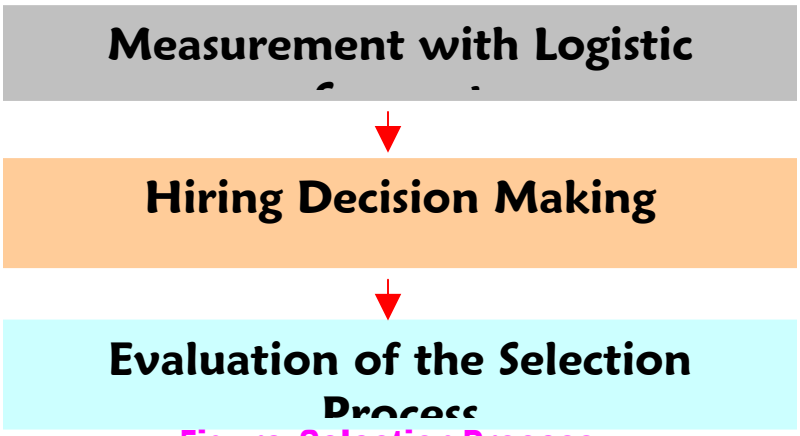


Figure: Selection Process

4.2 Decision Making Approach in Selection Process:

DBBL usually use hybrid approach for selection process. It consistent with the Multiple Hurdle Approach as well as Profile Matching approach. Every employee should pass each stage before going to the next step. Here at each stage selection is made. In a profile matching approach there is a standard criterion of a successful employee that should point out for each candidate. Those who cover-up most of the requirement he become selected for the job.

4.3 Selection Devices/ Tools in Selection Process:

There are many selection devices use in the organization. Such as- application blank, weighted application blank, biodata, interview, physical test, etc.

DBBL follows 3 main aspects used in selection process which are stated below-

Weighted Application Blank (WAB):

DBBL follows this procedure where they can predict employee's performance, tenure and employee theft. It will also clarify if anyone has tendency to inflate/ false information, is to develop a questionnaire to see how he/ she tackle situation.

DBBL does the reference check through face- to- face by providing police verification and by telephone. DBBL claims at least 2 personal references.

Interview:

A widely use device for the selection process is to take interview. DBBL also follow this method. Interview has 3 categories- unstructured, semi- structured or cone approach, and structured interview. DBBL mostly use structured and semi-structured for their aggregate level employees. It also use semi- structured and unstructured for experienced mid level management employees. In a structured interview all question asked by same sequence. It has a degree of reliability. In semi-structured or cone approach some questions are asked from the specific subjects.

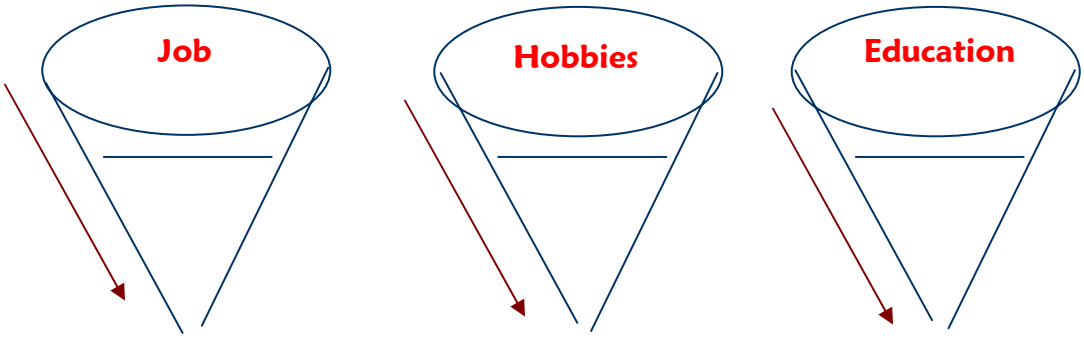


Figure: Cone Approach

When an interview doesn't plan the questions or their structured is named as unstructured interview. It has low degree of validity.

Physical Testing:

Physical testing is part of selection process. It is essential for blue collar employees. In DBBL accomplish physical testing for all type of employees. Although it is a expensive decision but DBBL are committed to do physical testing for ensuring employees sound health.

4.4 Managerial Job Selection System:

Managerial job is a vital post for each and every organization. When an organization select a person for managerial job to be identify himself accurately. They need to do mental ability test and personality test by assessment center. Assessment center has some characteristics. DBBL follow those characteristics. DBBL evaluated a manager by giving them assign job, situational problems, role-playing decision makes, case study, management games, etc. it has a high validity and it can also predict both long and short-term success and advancement in management position. DBBL doesn't recruit new or fresh graduates for managerial post. It recruit at least 5 years experienced employee for managerial post.

5 Training & Development

Job conduct training is very much emphasize on job performance. DBBL consequently has given priority of training and development to the employee. So that DBBL introduced training wings as a separate department.

5.1 Methods of Training:

DBBL conducted training by utilizing 2 types of methods. These are given below-

On-the-Job Training (OJT):

DBBL arrange at worksite in context of actual job. OJT is not only orientation training for new hires but also for the improvement of the existing employees. DBBL naturally follow full time assignment, coaching and job rotation. There is a setting rule every employee must work with each and every department the duration of one place for three years. DBBL focus on multi-skilled or cross training function.

Off-the-Job Training:

Training is conducted outside of the organization. DBBL arranges in the home site training or the aboard training programs. It arranges workshop, seminar, etc. they have completed training programs from Singapore and Netherlands. DBBL does orientation programs, behavior modeling, case study, role-playing, teambuilding, etc.

6 Performance Appraisal

Performance appraisal is a procedure where employees evaluated on the basis of their own performance. DBBL uses PA as a corrective influence. It is not use as a punishment tools, it helps to identity employee's strength side and weakness. DBBL provides better opportunity to correct employees own fault.

6.1 Methodology to Measure Employees Performance:

There are two methods of PA and performance feedback (PF). DBBL applying PA for all the employees. DBBL uses both formal and informal method employees PA & PF.

Formal Method:

In a formal method DBBL preserve annually personnel performance review. It upgraded for each year copying with the changes of job requirement

Informal Method:

Divisional superior comments and notices good or bad performance of a subordinate in informal method. It can be occurred any time on the job.

DBBL accomplishing performance appraisal accurately that's why DBBL's employees become more job satisfied and well motivated. It will also enhance employee's productivity

6.2 Major Decision Linked with PA:

DBBL decides employee's promotion, transfer, disciplinary actions, demotions, compensation paying, and merit judgment based on PA. HRD are not taking laying off or discharging decision for now and there. HRD gives promotion to their employees after 2 years, and give some increments for each year which is related with the employee's good performance appraisal.

6.3 Basic Categories of Performance Information:

Basic categories of performance information are trait based, behavior based, and result based system. DBBL usually follow behavior based and result based system for performance measure.

Behavior Based System:

In behavior based approach HRD of DBBL try to measure employee's specific behavior while on the job. It has a big support for feedback. They are mainly focused on affirmative behavior rather than aggressive behavior. But it is really hard to know each and every aspects of the behavior for all employees while in the job done.

Result Based System:

In result, based system DBBL set target to fulfill their certain profit margin is the way where an employee can be measure for PA. DBBL focusing only result with how the job is done. The big disadvantage is to foster "Result- at- all cost" for this system. But DBBL ignoring this type of disadvantage. They conducted result based system in a positive aspect of measurement.

6.4 Preserving Personnel Profit:

DBBL's HRD follows to maintain personal data sheet for measuring employees PA. They are upgrading all personnel profile based on their accomplishment in the job.

6.5 Subjective Measures of PA:

DBBL follows comparative measurement as a paired comparison with the equivalent designate employees. Such as- *manager to manager, officer to officer*, etc. they are also use check list by point out different quantities and items, of an employer are ticked. DBBL maintaining Management by Objective (MBO) approach for making their PA with corresponding subordinates and the superiors in a mutual understanding.

6.6 Raters of PA:

PA may evaluate by self evaluation, superior evaluation, peer evaluation, subordinate evaluation and customer evaluation for determining employee's appraisal. Beside these, there is a best adaptable approach which 360° appraisal or multi-source appraisal (MSA) for determining appropriate appraisal for various aspects of evaluation phase. DBBL is taking 360° appraisal system for evaluating PA.

6.7 Interview of Employees PA:

Interviewing of employees PA is a essential part of feedback. Management taking some decision based on feedback of PA. Some decision included with convenience employee of future improvement, personnel skill development and the right job fit, constant with the fulfillment of the employee's own demand.

DBBL uses tell and listen and problem solving method for taking PA interview. HRD people are convenience about the employees own circumstances for their existing job performance is a tell and listed method. HRD also follow problem solving method where they are discussed about the entire situation with the employees and solve the problem by maintaining MBO approach.

7 Major Findings

- DBBL start HRD function from the very beginning
- DBBL's HRD follow Acquisition, Development, Motivation, and Maintenance
- HRD Head performs HR activities.
- Management committee involve with HR Plan.
- There is no Labor Union.
- No surplus labor in DBBL but HRD does attach some employee for future crisis moment or new branches.
- DBBL has RIF's policy.
- DBBL follows Spiral Career Path Planning.
- DBBL maintains shuffle system after 3 years for every employee.
- DBBL follows Short-term HR Planning.
- DBBL do job analysis based on human and non-human sources.
- DBBL has a clear job description and job specification.
- DBBL maintains realistic philosophy consists with individual and organizational objectives.
- No provision system but every employees ensure his job permanently after 1 year.
- External recruitment mainly done but in crisis moment they do internal recruitment.

- DBBL provides recruitment process by newspaper advertisement.
- DBBL follows Realistic Job Preview (RJP).
- DBBL follows multiple hurdle and profile matching approaches.
- DBBL check at least 2 references.
- DBBL check reference by face to face and telephone.
- DBBL follows structure, semi-structure and non-structure interview system.
- DBBL must ensure physical test for every employees.
- DBBL do mental ability and personality test for managerial job.
- DBBL doesn't hire new graduate or inexperienced employee for managerial posts.
- DBBL trains employee for theoretically and practically skill improvement.
- DBBL uses formal and informal methods for Performance Appraisal.
- Result and behavior approaches DBBL follows for performance information.
- DBBL maintains employee profile or data.
- DBBL evaluate PA by MBO, Checklist, and Comparative Measurement.
- Dissatisfied employees are handled by maintaining good relation with mutual understand.
- Grievance never occurred in DBBL.
- DBBL has certain service rules which related disciplinary action.
- DBBL follows both rules of Preventive and Corrective.

8 Conclusion

Dutch Bangla is one of the well-known banking service provider. Now a day it takes the 2nd position regarding its banking service facilities. Its HR function start from the very beginning of establishing. HR department head naturally accomplishes the HR major activities. DBBL doing the sound activities by maintaining the HR people. Efficient workers provide better and skillful customer service. For this reason HR department doing their overall planning very carefully and adequately. Adequate information comes from human and nonhuman purposes. Successful recruitment brings in to its popularity by providing quality of services.

For doing adequate job analysis DBBL preserves personnel profile in data base system. All these information upgrading changes over the period. DBBL doing successful implementation for selecting people at the right time and in the right place. After selecting them training is needed fir them. For the further improvement DBBL arranges various training programs, different workshops, seminars etc.

]

Appendix

Questioner for HR Manager

1) When your Human Resource Department established? Is it from the beginning?
2) What are the major functions of your HRD?
    - Acquisition,
    - Development,
    - Motivation,
    - Maintenance.
3) Why HRD necessary for your organization?
4) Who prepared the HR Plans, and who are involved in these plans? (Individually, Group, Others)
5) Which strategy do you follow in planning process?
6) Do you follow any specific type of planning?
7) How do you deal with employees in the case of surplus or shortage situation?
8) What types of planning follow by the organization?
    - Long term
    - Short term
9) Have you done the job analysis? If yes, why job analysis necessary for your organization?
10) Which method do you follow in job analysis?
    - Observation
    - Interview(Individual or Group)
    - Questionnaire
    - Technical Conference
    - Dairy

11) What type of recruitment process do you maintain?
12) When you recruit a candidate, do you direct appoint him/her to the job or follow provision system?

13) How do you fulfill your vacant position?
- Internal source
- External source
- Both

14) What types of advantages/ disadvantages your organization face in internal/ external recruitment process?
15) Which way do you follow for your external recruitment process?
- Newspaper
- Employment Agencies
- Others (Please mention)

16) What selection process Dutch-Bangla follows?
17) Do you give priority for reference of a candidate?
18) Does Dutch-Bangla imply the physical testing in selection process?
19) Do you imply mental ability test and personality test for the managerial job selection?
20) How do you evaluate managerial job after selection process?
21) Have there any strategies to measure employee's performance?
22) How do you execute promotion, layoff, transfer, and compensation?

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