

# **DAFFODIL INTERNATIONAL UNIVERSITY**

## **“An Evaluation of Human Resource Management Practices of Opal Grammar School (OGS)”**

**‘An Evaluation of  
Human Resource Management Practices of  
Opal Grammar School (OGS)’**

**Submitted To:**

Mr. Mohammad Shibli Shahriar

Head – Department of Innovation & Entrepreneurship

Daffodil International University

**Submitted By:**

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ID#162-14-677

MBA Program

Daffodil International University

**Date of Submission: December 07, 2018**

## **Letter of Transmittal**

December 07, 2018

Mr. Mohammad Shibli Shahriar

Head – Department of Innovation & Entrepreneurship

Daffodil International University

**Subject: Submission of Internship Report on Human Resource Management Practices of Opal Grammar School (OGS).**

Dear Sir,

I am very pleased to submit an internship report on the "Human Resource Management Practices of the Opal Grammar School" A three months internship program approved by the Department of Business Administration, Daffodil International University.

In addition to the academic knowledge gained through this internship program and the preparation of this report, I have had the opportunity to become acquainted with existing human resources management policies and practices, particularly in OGS. I think the experience I gained from this study is a valuable asset in my life.

It should also be noted that it would not have been possible to complete this report without your expert advise and cooperation. Kindly give me proper advise on my efforts and grant my paper to comply with the MBA program requirements.

*Nabila..Tabassum.Nizhum..*

**Nabila Tabassum Nizhum**

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MBA Program

Daffodil International University

## **Letter of Authorization**

December 07, 2018

Mr. Mohammad Shibli Shahriar

Head – Department of Innovation & Entrepreneurship

Daffodil International University

**Subject: Assertion on the validity of the Internship Report.**

Dear Sir,

This is a declaration that the "Internship Report" that I have prepared is true and authentic and is not prepared by any other student in the past. I performed all functions with enthusiasm.

I also express my sincere confirmation that the said "Internship Report" has not previously been used for any other purpose related to the course and will not be submitted to any other person or authority in the future.

Sincerely Yours,

*Nabila..Tabassum..Nizhum..*

**Nabila Tabassum Nizhum**

ID: 162-14-677

MBA Program

Daffodil International University

## Letter of Approval

This is to certify that Nabila Tabassum Nizhum, ID No. 162-14-677, Program: MBA, Major in Human Resource Management is a regular student of Department of Business Administration, Faculty of Business and Economics, Daffodil International University. She has effectively completed her internship program at Opal Grammar School. She has arranged her internship report under my coordinated supervision. Her assigned internship topic is **“Human Resource Management Practices of Opal Grammar School”**. I think the report is worthy of fulfilling the practical requirement of MBA degree.

I wish her happiness, prosperity and every success in life.



-----  
Mr. Mohammad Shibli Shahriar

Head – Department of Innovation & Entrepreneurship

Daffodil International University

## **Acknowledgement**

All praises are to the Almighty Allah who enabled me to complete this report.

I express my earnest appreciation to my report supervisor Mr. Mohammad Shibli Shahriar, Head – Department of Innovation & Entrepreneurship, Daffodil International University.

I have tried my best and worked hard over the last three months for preparing this report. I have received wholehearted cooperation from OGS Dhaka officials as i've done this.

I express my sincere gratitude to OGS authority and Principal Raka Hossain, for giving me the opportunity to complete my internship in such a reputed organization.

I am also thankful to Khan Ali Reza Raz, Vice Principal of OGS Dhaka and obviously the HR & Admin manager and respected teachers.

I would like to express my sincere thanks and profound gratitude to the employees in OGS who helped me by giving their valuable comments, criticism and proposals amid information collection. I therefore seek your kind consideration in this learning & submission process.

## **Executive Summary**

Internship program is the foremost noteworthy portion for completion of MBA program. After completing the academic course I was placed in Opal Grammar School to complete my Internship program and my subject of internship was given, which is “Human Resource Management Practices of Opal Grammar School”

Amid the three months Internship period I have studied Human Resource Department in OGS. Mainly I have worked as a faculty but I had the opportunity to watch the operations of HR & Admin.

At first, I have planned the report overview - why I prepared the report, its objectives, scope & limitations of the study and methodology of the study - how I collected primary and secondary data to develop the study.

Additionally, it incorporates organizational outline; that is company profile, mission-vision & objective of the company, company structure, management team, employees of the company, services of the company etc.

I have moreover emphasized hypothetical analysis on HRM. Definition of HRM, work & perspectives of HRM, need of these perspectives in professional body etc.

Afterwards, I have focused on HR practices in OGS. Here I tried to focus on functions of HR department in OGS, recruitment, probation & confirmation for employees, pay & benefits etc.

At the end, findings, suggestions and conclusion have been composed. I fundamentally attempted to offer a few proposals to the administration of OGS. These proposals are the result of the report. All the suggestions are made according to my observation, which I believe will help the authority to develop a modern & fine tuned human resource management systems for the smooth achievement of the school’s goals and objectives.

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## **CHAPTER -01**

### **Introduction**

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## **1.0 Introduction:**

OPAL Grammar School (OGS) is a dynamic English medium school under the international brand OPAL College London. It's a very spontaneous and hardworking school made up of pupils and staff from all over the world. OGS provides an inspiring and exciting education for children aged 3-16. The School offers a broad and enriching curriculum, striving to achieve the highest educational standards in a caring and supportive environment. A particular feature of the school is their commitment to provide an unpressurised learning environment based around a child's readiness to learn.

## **1.1 Origin of the report:**

The internship program is the most important part of the MBA program. I completed my internship at the Opal Grammar School (OGS) in Uttara as part of the MBA program. And would like to conduct my study on OGS, Human Resource Management Practices.

## **1.2 Objective of the study:**

### **Broad Objective:**

The overall objective of the study is to evaluate Opal Grammar School's (OGS) human resources management practices.

### **Specific Objectives:**

**The Specific Objectives of the study is as follows:**

- To analyze the Human Resource Management practices performed by the HR Department of OGS.
- To pinpoint the Strength, Weakness, Opportunity, Threat (SWOT) of the school.
- To locate some findings of HRM practices of OGS.
- To make some suggestions based on findings.

### **1.3 Methodology:**

This study was conducted on the basis of experience gathered during the period of internship at OGS Uttara, Dhaka. To prepare the report, both primary and secondary data were used. The primary data was collected from the management, officials, employees and students of the school. No structured questionnaire was used.

### **1.4 Sources of Data:**

- Primary Sources and
- Secondary Sources.

#### **a. Primary Sources:**

- Exclusive personal findings.
- Casual sessions with the management body and employees.
- Desk work.

#### **b. Secondary Sources.**

- Portfolio and records of OGS that correlates Human Resource Management Practices.
- Various published books, articles, journals, magazines related to Human Resource Management Applications.

### **1.5 Data Collection Methods:**

No formal data collection questionnaire was used. Essential information and data were collected through casual talk with the management and employees of Human Resource Department of the school. Secondary information and data were collected through diverse published books, articles, diaries, magazines, yearly report, facebook page and web-site of the school.

### **1.6 Data Analysis:**

Adobe software tool was used for statistical analysis and other data processing and Microsoft office package for tabular chart & graphical representation.

### **1.7 Limitations of the study:**

The Department of Human Resources is the most confidential department for any organization. I was allowed to get limited information for my studies as an intern. I was not permitted to obtain information that was too confidential.

**The main limitations encountered in producing this report are as follows:**

- Shortage of enough practical knowledge about modern HRM practice.
- In my case, up to date information could not be disclosed.
- Reluctance of the busy vital persons, required data collection becomes inflexible.
- Unavailability of adequate documents as needed running an extensive study.
- Company norms should not be disclosed because of the confidential facts for many reasons.
- Only top personnel were permitted to access to core human resource strategies.

## **CHAPTER -02**

### **Overview of Opal Grammar School (OGS)**

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## **2.0 About Opal Grammar School (OGS):**

**Opal Grammar School (OGS)** is an English medium school situated in the Uttara Residential Area of Dhaka, Bangladesh, that follows the Cambridge International Examinations academic program up to O-level. It is located in Uttara Residential Area.

They provide a caring, family like community. Class sizes are medium with a moderate ratio of staff to students. They want students to see world-wide connections, interdependency in issues and to gain a sense of responsibility. They aim to go beyond including a diversity of cultural experiences to actively encouraging their students to seek out and understand another's perspective. Language learning is a treasured part of their school and begins in the early years. So a basic tenet of the school is the early exposure to other languages.

### **History**

Opal Grammar School was established in 2013 in response to the need for a school that uses English as a teaching medium but emphasizes equal competence in Bengali as necessary for a well- rounded education for Bangladeshi students.

Opal Grammar School (OGS) is a concern of OPAL College, London. They are a newly establishes English medium school, following Cambridge curriculum up to 'O' level. They are literally promised to provide time-demanding quality education that will help students to flourish their intellectual, social and personal potentialities.

OGS has already received accolades for its diverse education per excellence imparting by the very qualified in-house pedagogues and the best academicians from the reputed universities.

### **Students and teachers**

Each class, from class I to class X, has an average of 50 students. For students who are admitted to school as siblings, one of the sibling tuition fees are half as long as they are at school. A group of qualified, experienced and caring teachers from well-known government universities and other well-known private universities are recruited to teach at this institution. Regular examinations and interactions with guardians are conducted after each examination, in which student performance is discussed, analyzed, evaluated and the decisions taken accordingly.

OGS always emphasizes the development and maintenance of a cordial relationship between teachers and students. They believe that the student's hidden merits and dormant talents can flourish if there is a friendly relationship between students and teachers. There are usually needs - based classes on Saturdays / after school to help weak students understand relatively complex subjects.

OGS teachers are specially trained in the structural system and issues that fall within the national curriculum of the various boards.



## **2.1 Mission:**

The OGS is set up to bring Bangladesh's standard education to the city's middle class population. The educational structure is customized to enable students to acquire knowledge and skills that will enhance their ability to achieve success beyond high school in academic and professional areas. The system adheres to Bangladesh's national and international curriculum and incorporates the cultural values of Bangladesh into teaching.

## **2.1 Vision:**

The main goal of this institution is to provide every student with the highest quality education. To achieve this goal, the basic knowledge of students in English is strengthened and developed so that they can face the challenges of the competitive world easily and effectively.

## **Facilities:**

Multimedia Classroom with Projector and preloaded repository content that has animations, diagrams, visual aids, demonstrations, simulations & 3D interactivity. Also Libraries, IT laboratories, scientific laboratories, generator support, national international events and ECA are available.

## **Extra-curricular Activities**

OGS offers its students opportunities for non-class activities. These include a wide range of extracurricular activities such as: sports tournaments, competitions, sports events, theoretical presentations, cultural programmes, discussions, quiz competitions, art competitions, public speaking events and field trips. Students are motivated to participate in important cultural programs throughout the year. These activities are further upgraded by various team and club activities. The cultural team of the Opal Grammar School (OGS) has become one of the best cultural school teams in Dhaka in recent years.

## **2.2 Working Principle of OGS:**

The following VALUES guide the employees of the OGS. It describes how they want their school to be. They want these values to be demonstrated by their decisions and actions. They believe that the implementation of their values creates long - term advantages for shareholders, customers, employees, suppliers and the communities they serve.

**QUALITY is our responsibility-** Our products and services are " best in class " in terms of value received for money. We deliver excellence, strive for continual improvement and strongly respond to change. Every one of us is responsible for the quality of everything we do.

**We deliver the satisfaction of CUSTOMER** -We are committed to satisfying our clients. We believe that we respect our clients, listen to their demands and understand their expectations. We strive to exceed their expectations in terms of affordability, quality and delivery on time.

**We offer LEADERSHIP** - OGS is based on talented employees who use advanced technology, innovative services and sound business management effectively. We add more value & foster employee's skills, creativity and teamwork.

**In everything we do we act with INTEGRITY** - We each have the highest standards of conduct, including honesty and fairness, in all aspects of our work. As responsible citizens and employees, we fulfill our commitments. We treat customers and company resources consistently with the respect they deserve.

**We value OGS PEOPLE** - We treat each other with respect and we are proud of the important contributions made by the diversity of people and ideas. Our continued success requires us to provide our people with the training and development they need to grow. We commit ourselves to openness and trust in all relationships.

### **2.3 OGS strength:**

The main strength of OGS lies in the specialized and highly concentrated mix of professionals. Increasing the awareness of the customer is its strength than its competitors. OGS has 30 permanent employees, which reduces frictions and enable them equally to deliver their optimal expertise. OGS activities in various functional areas allows them to operate and serve professionally. OGS follows its standard operating procedure and all departments have a service level agreement that ensures their own responsibility and commitment to serve their customers. OGS has tools and techniques such as standard training, monitoring and quality control.

### **Training**

The training consists of below aspects -

1. All OGS employee are formally trained in house before they step into their job positions.
2. Formal periodic training is arranged for management staffs & teachers.
3. Social community engagement strategies are taught to staffs & teachers to promote their service.
4. All personnel are trained in for the use of Multimedia projectors, Computers and other devices which are used in daily basis at school.

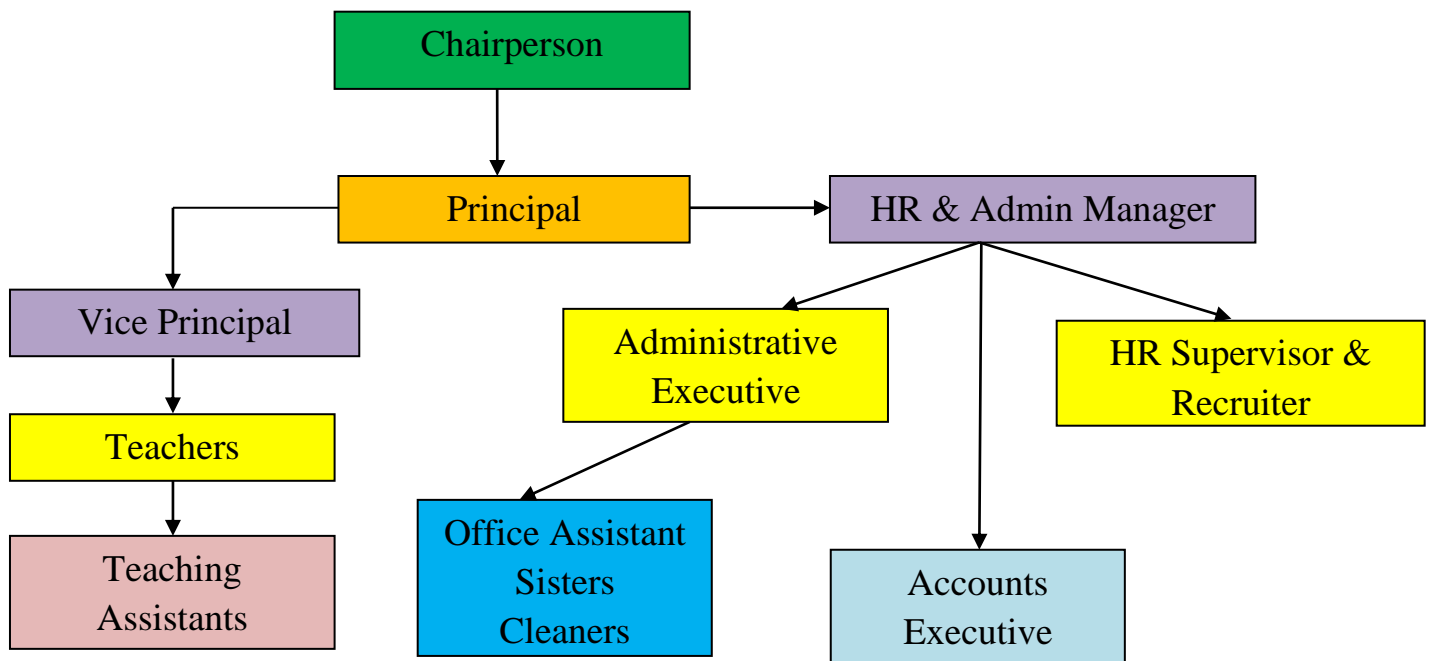
## Oversight

OGS follows a rigorous monitoring and reporting module to monitor their operation in order to provide the best quality education service. OGS puts required efforts to increase the efficiency & productivity of themselves. Besides, multiple customer access and access via an efficient network that distinguishes them from their competitors.

## Control of quality

Quality is an uncompromising parameter of OGS. The human resources involved in the final delivery of services derive from certain educational qualifications. Each component has the highest quality on the market. Also, they are always there to listen and act accordingly to what the customer has to say. The well structured organogram shows the presence of each functional area required.

### 2.4 Organogram of OGS:



**Figure: Organogram of OGS**

## **CHAPTER -03**

### **Literature Review**

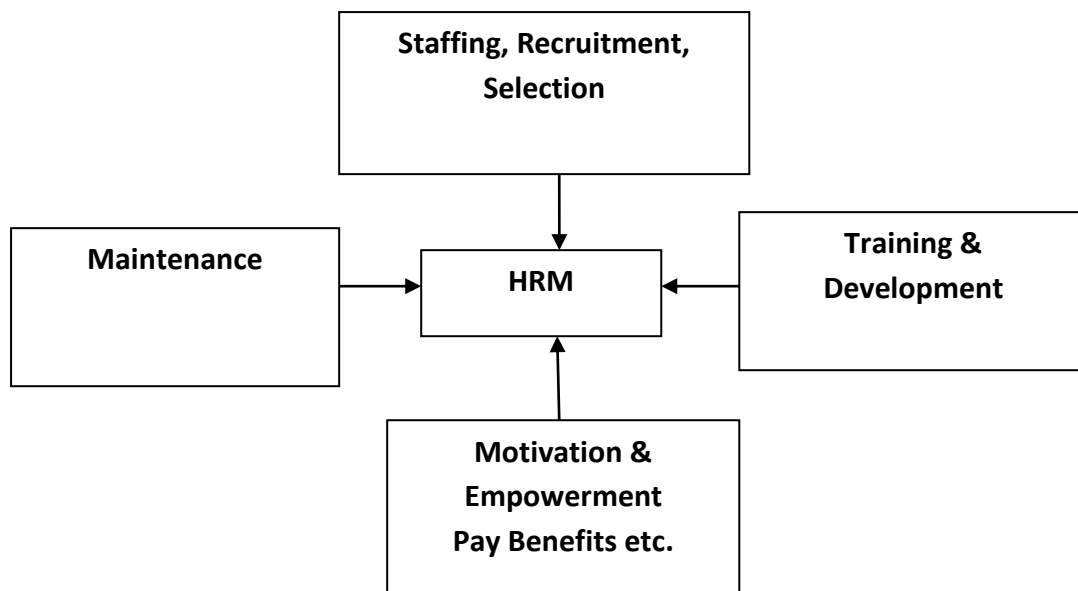
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### **3.0 Human Resource Management Definition:**

The Human Resource deals with people management within the organization. There are a number of functions associated with this title. The Department is primarily responsible for hiring staff members, which involves attracting employees, keeping them in their positions and ensuring they meet expectations. In addition to human resources management, the organization also clarifies and sets daily goals. It is responsible for the organization of people throughout the company and plans for future projects and goals involving the company 's people.

Research has shown that the human aspect of the organization's resources contributes about 80% of the value of the organization. This means that if people are not properly managed, the organization is faced with a serious risk of disintegration. The main objective of human resources management is to bring out the best in their employees and thus contribute to the company's success.

**Human Resource Management includes following aspects:**



**Figure: Aspects of HRM**

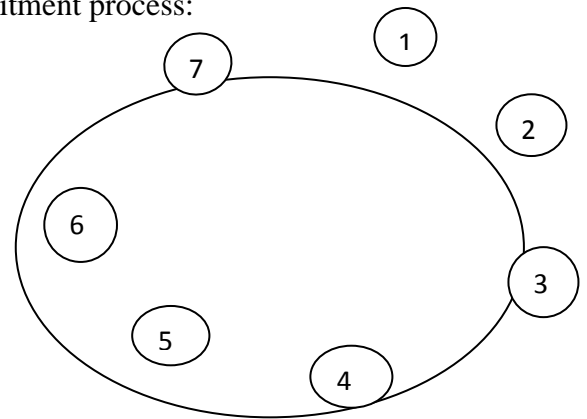
### **3.1 Recruitment Definition:**

Recruitment is the process of searching for candidates and simulating job applications in the organization. Recruitment is the job linking employers and job seekers.

### **Recruitment Process:**

Recruitment and selection is the main function of the department of human resources and recruitment is the first step towards creating competitive strength and strategic advantage for the organization. The recruitment process involves a systematic procedure from the appointment of candidates to the organization and conduct of interviews and requires a great deal of time and resources. The following is a general recruitment process:

1. Locate vacancy
2. Prepare Job description and personal specification
3. Vacancy Advertising
4. Managing the response
5. Short listing
6. Organize interviews
7. Conducting interview and decision making

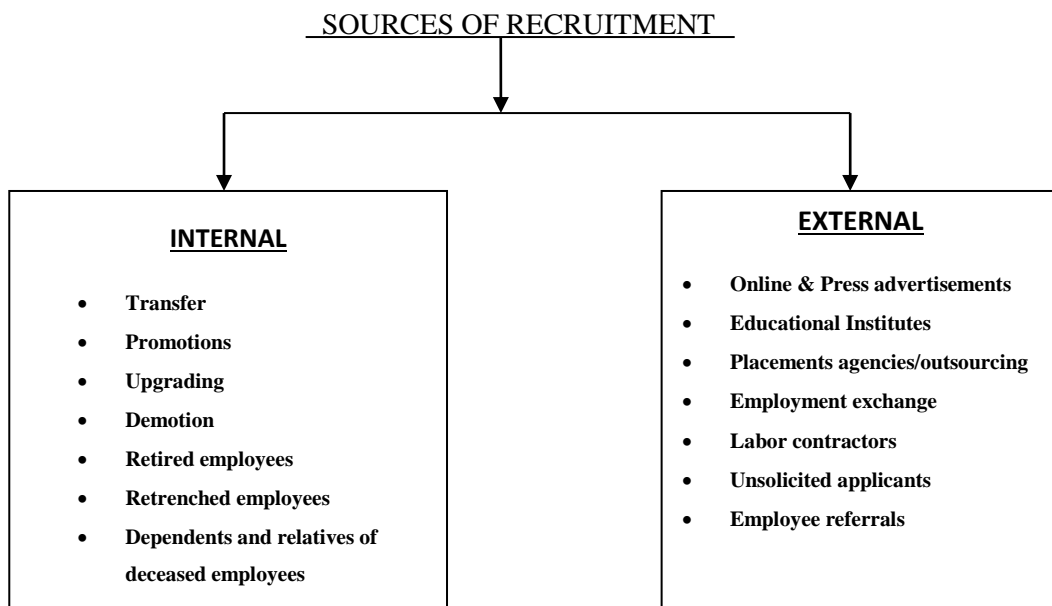


**Figure: Recruitment Process**

The recruitment process is followed immediately by the selection process, i.e. the final interviews and the decision-making process, communicating the decision and the formalities for appointment.

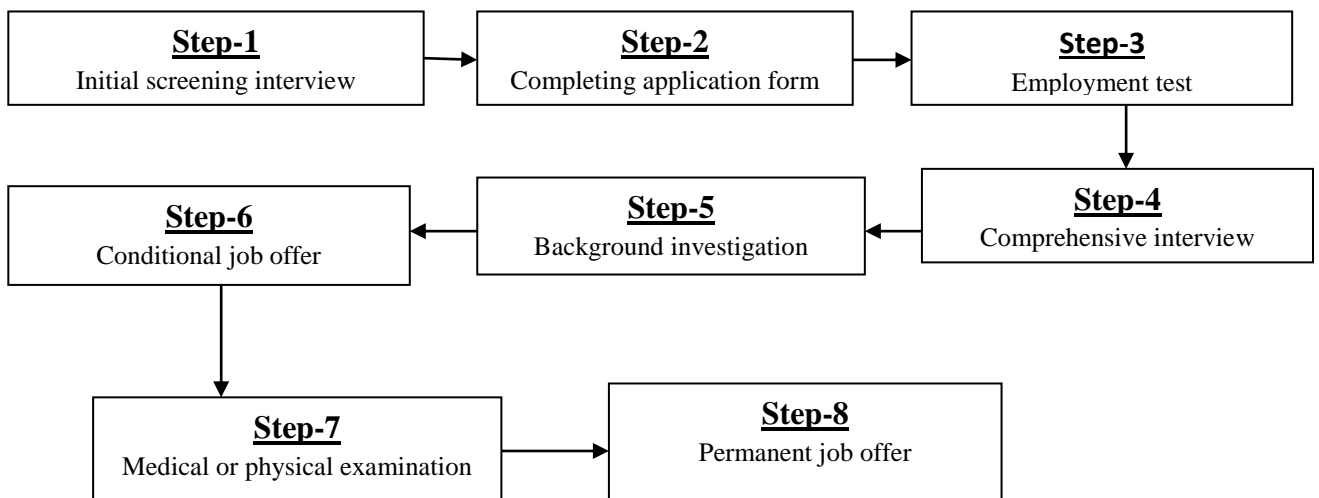
### **Recruitment Source**

Each organization has the option to select candidates from two types of sources: internal and external sources. The sources within the organization itself (such as the transfer of staff from one department to another, promotions) to fill a position are referred to as internal recruitment sources. Candidates for recruitment from all other sources (such as outsourcing agencies etc.) are known as external recruitment sources.



### 3.2 Definition of Selection:

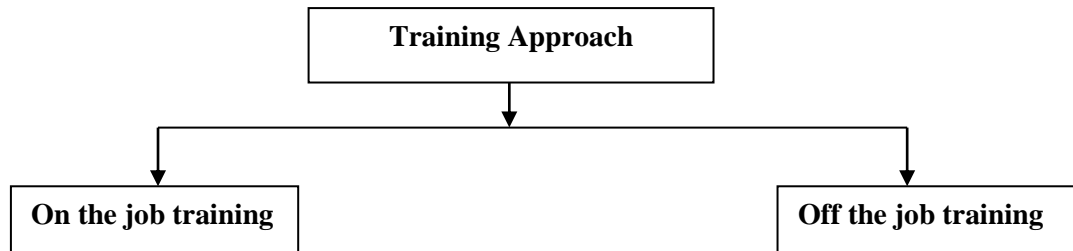
The selection process is a series of special steps for hiring recruits. The process starts when recruits apply for work and ends with the recruitment decision. According to Dale Youder, “the selection process divides those who are offered for employment into two classes and those who do not” The selection process typically consists of 8 (8) steps:



**Figure: Selection process**

### **3.3 Definition of Training:**

Training consists of planned programs designed to improve performance at the individual group and organization or organizational levels. Improved performance in turn implies that there have been measurable changes in knowledge, skill, attitude and social behavior. According to Griffen, “training usually refers to the teaching operational or technical employee how to do the job for which they are hired.”



**Figure: Training Approach**

#### **On- the- job Training:**

The most widely used training methods take place at work. This can be attributed to the simplicity of these methods and the impressions that attempt to operate are less costly. On-the-job training places the employee in a real working situation and makes them immediately productive. It's learning through doing. Low productivity as employees develop their skills can be one of the disadvantages of training at work.

#### **Off- the-job Training:**

Off -the-job Training covers a number of classroom techniques, demonstrations of films, simulation exercise in case studies and programmed training. The facilities require very small, improvised classrooms for each of these techniques rather than an elaborate development center with large lecture halls, supplemented by small conference rooms with sophisticated audiovisual equipments.

### **3.4 Job evaluation:**

Job assessment is the process of determining the relative internal value of a job in an organization systematically. The idea is to evaluate the job in all cases, not the person who does it. Job evaluation is the process of determining the value of one job in relation to the other jobs in a company in order to establish a fair and equitable wage and wage system.



### **Evaluation types:**

- Job Classification is the simplest form. Basically, one orders the jobs in accordance with perceived seniority. This is easy to do in a small organization, but it becomes increasingly difficult as various jobs leave the company.
- Comparison of pairs introduces more rigors by comparing jobs in pairs, but it is actually a more structured way to create a basic order.
- Benchmarking or slotting establishes a number of jobs which are analyzed in detail. These are used to compare jobs with these benchmarks.
- Job Matching also assigns benchmarks, but the different work elements are re - evaluated when a position is matched. This evaluation is usually performed by means of a point factor analysis (PFA) or classification system.

### **3.5 Definition of Job Analysis:**

Job analysis is a process in which specific tasks and requirements and the relative importance of these tasks for a given job are identified and determined in detail. Job analysis is a process in which judgments are made regarding data gathered at work.

The job; not the person, an important concept of job analysis, is that the job is analyzed, not the individual. While job analysis data can be collected from incumbents through interviews or questionnaires, the analysis product is a job description or specification, not a person's description.

### **Job Analysis Methods:**

Common job analysis methods include the following:

#### **Observation:**

A trained observer looks at a worker and records what the worker is doing, how the work is done and how long it takes. Two types of observation exist: (1) Continuous observation involves observing a job over a certain period of time. (2) Sampling involves observing a number of incumbents over relatively short, random time periods. Observation is a simple method of job analysis, which is often used.

#### **Interview:**

A qualified job analyst interviews an employee, usually a standardized format. More than one worker is sometimes interviewed and the results aggregated. Another variation is the group interview, in which a number of participants are interviewed simultaneously.

**Critical Incident:**

Critical incidents based on behavior are used to describe work and a job analyst determines the degree of each behavior present or missing in the job.

**Diary:**

The job authority records activities and tasks in a log.

**Checklist:**

An employee or supervisor checks items in a standardized job inventory. Checklists can be custom made or bought from an external supplier.

**Questionnaire:**

Two types of questionnaires exist: the structured questionnaire uses a standardized list of work activities, called a task inventory, which employees or supervisors can identify as related to the job. Additional information such as how much time is spent on the task, the amount of supervision required and/or the expertise required can also be identified by the respondent. The open questionnaire asks the person responsible to describe the work in their own words.

**Technical Conference:**

Several experts (often referred to as "subject experts") work together to provide information about the work that has been carried out. A job analyst provides the process and prepares a job description based on the technical expert's consensus. Two or more methods can be combined in certain applications. The observation interview is an example.

**3.6 Human Resource Information System (HRIS):**

A system to combine human resource management (HRM) and information technology (IT) activities into a common database using enterprise resource planning software (ERP). The objective of HRIS is to combine the different parts of human resources, including payroll, labor productivity and benefit management, into a capital - intensive less system than the main frameworks used in the past to manage. Also known as human resource management (HRMS).

Human Resource Information Systems currently include:

1. Payroll
2. Work time
3. Administration of benefits
4. Recruitment
5. Training
6. Performance record
7. Self- service for employees

## **CHAPTER-04**

### **Human Resource Mgt. Practices of Opal Grammar School**

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#### **4.0 Employment Policy:**

The objective of OGS Dhaka's human resources policy is to have the best possible personnel and keep them through continuous development. The organization, which has the potential to improve and use its skills and knowledge, recognizes the policy of equal employment opportunities for its employees.

#### **4.1 Employment policy principles:**

- The organization recognizes that every employee has the right to be treated with courtesy and dignity, regardless of gender.
- Every employee has the right to far-reaching wages, employment opportunities, communication in English in return for good job skills, cooperation, loyalty and best efforts.
- The organization will show its commitment to protect the employee's organizational rights to improve and increase the employee's motivation.
- The organization is committed to developing its human resources in order to meet the organization's mission and objectives.

#### **4.2 Status of employment:** Administrative Executive

##### **4.2.1 Employee classification:**

###### **Regular:**

A regular employee is defined as who was employed for an open - ended period against a permanent position. All regular employees are appointed with a probationary period of 3 months after which the employee can be confirmed.

###### **Contractual:**

A contact person is defined as someone who has been awarded a contract for a rendering service against a particular job for a certain period of time. The contract payment shall be a consolidated amount per month, unless otherwise specified in the contract.

###### **Casual Status:**

Persons who are hired only on a daily basis for a particular assignment and the daily wage amount shall be determined on the basis of the person's ability and ability to perform the duties and the payment shall be made on a daily, weekly or monthly basis as requested. The terms and conditions shall be fixed when agreed earlier with the person concerned. Casual persons are not eligible for any standard company benefits. Depending on the availability of the casual / short - term contract position, regular or contract employment may be offered if his / her performance on the job was found to be satisfactory following the recruitment procedures as a manual for the HR policy.

### **Appointment Authority:**

Appointment Authority is defined as the authority having the right and responsibility to make decisions regarding hiring, placement, salaries, evaluation, transfer, training, promotion, and discipline and staff separation in accordance with the Human Resources Policy Manual. The authority shall be responsible for issuing and signing all relevant correspondence with employees. All these actions are recommended by the respective manager or branch, but the Principal is the final authority of OGS.

### **Re-employment of Former staff**

Employees who have left the company on a voluntary basis or who have been re-employed may be considered for re - employment if their previous performance has been satisfactory and their current qualifications and skills meet the current requirements for their position. For such appointment, the recruitment procedures policy as set out in the policy manual will be followed. Employees who have been dismissed or terminated or separated because of poor performance are not recruited.

### **4.3 Recruitment and Hiring:**

#### **General policy:**

OGS is committed to selecting and employing the most suitable people for the positions available through –

- a) Screening and selection effectively and appropriately.
- b) The standards of selection are relevant to the skills, training, experience, education and knowledge required for successful employment.
- c) The hiring procedures confirm the requirements of organizations and the policies and procedures of the organizations.
- d) Under no circumstances shall a person employed by any other organization be appointed in OGS as regular full - time or on contract
- e) All regular appointments in OGS shall confirm its existing salary structures and positions, through effective and appropriate screening and selection.

Nobody under the age of 18 can be hired as an employee for OGS either on a regular, temporary or casual basis.

#### **4.3.1 Job Descriptions:**

Recruitment, training, assignment, performance management system, performance assessment, salaries, promotion and other HR actions for OGS employees are based on job descriptions. A job description must specify the duties, responsibilities of employees, line of reporting and relationships with other organizations. It is prepared on the basis of the key result area of the job and includes specific tasks. The description of the job, including personal profile, is a prerequisite for the approval of a new position, regardless of the regular or contract position. The job description should be prepared and approved by the principal in cooperation with VP and HRD. Employees shall be provided with a job description when they are appointed, transferred, promoted or newly appointed. The HRD shall ensure the appropriate and updated job description for its employees.

**Short List of Applications:**

In the individual business unit or HR in charge or a committee shall short list the CVs in the near future. Applications shall be summarized shortly after a thorough review based on the applicant's organizational need, qualifications, experience and appropriateness for the position. For house applicants, account should be taken of the personal file, the performance record and the comment / recommendation of the line manager.

**Test and Interview process:**

Short applications for interviews and appropriate testing may be requested. No house or external candidate is guaranteed an interview. OGS may carry out some or all of the following tests and adapt to the selection process any other appropriate devices.

- Interview with English language
- Practical operation (Speaking test, Demo Class, Computer Literacy)

The HRD will contact the applicants by letter to appear in the test / interview. The interview panel or selection committee is usually composed of three or four members, including the Vice - Principal. The principal will also be in the panel in the final interview for the selection of the senior position. An external person can be included in the panel if deemed necessary. During the final interview panel, each candidate will be assessed / rated.

**Selection:**

Upon completion of the test and interview, the selection committee will discuss the candidates and make its recommendations / approval regarding the selection.

**Approval for appointment:**

The Chairman and the Principal must endorse and approve the selection and appointment of OGS employees.

**Appointment/Contract:**

Before issuing a letter of appointment / contract, the HR department will check the reference (two) of the candidate, of whom at least one is official (present / last employer). Every job depends on the reference check with the personal referee(s) and the current or last employer.

The selected candidate(s) for regular positions are offered OGS employment under the signature of the Probation Status by Principal. The job description must be accompanied by the letter / contract of appointment. When a new employee is appointed on a regular basis, he or she is usually placed at the first step of the respective grade of the salary chart. In exceptional cases, a person with higher education, skills and experience can be appointed at the higher level, which is at the discretion of the Vice Principal & Principal. The remuneration of a contracting person is determined on the basis of his or her job and level of education, skills, knowledge and experience. After employment, selected candidates may be asked to obtain clearance certificates from their employer.

#### **4.4 Policy for Job Confirmation for New Employee:**

##### **Objective**

OGS management decided to implement a confirmation of employment policy for new employees. The objective of this policy is to ensure a clear understanding of the criteria and exceptions for all new employees as well as the supervisor, so that the supervisor can help make the employees successful and also ensure that the probation period is completed successfully. In order to guarantee the activity in an effective way, the following articles should therefore be followed.

##### **Article-1: Probationary Period**

After the successful completion of the probationary period as stipulated in the letter of appointment, a new employee may be confirmed in their appointment. The normal duration of the probationary period depends on the nature of the work and the mutual agreement between employee and employer.

##### **Article-2: Confirmation of employment**

An employee is eligible to be a confirmed employee of the organization after the successful completion of the probationary period. A standard assessment performance format is available in the HRD. The HR department will send the evaluation form to the immediate supervisor for performance assessment. After the evaluation of the supervisor, the next supervisor will endorse it and send it back to the Department of Human Resources for its necessary action.

##### **Article-3: Probation salary & benefits**

A probationary employee shall receive a consolidated salary in accordance with his / her letter of appointment. In addition, he / she can be mobile and transport based on his / her job nature and working conditions.

##### **Article-4: Salary & Fringe Benefits after confirmation**

If the performance of new employees is assessed as satisfactory by the Supervisor, HR will confirm the work and issue a confirmation letter. If the performance is not found to be satisfactory, the supervisor may request the HR department to extend the probationary period for a further period of three months or may request the termination of the employee's service with good reason. HR will verify the problem and take necessary action. After confirmation, the employee concerned shall be placed in the relevant company pay scale and shall be entitled to receive additional fringe benefits in accordance with the company policy. The employee's salary is normally not revised at the time of confirmation. However, in view of the long duration of the next annual evaluation, the following schedule should be maintained for confirmation and salary improvement.

#### **4.5 Terms and condition of Employment:**

1. The following conditions are based on a part of the letter of appointment.

**a) Probation period:**

The probation period shall be 03(Three) months from the date of entry, which may be extended by a similar period or less if the employee's performance during probation is not found to be satisfactory.

**b) Termination by the company:**

1. If the employee's performance is found to be unsatisfactory during the probation period, management may terminate the employee's service without notice.

2. After confirmation of employment, management may terminate the employee's employment by giving a written notice of 30 days or a gross salary of one month instead of that.

**Termination by the employee:**

1. During the probation period, if the employee wishes to quit, the employee must give a written notice of 1(one) month or surrender a month's gross salary instead.

2. After confirmation of employment, the employee shall receive 1(one) month's notice or surrender a month's gross salary.

**c) Office timing:**

The working hours are from Saturday to Thursday from 8:00 AM to 4:00 PM for Office employees and Sunday to Thursday from 8:15 AM to 2:00 PM for the Teachers.

**d) Performance Management System:**

After confirmation, your performance under our performance management system will be assessed on a merit basis. Annual increase / benefit will be provided against the set objective as per achievement record. Promotion according to hierarchy requires an excellent record of achievements with adequate skills and depends side by side on the company's expansion plan and the financial growth.

**e) Provident Fund:**

An employee receives a 5 percent provisional fund facility as soon as his / her job is confirmed. The contribution fund shall be applicable if the employee serves the company for more than 30 years. If the length of service is 01 years, only the employee's self-contribution and normal interest shall be paid.

**f) Bonus:**

After confirming the job, the employee shall be entitled to receive two bonuses in accordance with the company's rules for two festivals a year.

**g) Gratuity:**

An employee shall be entitled to receive gratuity equal to one month's basic pay for each completed year of service, provided that he / she performs a continuous service in that company for a minimum of 05(five).



**h) Group Insurance:**

A total salary of 12 months (excluding fringe benefits) shall be insured with a life insurance company covering the risk of death and disability (on proposal).

**i) Other facilities:**

The employee will enjoy other facilities such as subsidized lunch, free tea and coffee in the office in accordance with company policies.

**j) Traveling:**

The employee may need to visit other locations / workstations as part of the training requirement of his / her job.

**k) Leave during probation period:**

No leave except for festivals and other government holidays is entitled to 06(six) months of probation. However, a maximum number of 5(five) days off can be allowed for a very special reason, but in no way more than 02(two) days at a time. If the employee is more likely to enjoy leave, his or her performance would be negative. According to company rules, nobody can remain absent or leave the workstation without the prior consent of the appropriate authority.

**l) Leave after confirmation of job:**

After the employee's job confirmation, the following leaves are entitled to him / her:

- a) Annual Leave 20 days
- b) Medical Leave 10 days

Provided that-

- i. During the period when it is inconvenient for management to allow the same, no casual and/or annual leave shall be granted to the employee. In other words, no such leave is granted if the employee does an emergency job in the office.
- ii. No medical leave shall be granted without the application being accompanied by a medical certificate issued and/or counter-signed by the registered medical practitioner for a period exceeding 02 days.
- iii. Only on a pro-rate basis can the employee make use of casual leave and medical leave in the first year of confirmation of employment. After one year of service after confirmation of work, he / she is allowed to take an annual leave. However, the management of an emergency situation may allow annual leave at the discretion of the importance of demand.

**m) Transfer:**

The employee may be transferred to company's any workstation anywhere in Bangladesh or to any other sister concern. Because of the service requirements at the sole discretion of the company. No representation for the transfer is entertained.

**n) Rules & Regulation /Code of Ethics of the company:**

The employee shall serve the Company in the best of his / her ability and faithfully and in all respects in accordance with and comply with the rules & regulations of the Company as applicable from time to time. Any breach of the same equates to misconduct.

**o) Association with other enterprise:**

The employee shall devote all the time during the period of service and make use of his / her best self - development efforts to achieve the company's goal. He / she is prohibited from directly or indirectly associating with any business or industrial organization for any purpose.

**p) Confidentiality of Information:**

The employee shall not disclose any company information to any person (except to the extent necessary and propose in the ordinary course of his / her employment) as to the practice, business and affairs of the company or any of its customers or as to any other matter which may come within his / her knowledge due to his / her employment.

**q) Job Description:**

After joining, the employee will be provided with a job description by the HRD, who will strictly adhere to the company's satisfaction in the performance of duties. However, management can change the job description when necessary.

**2. Misconduct:**

The following activities are termed as misconduct. The employees are advice to refrain from doing or involving with the mentioned activities : -

- a. The employee shall not undertake any speculative transitions or deal in shares, securities or anything else.
- b. Engage him / her in contracts for gambling, better racing or wagering.
- c. Engage him in any business of any kind.
- d. Participate in any subversive or political activity.
- e. Accept any gift or present from any of the company's clients or prospective customers.
- f. Remains absent from duty without receiving leave sanction.
- g. Leave the premises during office hours without his / her immediate superior officer's permission or instructions.
- h. Misbehave with colleagues or top officials.

**3. Dismissal:**

Dismissal means termination of an employee's services for misconduct by the employer. Maximum dismissals are carried out without proper inquiry.

**4. Safety at work:**

Safety is the organization's constant concern. The employee is responsible for ensuring personal safety at work. The company shall ensure all precautions in accordance with the standard safety practice in the workplace, taking into account the nature of the work and the risks.

**4.6 Pay & Benefits:**

Proper compensation, benefits and rewards for most employees are the main motivating factors. Effective compensation and benefit plans are also designed to retain well-motivated, efficient employees in the organization. The Win - Win remuneration policy applies to all persons engaged in the company's permanent service.

Employee remuneration's are:

- Basic Salary
- House Rent and
- Medical allowance

#### **4.6.1 Other Benefits:**

##### **Festival Bonus:**

OGS provides two festivals a year.

##### **Overtime Policy:**

In principle, OGS does not promote overtime because it takes an employee's personal time away. Sometimes, however, overtime may be required to meet business needs in order to achieve departmental goals or due to urgent events. Employees (employees) between the junior and senior staff levels, i.e. only non - management staff are eligible for overtime.

##### **Mobile Policy:**

OGS management has understood that it is necessary to establish a faster communication network between different units, persons and offices via mobile so that professional duties can be carried out more efficiently and efficiently. With this in mind, management aims to provide mobile facilities through a unique policy.

##### **Employee fixed Allowance Benefit:**

OGS provides fixed allowance benefits to employees in accordance with the following guidelines and procedures in the HR policy manual. The transport section and the fixed allocation policy shall apply to the official purposes of this employee benefit. It is essential that all employees use the fixed allowance benefits specified in this policy in accordance with the rules and guidelines described herein, if they are entitled. However, he or she will not be entitled to any conveyance, overtime and entertainment bill / allowances for all employees of the management & level below, as long as you make use of this fixed allowance. Note also that management reserves the right at all times to withdraw / modify this monthly fixed allowance.

#### **4.7 Leave Policy:**

The following is the structural leave rule for OGS staff's. These rules should be maintained to regularize the type of leaves in the organization during a calendar year.

Article-1	Casual Leave	07 (Seven days)
Article-2	Annual Leave	20 (Twenty days)
Article-3	Sick Leave	10 (Ten days)

#### **4.8 Environmental Policy:**

OGS believes that it is of the utmost importance to care for and protect the environment in which we live and operate. We are constantly striving to maintain the highest environmental

standards and are committed to meeting the needs of our employees and customers by ensuring that all their activities follow best practices to minimize adverse environmental impacts. We recognize that we have a joint responsibility with the government, industry and the public to protect our jurisdictions against the environment.

**Objectives:**

- We shall comply with national environmental legislation and OGS Services guidelines and ensure that we do not compromise human, product and environmental safety at any stage of our operations.
- We will continually analyze and improve the impact of our service and operations on the environment.
- We will maintain effective investigation and response procedures for all environmental complaints / incidents and take swift action to prevent recurrences.
- We shall cooperate and interact with national environmental authorities to promote environmental care and also endeavor to raise our associates ' environmental awareness.
- By appropriate training, we will ensure that our employees understand and fulfill their environmental responsibilities and conduct regular internal audits to ensure compliance.

**Implementation:**

Compliance with this policy is the responsibility of all employees and related concerns working for OGS, as well as their employment or contract condition. You must ensure that all activities are carried out in a manner consistent with the goals of this policy.

**4.9 Safety Rules:**

The safety of employers is the constant concern of the organization. Any precaution was taken to ensure a safe workplace. The security auditor inspects regularly and holds regular safety meetings. He also meets management to plan and improve our security programme. Common sense and personal interest in safety are still the greatest guarantees of employee safety at work, on the road and at home. OGS takes employee safety seriously and any deliberate or habitual breaches of safety regulations are considered to be the cause of termination. OGS is deeply concerned about the health and well - being of every team member.

**Accident Reporting:** Any injury at work, regardless of how small, must be reported to the supervisor immediately and first aided. Serious conditions are often caused by minor injuries if they are not treated immediately.

**Specific safety rules and guidelines:** OGS complies with company safety rules and guidelines to ensure employee safety.

## **5.0 SWOT Analysis of OGS Dhaka**

The SWOT analysis is one of the main strategic formulation steps. Management evaluates internal strengths and weaknesses, as well as external threats that may exploit opportunities and strengths, also neutralizing threats and weaknesses, by using the mission of the organization as a context.

### **Strengths:**

Here are the strengths of OGS -

- Staffs and Teachers of OGS are highly skilled & experienced.
- Creative, broad and balanced curriculum.
- The school has a strong base of potential customers (Here, it refers to students).
- Calm, safe and secure environment.

### **Weaknesses:**

Weaknesses of OGS are as follows -

- Lack of experienced lower - level staff.
- Workforce insufficiency.
- Fixation and salary structure is not satisfactory.

### **Opportunities:**

Opportunities of OGS are as follows -

- Use of ICT / new technologies/scheme of work/improve both HR and curriculum efficiency.
- Leadership development.

### **Threats:**

Organizational threats increase the difficulty of a higher level of performance. The OGS threats are given below -

- High turnover of teachers in the school.
- Competitors appearing in the same business field.

## **CHAPTER-06**

### **Findings, Recommendations & Conclusion**

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## **6.0 Findings of the Study:**

The results of the study are as follows:

- i) OGS employs only 30 people. The number of employees is less than it requires in view of the enormous amount of work to be done.
- ii) When the OGS Human Resource Department was formed, human resource planning was created without the opinion of all employees. OGS is therefore in some cases unable to prepare a proper human resources planning. For instance: employees can only take 2 days (on a row) on sick leave.
- iii) The school lacks sufficient benefits and services. For example, there is no insurance policy for employees, no transport facility.
- iv) OGS is not sufficiently careful to prepare a standard work analysis prior to recruitment and selection. Consequently, sometimes right employees can not apply based on their academic results.
- v) The ideal recruitment and selection process is lacking. The school offers no written test for applicants for any offered position. Choice is based on VIVA VOCE.
- vi) From the employees ' point of view, the existing system of performance assessment is not justified. It was found that the evaluation rating did not demonstrate the employees ' overall performance. In many cases, the rating is not properly measured and somewhat biased.

## **6.1 Recommendations:**

The recommendations are as follows in the light of conclusions:

1. **To prepare a proper planning of human resources:** OGS HRD should collect opinions from employees before preparing a proper planning for human resources. As a result, each and every employee is given full priority in accordance with his or her role and responsibilities.
2. **In order to perform a proper job analysis:** OGS should prepare a job analysis before recruiting and selecting. As a consequence, applicants can apply or employees can apply for promotion on the basis of specific regulations.
3. **To implement an ideal recruitment and selection program:** OGS HRD should follow the internal and external recruitment process. The OGS selection process should however be organized and written tests should be carried out.
4. **To carry out additional effective Training and Development Program:** Additional training and development program of employees can help to achieve the company's objectives.

5. **To conduct an Error-Free Performance Assessment Program:** OGS HRD should immediately prepare an error - free performance assessment system. It can be used for training, evaluation and development initiatives.
6. **Increasing the benefits and services:** OGS HRD should increase the number of benefits and services, especially for employees who live so far from their place of work. The school should provide the employees with transport facilities.

## **6.2 Conclusion:**

OGS leadership is based on the effective use of advanced technology, innovative service and sound business management by talented employees. They add more value with a faster response at a lower cost. They carry out their skills, creativity and teamwork.

Each employee is responsible for the highest standards of behavior in all aspects of their work, including honesty and fairness. As responsible citizens and employees, they fulfill their commitments. They treat customers and company resources consistently with the respect they deserve. I thoroughly enjoyed the working in OGS Uttara Dhaka during the three - month internship program. All employees were nice and very helpful to me. This organization's working environment is excellent.

Finally, I would like to state that OGS proudly possesses the ideal HR structure, determination and ability to control the English medium school sector in Dhaka.

## **6.3 References:**

- Prospectus of OGS
- Corporate HR policy manual of OGS.
- Admin, HRD, Vice Principal & Principal of OGS.
- Employees of the OGS.

### **Book References:**

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