



*Internship Report on Human Resource Management Practice of
Control Union Bangladesh*

Coverage area: Recruitment & Selection, Training & Development, Performance
Appraisal and Compensation Management



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Letter of Transmittal

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To

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Subject: Submission of internship report on HRM Practices of Control Union Bangladesh.

Dear Sir,

With due respect, I hereby submit my internship report on "HRM Practices of Control Union Bangladesh". This report has been prepared by the knowledge I gained during my studies on MBA- Majoring Human Resource Management as well as from the staff policy of Control Union Bangladesh which I managed during my internship over there.

I am thankful to all those persons who helped me a lot providing related information and gave their suggestion. I tried my level best to complete the report correctly. I will be obliged if go through the report and I will try to answer you on your questions. If any assistance is needed to interpret the report, please feel free to contact with me.

Sincerely Yours

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SUPERVISORS CERTIFICATE

This is to endorse that the internship report on “Human Resource Management Practice of Control Union Bangladesh” has been submitted for the honor of Master of Business Administration with major in Human Resource Management from Daffodil International University carried out by Suraia Khanom Lima, containing ID is 172-12-143 under my supervision.

I wish her every success in life.



Gouranga Chandra Debnath
23/03/2019

Mr. Gouranga Chandra Debnath
Assistant Professor and Head
Department of Business Administration
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ACKNOWLEDGEMENT

First, I would like to thank almighty Allah for giving me the strength and determination to make it possible for me to complete my work and perform necessary research for finalizing the report within the timeframe. In this procedure, I would like to mention some people with due respect and honor who assisted me. Hence, I would like to thank them all from the core of my hearts.

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Finally, I would like to say thank to my family members as they supported me a lot throughout my journey of this study and my colleagues who always encouraged me to prepare my report successfully.

Abstract

Control union is one of the renewed certification body established in Netherlands in 1920. It has started its operation in Bangladesh on 2007 and it was operated form India. Later, 2011 it has established its own office in Bangladesh. I have done my internship in Control Union Bangladesh covering the area of “Human Resources Management Practice of Control Union Bangladesh.”

Control Union’s main business in Bangladesh is certification. Apart from certification, Control Union also working on inspection side like Commodity Inspection, Food, Grain, Warehouse services, Draught survey etc. In case of certification, main focusing area if Textile Industry in Bangladesh mostly they are doing sustainable certification such as Global Organic Textile Standard (GOTS), Organic Content Standard (OCS), Global Recycled Standard (GRS), Recycled Claim Standard (RCS), ISO 9001, ISO 14001, SEDDEX, Higg Index Verification, Ethical Trade Initiative etc. At this moment, in Bangladesh they have more than thousands certified units from different standards.

In my report, I tried to represent the actual HR Practices of Control Union Bangladesh and based on my analysis I have figured out some findings and made some recommendation against my findings.

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Overview of the Company: Control Union

WHO CONTROL UNION ARE

From roots in agricultural inspections, Control Union have been operating for nearly 100 years in the field of logistics, quality, certifications and risk management.

To this day, Peterson and Control Union continue to be family-owned and now operate in more than 70 countries employing more than 4,000 people.

“At Peterson and Control Union, we pride ourselves on our combination of history and state-of-the-art processes and equipment. Our key asset is our people and we are equally proud to have committed and motivated employees.” - René van Rijst - CEO

HISTORY

Established in 1920 as a family owned inspection company for grain that was traded and transported on the rivers and canals of the Netherlands, Peterson has since grown to develop the native, worldwide expert for jeopardy management and logistic solutions.

Peterson's opportunity of activities has extended over the years, increasing their product and service range to introduce the

international oil and gas marketplace into their services. Peterson has provided combined logistics services to the world's top players in the oil and gas survey and manufacturing industry since 1968, delivering cost-effective and advanced supply chain resolutions that meet the maximum probable standards of security to man and the environment.

Control Union is now finished up of a global group of companies with specialties in self-regulating, worldwide cargo surveying and super-intending.

VALUES

As global market leaders, Peterson and Control Union are proud of their reputation as trusted experts. This reputation is supported by their core values of honesty, integrity and respect for people, society and environment. They firmly believe in the fundamental importance of trust, openness, teamwork and professionalism among their employees, and a pride in what they do.

GLOBAL PRESENCE

One of Peterson and Control Union's utmost resources is their network of connected offices in more than 70 countries around the world. With enlarged knowledge, a firm set of values and sustainable facilities, they have grown from their preliminary operations in the Netherlands and spread out throughout world.

From their first base in Europe, services prolonged worldwide to serve the growing globalization of the commodities marketplaces.

HOW CONTROL UNION CONDUCT BUSINESSES

Peterson and Control Union are dedicated to delivering respect and excellence in every aspect of their business – from their service to their clients to their associations with stakeholders, from the development of their staffs to the support they give the groups in which they work.

It is the duty of administration to confirm that all employees are conscious of this and act so, confirming that:

- *business actions conform with permissible requirements*

- *any conflicts of interest are identified*
- *balanced opportunities are sustained at always*
- *inspection and certification standards are maintained*
- *safety, health and environment guidelines are addressed*

SUSTAINABILITY

In today's marketplace, sustainability has become fundamental in business. Peterson and Control Union have developed an internal program, called Dare to Care, to improve their sustainability performance.

Chapter: 01

Introduction

Introduction of the Report

Human Resource Management is a very important sector in global corporate area. Now a day, there are no organization who does not have a HR department. An organization cannot run without having manpower and HR practices basically work for man. Control Union Bangladesh also gives importance to HRM for smooth operation. In this report, my main goal is to recognize the HR practices of Control Union Bangladesh.

Background of the Report

As a part of my MBA program, I have started my internship program at Control Union Bangladesh which is a multinational company and having offices across the world and it's more than 70 countries. I worked in their HR department as an intern. And based on my learning and outcomes, I prepared this report.

I have finished my internship report on "Human Resource Management Practices of Control Union Bangladesh" under the supervision of Mr. Gourango Chandra Debnath, Assistant Professor and Head, Department of Business Administration, Daffodil International University. He suggested me time to time how to finalize the report.

Objectives of the Report

- To identify the recruitment & selection policy of Control Union Bangladesh.
- To find out different methods of training & development.
- To evaluate the performance appraisal of Control Union Bangladesh.
- To analyze the compensation & benefits policy of Control Union Bangladesh.
- To make some recommendations based on problems.

Scope of the Study

This paper will give a pure idea about the "HRM Practices of Control Union Bangladesh" and effectiveness of the policies and procedures of HR in the company. It will provide us a general view of overall HR operations, recruitment and selection procedures, training and development, performance appraisal and compensation management.

Methodology

Methodology means how this research has been done, what is basis of the information. To complete this report, I have collected two types of data:

Primary data: In this stage, I have done several interviews with the employees of Control Union Bangladesh to have accurate and authentic data.

Secondary data: To get secondary data, I have gone through the staff policy of Control Union Bangladesh, books, articles and internet and my knowledge which I have learned during my study of MBA.

Limitations

It was not that much easy task for me to get all the related information as this is a global company and they have many code of conduct about the disclosure issue of any documents. I had to convince them I will not disclose any such information which will go against company's procedure.

Chapter: 02

Introduction to Human Resource Management

Introduction to Human Resource Management

The HRM meaning today is much more unified and tactically involved. The importance of recruiting, rewarding, training, developing, selecting, motivating and compensating the personnel is recognized and experienced by managers in every unit and efficient area of an institute. HRM and every other function must work together to accomplish the level of organizational usefulness required to complete locally and internationally.

Objectives of Human Resource Management

HRM makes to organizational effectiveness include the following:

- Helping the organization reach its goal.
- Staffing the skills and capacity of the staff effectively.
- Providing the organization with well skilled and well-motivated workforces.
- Improving to the completest the employee's job fulfilment and self-actualization.
- Communicating HRM policies and procedures to all employees.
- Helping to manage ethical policies and social responsibility.
- Handling change to the manual advantage of individuals, groups, the enterprises and the public.

8 Golden Ideologies of Human Resources

Principle #1: Staffing to retirement.

HR is tied in with handling workers from enlistment to leaving. It incorporates labor arranging, choice, preparing and improvement, position, wage and compensation organization, advancement, exchange, partition, execution check, complaint taking care of, wellbeing organization, work assessment and legality rating, and post-employment review. Decisively, it manages arranging, sorting out, staffing, coordinating, and regulatory of individuals.

Principle #2: Individuals (men) behind the machine count.

Beforehand, it was the mechanism behind the man that tallied. Today, persons are the honest capacity to drive relations forward. Machines just aid individuals.

Principle #3: Hire for boldness, recruit for skills.

Attitude is the key to worker engagement and success. From this time forward, HR pioneer's need accentuate demeanor as opposed to understanding. It is smarter to enlist another activity searcher with high disposition and no experience than one with a spoiled frame of mind and long stretches of learning. On the off chance that workers have a decent mentality, they will have the capacity retain the learning, abilities and aptitudes that are basic to play out their errands adequately in the workplace.

Principle #4: Gain attitude but admiration intelligence.

The facts demonstrate that together demeanor and knowledge remain basic to enhance the confident main concern. On the off chance that HR pioneers discover it stands difficult to grow both, they must to pick disposition over vision as it achieves hierarchical purposes and targets.

Principle #5: Hire slow, fire fast.

HR developers must be moderate in enlisting the accurate ability for their associations. They should exploration for the correct outlook, range of abilities, and instrument set in employment searchers amid enrollment. On the off chance that they locate that rotten ones entered their wreck, they should be disqualified rapidly to cover further damage to their associations.

Principle #6: Shelter complexity, wed simplicity.

Individuals currently want to effort in level associations as opposed to tall ones. Tall associations frequently have chains of importance with a bureaucratic attitude that doesn't work in the present setting. Gen Yers are upbeat to work with accomplices instead of through managers. Along these lines, shed intricacy and marry straightforwardness to accomplish authoritative greatness and adequacy.

Principle #7: HR leaders are king and queen creators.

By and by, there is an impression all-inclusive that HR pioneers are the best and ruler producers. They can't move toward becoming lords and rulers. They are seen as individuals who progress toward becoming stepping stools for others to move to higher positions. It is because of the jobs and obligations they attempt. HR pioneers are experts of their exchanges, not jacks of different exchanges.

Principle #8: To assist is to lead and live.

Mahatma Gandhi once commented, "The most ideal approach to end up is to lose yourself in the administration of others." HR pioneers must serve individuals with delight with no weight. They should progress toward becoming torchbearers of human capital then learning. They should learn, unlearn, and relearn toward remain important.

Position and Structure of Human Resource Management

Human asset division duties can be divided into three zones: individual, hierarchical, and vocation. Singular management involves serving workers recognize their abilities and failings; right their inadequacies; and make their best promise to the responsibility. These obligations are brought out through an assortment of exercises, for example, execution audits, making, and testing.

Lately, be that as it may, eyewitnesses have referred to a chosen incline toward crucial reassessments of HR structures and positions. "A course of changing business conditions, changing authoritative structures, and changing administration has been constraining human asset divisions to adjust their points of view on their job and capacity medium-term," composed John Johnston in Business Quarterly. "Beforehand, organizations organized themselves on an incorporated and compartmentalized premise; head office, advertising, producing, shipping, and so on. They currently try to decentralize and to coordinate their activities, creating cross-utilitarian teams".

Human Resource Management -; Key Responsibilities

Human asset the executives is concerned about the development of the two people and the association in which they work. HRM, by then, is secured not simply in tying down and developing the capacities of individual pros, yet what's more in realizing programs that update correspondence and cooperation in the midst of those different workers to support progressive enhancement.

1. **Job analysis** consists of determining-; job analysis is the cornerstone of HRM practice because it provides valid information about jobs that is used to hire and promote people, establish wages, determine training needs, and make other important HRM decisions
2. **Work activities.** First, he or she gathers data about the job's real effort actions, such as housework, marketing, training or canvas. This list may also comprise how, why and when the employee does each movement.
3. **Human behaviors.** The expert may also gather data around human performance the job needs, similar knowing, collaborating, determining and writing. Involved here would be information concerning work demand such as lifting masses or walking long distance.
4. **Machine, tools, equipment and work aids.** This contains information regarding tools used, resources processed, knowledge distributed with or applied.
5. **Performance standard.** The employer may also want information about the job's performance standard. Management will use these standards to appraise employees.
6. **Meaningful contributions** to business procedures are gradually recognized as within the purview of vigorous human resource management practices. Clearly, human resource chiefs have constantly added to all things considered lead, for instance, or ensuing that the affiliation is obeying master related managerial principles.
7. **Job Context.** Included here is data about such issues as physical working conditions, work plan and the hierarchical and social setting. Data with respect to motivations may likewise be incorporated here.
8. **Human requirements.** This incorporates data with respect to the activity's human prerequisites, for example, work related information or aptitudes and required individual qualities.

Function	Responsibilities
Analysis and design of work	Work analysis, job design, job descriptions
Recruitment and selection	Recruiting, job postings, interviewing, testing, coordinating use of temporary labor.
Training and development	Orientation, skills training, career development programs.
Performance management	Performance measures, preparation and administration of performance appraisals, discipline.
Compensations and benefits	Wages and salary administration, incentive pay, insurance, vacation leave administration, retirement plans, profit sharing, stocks plan.
Employee relations	Attitude surveys, labor relations, employee

	handbooks, company publications, labor law compliance, relocation and outplacement services.
Personal policies	Policy creation, policy communication, record keeping, HR information systems.
Compliance with law	Policies to ensure lawful behavior, reporting, posting information, safety inspections, accessibility accommodations.
Support and strategy	Human resource planning and forecasting, change management

Table: Responsibilities of HR departments

The Changing Field of HRM

Starting late, a couple of business structure have seriously valuable the broad field of HRM. Predominant among them was new upgrades. These inventive advances, particularly in the districts of electronic correspondence and information spread and recovery, have balanced the business scene. Satellite interchanges, PCs and frameworks the executive's systems, fax machines and diverse contraptions have all sustained change in the habits by which associations work together with each other and their workers. Telecommuting, for instance, has transformed into a very outstanding option for a few workers and HRM specialists have expected to develop new guidelines for this creating subset of agents.

Changes in progressive building have in like manner influenced the differing embodiment of human resource the board. Continued with breaking down in gathering organizations in the United States and diverse nations, joint with the climb in organization plots in those countries, have changed the workplace, as has the decrease in affiliation depiction in numerous ventures. Besides, definitive strategies for knowledge have encountered change. Various associations have dismissed or adjusted their customary, dynamic progressive structures for compliment the board structures. HRM pros observe that this move in obligation conveyed with it a need to reassess sets of desires, examination systems and diverse parts of work drive the board.

A third change factor has been rushing marketplace globalization. This wonder has served to build competition for the two patrons and occupations. The last advancement authorized a few organizations to request advanced exhibitions from their representatives while land the line on remuneration.

Functions of HRM

Functions of HRM are given below

- Selection and staffing
- Training and development
- Human resource planning
- Employee assistance
- Personnel research and information system

- Organization development
- Compensation/Benefits
- Union/ Labor relations

Activities of Human Resource

The HR activities are given below

- Staffing
- High performance work practices
- Job description
- Job analysis
- Job training
- Human resource development
- Compensation and benefits
- Leadership
- Performance
- Equal employment opportunity
- Health, safety, security
- Employee and labor relation

Chapter: 03

Recruitment & Selection

Recruitment and Selection Process

Employment examination recognizes the obligations and human necessities for every one of the organizations occupations. The subsequent stage is to choose what number of these occupations need to fill and to enroll and choose representatives for them. The most ideal approach to imagine enrollment and choice is as a progression of obstacles.

Recruitment is a positive process of searching for prospective employees and stimulating them to apply for the jobs in the organization. In other words, recruitment stands for discovering the source from where potential employees will be selected. The scientific recruitment leads to greater productivity, better wages, higher morale, reduction in labor turnover and better reputation of the concern.

This is the screening step of staffing in which the solicited applications are screened out and suitable candidates are appointed as per the requirements. The main aim of this is choosing right type of candidates to fill in various positions in the organization. A well-planned selection process helps to determine whether a candidate is suitable for employment in the organization or not.

Features Effecting Recruitment and Selection Procedures

Recruitment and Selection Procedure is reinforced by a typical & enduring procedure of checking. In any case, now and again the screening procedure can't disentangle the choice procedure because there are sure different variables that impact the determination procedure. These components are the ecological elements and remain as pursue.

1. Lawful Deliberations

Human Resource Management is affected by the court selections, authorized requests and performing. The management of the association should exploit the lawfully careful choice apparatuses in the choice process.

2. Swiftiness of Result Creation

The enrollment and excellent process are specifically affected by the available time to settle on the choice of resolve. As a rule, cases the determination procedure is lagged by the predetermined strategies and systems to shield the association from permitted matters.

3. Structural Hierarchy

Enrollment and choice process shifts as indicated by the filling posts of various dimensions of pecking order in the hierarchical structure.

4. Candidates Pool

The enlistment and determination process are additionally exaggerated by the number of candidates for a vocation. If there should be an amount of many capable candidates for a post, the choice procedure ends up. For this cause, determination quantity is learned by conflicting the amount of chose candidates with the number of applicants in a pool.

5. Categorize of Association

The sort of the overtone like government association, private or non-benefit association and consequently scheduled., likewise influences the excellent way for the obtaining people.

6. Provisional Period

Certain association receives the methodology of trial period in the determination procedure to check the capability of the individual dependent on his implementation. This might seem as either legality mind the choice procedure or as an auxiliary of an insufficient phases of the choice technique.

7. Assortment Standards

In most of the belongings the candidates are nominated based on subsequent features or principle.

- Teaching
- Capability
- Knowledge
- Skills & Aptitudes
- Individual Characteristics

In mode the candidate that finest convulsions the above rule is chosen instead of the one that has phenomenal aptitudes or ended and additionally under qualified claiming in such circumstance the future chosen individual would not legitimately alter in the association.

Planning and Forecasting

Enlistment and choice preferably begin with staff arranging. Work arranging is the way toward choosing what positions the firm should fill and how to full them. It grasps every future position, from upkeep agent to CEO. Business arranging should spill out of the company's key designs. Along these lines, plans to enter new business or lesson costs all impacts the kinds of positions.

Internal Sources of Candidates

1. **Using Internal Sources: Upsides and downsides** filling open positions with inside applicants has a few focal points. First there is extremely not a viable alternative for knowing an applicant's qualities and shortcoming. Current representatives can likewise be progressively dedicated to the organization. Also, inside competitors should require less introduction and preparing than untouchables.
2. **Findings Internal Candidates:** Employing from inside preferably on occupation posting and the organizations aptitude inventories. Occupation posting implies publicizing the open occupation to representatives. These postings list the activity's traits, similar to capabilities, boss, work timetable and pay rate.
3. **Rehiring:** On the in addition to side, previous representatives are known amounts and are as of now acquainted with how to get things done. Contracting previous workers who surrendered over into better positions may flag current representatives that the most ideal approach to excel is to leave.

4. **Succession Planning:** Enlisting from inside is especially vital when it includes filling the business top position. Filling them inside requires progression arranging – the continuous procedure of methodically distinguishing, evaluating and creating authoritative initiative to upgrade execution.

External Sources of Candidates

1. **Recruitment via the Internet:** A great many people today go online to search for occupations. For most businesses and for most occupations, internet-based selecting is by a wide margin the enlisting wellspring of decision.
2. **Advertising:** While Web-based utilizing is quickly trading help needed promotions, a look at practically any paper or business or magazine will guarantee that print advertisements are as yet prevalent.
3. **Employment Agencies:** There are three principle types of business offices: 1) network offices worked by focal states or nearby government; 2) offices aligned with charitable associations and 3) exclusive organizations.
4. **Temp. Agencies and Alternative Staffing:** Proprietors progressively improvement their changeless staff by enlisting unforeseen or impermanent workforces, regularly through transitory help business organizations. Otherwise called low maintenance or without a moment to spare representatives, the unforeseen workforce is huge and upward.
5. **Offshoring and Outsourcing Jobs:** Outsourcing and offshoring are maybe the most outrageous instances of option staffing. As opposed to acquiring individuals to the organization's activity, redistributing and offshoring send the employments out.
6. **Executives Recruiters:** Official selection representatives are exceptional business exercise held bosses to persue out best administration ability for their customers. These employments incorporate key administrators and specialized positions.

Steps Involved in Recruitment and Selection Process in HRM

1. Initial Screening:

For the most part, the Selection and the Recruitment Procedure begins with the underlying showing of candidates, so the inadequate ones are drop out at the underlying step. Starting screening is useful to spare the time, fee and exertion of the choice council in the accompanying strides of the choice procedure. In this progression positive regular inquiries are questioned from the candidates.

Sources Used in the Screening Effort

The fundamental wellspring of introductory screening is the educational modules vitae of the candidate alongside the activity request. Resulting data is incorporated into the previously stated records.

- Instruction & service history
- Assessment of character
- Assessment of job performance

Advantages of Successful Screening:

At the point when the essential screening stage end up effective, the ejecting applicants wear not remain to the following phase of the resolve process since they don't meet the base requirements. Besides the

choice expenses of the association are tremendously diminished through legitimate screening of the entrants.

2. Application Blank

The application for work is properly documented in the state of utilization clear. In the following stage of the choice procedure, a submission frame for the business is finished by the planned candidate. The data controlled in the application clear contrast starting with one association then onto the next association and in occupation posts, it might shift even inside a similar association.

3. Pre-employment Test

The corporal and mental capacities, learning, abilities, individual qualities and different parts of performance can be excellently estimated through the pre-work examinations. For this reason, there are several tests that can gauge the diverse parts of human conduct. With the development of time, the use of pre-business test is emerging at a quick rate in the choice procedure since they can simplify the features and aptitudes of candidate obviously. These tests are progressively utilized in the

Characteristics of Well Intended Test

A selection test has the following characteristics.

- Adjustment
- Objectivity
- Rules
- Consistency
- Validity

Types of Pre-employment Tests:

As people shifts dependent on psychological abilities, work information, professional benefits, psycho-engine capacities and individuality and so forth. In this way, every one of these variables are estimated through a lot of numerous pre-work tests which are as pursue.

Cognitive Aptitude tests

In this examination the capacity to acquire and play out an occupation by an individual is judged. The capacities identified with employment are as pursue.

- Oral
- Perceptive
- Numerical
- Perceptual Swiftness
- Three-dimensional

Psycho – motor Abilities Test

In this test, the organization, quality and expertise of a separate is judged. Different dimensions recognized with repetitive workplace professions and formation employments can likewise be estimated through these exams.

Job knowledge Tests

This assessment is utilized to gauge the learning of the individual nearby the obligations of a vocation.

Work Model Tests

A lot of assignments that speak to a vocation are distinguished in this assessment over which the efficiency equal, capacity to confront unfriendly circumstances by the candidates are refereed.

Occupational Interest Assessment

This assessment distinguishes the professions that are favored by the competitor and that can give him most extreme fulfillment.

Behavior Tests

These examinations not viewed as so solid and substantial when contrasted with other pre-business tests claiming this test need outer clinician who translates the aftereffects of the trials emotionally.

Drug & Liquor Tests

For the safety, efficiency and wellbeing of the working environment tranquilize tough plans are utilized as pre-business tests.

4. Work Interviews

In the meeting, the questioner and candidate trade data to complete an impartial over discussion. The exertion interviews are led among the determination process through genuine positioning. An occupation outline must be readied dependent on established of working responsibilities previously directing meeting.

Contents of the Interview

Even though the substance of the work meet fluctuates starting with one association then onto the next and likewise as per the idea of employment yet at the same time subsequent are the fundamental substance of the meeting.

- Working Experience
- Theoretical Achievement
- Personal Skills
- Individual Talents
- Organizational Acceptable

Types of Interviews

The interviews are usually characterized into the following three types.

A. Unstructured Interview

In unstructured meetings exposed finished inquiries are requested from the candidate to make testing. It is by and large non-order in flora and candidate is urged to stretch long responses.

B. Structured Interview

In organized meeting, a rundown of employment connected inquiries related to work are asked since every candidate in a predictable way. It is mandate or designed in landscape and incorporates the accompanying four sorts of inquiries.

- Situational Enquiries
- Occupation Knowledge Questions
- Job-sample reproduction Queries
- Operative Prerequisite Questions

C. Assorted Interview

It is a unique sort of organized meeting in which exceptionally planned inquiries are enquired from the candidate to test his earlier conduct in explicit circumstances. It does exclude the self-evaluative and speculative inquiries and restrains to pass judgment on the identity of the candidate. The hopefuls are evaluated dependent on their reactions in the bright of the seat checked response of fruitful workers.

5. Back Ground Checks

The exactness of the submission type of the hopeful is confirmed through positions and former business. The informative, illegal record and legitimate grade to work are confirmed. Specific situations of applicant are reached to support the legitimacy and precision of the gave information.

6. Conditional Job Offer

After experiencing all the past steps of choice procedure, there originates the most essential advance of the choice procedure in which the choice of procuring is made. The applicant that greatest meets the necessities of the activity is chosen. At begin restrictive profession dispatch is issued which must be trailed by medicinal test.

7. Medical Exam

At the point when the obstructive activity message is delivered the consequent step of the determination technique begins in which the physical/therapeutic inspection of the chose hopeful is led.

8. Closing Selection Decision

In the wake of passing the restorative test by the hopeful, the former proposal for the activity is completed to the competitor by the comparative office.

Problems Associated with Organizational Staffing

Organizational staffing is the process of hiring people based on the specific responsibilities they will have in the organization. The staffing priorities are based on the results the organization wants to achieve. Staffing in this way is advantageous in some instances but there are also some drawbacks to the organizational staffing process.

1. **Improper clarification of company vision:** Organizational staffing is based on the concept that the company will select and train new employees to perform specific functions within the business.
2. **Imperfect staff:** Organizational staffing sometimes selects some people who aren't perfect for the company. In this case the original goals and vision of the company may not be achieved because the employees have the lacking in the practical talents, abilities and philosophies.
3. **Lack of exactness:** It is based on the idea that the company should hire employees who fit the vision of the company. However, it is notoriously difficult to define in concrete terms exactly what a "good fit" is.

Recruitment and Selection Procedures of Control Union

The enlistment and determination procedure of Control Union Bangladesh is clear and up to the stamp. At the point when business process begins, at initial the HR gives an online advertisement at bdjobs.com site and they stretch the commercial in the everyday papers too. Furthermore, gets application by means of email and postal. After the dead line surpasses, Control Union Bangladesh mastermind a composed test, from composed test short recorded candidates required an, a great many interviews chosen competitors requested restorative test. On the off chance that the chose applicants discovered fit in the therapeutic test the administration board enlist him/her for the activity. Control Union Bangladesh gives approach chance for every one of the candidates, paying little mind to duel, religion, cause, sex, age, inability or party-political alliance/impact. Enrollment and choice are done exclusively dependent on occupation linked principles. In Control Union Bangladesh justify based enlistment is done over after advances:

- Staffing proposal
- Gathering of resume
- Assortment of resume
- Preparation for meeting
- Forming written test, presentation etc.
- Interview
- Completion of employment

Control Union Bangladesh manners two types of enlistment inside enrollment and outside enrollment. At the point when a position is made, CU first endeavors to top off the position inside. Is there is no appropriate competitors inside found than the association goes for outer enlistment. CU utilizes both inner and outer sources. The decision of spring to some degree relies upon the work level as well as area of the position/work. For instance, for greater administration situations representative transfer are utilized broadly.

Employment Agreement

If the organogram/work masterminding is embraced by the Managing Director or his roled out, by at that time the selection since the G1 to G5 should not require support other than the enlistment panel people. It is the commitments of the Head of Department (HOD) to style their very own organogram and work orchestrating in the start of the economic year and make it supported from Managing Director or his allocated in meeting with HR.

Selection Process

Control Union has an extensive diversity of assessment techniques in the assurance methodology. CU at first chooses the implies that ought to be associated in the decision method. Execution of these methods requires creation of an assurance progression, which is a precise stream of persons through the periods of candidate, contenders, qualifier, and proposal recipient. Rules with respect to specialist examination of CU Bangladesh are according to the accompanying:

Place	Initial Screening	Concluding Screening
Non-Management Position		Concerned HRD officer
		Concerned Department/ Division
Management Trainee/ Assistant Manager		Concerned HRD officer
		Concerned Department/ Division
For above assistant Manager Position	Concerned officer of HRD/ Division	Head of Department
		Head of HRD

Processing for Interview:

- Fixation of time with the responsible examiners
- Fixation of interviewing location
- Issue interview letter/ interaction over the mobile.

Organizing Written Test:

Aimed at Management Trainee and above post, CEO and MD take a seat independently toward the finish of the last meeting and settle.

Agreement of Staffing:

- Completion of applicant by the last assessment board.
- Head of human resource solution up the remuneration rating of the nominated applicants based on their expert qualification & knowledge in related arenas.

Even though the association isn't vast, its enlistment arrangement ideal for these circumstances. In any case, the organization builds step by step. Furthermore, they are attempting to build up their HR Department. The organization initiates worker by paper publicizing and at some points Internship understudy and furthermore through site application. Here I might want to propose that now they ought to likewise utilize.

Recruitment & Selection Procedure of Control Union

Step 1: Staffing essential evaluation and memo produce.

Step 2: Curriculum vitae/ resume Gathering: By announcement (Printing or Web), Exposed Source, Inner Recruitment, and collect from the present market.

Step 3: Positioning of resumes for obligatory situation.

Step 4: Primary Meeting and/or written test

Step 5: Following Interview

Step 6: Credit check of the initially nominated applicant.

Step 7: Ending concession with the applicant

Step 8: Approval memo for the nominated applicant.

Step 9: Deliver the letter of joining.

Submit for organization authorization.

Chapter: 04

Training & Development

Training and Development - A Key HR Function

Training and development is one of the key HR functions. Warily choosing staffs don't guarantee they will make adequately. Indeed, even high potential representatives can't play out their works in the event that they don't perceive what to do. The human asset division commonly plans the organization's situating and preparing programs.

By and large, the expressions "preparing" and "improvement" are utilized as if they are synonymous. There are contrasts in the unique circumstances and strategies of worker preparing and advancement. Preparing is the demonstration of expanding the learning and aptitudes of a worker for carrying out a responsibility. It impacts explicit aptitudes for explicit purposes. It is primarily work situated. Conversely, advance incorporates the methods by which chiefs and authorities acquire not just aptitudes and capacity in their present employments yet in addition capacities for future administrative posts.

Systems Assessment of Training - Steps in a Training Program

The achievement of a preparation program is assessed as far as the outcome or the expansion in the exertion capacity, aptitude or competency in the student. For any preparation program to be effective it is exceptionally fundamental to pursue a specific procedure.

The elementary procedure as illustrated in the figure below contains of four stages which are assessment, development, delivery and evaluation.

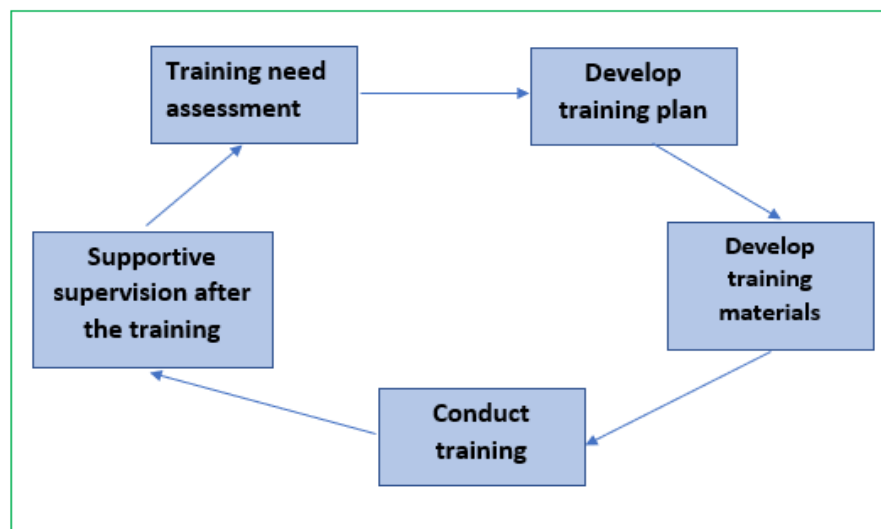


Figure: Training & Development model

- Firstly, needs analysis step – identification of precise data and skill the job requirements and compare these with the possible trainee's knowledge and skills.
- Then, instructional design stage – frame selection, quantifiable knowledge and routine training objectives, analysis possible training program content and estimation of budget for the training program.
- The third step is to implement the program, by training the targeted staff group using approaches such as on-the-job or online training.

- Finally, in a valuation step – measure the program’s success or failures.

Training, Learning and Motivation

Learners are always more motivated to learn something that has meaning for them. Therefore:

1. At the start of training, provide a bird’s eye view of material that a person going to present.
2. Use a variety of familiar examples.
3. Organize the information, so that can present logically and in meaningful units.
4. Use terms and concepts that are already familiar to trainees.
5. Maximize the similarity between the training situation and the work situation.
6. Provide adequate practice.
7. Label or identify each feature of the machine and or step in the process.
8. Direct the trainee’s attention to important aspects.
9. Trainees learn best when the trainers immediately reinforce correct responses, perhaps with a quick “well done”
10. The schedule is important. The learning curves goes down late in the day, so that full day training is not an effective as the half day or three-fourths of the day.

Training Needs Analysis

Analyzing current employees training needs is more complex since the added task of deciding whether training is the solution.

As referenced before, the requirements investigation/evaluation is completed at three dimensions - authoritative, Individual and Job. We presently take up every single one of them in detail.

Task Analysis

Task analysis is a detailed study of the job to determine what specific skills – like java or interviewing the job requires. Job descriptions and job specifications are important here. These list the job’s specific duties and skills which are basic reference points in determining the training required.

Competency Models

Many employers develop competency models for jobs. The competency models consolidate, usually in one diagram, a precise overview of the competencies someone would need to do a job well.

Performance Analysis

Performance evaluation is the procedure of confirming that there is a performance shortage and defining whether the employer should rectify such deficiencies through training or some additional means. There are numerous ways to recognize how a current staff is doing. These include reviewing:

- Job evaluations.

- Job-related performance information.
- Observations by supervisors or other experts.
- Interviews with the employees or his or her manager.
- Assessments of things like work knowledge, skills and appearance.
- Attitude reviews.
- Individual employee's regular diaries.
- Assessment center marks.

Training plans improvement worker satisfaction and advance employee retention



Figure: Training need analysis

Designing the Training Program

Armed with the outcomes of the needs assessment, the employer or manager can design the training program. Requests for training often start with line managers presenting problems or concerns, such as “we are getting too many complaints from call center callers”. Training, development or instructional objective then specify in measurable terms what the trainee should be able to accomplish after successfully completing the training program.

Difference Between Training and Development

Representative fixing, and advancement is a vital part of human asset volume and the managers. Both the movements go for enhancing the execution and profitability of the representatives. Preparing is a program composed by the association to create information and abilities in the representatives according to the necessity of the activity. On the other hand, Development is a sorted-out action in which the labor of the association learns and develop; it is a self-appraisal act.

Comparison Chart

BASIS FOR COMPARISON	TRAINING	DEVELOPMENT
Meaning	Training is a learning procedure in which staffs get a chance to develop skill, competency and knowledge as per the job prerequisite.	Development is an educational procedure which is worried with the overall growth of the employees.
Term	Short Term	Long Term
Focus on	Present	Future
Orientation	Job oriented	Career oriented
Motivation	Trainer	Self
Objective	To improve the work performances of the employees.	To prepare employees for future challenges.
Number of Individuals	Many	Only one
Aim	Specific job related	Conceptual and general knowledge

Characteristics of a Good Training Program

Many establishments, even though they have some great training employees and apply a large amount on training programs, do not get good results. To safeguard that the training programs are effective, and the organizations get good results from them, the following principles may be observed:

- **Determination of training needs:** The management should agree the training requirements of employees and then select a process of training that is most operative.
- **Relevance to job requirements:** Training programs must be correlated to the necessities of the job for which they are planned.
- **Allowance for individual differences:** There are variation in capability, learning capacity and curiosity of trainers so the organization should deliberate these factors while designing the training package.
- **Training program should be result oriented:** Organization should sidestep “training for the sake of training” and show better interest in the welfares of training scheme.
- **Suitable incentives:** There should be encouragements to the trainers to make them take training plan seriously.
- **Management support:** Top management should take interest in and care the training programs. Assistants cannot be projected to take the training program seriously if the supervisors themselves are not serious near them.

Systems Models of Training

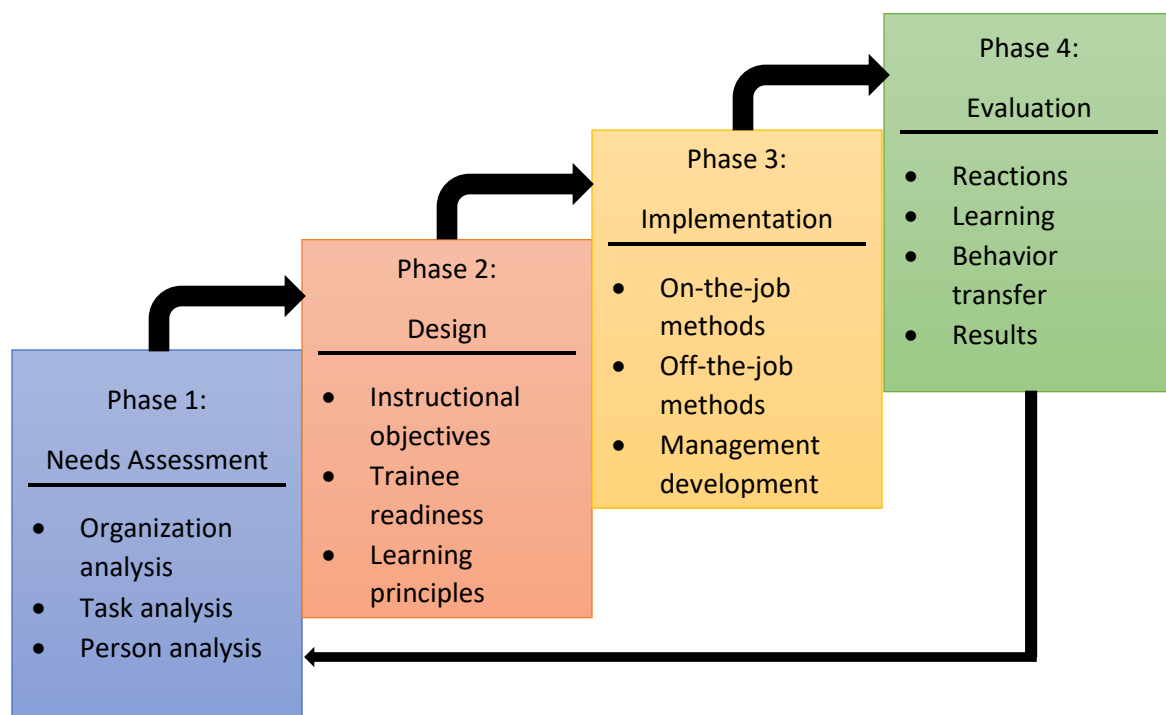


Figure: Model of training

Managerial On-the-Job Training & Development

1. **Job Rotation:** Job rotation means moving managers from department to department to broaden their understanding of the business and to test their abilities. The trainee may be a recent college

graduate and spend several months in each department, learning the departments business by doing it.

2. **Coaching/ Understudy Approach:** Here the trainee works directly with a senior manager or with the person he or she is to replace; the latter is responsible for the trainee's coaching.
3. **Action Learning:** Action learning programs give managers and others released time to work analyzing and solving problems in departments other than their owns.

Training Effects to Measure

- **Reaction:** Evaluate trainees reactions to the programs. They like the program or not?
- **Learning:** Test the trainees to determine whether they learned the principles, skills and facts they were supposed to learn.
- **Behaviors:** Ask whether the trainees on-the-job behavior changed because of the training program. For example, are employees in the store's complaint department more courteous toward disgruntled customers?
- **Results:** Probably most important, ask "what results did we achieve, in terms of the training objectives previously set?"

Training and Development Program of Control Union

Control Union distinguishes the essential promise which preparing makes to its proceeding with success and gainfulness. The organizations preparing strategy refers to all employees and means to assurance that suitable preparing is nearby to empower people to achieve an acceptable implementation level in their employments. Control Union creates and conveys fantastic learning and improvement activities proper to the requirements of the specific representative. While the organization put extraordinary attention on HR in preparing and open doors for progress, workers are urged to assume liability for their own improvement. Since they are viewed as their employees as their most important resources, and they underwrite widespread time and exertion for their own and expert advancement. Control Union urges its representatives to put forth a valiant effort and help them in doing only that through pertinent preparing programs and work shop both at home and abroad. In view of the Training Need Assessment (TNA), Control Union Training group arranges the preparation program and directs the program appropriately.

4. Internal Training (Foreign Training and In-House Training)
5. External Training

Overseas Training:

It implies though the preparation program is directed in overseas. Control Union orchestrates parcel of outside preparing for the high and midlevel authorities. Control Union orchestrates these sorts of preparing by the outside coaches generally in India, Italy, Malaysia, Singapore, and Bangkok, USA. So, these trainings are exceptionally valuable. Afterward the fulfillment of the preparation program the students return to Bangladesh and they direct the preparation to alternate representatives. Redone Training It characterizes as the package essentially led when a pool of representatives requires a similar preparing need. In view of the required need Control Union preparing group goes for the reasonable mentor/preparing establishment to lead the program. This kind of program increases the value of members and friends in that capacity savvy as well.

In House Program:

In house preparing implies when the preparation masterminds in the workplace grounds for the representatives. These kinds of preparing kept running by the mentor from Control Union Bangladesh. Organization often enlists those coaches on an authoritative premise.

External Training:

It defines as the plans which are decided by diverse local training organizations based on the TNA, Control Union recommends personnel for the training programs. Control Union is a very interested to grow their employees by giving lots of training. As a goal the establishment Control Union's expenditure massive amount of money to develop the staffs to make them perfect for the upcoming.

Chapter: 05

Performance Appraisal

Performance Appraisal

“It is a systematic evaluation of an individual with respect to performance on the job and individual’s potential for development.”

“It is formal, structured system of measuring, evaluating job related behaviors and outcomes to discover reasons of performance and how to perform effectively in future so that employee, organization and society all benefits.”

Norms for Effective Performance Management

For performance management to accomplish its goals, its methods for measuring performance must be good. Selecting these procedures is a critical part of preparation a performance management system. Criteria that fix the effectiveness of performance measures include each measure fit with the organization’s strategy, its validity, its reliability, the degree to which it is acceptable to the organization.

Performance Appraisals and Job Analysis Relationship

Job Analysis	Performance Standards	Performance Appraisals
Define the work and staffs prerequisite of a job.	Interpret job necessities into levels of acceptable or unacceptable presentation	Describe the job-related assets and weaknesses of every person.

Objectives of Performance Appraisal

Performance Appraisal can be done with following objectives in mind:

- First from a pragmatic perspective, most managers still base pay and limited time choices on the representatives’ examination.
- Second, the evaluation gives the supervisor and subordinate a chance to build up and arrangement for remedying any inadequacies and fortify the things the subordinate does right.
- Third, the appraisal should fill a helpful profession arranging need. They give a chance to reestablish the worker’s vocation designs thinking about his or her showed qualities and shortcoming.
- Forth, appraisals assume an indispensable job in the business execution the board procedure. Execution the board is the consistent procedure of distinguishing, estimating and building up the execution of people and groups and adjusting their execution to the hierarchical objectives.

Steps in Performance Appraisal

- 1) Define the employees job and performance criteria.
- 2) Defining the job means making sure subordinate agree on his or her duties and job standards and on the appraisal methods.
- 3) Comparing subordinate's actual performance to the standards.
- 4) An effective performance appraisal requires a feedback session.
- 5)

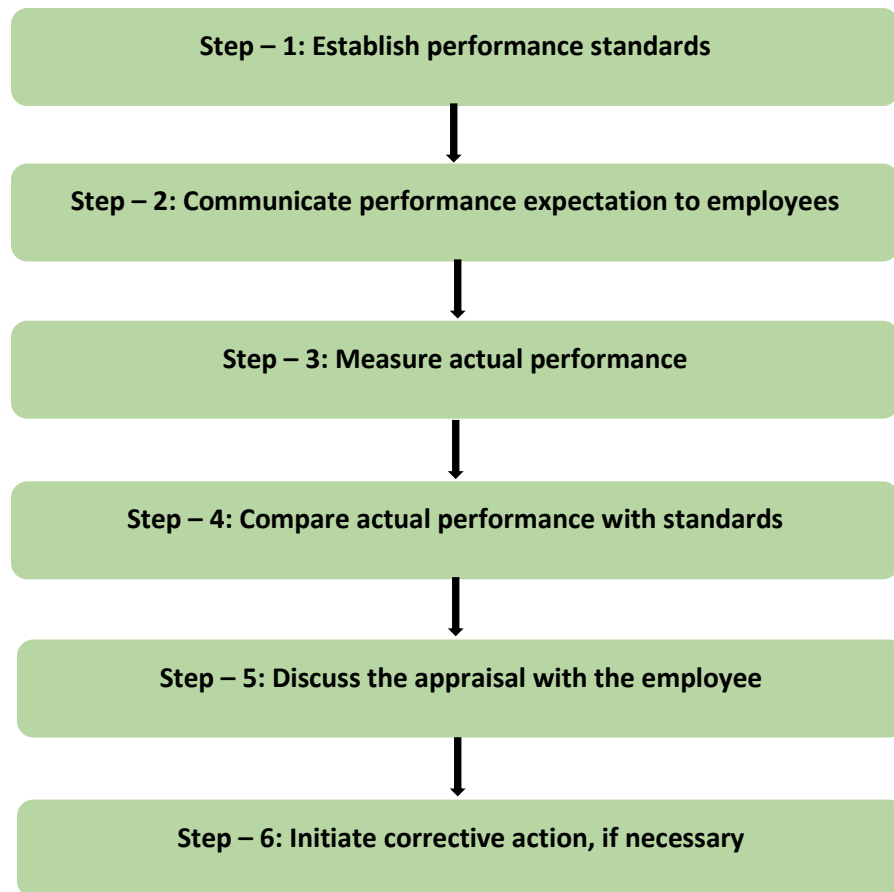


Figure: Steps in appraisal process

Difference between Traditional and Modern (Systems) approach to Appraisals

Categories	Traditional Evaluations	Modern, Systems Reviews
Managerial Values	Characteristic, Control oriented, Documented	Methodical, Progressive, Problematic solving
Leadership Styles	Directional, Evaluative	Facilitative, Training

Regularity	Irregular	Regular
Regulations	High	Low
Rewards	Individualistic	Clustered, Administrative

Advantages of Performance Appraisal

It is said that performance appraisal is an investment for the company which can be justified by following advantages:

1. **Promotion:** Execution Appraisal makes the boss chalk out the progression programs for gainful specialists. In such way, inefficient workers can be removed or minimized if.
2. **Compensation:** Execution Appraisal helps in chalking out pay packs for laborers. Authenticity rating is possible through execution examination. Execution appraisal tries to offer worth to an execution. Compensation groups which consolidates remunerate, high pay rates, extra assessment. The criteria should be legitimize rather than position.
3. **Employees Development:** The proficient strategy for execution examination makes the supervisors layout planning methodologies and designers. It analyzes characteristics and deficiencies of laborers with the objective that new occupations can be proposed for capable delegates. It is like manner helps in encompassing future enhancement programs.
4. **Selection Validation:** Execution Appraisal makes the executives understand the legitimacy and significance of the choice methodology. The regulators come to know the legitimacy and in this manner the qualities and shortcomings of choice system. Future changes in choice frameworks can be made in such way.
5. **Communication:** For an association, viable correspondence among workers and businesses is essential. Through execution evaluation, correspondence can be looked for in the accompanying ways:
 - a. Through execution examination, the businesses can comprehend and acknowledge abilities of subordinates.
 - b. The subordinates can likewise comprehend and make a trust and trust in bosses.
 - c. It likewise helps in keeping up welcoming and friendly work the executive's relationship.
 - d. It builds up the soul of work and lifts the resolve of representatives. All the above factors ensure effective communication.
6. **Motivation:** Execution examination fills in as a motivation contraption. Through evaluating execution of specialists, a man's efficiency can be settled if the goals are cultivated. This to a great degree well moves a man for better occupation and urges him to upgrade his execution later.

Potential Appraisal Problems

There are several problems related to performance appraisal like unclear standards, halo effect, central tendency, leniency or strictness and bias.

- 1) **Unclear Standards:** This graphic rating scale seems objective. However, it would probably result in unfair appraisals, because the traits and degrees of merit are ambiguous. For example, different supervisors might define "good" performance, "fair" performance and so on differently. The same is true of traits such as "quality of work" or "creativity."

The best way to fix this problem is to include descriptive phrases that define or illustrate each trait. This specially results in more consistent and more easily explained appraisals.

- 2) **Halo Effect:** Experts define halo effect as “the influence of a rater’s general impression on ratings of specific ratee qualities.” For example, supervisors often rate unfriendly employees lower on all traits, rather than just on “gets along well with others.” Being aware of this problem is a step toward avoiding it. Supervisory training can also alleviate the problem, as can using BARS (on which, recall, the performance dimensions are usually quite independent of each other).
- 3) **Central Tendency:** Some supervisors stick to the middle when filling in rating scales. For example, if the rating scale ranges from 1 to 7, they tend to avoid the highs (6 and 7) and lows (1 and 2) and rate most of their people between 3 and 5. Central tendency means rating all employees average. Ranking employees instead of using graphic rating scales can reduce this problem since ranking means they can’t rate them all average.
- 4) **Leniency or Strictness:** Other supervisors tend to rate all their subordinates consistently high or low, just as some instructors are notoriously high or low graders. This strictness/ leniency problem is especially severe with graphic rating scales. On the other hand, ranking forces supervisors to distinguish between high and low performance.
- 5) **Recency Effects:** The recency effect means letting what the employee has done recently blind to what his or her performance has been over the year. The main solution is to accumulate critical incidents all year long.
- 6) **Bias:** The number of things that can lead to bias during appraisals is limitless. One study focused on the rater’s personality. Good relationship tends to create good experiences, bad relationships had ones.

Unfortunately, the appraises personal characteristics (such as age, race and sex), also affect their ratings.

Techniques/ Methods of Performance Appraisals

- 1) **Rating Scales:** Rating scales includes of several balances talking to work related implementation foundations, for example, reliability, course of action, yield, contribution, mindset and so forth. Each scale ranges from astounding to deprived persons. The collective numerical scores are processed, and past ends are strong-mindset..
- 2) **Checklist:** Below this method, schedule of articulations of attributes of worker as Yes or No based investigations is organized. Here the rater just does the revealing or inspection, and HR division does the real assessment. Focal points – economy, ease of company, forced preparing required, institutionalization. Inconveniences – Raters inclinations, utilization of inappropriate considers by HR, does not permit rater to give comparative appraisals.
- 3) **Forced Choice Technique:** The planning of articulations planned in the squares of minimum two are given and the rater shows which clarification is valid or invalid. The rater is bound to settle on a conclusion. HR division does sincere appraisal. Preferences – Absence of individual dispositions due to inhibited decision. Detriments – Reports might be imperfectly surrounded.
- 4) **Forced Distribution Technique:** Here representatives are grouped about a high point on a rating scale. Rater is constrained to convey the workers on all focuses on the scale. It is accepted that the execution is fit in with typical dissemination. Focal points – Eliminates Disadvantages – Assumption of ordinary dissemination, impossible, blunders of focal inclination.
- 5) **Critical Occurrences Process:** The policy is adjusted about certain basic performs of representative that has a significant effect in the execution. Managers as and when they happen

record such episodes. Focal points – Evaluations depend on genuine occupation practices, appraisals are upheld by portrayals, criticism is simple, diminishes recency predispositions, odds of subordinate enhancement are high. Disservices – Negative occurrences can be organized, overlooking episodes, excessively close supervision; input might be excessively and may seem, by all accounts, to be discipline.

- 6) **Psychologically Anchored Score Scales:** Descriptions of powerful and insufficient practices decide the focuses. They are said to be typically secured. The rater should state, which conduct portrays the worker execution. Favorable circumstances – conquers rating blunders. Impediments – Suffers from contortions inalienable in most appraising strategies.
- 7) **Field Examination Process:** This is an examination done by somebody external representatives' very own specialization as a rule from business or HR office
- 8) **Performance Tests & Remarks:** This depends on the trial of information or aptitudes. The tests might be composed or a genuine introduction of abilities. Tests must be solid and approved to be valuable. Preferred standpoint – Tests might be able to gauge potential more than genuine execution. Hindrances – Tests may endure if expenses of test improvement or organization are high.
- 9) **Private Records:** For the most part used by government offices, anyway its application in industry isn't discounted. Here the report is given as Annual Confidentiality Report (ACR) and may record appraisals as for following things; participation, self-articulation, collaboration, administration, activity, specialized capacity, thinking capacity, inventiveness and cleverness and so forth. The outline is remarkably unseen and classified. Input to the evaluates is given just in the affair of an antagonistic section. Hindrance is that it is exceedingly emotional, and appraisals can be controlled claiming the valuations are connected to HR actions like improvements and so forth.
- 10) **Essay Technique:** In this policy the rater histories the worker depiction in detail inside a few general classes like, by and large imprint of execution, promotability of representative, existing capacities and capabilities of performing occupations, qualities and shortcomings and preparing needs of the representative
- 11) **Cost Accounting Technique:** Here execution is evaluated from the fiscal revenues compliments his or her association. Cost to keep representative, and advantage the organization infers is discovered. Consequently, it is increasingly reliant upon expense and advantage investigation.
- 12) **Comparative Assessment Technique (Ranking & Paired Assessments):** These are accumulation of various techniques that contrast execution and that of other colleagues. The standard systems utilized might rank strategies and matched correlation strategy.
- 13) **Ranking Systems:** Predominant positions his laborer dependent on rightfulness, from best to most exceedingly terrible. Anyway, how best and why best isn't clarified in this technique.
- 14) **Management by Objectives:** It means management by objectives and the performance is rated against the achievement of objectives stated by the management. MBO procedure drives as under.

- 15) Psychological Appraisals:** These assessments are progressively synchronized to review worker's possible for future execution instead of the prior one. It is done as inside and out meetings, mental tests, and exchange with directors and survey of diverse assessments.
- 16) Assessment Centers:** This system was first created in USA and UK in 1943. An appraisal emphasis is a crucial area where supervisors may meet up to have their investment in occupation connected doings assessed via prepared spectators.
- 17) 360-Degree Feedback:** Employers generally use the feedback for development rather than for pay increases. Most 360-degree feedback systems contain several common features. Appropriate parties- peers, supervisors, subordinates and customers for instance- complete surveys on an individual.

Performance Appraisal of Control Union

Control Union pursues all the capacity, steps and procedure of execution examination and they pursue the technique completely. They endeavor to build up their representative execution assessment is being finished by HR division once every year.

EMPLOYEE PERFORMANCE APPRAISAL FORM

Employee Name: _____

Designation: _____ Department: _____

Supervisor Name: _____

Designation: _____ Department: _____

Date: _____

Please use the rating system below to complete review.

1= rarely demonstrated, needs significant improvement to achieve competency and continue employment, requires Performance Improvement Plan

2= occasionally shows competency, further improvement needed

3= regularly demonstrates competency, meets the goal

4= demonstrates excellence on a regular basis, goes above and beyond to achieve goal

I. CORE EVALUATION ITEMS

	1	2	3	4
Performs duties as detailed in job description.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Completes work timely and accurately, including required documentation and annual training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provides quality customer service to ---- clients, employees, and community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates flexibility with work duties, doing what is needed to help team and serve clients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Positive team member who offers support to team members, welcomes new staff, provides constructive feedback in staff meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proven dependability, at work as scheduled, attends required meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Works in compliance with all state and federal regulations, agency, quality and safety policies and standards.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

I. SOFT SKILLS EVALUATION ITEMS

	1	2	3	4
Communicates well orally and in written-form	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Displays good listening skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shares information freely with others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contributes positively to team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helps define team roles to maximize output	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Can be counted on to complete tasks correctly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Presents a positive image to outsiders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is friendly and easy to work with	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adapts well to change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has high professional and ethical standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SUPERVISOR COMMENTS:

EMPLOYEE COMMENTS:

Employee: _____ Date: _____

Supervisor: _____ Date: _____

Human Resources: _____ Date: _____

Promotion

A promotion occurs when an employee is moved from a job to another position that is higher in pay, responsibility and/or organizational level. Generally, it is given as a recognition of a person's past performance and future promise. However, with downsizing and the resulting flatter organization, there are fewer levels to which one can be promoted, prompting some to argue that supervisors have to be more open minded about job hunting by subordinates. Promotions usually are based on merit and/ or seniority.

At Control Union, advancements imply the administration's pledge to perceive and remunerate superb execution. It inspires representatives strive for headway openings inside the Company. It additionally adds to worker fulfillment and maintenance. Worker advancement is made by inspecting all components important to decide the best capabilities and capacities to fill the position.

Criteria are Considered for Promotion

There are two ways are considered for promotion following at Control Union:

- **Merit-based promotions:** Merit-based promotion occur when an employee is promoted because of superior performance in the current job.
- **Seniority-based promotions:** In some situations, the most senior employee gets promotion. Senior in this case means the employee who has the longest length of service with CU. The advantage of this approach is that it is objective. All one must do is compare the seniority records of the candidates to determine who should be promoted.

Rewards that Drive Employee Motivation

CU dependably perceives the endeavors of people who seek any kind of effect. CU representatives get an execution reward every year in affirmation of their individual commitment, diligent work and devotion. Besides, we likewise give 'recognize grants' to value the individuals who have the soul to go up against new difficulties and add to regions outside their standard obligations. A reward is acknowledgment of worker commitment that has surpassed desires. It could possibly be joined by fiscal esteem. At CU, workers are particularly compensated by the administration to spur and motivate – to walk the additional mile.

Chapter: 06

Compensation Management

Compensation Management

It can be said that **compensation is the “glue” that binds the employee and the employer together** and in the organized sector, this is additionally classified as an agreement or a commonly restricting authoritative archive that explains precisely what amount ought to be paid to the representative and the parts of the pay bundle. Since, this article is proposed to be a prologue to remuneration the executives, the workmanship and art of landing at the correct pay has a significant effect between a fulfilled representative and a disappointed worker.

As the module advances, peruses would be acquainted with different parts of remuneration the board like the segments of pay the board, kinds of pay, consideration of variable pay, the utilization of Employee Stock Options and so forth. The part of how skewed pay the board prompts higher steady loss is examined too. This perspective is essential as studies have demonstrated that the greater part of the workers who quit organizations give lacking or skewed pay as the explanation behind their exit. Hence, **compensation management is something that companies must take seriously if they are to achieve a competitive advantage in the market for talent.**

Taking into account that the flow incline in numerous segments (especially the information serious areas like IT and Services) is to regard the representatives as "makers and drivers of significant worth" as opposed to one more factor of generation, organizations around the globe are giving careful consideration to the amount they pay, the sort of segments that this compensation incorporates and whether they are putting forth focused pay to pull in the best ability. In closing this article, it is appropriate to investigate what Jack Welch needed to state in such manner: As the statement (referenced toward the start of this article) says, if the correct remuneration alongside the correct sort of chances are made accessible to individuals by the organizations in which they work, at that point work turns into a delight and the administrator's assignment made less complex prompting all round advantages for the worker and in addition the business.

Components of Compensation

Pay is comprised of various parts that fill in as a guide for a worker after retirement or if there should be an occurrence of some mishap or damage. Presently we will see the key components or segments that make pay.

Wages and Salary

Wages check hourly rates of salary and pay denotes the month to month amount of salary of a representative. It is immaterial of the quantity of hours put in by a representative working in the firm. These are liable to yearly increment.

Allowances

Stipends can be characterized as the measure of something that is permitted, particularly inside a lot of tenets and directions or for a predetermined reason. Different remittances are paid aside fundamental pay.

Few of these allowances are as follows –

- **Dearness Allowance** – This remittance is given to ensure sincere salary of a representative against value rise. Dearness remittance (DA) is paid as a level of essential pay.
- **House Rent Allowance** – Organizations who is not giving living convenience to their representatives pay house rent allowance (HRA) to workers. This remittance is determined as a level of pay.
- **City Compensatory Allowance** – This stipend is compensated fundamentally to councils in metros and other enormous urban communities where typical cost for basic items is also more. City compensatory remittance (CCA) is typically a settled sum for every month, like 30 percent of fundamental pay in the event of government representatives.
- **Transport Allowance/Conveyance Allowance** – A few organizations pay transport allowance (TA) that suits travel from the representative's home to the workplace. A stable sum is paid each month to cover a portion of voyaging costs.

Incentives and Performance Based Pay

Impetus pay is accomplishment related to compensation paid with a view to urge representatives to catch down and improve the situation.

Both specific inspiring forces and gathering motivators are pertinent as a rule. Reward, increase sharing, commissions on transactions are a few instances of motivating force pay.

Fringe Benefits/Perquisites

Incidental advantages incorporate worker benefits like beneficial consideration, hospitalization, mishap improvement, wellbeing and gathering safety, container, uniform, amusement and the preferences.

As of late, a lot of consideration has been coordinated to the improvement of pay frameworks that go past just cash. We can state that every one of the parts of pay the board assume a critical job in the life of a worker.

There has been a stamped increment in the utilization of pay-for-performance (PrP) for the board and expert representatives, particularly for official administration and senior administrators. Pay is an essential inspiration for generally representative.

Importance of Employee's Compensation or Reward System

- Compensation or reward arrangement of the association is most impacting element for worker inspiration, must recollect.
- If we watch past of reasons for mechanical question, representative pay a reward framework issues were the principle reason by and large.
- Good pay arrangement of remunerations framework in the association will limit modern question and aides in keeping up harmony and congruity inside the association.
- Compensation framework assumes a key job in representative weakening.
- Compensation framework for the most part impacts maintenance of worker in the association.
- Most of worker fulfillment relies on remuneration a reward arrangement of association.

- Effective remuneration framework manufactures boss brand, which assumes a key job in pulling in ability.
- Effective remuneration framework makes representative to put his full endeavors for accomplishment of association's objectives and destinations.
- Effective pay framework constructs activity towards work, which thus improves the efficiency of association.
- Effective pay makes workers feel belongingness towards the association.

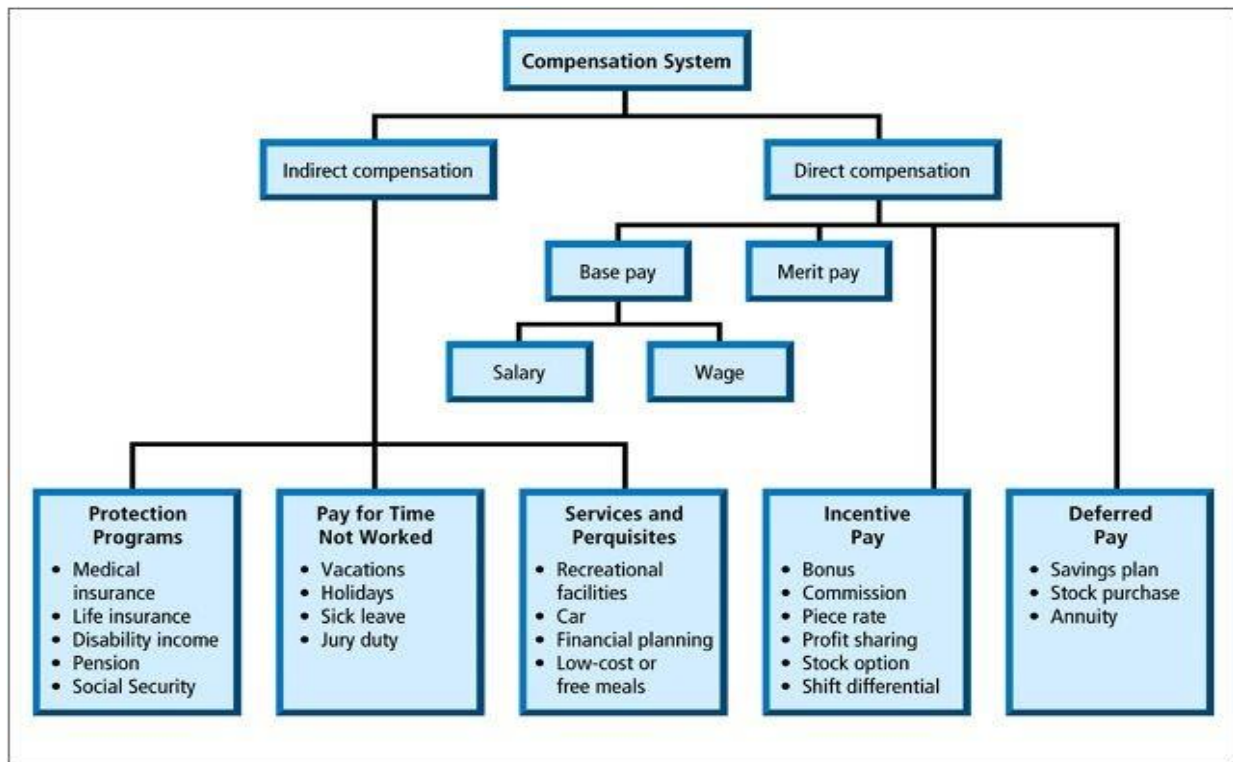


Figure: Model of Compensation Management

Objective of Compensation

The target of the remuneration work is to arrange of remunerations that is evenhanded to the business and representative alike. The ideal result is a worker who is pulled in to the work and spurred to work admirably for the business. Patton proposes that in remuneration strategy there are seven criteria for effectiveness.

1. **Adequate** Negligible legislative, association, and administrative dimensions ought to be met.
2. **Equitable** Every individual ought to be salaried decently, in accordance with his or her exertion, capacities, and preparing.
3. **Stable Pay**, benefits, and other rewards should deliver a sensible total reward bundle.
4. **Cost-effective** Pay ought not be intemperate, seeing what the association can stand to wage.
5. **Protected Pay** ought to be sufficient to enable a representative to feel secure and help him or her in fulfilling essential needs.
6. **Incentive-providing** Pay should motivate effective and productive work.

7. **Acceptable to the employee** the representative ought to comprehend the compensation framework and feel it is a sensible framework for the undertaking and himself or herself.
8. Clearly, dealing with a company's pay approach is a complicated errand as it inspires deliberately regulated and evenhanded compensations, accommodates workers' profession goals regarding income, adjusts representatives' close to home destinations to those of the association, and monitors the company's expenses.
9. To condense, remuneration the board is a harmonized practice that incorporates changing the work-representative connection by encouraging money related and non-fiscal benefits for representatives.



Types of Compensations

We have found out about what remuneration and its significance is. In any case, with regards to an association, be it private or open, remunerations are additionally isolated into the accompanying –

Direct Compensation

It is usually comprised of compensation installments and medical compensations. The formation of pay series and pay scales for many positions inside an association are the principal responsibility of remuneration the board of employee.

Organize payment that is in accordance with the commercial norms inspires representatives with the confirmation that they are getting waged decently. This encourages the business not to strain over the exclusive damage of prepared staff to a candidate.

Indirect Compensation

It cores round the specific supportive gestures of everybody at work. Even though return is basic, individuals are the most gainful in occupations where they share the organization's abilities and requirements.

These advantages can integrate things like permitted staff improvement developments, subsidized day care, the odds for development or exchange inside the company, open acknowledgment, the capacity to influence change or acquire a few deviations the working environment, and management to other people.

These are the two kinds of pay that should be supervised and have its own promise in the advancement of the association. Pushing ahead, we will see the various portions of remuneration.

Control Union's Compensation Management Policy

The objective of Control Union's compensation management committee is a gathering for the talk of different related issues of the Company. The fundamental job and capacity of the board is to help HRD in creating and directing a reasonable and straightforward system for establishing strategies on the general HR technique of the organization.

This board has a general extension for equivalent chance and straightforwardness as far as:

- Suitable enlistment
- Compensation dependent on legitimacy, capability and ability
- Adequate preparing and improvement offices
- Performance evaluation and advancements dependent on individual execution and commitment

Also, the board of trustees researches some other advantages related issues with respect to the Company's working outcomes and tantamount market insights.

Compensation and Benefits

Control Union guaranteed be Competitive in the Market with great looking remuneration and advantages. CU lead pay study to benchmark the market incline.

- Compensation & Benefits Review 2014
- Compensation & Benefits Review 2016
- Compensation & Benefits Review 2018
- Compensation & Benefits Review 2019

Various New Policies/ Benefits:

- Life Insurance, Medical Insurance (inpatient and outpatient), Termination Benefits
- Leave Pleasure
- Spot Reward
- Provident fund, gratuity
- Mobile Phone & Allowance
- External visit and overnight stay payment, procedural allowance
- Full time internet service

Perks & Services:

- Loan against salary which can be maximum two times in service life.
- Medical Insurance
- Life Insurance

- Earned leave, Maternity leave, sick leave, casual leave
- Transport Maintenance Support Scheme
- Mobile Phone
- Spot reward
- Gift coupon for new conceived infants
- Birthday Celebration of all employees
- Wedding Gift for employees
- Celebration of employees joining date who are working at least for five years

Leave Details:

- **Earned Leave:**

One day for every 18 working days.

- **Casual Leave:**

10 working days

- **Lengthy Sick Leave:**

First three months with full payment and next three months with basic salary (60% of gross salary). In case of short term sickness maximum 14 days in a year.

- **Maternity Leave:**

As per Bangladesh labor law.

Gratuity and Provident Fund

According to Section 2 subsections 10, “Gratuity” means the wages payable on termination to an employee on the basis of his latest basic salary for a completed year of service or for service for a period of more than 6 (six) months, salary of minimum 30 (thirty) days or salary of 45 days for a continuous for more than ten years, it shall be in addition to any payment of compensation, or payment of wages or allowance in lieu of a notice due to termination of services of an employee on different grounds. For gratuity 19, 20, 22, 26, 27, 132 & 163 of the Bangladesh Labor Act 2006 is applicable.

An extra amount intended as “provident fund” will be paid to permanent employee’s 01 (one) month basic salary for every completed year. Instead of equal participation (where the employer and employee contribute equally to the amount) the employer will provide as gratuity fund (CU Certifications Ltd Employees’ Gratuity Fund). For calculation of the gratuity fund amount standing to the account of an employee, latest basic salary by the employee from the company shall be considered.

Employee’s Hospitalization Structure

- All affirmed workers of organization are eligible for this plan.
- The situations for privilege are represented by the standings and states of the understanding marked among Control Union and American Life Insurance Company Limited (ALICO).

- This is completely the representative's duty to direct the properly topped off frame to the Administration and PR division for consideration of wife/husbands and Dependent/s in the Hospitalization plot.
- To guarantee below any maternity related subjects to the mother (representative/mate) must be incorporated.

Chapter: 07

Findings, Recommendations & Conclusions

Findings

- As per my observation, Control Union Bangladesh does not have organized HR practices. Also, do not have any skilled HR personnel who can do properly HR activities.
- HR person doesn't have full authority and control for recruitment and selection.
- HR don't have any specific and structured recruitment system as sometimes they cannot predict the requirements of man power.
- They set a target and goal about training and development of an employee, but HR does not monitor it.
- The company does not have proper appraisal system in place. HR should take initiative to implement this in organization. Otherwise employee will get demotivated and it will increase turnover of the company.
- **Highlighting the company benefits;** - Control Union Bangladesh is giving less benefits to its employees in comparison with other overseas offices in terms of holidays, weekly holidays, facilities etc.
- Control Union Bangladesh has a good compensation management system as per law of Bangladesh. But they intend to reduce existing facility.

Recommendation

- As Control Union Bangladesh don't have a designated HR person, so a skilled and experienced HR person is highly recommended.
- If an assigned person is there, then he can control full recruitment and selection procedure with the involvement of top management.
- HR needs to establish a specific and structured recruitment system as sometimes they cannot predict the requirements of man power.
- HR should have a summary of training plan of each employee to monitor it round the year.
- To reduce employee turnover there should be active performance appraisal system as well as rewarding for their work.
- Some benefits can be same as like as their global offices.
- Rather to reduce the existing facility, they should figure out the root cause of employee turnover though which is not very big percentage.

Conclusions

Employees always play a very vital role to run an organization because they help an organization to achieve its target and goal. Control Union is one of the leading company in certification business and they have most latest the HR practice across the world. Control Union Bangladesh is also working to adopt most prominent HR functions and practices. They always emphasize to recruit fresher so that they can get opportunity to develop their career. They also give priority to train the people from external and internal source so that employees can be ready for their challenges. HR plays the media for this program happen in the organization.

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