

HRM Practice in Roads and Highways Department

BY

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

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DAFFODIL INTERNATIONAL UNIVERSITY

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APPROVAL

This is to certify that the internship report entitled “**HRM practice in Roads & Highways Department**” is prepared by Md. Hasnain Malek Bubon, ID:193-11-6352, Major in HRM, Bachelor of Business Administration, Faculty of Business & Entrepreneurship, Daffodil International University as a requirement of BBA program and approved as to its style and contents. The presentation has been held on 01/05/2024.

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DECLARATION

We hereby declare that this project has been done by us under the supervision of **Nujhat Anjum Ani, Senior Lecturer, Department of Business Administration** Daffodil International University. We also declare that neither this report nor any part of this report has been submitted elsewhere for award of any degree or diploma.

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Letter Of Transmittal

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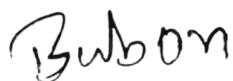
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Subject: Submission an Internship report titled “HRM practice in Roads & Highways Department”.

Dear Madam,

It is my great regard to submit my report paper on “General practice of HRM” But currently I’m working in RHD (Roads & Highways Department) as a computer operator. Our whole department is bound by their rules to release their inside information. So, I’m making this report as per your information.

Yours Sincerely,



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Acknowledgement

In the beginning, I am very much grateful to the Almighty for giving me the strength and opportunity, and a sound mind to complete the internship report. I express my heartiest gratitude and deepest respect to the honorable supervisor of my internship program. Nujhat Anjum Ani for her brilliant and excellent guidance and assistance in completing these operations. And I also thanked my heartiest all RHD colleagues and Higher Sir & Madam for supporting me.

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The encouragement and guidance I received from the Roads and Highways Departments were invaluable in my learning journey. Their willingness to share knowledge, provide mentorship, and involve interns in meaningful projects illustrated a nurturing environment that fosters growth and learning.

I am genuinely impressed by the dedication and hard work exhibited by the Roads and Highways Departments, and I am grateful for the opportunity to have been part of such an inspiring team during my internship.

Finally, my heartiest thanks go to others who were involved and help directly and indirectly to prepare this report. Without them, not all these would have been made possible.

Student's Declaration

Md. Hasnain Malek Bubon, hereby declares that the report of my internship titled “**HRM practice in Roads & Highways Department**” is embodied upon the result of my study and observation and observation from my Three months work in RHD and pursued under the supervision of Senior Lecturer Nujhat Anjum Ani, Department of Business Administration, Daffodil International University, Dhaka.

I also would like to confirm that this report is prepared for academic purposes, not for any other purpose. Besides, I affirm that the information organized in this report is original and this report has not been submitted to, in any form, any other university or institution for any degree or any other purpose.



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Executive Summary

This internship report is based on the three-month-long internship program that was completed at Roads & Highways Department (RHD) as a requirement of the BBA program. Being completely new to the practical, corporate world setting, every hour spent in the organization gave me some amount of experience the whole time, all of which cannot be explained in words. Nevertheless, they were all useful for my career.

A few nations, most notably Bangladesh, entrust their planning, development, and upkeep of their road networks to the Roads and Highways Department (RHD), a governmental agency. In addition to other important transportation infrastructure, the RHD is in charge of managing the building and upkeep of highways and bridges. The RHD facilitates trade, connection, and transportation, all of which are vital to the nation's economic growth. Functioning under governmental directives, it allocates funds to prioritize and carry out road and highway projects efficiently, with the goal of enhancing the nation's transportation network and advancing its socioeconomic standing.

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List of Abbreviation

A&E Administration & Establishment Circle
AA Audit & Accounts
AAG Assistant Accountant General
AAT Arbitration Appellate Tribunal
ACE Additional Chief Engineer
ACE-MSW Additional Chief Engineer - Management Services Wing
ACR Annual Confidential Report
AC(L) Assistant Commissioner (Land)
ADC Additional Deputy Commissioner
ADP Annual Development Programme
AE Assistant Engineer
AG Accountant General/Authority General
AoR Advocate on Record
BCS1 Bridge Condition Survey-1
BELA Bangladesh Environmental Lawyers Association
BIM Bangladesh Institute of Management
BMMS Bridge Maintenance & Management System
BOQ Bill of Quantities BRC Bomb Reconnaissance Course
BRRL Bangladesh Road Research Laboratory
CAO Chief Accounts Officer
C&AG Comptroller & Auditor General
CC Cadet Course
CCL Cash Compensation under Law
CD Compact Disk
CGA Controller General Accounts
CNG Compressed Natural Gas

CoP Circle Operational Plan
CPD Continuous Professional Development
CPWA Central Public Works Account a Code
CPWD Central Public Works Account D Code
CUL Cash Compensation under Law
CE-RHD Chief Engineer-Roads and Highways Department
DA Divisional Accountant
DAG Deputy Accountant General
DAO District Accounts Officer
DC Deputy Commissioner
DG Director General
DLAC District Land Acquisition Committee
DO Divisional Officers
EE Executive Engineer
EE-RD Executive Engineer-Road Division Engr. Engineer
Exec. Executive FST Fire Service Training
FIR First Information Report FJLF Future Looking Junior Forum
FMU Financial Management Unit

Chapter 1: Introduction



1.1 Introduction

The Department of Roads and Highways (RHD) is an essential government agency in charge of organizing, building, running, and maintaining a nation's roads and highways. Building and overseeing a safe, effective transportation system that meets the various demands of the public, business, and industry is its main goal.

This department facilitates trade, promotes social mobility, and provides essential transportation links, all of which are essential to a nation's economic progress. Its initiatives have a favorable impact on residents' lives and businesses while making a substantial contribution to the nation's infrastructure. All things considered, the Department of Roads and Highways plays a crucial role in guaranteeing the construction and maintenance of a vast road system, promoting the flow of people and products, and supporting national economic development.

1.2 Background of the Study

As part of the BBA in Business Administration internship program, it is necessary to provide interns with hands-on experience in real life tasks. The primary objective of this study program is to familiarize students with the professional world. In line with this goal, my academic supervisor assigned me the task of preparing a report titled – **HRM practice in Roads & Highways Department**.

1.3 Scope of the study

Depending on the goals and particular focus, the Roads & Highways Department can address a wide range of topics. Planning, building, and maintaining roads, highways, bridges, and other associated infrastructure are all included in the development and maintenance of infrastructure. Studying the materials utilized, construction methods, engineering and technical factors, and quality control procedures may all be part of it. Road safety precautions, accident investigation, and traffic flow management should be the main topics of discussion. Studying traffic patterns, signs, signals, safety procedures, and their effects on lowering accident rates and raising general road safety are all part of this.

1.4 objectives of the study

The objectives of the study are following:

To identify infrastructure development of the Roads & Highways Department.

To explain the safety enhancement of the Roads & Highways Department.

To show the traffic management procedure of the Roads & Highways Department.

To identify maintenance and upkeep, Environmental Impact Assessments, Budget and Resource Management, Innovation and Technology Integration, Community Engagement and Public Relations, Regulatory Compliance and Standards, Long-term Planning of Roads & Highways Department.

1.5 Methodology of the study

This report has been compiled based on the experiences gathered during the internship program at Roads & Highways Department, particularly while focusing on the whole maintenance or work process at the Tejgaon Industrial Area, RHD. An organized method is used by the Department of Roads and Highways to plan, organize, create, and carry out projects.

Initial Research and Surveys: Feasibility studies evaluate a project's potential and viability while taking social, environmental, and economic aspects into account.

Traffic surveys: Gather information on volume, trends, and flow of traffic to assess the present state of affairs and project future requirements.

Gathering and Analyzing Data: Geotechnical and Topographical Surveys: Gather information on land features, elevation, and soil properties to help with planning and building.

Evaluation of the Environmental Impact (EIA): Determine how the project might affect the environment and what steps should be taken to lessen any negative effects.

Traffic Analysis: Use data analysis to identify potential safety risks, traffic patterns, and congestion areas.

Phase of Design

Engineering Design: Create comprehensive blueprints considering the design of pavement, drainage systems, signage, roads, and safety precautions.

Assess the structural soundness of culverts, bridges, and other infrastructure elements using structural design.

Budget Estimation: Determine how much the project's necessary supplies, labor, and equipment will cost.

Regulatory Conformance and Authorizations: Verify that the project complies with all applicable local, state, federal, and international laws and standards.

Authorizations and Grants: Obtain the required regulatory body approvals and permits prior to starting construction.

Commissioning and Testing

Testing for quality: Verify the materials, safety features, and structural stability of built infrastructure through testing.

Commissioning: Complete any outstanding work and guarantee operational preparedness to make the infrastructure ready for public usage.

Upkeep and Observation

Routine Maintenance: To protect the infrastructure and take care of wear and tear, schedule maintenance.

Monitoring and Evaluation: Keep an eye on how well the infrastructure is performing, taking appropriate action to fix any problems that may come up.

1.6 Limitation of the study

I may, however, usually list the following restrictions that are frequently found in research on roads and highways:

Data Restrictions: A lot of research relies on readily available data, which may be limited in terms of quality, representativeness, or scope. Data that is out of date or inaccurate may compromise the validity of the results.

Sample Size and Representation: Research may yield biased or skewed results if the sample size is too small or does not fairly represent the overall population or region.

Scope and Generalizability: Due to a small research area, peculiar conditions, or unusual situations that may not accurately reflect the larger environment, the findings from a given study may not be generally applicable.

Resource Constraints: The study's scope may be limited by financial, scheduling, or resource constraints, which may make it impossible to collect or analyze all the data necessary.

Methodological Restrictions: The study's techniques may be limited to using models or presumptions that may have an impact on the precision or dependability of the findings.

External Factors: Unexpected events, changes in the socioeconomic landscape, and bad weather can all provide problems for studies by affecting the interpretation or collecting of data.

Chapter 2: Organizational Overview



2.1 Introduction to RHD

A government department or institution in charge of organizing, building, maintaining, and overseeing roads and highways within a certain area is commonly referred to as the "Roads & Highways Department" (RHD). To enable transportation and foster economic progress, the main objective of these agencies is to guarantee the creation and maintenance of a safe, effective, and well-connected road network.

2.2 Historical Background of RHD

Roads and Highways Departments have developed historically in a variety of ways throughout nations, and their roots are frequently entwined with the construction of transportation infrastructure. The following is a broad summary of the departments' past:

Early Transportation Systems: In ancient times, various civilizations developed rudimentary road networks to facilitate trade, communication, and military movements.

The Roman Empire, for example, is famous for its well-engineered road systems, such as the Roman roads, which were a key element in the empire's connectivity.

Feudal and Medieval Periods: During feudal and medieval times, the responsibility for roads often fell on local communities or feudal lords. Roads were essential for economic activities and troop movements.

Post-Renaissance Era: With the Renaissance and the Age of Exploration, the need for improved transportation infrastructure became more apparent. Governments started taking a more active role in road development.

Turnpike Era: In the 18th and 19th centuries, turnpikes (toll roads) became a common method of financing road construction and maintenance. Private companies were often granted charters to build and maintain specific roads in exchange for toll collection.

Industrial Revolution: The Industrial Revolution brought about significant changes in transportation needs. With the rise of railways and later automobiles, the demand for well-maintained roads increased.

Formation of Highway Departments: As automobiles gained popularity in the early 20th century, many countries recognized the need for centralized management of road infrastructure.

The establishment of dedicated highway departments or agencies became more common to address the challenges of planning, constructing, and maintaining a growing network of roads.

United States: In the United States, the Good Roads Movement, which emerged in the late 19th century, advocated for improved road infrastructure. This movement played a crucial role in the establishment of state highway departments.

The Federal Aid Road Act of 1916 marked a significant step in the federal government's involvement in highway construction, providing funding for state highway projects.

Global Development: Similar developments occurred in other parts of the world, with countries establishing their own road and highway departments to cope with the demands of increased motorized transportation.

Modern Era: In the latter half of the 20th century and into the 21st century, Roads & Highways Departments have evolved to meet the challenges of urbanization, increased traffic, and changing technology. Many departments now focus on not just road construction but also on sustainable and environmentally friendly transportation solutions.

The historical background of the departments in charge of roads and highways highlights the continuous efforts to adapt to the shifting needs of societies over time, reflecting broader trends in infrastructure development and transportation.

2.3 Vision of RHD

The vision of a Roads & Highways Department typically outlines its long-term aspirations and goals for the development, maintenance, and management of road infrastructure. Vision statements are forward-looking and reflect the department's commitment to serving the community, ensuring safety, and contributing to economic growth. While the specific vision may vary between different departments, a typical vision statement for a Roads & Highways Department might include the following elements:

Example Vision Statement for a RHD:

"To be a leading and innovative Roads & Highways Department, committed to creating a safe, sustainable, and well-connected transportation network that enhances the quality of life for all citizens. We envision a future where our road infrastructure fosters economic prosperity, environmental stewardship, and

seamless mobility, while prioritizing safety, accessibility, and cutting-edge technology. Through strategic planning, community engagement, and continuous improvement, we aim to be a catalyst for positive change, shaping a dynamic and resilient transportation landscape for generations to come."

This example combines key themes often found in the vision statements of Roads & Highways Departments:

Safety: Prioritizing the safety of road users and minimizing accidents.

Sustainability: Promoting environmentally friendly and sustainable transportation solutions.

Connectivity: Emphasizing a well-connected road network to facilitate efficient mobility.

Innovation: Commitment to adopting and implementing cutting-edge technologies and practices.

Economic Prosperity: Recognizing the role of roads in fostering economic growth and development.

Community Focus: Highlighting the importance of engaging with and serving the needs of the community.

Resilience: Planning for the long term and ensuring infrastructure resilience to changing conditions.

It's crucial to remember that every Department of Roads and Highways may have a distinct vision statement that fits in with the objectives and priorities of both the communities it serves and its governing body. The department's strategic planning and decision-making procedures are guided by the vision.

2.4 Mission of RHD

A roads and highways department's mission statement usually summarizes the main goals and purposes of the division. It communicates the department's commitment to particular actions and results and acts as a guiding statement. The department's principles, goals, and duties for overseeing road infrastructure are reflected in the mission statement. Although mission statements might differ, the following example highlights some common themes:

Example Mission Statement for a RHD:

"Our mission is to plan, construct, and maintain a robust and sustainable road infrastructure that promotes safe, efficient, and accessible transportation for all. We are dedicated to enhancing the economic vitality of our region by delivering high-quality road networks that facilitate connectivity, support commerce, and

improve the overall quality of life. Through innovation, collaboration, and a commitment to environmental stewardship, we strive to be a trusted and responsive steward of public resources, ensuring the resilience and longevity of our road systems."

This example includes several key elements commonly found in mission statements of Roads & Highways Departments:

Safety: A commitment to ensuring the safety of road users.

Efficiency: Focus on the efficient planning and construction of road infrastructure.

Accessibility: Ensuring that transportation is accessible and inclusive for all.

Economic Development: Acknowledging the role of roads in fostering economic growth and vitality.

Innovation: Embracing innovative approaches and technologies in infrastructure management.

Collaboration: Recognizing the importance of collaboration with stakeholders and the community.

Environmental Stewardship: Commitment to sustainable practices and minimizing environmental impact.

Responsibility: Acting as responsible stewards of public resources.

Everyday operations and strategic choices made by the department are directed by the mission statement, which acts as a compass. It conveys the goal of the department as well as its function in helping the general public and advancing the general growth and well-being of the community it serves.

2.5 Goals of RHD

The objectives of a department responsible for roads and highways are usually in line with its mission and vision, and they are formulated to cater to the requirements and preferences of the population they cater to. The department's initiatives, projects, and operations are directed by these goals. Here are some common goals that Roads & Highways Departments frequently strive to attain, while the precise goals may vary depending on the department's location, obstacles, and objectives:

Safety Enhancement: Reduce the number of accidents and fatalities on roadways through improved design, traffic management, and safety measures.

Infrastructure Development: Plan, design, and construct new roads, highways, and bridges to enhance connectivity and support economic development.

Maintenance and Rehabilitation: Implement regular maintenance programs to ensure the longevity and safety of existing road infrastructure, including repairs and rehabilitation efforts.

Traffic Flow Optimization: Implement traffic management strategies to optimize traffic flow, reduce congestion, and improve overall transportation efficiency.

Environmental Sustainability: Integrate environmentally sustainable practices into road infrastructure projects to minimize the impact on ecosystems and promote sustainability.

Accessibility and Inclusivity: Improve accessibility for all users, including pedestrians, cyclists, and individuals with disabilities, to create an inclusive and equitable transportation system.

Innovation and Technology Adoption: Embrace innovative technologies and best practices to enhance the efficiency, safety, and sustainability of road infrastructure.

Public Engagement and Education: Engage with the public and stakeholders to gather input, address concerns, and ensure that road projects meet the needs of the community. Provide education on road safety and regulations.

Emergency Response and Preparedness: Develop and implement plans for emergency response and preparedness to address natural disasters, accidents, or other unforeseen events affecting road infrastructure.

Budget Management: Efficiently manage financial resources to ensure the successful implementation of road projects, maintenance activities, and other departmental initiatives.

Inclusive Planning: Adopt inclusive and community-driven planning processes, considering the needs and preferences of diverse communities and stakeholders.

Resilience to Climate Change: Incorporate measures to enhance the resilience of road infrastructure to the effects of climate change, such as extreme weather events and rising sea levels.

All these objectives work together to further the main objective of creating a road network that is sustainable, safe, and promotes community improvement and economic growth. Depending on the priorities and difficulties unique to a location, the emphasis placed on each aim may change. These objectives may be regularly evaluated and modified in response to shifting conditions and changing transportation needs.

2.6 Objectives of RHD

A roads and highways department's objectives are defined as precise, quantifiable, and time-bound goals that the department seeks to accomplish in

order to carry out its mandate. These goals, which are intended to direct the department's daily operations and decision-making, are frequently derived from the more general objectives. The following are some typical goals that departments in charge of roads and highways may set, but exact ones may differ:

Reduce Accident Rates: Objective: Achieve a specific percentage reduction in the number of accidents and fatalities on roadways through improved safety measures, signage, and education programs.

Complete Key Infrastructure Projects: Objective: Successfully plan, design, and complete a specified number of key infrastructure projects, such as new roads or bridge constructions, within a designated timeframe and budget.

Implement Regular Maintenance Programs: Objective: Develop and adhere to a maintenance schedule to ensure timely repairs and upkeep of existing road infrastructure, minimizing disruptions and ensuring road safety.

Enhance Traffic Flow: Objective: Implement traffic management initiatives to improve traffic flow and reduce congestion on identified routes, measured by specific metrics like travel time and vehicle throughput.

Adopt Sustainable Practices: Objective: Incorporate environmentally sustainable practices into road construction and maintenance projects, with a target to reduce the environmental impact and promote eco-friendly infrastructure.

Improve Accessibility: Objective: Enhance accessibility for pedestrians, cyclists, and individuals with disabilities by implementing infrastructure improvements and adhering to accessibility standards.

Embrace Technology for Efficiency: Objective: Integrate and leverage innovative technologies, such as smart traffic management systems or data analytics, to enhance the efficiency and effectiveness of road operations.

Engage the Public: Objective: Implement a public engagement strategy to gather community input, address concerns, and ensure that road projects align with the needs and preferences of the local population.

Develop Emergency Response Plans: Objective: Establish and regularly update emergency response plans to ensure a rapid and effective response to natural disasters, accidents, or other unforeseen events impacting road infrastructure.

Manage Budget Effectively: Objective: Efficiently manage financial resources to achieve cost-effective project implementation, prioritize high-impact initiatives, and ensure the financial sustainability of the department.

Promote Road Safety Education: Objective: Implement educational programs and campaigns to raise awareness about road safety, traffic rules, and responsible driving behaviors within the community.

Enhance Resilience to Climate Change: Objective: Identify and implement measures to enhance the resilience of road infrastructure to the effects of climate change, including adaptation strategies for extreme weather events.

These goals are intended to give the department a defined road map so that methodical advancement toward the more general objectives is possible. Frequent evaluation and monitoring of these goals promotes accountability and allows for necessary modifications to plans of action and strategies.

2.7 Values

A roads and highways department's values are the fundamental ideas and moral precepts that direct its actions, choices, and dealings with the public. The department's dedication to fulfilling its objective, providing a positive work environment, and serving the public is reflected in these values, which also form the organizational culture. The following are some common values that Roads & Highways Departments frequently uphold; however exact values may vary:

Safety: Prioritizing the safety of road users and workers through the implementation of robust safety measures, regulations, and proactive risk management.

Integrity: Conducting all activities with honesty, transparency, and ethical behavior, fostering trust among stakeholders and the public.

Innovation: Embracing a culture of innovation and continuous improvement to adopt new technologies, best practices, and creative solutions for efficient infrastructure development and management.

Service Excellence: Committing to delivering high-quality services to the public, ensuring that road infrastructure meets or exceeds established standards.

Collaboration: Fostering collaboration and effective communication both within the department and with external stakeholders, including other government agencies, communities, and private sector partners.

Environmental Stewardship: Demonstrating a commitment to environmentally sustainable practices, including minimizing the ecological impact of infrastructure projects and promoting eco-friendly solutions.

Community Focus: Recognizing the importance of understanding and responding to the needs and concerns of the communities affected by road projects, with an emphasis on community engagement.

Accessibility and Inclusivity: Ensuring that road infrastructure is accessible to all members of the community, regardless of age, ability, or socioeconomic status.

Accountability: Holding the department accountable for its actions, decisions, and use of resources, with a commitment to transparency and responsibility.

Resilience: Building and maintaining resilient infrastructure capable of withstanding the impacts of natural disasters, climate change, and other unforeseen challenges.

Efficiency: Striving for operational efficiency in project delivery, resource allocation, and overall departmental performance.

Public Engagement: Valuing public input and engagement in decision-making processes, ensuring that the community's perspectives and concerns are considered in road infrastructure projects.

The Roads & Highways Department's organizational culture is shaped by these values, which also serve to direct the department's interactions with different stakeholders. The department hopes to effectively carry out its mission and goals in the public interest by fostering teamwork, establishing trust, and upholding these values.

Chapter 3: Strategic HRM



3.1 Strategic HRM

The strategic human resource management (SHRM) approach to human resource management places a strong emphasis on matching organizational goals and objectives with HR practices. Integrating human resource management (HRM) strategies and practices into an organization's overarching strategic plan is what it entails. Ensuring that HR practices complement and contribute to the achievement of strategic objectives is the aim to improve organizational effectiveness and performance.

3.2 Organizational Analysis

An organizational analysis of the Roads & Highways Department would involve a comprehensive examination of the structure, processes, culture, and performance of the department. Here are key areas to consider in such an analysis:

Structure of Organization: Examine the Roads & Highways Department's official organizational structure. This covers the assignment of duties, the reporting structures, and the hierarchy. Assess the degree to which the department's aims and objectives are supported by the current structure. Determine how centrally or how decentralized the decision-making procedures are.

Management and Leadership: Examine the department's leadership style and its suitability for the demands of the organization. Assess how well the department's top management is directing it toward its strategic goals. Take succession planning and leadership development programs into consideration.

Values and Culture: Examine the Roads & Highways Department's prevailing organizational culture. This covers accepted standards, values, and beliefs. Evaluate how well the department's mission and goals are in line with the organizational culture. Consider the level of departmental employee engagement and satisfaction.

Management of Human Resources: Examine the HR procedures and policies, covering hiring, training, performance evaluation, and pay. Evaluate the department's succession planning and talent management strategies. Examine the department's policies regarding inclusivity and diversity.

3.3 Purpose and Scope of the Strategic HRM Plan

The Roads & Highways Department's Strategic Human Resource Management (HRM) plan is essential for coordinating the human resource operations with the organization's overarching strategic goals. Such a plan would include a wide range of HRM topics to guarantee that employees make a meaningful contribution to the accomplishment of company objectives. Important components concerning the goal and extent are as follows:

3.3.1 Purpose:

Alignment with Organizational Goals: Ensure that HR practices and initiatives are directly aligned with the overall goals and objectives of the Roads & Highways Department.

Talent Acquisition and Retention: Attract, recruit, and retain a skilled and diverse workforce to meet the specific needs of the department.

Workforce Development: Identify and address skill gaps within the existing workforce through training and development programs to enhance competency levels.

Succession Planning: Develop and implement plans for the systematic identification and development of potential future leaders within the organization.

Performance Management: Establish a performance management system that encourages continuous improvement, aligns individual goals with organizational objectives, and provides timely feedback.

Employee Engagement: Foster a positive work environment that promotes employee engagement, satisfaction, and overall well-being.

Change Management: Facilitate the adaptation of the workforce to changes within the organization, such as technological advancements or shifts in strategic direction.

Compliance and Risk Management: Ensure HR practices comply with relevant labor laws, regulations, and standards, and manage HR-related risks effectively.

3.3.2 Scope:

Strategic Workforce Planning: Forecasting the workforce needs of the Roads & Highways Department based on strategic goals and objectives.

Job Design and Analysis: Defining roles and responsibilities to ensure efficiency and effectiveness in the delivery of services.

Employee Relations: Managing relationships between employees and the organization to foster a positive work culture.

Compensation and Benefits: Designing and implementing competitive and equitable compensation and benefits structures.

Training and Development: Identifying skill gaps and providing training programs to enhance the capabilities of the workforce.

Performance Appraisal: Establishing a performance appraisal system to evaluate employee performance and provide feedback.

Diversity and Inclusion: Promoting diversity and inclusion initiatives to create a more inclusive workplace.

Technology Integration: Utilizing technology to streamline HR processes and enhance data-driven decision-making.

Legal Compliance: Ensuring that HR practices comply with labor laws, regulations, and other legal requirements.

Health and Safety: Implementing policies and programs to ensure the health and safety of employees.

Employee Wellness: Promoting programs that support the physical and mental well-being of employees.

In conclusion, the Roads & Highways Department's Strategic HRM strategy is made to match organizational goals with human resource practices, guaranteeing that the staff is prepared and driven to make a meaningful contribution to the department's success.

3.4 SWOT Analysis

Organizations can use a SWOT analysis, a strategic planning technique, to determine their Strengths, Weaknesses, Opportunities, and Threats. An extensive summary of the internal and external variables that may have an impact on the organization is given by this analysis. Using a SWOT analysis, the Department of Roads and Highways could do the following:

3.4.1 Strengths:

Infrastructure Expertise: The department may have a wealth of expertise in the planning, construction, and maintenance of roads and highways.

Skilled Workforce: A well-trained and skilled workforce with experience in civil engineering, project management, and related fields.

Government Support: Strong government support and funding for infrastructure development projects.

Robust Network: A well-established network of roads and highways contributing to the overall transportation system.

Technology Integration: Integration of modern technologies for efficient project management, monitoring, and maintenance.

3.4.2 Weaknesses:

Budget Constraints: Limited budget constraints that may impact the execution of large-scale projects.

Bureaucratic Processes: Bureaucratic hurdles or slow decision-making processes can delay project implementation.

Infrastructure Maintenance Challenges: Challenges in maintaining existing infrastructure, leading to potential safety and operational issues.

Skill Gaps: Potential skill gaps within the workforce that may hinder the adoption of new technologies or best practices.

Environmental Concerns: Environmental concerns associated with construction activities and the environmental impact of road infrastructure.

3.4.2 Opportunities:

Infrastructure Development Projects: Opportunities for new infrastructure projects, which can stimulate economic growth and improve connectivity.

Public-Private Partnerships (PPP): Exploration of PPP models for funding and implementing large-scale projects.

Technological Advancements: Adoption of emerging technologies for more efficient project management, construction, and maintenance.

Green Initiatives: Opportunities to incorporate environmentally friendly practices and sustainable solutions in infrastructure projects.

Transportation Integration: Integration of road and highway systems with other modes of transportation for a more comprehensive and efficient network.

3.4.3 Threats:

Natural Disasters: Vulnerability to natural disasters such as floods, earthquakes, or hurricanes, impacting infrastructure.

Economic Downturn: Economic downturns affecting government budgets and, consequently, infrastructure funding.

Regulatory Changes: Changes in regulations or policies that may impact project approval processes or funding mechanisms.

Political Instability: Political instability leading to uncertainties in policy continuity and infrastructure projects.

Technological Disruptions: Rapid technological changes lead to potential disruptions if the workforce is not adequately prepared.

3.4.4 SWOT Analysis Implications:

Strategic Planning: Utilize strengths to capitalize on opportunities and address weaknesses to mitigate potential threats.

Capacity Building: Address skill gaps and invest in workforce development to keep up with technological advancements.

Risk Management: Develop strategies to manage and mitigate identified threats, such as disaster preparedness plans.

Collaboration and Partnerships: Explore collaboration opportunities, including PPP models, to leverage strengths and address weaknesses.

Innovation and Sustainability: Embrace innovation and sustainable practices to align with opportunities and address environmental concerns.

A SWOT analysis serves as a foundation for strategic decision-making, helping the Roads & Highways Department leverage its strengths, minimize weaknesses, capitalize on opportunities, and prepare for potential threats in the dynamic landscape of infrastructure development.

3.5 Technology and HR of RHD

The Roads & Highways Department (RHD) can increase productivity, streamline procedures, and improve overall organizational effectiveness by integrating technology with its HR operations. The Roads & Highways Department can incorporate technology into HR functions in a few ways, including the following:

3.5.1 Recruitment and Talent Acquisition:

Online Recruitment Platforms: Utilize online platforms for job postings, applications, and candidate assessments to streamline the recruitment process.

Applicant Tracking Systems (ATS): Implement ATS to manage and track the entire recruitment lifecycle, from application submission to candidate selection.

3.5.2 Training and Development:

E-Learning Platforms: Implement e-learning platforms for training programs, allowing employees to access learning materials at their convenience.

Virtual Reality (VR) for Training: Use VR technology for immersive training experiences, especially for high-risk scenarios related to road and highway management.

3.5.3 Performance Management:

Performance Management Software: Implement software for setting performance goals, conducting evaluations, and providing feedback.

Data Analytics: Use data analytics to assess employee performance trends and identify areas for improvement or recognition.

3.5.4 Employee Engagement:

Employee Engagement Platforms: Utilize platforms for surveys, feedback collection, and fostering communication and collaboration among employees.

Internal Communication Tools: Implement tools that facilitate efficient internal communication, such as instant messaging or collaboration platforms.

3.5.5 Payroll and Benefits Administration:

HR Information Systems (HRIS): Use HRIS for managing employee data, payroll processing, and benefits administration.

Mobile Apps for Payroll: Provide employees with mobile applications for easy access to payroll and benefits information.

3.5.6 Data Security and Privacy:

Cybersecurity Measures: Implement robust cybersecurity measures to protect sensitive employee data.

Compliance Management Software: Use software to ensure HR practices comply with data protection and privacy regulations.

3.5.7 Workflow Automation:

Robotic Process Automation (RPA): Implement RPA for automating repetitive HR tasks, reducing manual effort, and minimizing errors.

Workflow Management Systems: Streamline HR processes through the use of workflow management systems.

3.5.8 Health and Safety Monitoring:

IoT Devices: Use Internet of Things (IoT) devices to monitor and enhance safety measures on construction sites and highways.

Safety Analytics: Analyze data related to health and safety incidents to identify patterns and implement preventive measures.

3.5.9 Succession Planning:

Talent Management Software: Implement software for identifying and developing potential future leaders within the organization.

Skills Mapping: Use technology to map the skills and competencies of employees to identify succession pathways.

3.5.10 Remote Work Support:

Virtual Collaboration Tools: Facilitate remote work with virtual collaboration tools, video conferencing, and project management software.

Chapter 4: The HRM Function



4.1 Overview of the HR Function

The Human Resources (HR) function in the Roads & Highways Department plays a crucial role in managing the workforce and ensuring the efficient functioning of the organization. Here's an overview of the HR function in the context of Roads & Highways Department:

Recruitment and Staffing:

- HR is responsible for attracting, recruiting, and selecting qualified individuals to fill various positions within the department.
- This involves working closely with hiring managers to understand their staffing needs, creating job descriptions, conducting interviews, and facilitating the hiring process.

Employee Onboarding:

- HR oversees the onboarding process for new employees, ensuring that they have a smooth transition into the organization.
- This includes orientation sessions, providing necessary information about policies and procedures, and helping new employees integrate into the department's culture.

Training and Development:

- HR is involved in identifying the training needs of employees and coordinating training programs to enhance their skills.
- This is particularly important in a technical field like Roads & Highways, where employees may require specific skills related to engineering, project management, and safety protocols.

Performance Management:

- HR establishes and manages performance appraisal systems to evaluate employee performance.
- It involves setting performance expectations, conducting regular performance reviews, and providing feedback to help employees improve and contribute effectively to the department's goals.

Employee Relations:

- HR handles employee relations issues, including conflict resolution, grievance procedures, and ensuring a positive work environment.

- It plays a role in fostering a healthy organizational culture and addressing any issues that may arise between employees or between employees and management.

Compensation and Benefits:

- HR manages compensation and benefits programs to ensure they are competitive and aligned with industry standards.
- This includes salary structures, bonuses, benefits packages, and compliance with relevant labor laws and regulations.

Workforce Planning:

- HR engages in workforce planning to anticipate and address the organization's future staffing needs.
- This involves analyzing current and future skill requirements, succession planning, and developing strategies to ensure the department has the right talent to meet its objectives.

Health and Safety:

- Given the nature of the Roads & Highways sector, HR is often involved in developing and implementing health and safety policies to ensure a safe working environment for employees involved in construction and maintenance activities.

Compliance and Legal Issues:

- HR ensures that the department complies with labor laws, regulations, and other legal requirements related to employment.
- This includes staying informed about changes in legislation and implementing policies to ensure legal compliance.

Employee Engagement:

- HR works to enhance employee engagement and satisfaction through various initiatives, such as communication programs, employee recognition, and creating opportunities for professional development.

In conclusion, the Roads & Highways Department's HR job is complex and includes tasks linked to hiring, training employees, managing performance, maintaining compliance, and creating a happy workplace. The department's ability to successfully deliver and sustain infrastructure projects depends on this function.

4.2 Background of the Roads & Highways Department

A government department or institution in charge of organizing, building, maintaining, and overseeing roads and highways within a certain area is commonly referred to as the "Roads & Highways Department" (RHD). While the precise composition and duties of these agencies may differ between nations, they usually have similar objectives for the advancement of transportation infrastructure.

Key functions of a Roads & Highways Department may include:

Planning and Design: The department is involved in the planning and design of new roads and highways. This includes studying traffic patterns, conducting feasibility studies, and designing road layouts to ensure optimal functionality and safety.

Construction: RHD oversees the actual construction of roads and highways. This involves managing contracts with construction companies, ensuring quality standards are met, and supervising the progress of construction projects.

Maintenance and Repair: The department is responsible for the ongoing maintenance and repair of existing roads and highways. This includes routine maintenance tasks such as pothole filling, as well as major repairs and upgrades to extend the lifespan of the infrastructure.

Traffic Management: RHD often plays a role in managing traffic flow and implementing safety measures on roads and highways. This can include the installation of traffic signals, signage, and other infrastructure to regulate and enhance traffic safety.

Environmental Considerations: In recent years, there has been a growing emphasis on considering environmental factors in road construction and maintenance. Roads & Highways Departments may be involved in implementing sustainable practices and minimizing the environmental impact of transportation projects.

Public Engagement: Engaging with the public and stakeholders is an important aspect of the department's work. This involves communicating project plans, addressing concerns, and gathering feedback from the community.

Budgeting and Financing: Roads & Highways Departments are typically responsible for budgeting and financing transportation projects. This involves securing funding, allocating resources, and managing financial aspects of construction and maintenance activities.

4.3 HR Policies and Procedures

The Roads & Highways Department's HR policies and procedures are formulated based on the demands, objectives, and rules of the department as well as the nation or region in which it operates. I can provide you with a comprehensive overview of HR policies and processes, particularly those pertaining to roads and highways, that are typically found in government departments. It's important to customize these examples to the unique circumstances of your department, so keep that in mind.

Recruitment and Selection:

- **Equal Employment Opportunity:** Ensure fair and equal opportunities for all applicants.
- **Recruitment Process:** Define the steps involved in advertising, shortlisting, interviewing, and selecting candidates.
- **Qualifications and Experience:** Specify the qualifications and experience required for each position.

Employee Onboarding:

- **Orientation:** Provide a comprehensive orientation program for new employees.
- **Probationary Period:** Outline the terms and conditions of the probationary period for new hires.

Employee Classification and Compensation:

- **Job Classification:** Define job roles and responsibilities.
- **Compensation and Benefits:** Outline salary structures, benefits, and allowances.
- **Performance-based Pay:** Implement systems for performance-based bonuses or incentives.

Employee Relations:

- Code of Conduct: Establish a code of conduct for employees.
- Grievance Procedure: Define the process for addressing employee grievances.
- Conflict Resolution: Provide mechanisms for resolving conflicts among employees.

Training and Development:

- Training Programs: Identify the training needs of employees and provide relevant programs.
- Career Development: Support employee growth and advancement within the organization.

Health and Safety:

- Workplace Safety: Ensure compliance with health and safety regulations.
- Emergency Procedures: Establish protocols for handling emergencies in the workplace.

Leave and Attendance:

- Types of Leave: Define various types of leave (sick leave, annual leave, etc.).
- Attendance Policies: Outline expectations for punctuality and attendance.

Performance Management:

- Performance Appraisals: Conduct regular performance assessments.
- Goal Setting: Set clear performance goals for employees.

Disciplinary Action and Termination:

- Disciplinary Procedures: Specify steps for addressing employee misconduct.
- Termination Policies: Outline reasons for termination and the associated procedures.

Information Security and Confidentiality:

- Data Protection: Ensure the confidentiality and security of sensitive information.

- IT Policies: Define rules regarding the use of technology and information systems.

Remember to customize these policies and procedures to align with the specific objectives and requirements of the Roads & Highways Department. Additionally, it's essential to stay compliant with relevant labor laws and regulations in your jurisdiction. Consider consulting with legal and HR professionals during the development and implementation of these policies.

4.4 Recruitment and Staffing

To guarantee that the Roads & Highways Department (RHD) has the necessary personnel to effectively plan, design, build, and maintain roads and highways, the department goes through a meticulous and deliberate hiring and staffing procedure. The following is general personnel and recruitment advice for RHD.

Job Analysis and Planning:

- Conduct a thorough job analysis for each position within the department to determine the specific skills, qualifications, and experience required.
- Develop clear and detailed job descriptions that outline responsibilities, qualifications, and reporting structures.

Equal Employment Opportunity:

- Emphasize a commitment to equal employment opportunities to attract a diverse workforce.
- Establish policies and practices that promote fairness and prevent discrimination in the recruitment process.

Recruitment Strategies:

- Utilize various recruitment channels such as online job portals, government job boards, and industry-specific platforms.
- Leverage social media and professional networks to reach a broader audience.
- Collaborate with educational institutions and professional organizations to tap into potential talent pools.

Application and Screening Process:

- Implement an efficient application process that allows candidates to easily apply for positions.
- Screen applications based on predetermined criteria to shortlist qualified candidates.

Interview and Selection:

- Conduct structured interviews to assess candidates' technical skills, knowledge, and suitability for the role.
- Include relevant stakeholders in the interview process to ensure a comprehensive evaluation.
- Consider practical assessments or tests to gauge technical proficiency for certain positions.

Reference Checks:

- Conduct thorough reference checks to verify candidates' qualifications, work history, and performance.
- Contact previous employers, academic institutions, and other relevant sources to gather information.

Offer and Negotiation:

- Present competitive and fair job offers based on the candidate's qualifications and the organization's budget.
- Be prepared to negotiate terms, especially for specialized or high-demand roles.

Onboarding:

- Develop a comprehensive onboarding program to integrate new hires into the RHD culture and work environment.
- Provide necessary training and orientation to help new employees understand their roles and responsibilities.

Talent Development and Retention:

- Implement ongoing training and development programs to enhance employees' skills and capabilities.
- Establish career development paths to encourage employee growth and retention.

Succession Planning:

- Identify key positions within the RHD and develop succession plans to ensure continuity and minimize disruptions in case of retirements or resignations.

Utilize Technology:

- Implement modern recruitment technologies such as applicant tracking systems (ATS) to streamline the hiring process.
- Leverage data analytics to track recruitment metrics and continuously improve the effectiveness of the process.

Compliance and Documentation:

- Ensure compliance with all relevant labor laws and regulations.
- Maintain detailed records of the recruitment process, including applications, interviews, and offers.

Chapter 5: Findings



Measuring employee satisfaction and engagement with their jobs, workplace, and company culture can reveal information about general morale and engagement levels.

Training and Development Needs: Determining where employees lack the skills and information needed to carry out their jobs well, as well as what training they need to get.

Performance management is the assessment of how well systems and procedures for performance appraisals work in terms of giving goals, enhancing performance, and providing feedback.

Recruitment and Retention: Evaluate hiring practices and attrition rates to gauge how successfully the company is drawing in and keeping talent.

Diversity & Inclusion: Analyzing programs and diversity measures to guarantee an equitable and welcoming work environment.

Workforce planning is the process of analyzing workforce estimates and demographics to foresee future issues and staffing demands.

Chapter 6: Recommendation & Conclusion



6.1 Recommendation

Maintenance Programs: They should put in place routine maintenance plans to keep current roads and highways safe and enduring, lowering the need for expensive repairs and improving overall road quality.

Technology Integration: They should increase productivity and safety on the roads, investigate how cutting-edge technology like digital mapping, automated maintenance procedures, and smart traffic management systems may be integrated.

Environmental Sustainability: They should use sustainable methods while building and maintaining roads, such as utilizing recycled materials, putting in place green infrastructure, and cutting carbon emissions.

Safety Measures: They should lower the number of collisions and fatalities on the roads, give top priority to safety measures such as guardrail installation, appropriate signage, and speed management techniques.

Public Education and Awareness: They should start campaigns to educate the public on safe driving behaviors, such as the value of wearing seatbelts, steering clear of distracted driving, and yielding to oncoming traffic laws.

These recommendations can help enhance the effectiveness and efficiency of the Roads and Highways Department in fulfilling its mandate of providing safe and reliable transportation infrastructure.

6.2 Conclusion

In conclusion, the Roads & Highways Department (RHD) plays a pivotal role in the infrastructure development and maintenance crucial to the socio-economic progress of our region. Through our examination of various facets, it is evident that strategic planning, efficient operations, and a dedicated workforce are essential for the continued success of the RHD.

The implementation of comprehensive HR policies and procedures is fundamental to fostering a work environment that attracts, retains, and develops top-tier talent. By adhering to principles of equal employment opportunity, establishing clear job roles and responsibilities, and providing avenues for continuous training and growth, the RHD can ensure a capable and motivated workforce.

Recruitment and staffing strategies are paramount in securing individuals with the necessary skills and dedication to contribute to the RHD's mission. Leveraging diverse recruitment channels, conducting thorough assessments, and fostering a positive onboarding experience are vital elements in this process.

Moreover, the RHD must remain adaptable to technological advancements, incorporating modern tools and analytics to streamline operations and enhance decision-making. Regular reviews of policies, coupled with a commitment to compliance with labor laws and regulations, will contribute to the sustained success of the department.

As the RHD moves forward, it is crucial to prioritize ongoing training, talent development, and succession planning. These initiatives not only ensure the department remains resilient in the face of evolving challenges but also cultivate a culture of continuous improvement and innovation.

In conclusion, a well-rounded approach that encompasses effective HR practices, strategic recruitment, and a commitment to professional development will position the RHD as a leader in the development and maintenance of our vital roads and highways, fostering sustainable growth and connectivity for our communities.

Remember to customize this conclusion based on the specific achievements, challenges, and goals of the Roads & Highways Department you are addressing.

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