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Human Resource Management Practices in PARTEX GROUP

ON
BUS-498

Prepared For

Ms. Taskina Ali
Lecturer
Dept. Of Business Admin.

Prepared By

Md. Abdus Sabur Chowdhury
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East West University

Project Paper Submission

LETTER OF TRANSMITTAL

To
Ms. Taskina Ali
Lecturer
Department Of Business Administration
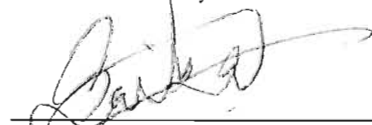**East West University**

Subject: LETTER OF TRANSMITTAL.

Dear Madam

I am very grateful to you that you have given a wonderful opportunity to acquire a huge knowledge by the project paper you have given me. Here, when I am working on this project I have gone some places and meet many people. I talk with them, discus with them about some matters. They helped us very much. By this process, I learned how to communicate with the people and how a discussion goes on. Now, I know how a company is ruined with its own employees, get together with authorized member or director committee and also learn that, when a company needs any kinds of conference or any other internal and external problem to solve then what kinds of step they take. So, it was a pleasant work for me and by this I learn a lot but loose nothing, all of this is done only for you. And for that reason I think all credit goes to you.

Here, I want a special thank you for your kindness help us and have skilled me an interesting and not monotones way.

Yours Sincerely

Md. Abdus Sabur Chowdhury
ID: 2002-2-10-030

ACKNOWLEDGEMENTS

EXECUTIVE SUMMARY

The paper entitled of **Human Resource Management Practice in Partex Group of Bangladesh** for knowing the technical competency in HRM practices to get best-satisfied output from employees, which enhance the revenue.

In planning for international or multinational marketing organizations need a clear picture of the steps involved. "Strategy" gives such a picture. Their vision, unfortunately, remains unfulfilled. Despite lofty declarations and an ever-inflating agenda for multi-dimensional cooperation among the seven member-states of **company of Partex Group,** Operators should manage their portfolio on the basis of target customers' needs and expectations with help of expected performance appraisal. The outlook for change on the regional horizon woefully remains illusive.

The meaning and prevalence of HRM are topics that continue to attract debate and disagreement. As a consequence, practitioners and textbook authors use a diverse and sometimes contradictory range of interpretations. I found that HRM has a variety of definitions but there is general agreement that it has a closer fit with business strategy than previous models, specifically personnel management. The early models of HRM take either a 'soft' or a 'hard' approach, but economic circumstances are more likely to drive the choice than any question of humanitarianism. The extent of adoption of HRM is also problematic, with many commentators disputing its prevalence and the evidence for adoption still slow in coming.

Partex Group provides workplace psychometric assessment, personal-development courses, human resource training and consultancy and organizational research. Using highly qualified and experienced consultants (organizational psychologists and human resource professionals); our solutions are World-Class, whilst our focus is Asia.

Partex Group applies Psychological methodology to the Asian workplace with local sensitivity. Our Organizational Psychologists provide consultancy in a number of areas, including design and maintenance of performance appraisal systems and assessment centers, ability and personality testing for employee selection and development, design and evaluation of employee training courses.

For **Partex Group,** talented candidates are not just a key resource; they are the lifeblood of our business and our unique ability to reach them. Through a wide network of personal and professional referrals, one of the largest annual print advertising spends in the country, a substantial on-line advertising commitment and continuous support of professional events and associations they work with thousands of highly energetic executives seeking the next stage in their careers path with offering better performance appraisal system.

DETAILED CONTENTS

Chapter – One

Introduction

Human Resources Management (HRM) is a new concept. It is a combination of HR, Accounting, Management, Financial Management and Economics. Globalization to would economy has exposed the corporate business organization to worldwide competition, mobilization of professional manpower and modern quantitative management practice. So, there are growing realization cannot achieve its goal effectively and efficiently. To face this complex management challenge, effective objectively measurable database system to measure and apply HRM information.

Now-a-days, in Bangladesh, every year, and huge amount of money and talented HRM are being engaged by corporate to improve the productivity or skills o f their workforce across the country. Such huge expenditures are made with the expectation of future returns in terms of improved services to be rendered by skilled employees. In other words, organizations by investing human resources development definitely increase the service potentials embodied in human resources and these investments thus create economic assets for the organizations.

Human resource (or personnel) management, in the sense of getting things done through people, is an essential part of every manager's responsibilities, but many organizations find it advantageous to establish a specialist division to provide an expert service dedicated to ensuring that the human resource function is performed efficiently.

"People are our most valuable asset" is a cliché, which no member of any senior management team would disagree with. Yet, the reality for many organizations are that their people remain under valued, under trained and under utilized.

The rate of change facing organizations has never been greater and organizations must absorb and manage change at a much faster rate than in the past. In order to implement a successful business strategy to face this challenge, organizations, large or small, must ensure that they have the right people capable of delivering the strategy.

There is a long-standing argument about where HR-related functions should be organized into large organizations, e.g., "should HR be in the Organization Development department or the other way around?"

The HRM function and HRD profession have undergone tremendous change over the past 20-30 years. Many years ago, large organizations looked to the "Personnel Department," mostly to manage the paperwork around hiring and paying people. More recently, organizations consider the "HR Department" as playing a major role in staffing, training and helping to manage people so that people and the organization are performing at maximum capability in a highly fulfilling manner.

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Chapter – Two
Company Profile

History of Partex Group

Partex Group is among the large Bangladesh private sector manufacturing and service-based enterprises, owning and operating over twenty units giving value for money to all customers.

The group started modestly in **1959** in tobacco trading and with prudent entrepreneurship of our Founder Chairman Mr. M.A. Hashem today we have a stake in tobacco, food, water, soft drinks, steel container, edible oil, wooden board, furniture, cotton yarn and the IT sector. After Bangladesh was established our Chairman set up **M/S Hashem Corporation (Pvt) Ltd.** in Chittagong city meeting the large demand of food and materials needed for sustaining the needs of a new nation through imports. From importing to import substitution was the next logical step and the stepping-stone into the manufacturing sector, which has matured to the multi million dollar diverse investment of the **Partex Group** today.

A dedicated work force and committed board members led by our Chairman and backed by a market oriented corporate strategy has been the cornerstone of our success. Today the group has over twenty families owned private limited companies with a sizable turnover. Ours is a dynamic organization always exploring new ideas and avenues to expand and grow further.

Long before environment came to dominate the development agenda. Star Particle Board Mills in the sixties pioneered an eco-friendly industry to reduce pressure on our scarce forest recourses. It is a unique combination of environmental protection and commerce; belaying most doomsayers who claim the two to be at odds. The one score and ten-year successful perpetuation of our timber substitute products not only speak volumes of the foresight of Partex's founders but also their vision of the future business in particular field.

They make particleboard from agro-waste, mostly jute stalks, and ensure greater value to the jute suppliers as quality raw materials confirmer. Products are processed using modern technology to produce homogenous and strong particleboard that can withstand seasonal change and are free from termite and fungal attack. These particleboards go on to produce veneered boards of various design and texture. Also door panels both plains and decorative in various finishes and sizes. In addition their produce special furniture boards, stylish furniture and even various plywood on our range of products.

Beside, in house and outside training, recruits business graduates from reputed universities as management training for mainstream banking to enrich quality of human resources contributing towards operations effective and long-term sustainable results.

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Vision Statement

The Sky is not the limit for us, but their expectation is within limits. Therefore, their imagination soars beyond conventional barriers. Partex Group tries share or destiny with their beloved motherland. They want to serve her in the greater quest for national uplift.

Mission Statement

To sincere traveler, the way is never too long. Partex Group believes in "progress in diversity and service through entrepreneur". They are merchants and missionaries, doers and dreamers, entrepreneurs and professionals. They are futuristic with emphasis on creating thinking and dynamic action.

- ❖ High quality services with the help the latest technology.

- ❖ Fast and accurate customer services.

- ❖ Balance growth strategy.

- ❖ High standard business ethics.

- ❖ Steady return on shareholders equity.

- ❖ Innovative financial transaction among stakeholders at a competitive price.

- ❖ Attract and retain quality human resource.

- ❖ Firm commitment to the society and the growth of national economy.

The Spirit

Enterprise is Partex Group's spirit. Partex Group manufactures superior import-substitute consumer and industrial products. Their cutting edge precision leads to greater public utility and hygiene, with a great care for the environment and human inhabitation. It is the very ingredient that gives their organization the integrity upon which their reputation is built and we zealously guard it everyday.

Many a thousand minds of their group contributed to their gathered knowledge to keep the wheels rolling that in turn leads them to goal. This cumulative strength of knowledge is required, today, to find new solutions for the manifold problems of fast- changing economic cultural and ecological milieu.

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Objectives

Partex Group is a customer focused modern particleboard manufacturer in Bangladesh working or providing a substitution support of wood. They deliver unparalleled services with the Products are processed using modern technology to produce homogenous and strong particleboard that can withstand seasonal change and are free from termite and fungal attack. These particleboards go on to produce veneered boards of various design and texture to clients through the outlets of branches across the country. Their business initiatives always emphasizes on the emerging need of the clients.

Partex Groups' client commitments are the following:

➢ Provided services with high degree of professionalism and use of most modern technology.
➢ Create life-long relationship based on standardization on client expected level.
➢ Respond to customer needs with quality and style.
➢ Share their values and beliefs
➢ Grow as their customer interest.
➢ Offer first rated solutions of client's problems and issues.
➢ Provide products and services at competitive pricing.
➢ Ensure safety and security of customer's valuables in trust with them.

Future Program

The program and strategy and Partex Group have undertaken with their strengthened positioned and design to create a based from which growing and sustainable profit can be generated. They are now well positioned to exploit opportunities that arise from their own progressive activities and then the market offered. They intend to pursue strategy that will build value for their shareholders. They main focuses in 2008 will be on:

- New product introduction leading to competitive advantage.
- Improved efficiency.
- Up – gradation of new branches
- Establishing new range of quality product
- High level of customer services
- Doubling the profit
- Sound organizational management
- Pursue innovation in product offering
- Expand and diversified product on customer base
- Stronger and diversified relationship with customer
- Expansion of network for suppliers
- To be employers and choices
- Stable dividend for shareholders
- Contribution to the national exchequer and for social works and many others

Company Profile: At a Glance

- Name of the Company: Partex Group
- Date of Establishment: 1962
- Name of the Chairman: Mr. M. A. Hashem
- Industries & Trade Concerned: 17
- Number of Group Business: 20
- Target Turnover: US $240 million (2004-2006)
- Estimated Growth Rate: 15% per annum
- Net Worth at Current Market Price: US $170 million
- Distributor around the Nation: Over 380
- Products are Available Outlets: Over 55,000
- Number of Employees: Over 8,000

Group Management

Honorable Name	Position
Mr. M. A. Hashem	Chairman
Mr. Aziz Al-Kaiser	Vice Chairman
Mrs. Sultana Hashem	Director
Mr. Aziz Al-Mahmood	Director
Mr. Aziz Al-Masud	Director
Mr. Showkat Aziz Russell	Director
Mr. Rubel Aziz	Director

Corporate Office

Sena Kalyan Bhaban (16 floor)
195 Motijheel C/A, Dhaka 1000,
BANGLADESH
Phone: 880.2.955.0555
Fax: 880.2.955.6515
E-mail: mail@partex.net

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GROUP ENTERPRISES

Star Particle Board Mills Ltd.
Danish Condensed Milk Bangladesh Ltd.
Danish Food Products
Danish Milk Bangladesh Ltd.
Amber Cotton Mills Ltd.
Amber Pulp and Paper Mills Ltd.
Partex Beverage Ltd.
Parterx Furniture Industries Ltd.
Danish Distribution Network Ltd.
Partex Plastics Limited.
Rubel Steel Mills Ltd.
Partex Real Estate Ltd.
Star Vegetable Oil Mills Limited
Star Coconut Mills Limited
Dhakacom Ltd. (ISP)
Corvee Maritime Co. Ltd.
Fotoroma Ltd.
Ferrotechnic Limited
Hashem Corporation (Pvt.) Ltd.
Partex Limited

Products for Partex Board

Boards

✓ *Plain Board*

✓ *Veneered Board*

✓ *Viniyl Board*

✓ *Plywood*

✓ *Melamine Faced Chip Board*

Doors

✓ *Plain Door*

✓ *Classic Design*

✓ *Band Design*

✓ *Flexible Band*

✓ *Panel Design*

✓ *HDF Moulded*

✓ *Wooden*

✓ *Door Frame*

Customer Focus & Innovative

Partex Group believes their success depends on customers. Thus, their primary value is fulfillment of customer's needs. By establishing a focus for Partex we need to create a environment in which we need to get repeated over and over again. Their manner of achieving this success is to include value for money.

Integrity

Partex Group is committed to conduct their business in such a way that demonstrates highest ethical standards. They believe integrity is the imperative utility to succeed in what they do. Actually the most important theme of consistent success is commitment of quality.

Quality Policy

1. *To produce goods as per customers satisfaction.*
2. *To select employees on the basis of qualification.*
3. *To keep hygienic conditions in the factory.*
4. *To ensure the health of the workers.*
5. *Continuous improvement in the quality management system*

Organ gram

CHAIRMAN

Commercial Service Group	Technical Service Group	Professional Service Group	External Service Group
Sales Selection Team	Scientific Selection Team	Accountancy Selection Team	MVS Programmes
MKT. Selection Team	IT Selection Team	Banking Selection Team	On-Site Support
H R Selection Team	Supply-Chain Team	Legal Selection Team	Psychometric Assessment
	Engr. Selection Team	Insurance Selection Team	Mailbag & Payroll Services
	Construction Team		

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Chapter – Three
Objective of the study

In view of the above discussion we find following objectives:

1) **HR** practice is in Human Resources Management.
2) **Various steps** taken by the management to develop personnel policy on the basis realistic cost-benefit analysis, to made better management decisions in HR, to adjust costs incurred in acquisition of HRM to optimize effectiveness of investment decisions and performance appraisal system to attract technically equipped professionals.

Teams or work groups exist in all organizations, ranging in nature from ad hoc to formal. However many teams have not clearly articulated their common purpose for all team members and have not invested in agreeing the team's common way of working.

Company has facilitated many teams to identify the barriers to team performance, define its core aims and deliverables, agree a team contract on how the team members will work together, and to develop team-working skills. I have developed expert tools and processes to support team development and provide ongoing measures of team effectiveness, for example TDP Survey and Senior Team Development.

I also said facilitation support between individuals when relationships have broken down and a new way of working needs to be contracted between individuals, groups and departments.

Functional overview and strategy for HRM

These issues motivate a well thought out human resource management strategy, with the precision and detail of say a marketing strategy. Failure in not having a carefully crafted human resources management strategy, can and probably will lead to failures in the business process itself.

This set of resources is offered to promote thought, stimulate discussion, diagnose the organizational environment and develop a sound human resource management strategy for your organization. I had begun by looking at the seven distinguishable functions human resource management provides to secure the achievement of the objective defined above.

Following on from this overview we look at defining a human resource strategy. Finally, some questions are posed in the form of a diagnostic checklist for you to consider, which may prove helpful for you to think about when planning your development programs for the human resources in your organization, if they are truly "most valuable asset."

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Chapter – Four
Methodology

With proper instruction of my instructor Ms. Taskina Ali, I had communicate to management of Partex Group to understand the ultimate situation how a HR dept. work in competitive environment with offering better performance appraisal system then others. On the light of the assignment in HRM practice in Bangladesh.

Developing of Data Collection:

I developed the research plan for collecting data and information on research problems and adjusted it in the light of the research objective and determined what types of data, facts, figures, and information are needed for the research. Then I design the research plan considering the following issues.

Primary Data Collection through Questionnaire Survey:

I have used the observational approach and interview approach for collecting our required data. A questionnaire is prepared to find out the **Human Resource Management Practices of Partex Group of Bangladesh.** I had collected the information from different sources. I had to face a lot of hardship to find this information. I had visited the Partex Group at Farmgate area. I also visited their offices in to different places of Dhaka City for information.

Secondary Data Collection:

Secondary data is collected to the review of existing data from Internet, newspaper, TV news & magazine. Another source of information was the Internet. I visited the official website of Partex and related sites to collect information. For the secondary data analysis there was a limitation in data gathering.

Implementing the Research Plan:

Then I have processed the collected information. I have analyzed the information in light of our course with our objectives.

Scope of the report:

We mainly focused on the main **Human Resource Management Practices of Partex Group of Bangladesh** the one of the biggest rising business organization with professional and experienced workforce and their standard of working.

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Chapter – Five
Limitations

Although I tried the best to make this report based on facts and complete information available, but I had to pass through some limitations that I believe are inevitable. I had to do a lot of hard work in order to gather all the information, carrying out the calculation and complete the assignment. I could not get much information from websites. So, I had to get appointment from the persons working there and collected as much information they allow me to take from them, but it is not easy to get enough time from them.

There was lot of limitation also. First limitation was about gathering the information. Avoid some direct questions to answer. I had to visit couple of offices; the branches in different locations are working in same benchmark. After managing information from here it wasn't sufficient to carry out the comparison between two employees of different perception. I also took information from the internet.

Another limitation was the time management. I had found lack of coordination from the particular management personnel on collecting information of Partex Group. I carried out such a study for the first time. So, inexperience is one of the main factors that constituted the limitation of the study and searching the internet to find information.

And different motivation by organization and different client attitude can confuse the whole sinario of HRM in Partex.

Limitations include:

Limitation of time:
I had a little opportunity to spend enough time to prepare this type of big report within a short period of time. For this reason I have to hurry for complete this report within the time.

Incomplete information:
In collecting many data, I got incomplete answer from the source. That also hampers my work done correctly and in time. I also found some misleading responses.

Short experience:
I am in learning stage and have little experience for reporting on such a big project. I tried heart and soul to prepare the report professionally.

Lack of Current Data:
While preparing this report I faced a problem of lacking current and most updated data. That really made obstacles for preparing this report. But I think necessary information is already in the process of new findings for future.

Chapter – Six
Literature Review

Definition and Concept of HRM

HRM is the set is organizational activities directed at attracting, developing, and maintaining an effective workforce. Human resource management takes place within a complex and ever-changing environmental context. Three particularly vital components of this context are HRM strategic importance and the legal and social environment of HRM.

The Human Resources Management (HRM) function includes a variety of activities, and key among them is deciding what staffing needs you have and whether to use independent contractors or hire employees to fill these needs, recruiting and training the best employees, ensuring they are high performers, dealing with performance issues, and ensuring your personnel and management practices conform to various regulations. Activities also include managing your approach to employee benefits and compensation, employee records and personnel policies.

The Concept of HRM

The objectives of this section are to:

- Outline the variety of ways in which HRM is defined
- Offer a working definition for the purposes
- Discuss the most influential early models of HRM
- Review some of the evidence for the adoption of HRM

Defining human resource management
Many people find HRM to be a vague and elusive concept.....

Maps and models of HRM
This section begins with a discussion of various approaches to HRM.....

The Harvard map of human resource management
This is probably the most seminal model of HRM and has had a major influence on academic debate on the subject.

Hard HRM
The Michigan model is also known as the 'matching model' or 'best-fit' approach to human resource management.

Guest's Model of HRM
David Guest's British model of HRM has 6 dimensions of analysis

Alternative HRM Models
The terminology used in academic human resource literature is problematic because some authors distinguish between '**the** HRM models' as distinct from 'the Personnel model'.

The Discourse of Strategic HRM, when applying in professional field of business
HRM has been addressed by a number of writers from a 'discourse' perspective. Usually small businesses (for-profit or nonprofit) have to carry out these activities themselves because they can't yet afford part- or full-time help. However, they should always ensure that employees have -- and are aware of -- personnel policies, which conform to current regulations. These policies are often in the form of employee manuals, which all employees have.

The objectives of this section are to:

Evaluate whether or not HRM has been meaningfully implemented and, if so, to what extent.

* Investigate the form it may take.

* Determine the principal driving forces for the implementation of HRM.

* Summarize evidence for its effectiveness.

* Consider trends and future developments for the human resource function.

Note that some people distinguish a difference between HRM (a major management activity) and HRD (Human Resource Development, a profession). Those people might include HRM in HRD, explaining that HRD includes the broader range of activities to develop personnel inside of organizations, including, eg, career development, training, organization development, etc.

In *Managing Human Resources: Personnel Management in Transition*, Stephen Bach (2005:3) argues that, compared to a decade ago, much of the controversy about the *definition* of HRM has dissipated. He considers that, in part, this may be due to the use of a broader and more encompassing definition of HRM. However, Bach (p.4) shows that the debate has not vanished by disagreeing with Boxall and Purcell's (2003:1) statement that HRM refers to:

"... all those activities associated with the management of the employment relationship in the firm. The term 'employee relations' will be used as an equivalent terms as will the term 'labor management'."

Bach argues that this definition is 'a little too broad', stating that such a broad definition makes it difficult to:

- Highlight any distinctive features or values that underpin HRM
- Chart changes in the practice of HRM
- Understand the controversy surrounding HRM

In Bach's opinion, HRM differs from employee relations in its focus on management practices and tendency to ignore the interests of employees. In fact, he holds quite 'hard' views on the nature of HRM:

- HRM is unitary (employer and employee interests should coincide) with an emphasis on organizational effectiveness
- The interests of other stakeholders such as employees are marginalized
- There is a predominant interest on the individual firm - specifically, *within* the firm - focused on individual employee motivation and aspiration
- There is a consequent playing down of external and collective (unionization) issues.

Human Resource Management in a Business Context 2/e discuss the use and meaning of the term 'human resource management', present a number of textbook definitions and provide a working definition for the book:

'A philosophy of people management based on the belief that human resources are uniquely important in sustained business success. An organization gains competitive advantage by using its people effectively, drawing on their expertise and ingenuity to meet clearly defined objectives. HRM is aimed at recruiting capable, flexible and committed people, managing and rewarding their performance and developing key competencies.'

Adopting HRM

Human resource management has been presented as a radical alternative to personnel management (...) consisting of exciting, modern ideas which would replace the stale and ineffective prescriptions of personnel management. In fact, the process of transition has been slow. The market place for talented, skilled people is competitive and expensive. Taking on new staff can be disruptive to existing employees. Also, it takes time to develop 'cultural awareness', product/ process/ organization knowledge and experience for new staff members.

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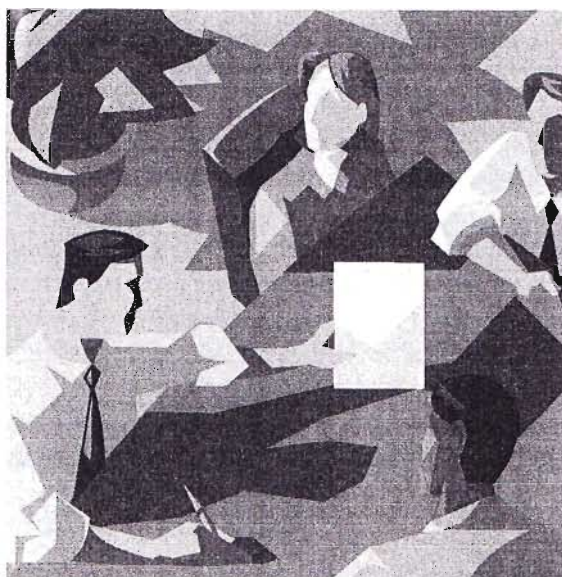
The Impact of HRM

After all, this is the justification implicit in HRM models for valuing the human resource above all others. The following were given as possible explanations:

- **Insufficient research.** Not because of lack of effort but due to the absence of clear, agreed frameworks within which to conduct comparative research. The root cause of this was perceived as HRM's own ambiguity. How were we to look for evidence of HRM and its effects if we had no agreement on what HRM was?
- **Intangibility.** If people are an 'intangible resource' we have an insurmountable problem - by definition intangibles are immeasurable!

Since then, progress has been made in conceptualizing the problem and measuring results (...). For example, that 'low-road' practices - including short-term contracts, lack of employer commitment to job security, low levels of training and unsophisticated human resource practices - were negatively correlated with corporate performance. In contrast, they established a positive correlation between good corporate performances and 'high-road' work practices - 'high commitment' organizations or 'transformed' workplaces. They also found that HR practices are more likely to make a contribution to competitive success when introduced as a comprehensive package, or 'bundle' of practices.

1. Use of technology to communicate with employees.
2. Rising health care costs.
3. Increased vulnerability of intellectual property.
4. Managing talent.
5. Greater demand for high-skilled workers than for low-skilled workers.
6. Labor shortage.
7. Change from manufacturing to information/service economy.
8. Increase in employment-related government regulations.
9. Focus on domestic safety and security.
10. Ability to use technology to more closely monitor employees.

These views represent an American perspective, but practitioners in other countries would probably identify with a number of these trends. (...)

HR function is clearly shifting from being a "service provider" to a "business partner" but the requirements and needs of this new role can also be met by line managers or external providers. Hence the change of roles is both an immense opportunity and a threat for human resource managers, who considers that the HR function of the future will be significantly from that in the past and that organizations need to recognize this in order to make the most of knowledge workers and knowledge professionals. According to and strategic literature is increasingly emphasizing intellectual capital, learning processes and organizational adaptability. They argue that HRM specialists could play a central role because questions of how to attract motivate and develop workers with scarce but critical abilities, and developing effective processes of work organization are fundamental to knowledge-based competition.

Importance of HRM

Prior to the mid- 1960s personnel departments in organizations were often perceives as the "health and happiness" crews. Their primary job activities involved planning company picnics, scheduling vacations, enrolling workers for health-care coverage and planning retirement parties. That has certainly chanted during the past three decades.

Federal and state laws have placed man new requirements concerning hiring and employment practices in employees. Jobs have also changed. They have become more technical and require employees with greater skids. Furthermore, job boundaries are becoming blurred. In the past, a worker performed a job in a specific department, working on particular fob risks with others who did similar fobs. Today's workers are just as likely, however, to find themselves working on project teams with the various people from across the organization. Others may do the majority of their work at home – and rarely see any of their coworkers. And of course, global competition has increased the importance of organization improving the productivity of their work force, and looking globally for the best-qualified workers, this has resulted in the need for HRM specialists trained in psychology, sociology, organization and work design and law.
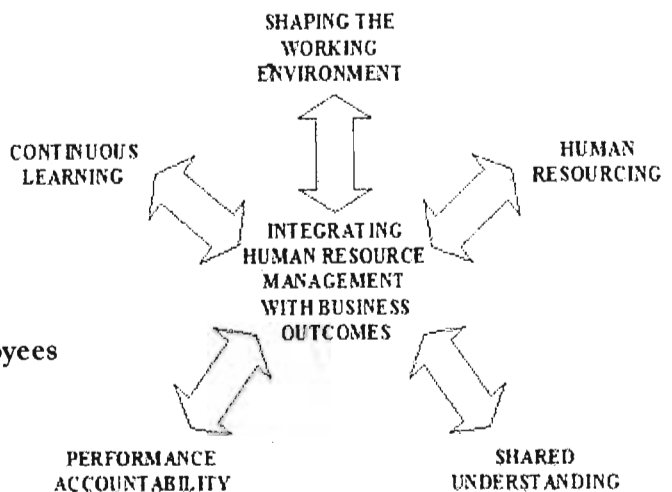
Federal legislation requiem's organizations to hire the qualified candidate without regard to race, religion color, sex, disability, or national origin- and someone has to ensure that this is done. Employees need to be trained to function effectively within the organization land again and someone of management has to oversee this. Furthermore, once hired and trained the organization has to provide for the contriving personal development of each employee. Practices are needed to ensure that these employees maintain their productive affiliation with the organization. The work environment must be structured to induce workers to stay with the organization, while simultaneously attracting new applicants. Of course, the responsible person we refer to those liable for carting our activities are human resource professionals. Today, professionals and experienced persons in the human resources area are important elements in the success of any organization with designing nice performance appraisal. There require a new level of sophistication.

Human resource and employee personal-development courses are founded upon the principles of psychology in the workplace. Some courses are competency-based and provide practitioners with skills to appropriately assess and develop employees at work. Also plays a part in every employee's development through the provision of courses such as Time Management, Stress Management and Conflict Resolution. Additionally, we are involved in team-building and motivation events, as well as skills development for those who are seeking employment.

But it also creates a new difficulty for managers and supervisors – because they need to understand and act on the new model of HR Management and learn the necessary distinctions between the old management and the new empowerment style. This workshop is designed to provide a Manager or Supervisor of any function with some *real life tools* and *tips* to become an empowering leader and establishes their credibility as an effective supervisor.

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Topics to be covered:

- Establishing Your Credibility
- Maintaining Human Relationships
- Employee Motivation
- Effective Delegation
- Performance Review
- Counseling Employees
- Interviewing and Hiring
- Rewarding and Disciplining Employees
- Succession Management
- Training Needs Assessment
- Empowering your employees

SHAPING THE WORKING ENVIRONMENT

CONTINUOUS LEARNING

HUMAN RESOURCING

INTEGRATING HUMAN RESOURCE MANAGEMENT WITH BUSINESS OUTCOMES

PERFORMANCE ACCOUNTABILITY

SHARED UNDERSTANDING

Industrial Revolution:

Now we will talk on the process of change from an agrarian handicraft economy to one dominated by industry and machine manufacture. This process began in England and from their spread to other parts of the world.

The characteristics of the society before industrial revaluation

- small scale production
- family or group based production at home
- use of small hand tools
- barter system
- distribution in limited areas

Causes for occurrence in Great Britain

- A dense population for its small geographical size
- Local supplies of coal, iron, lead, copper, tin, limestone and water power
- Introduction of steam power (fueled primarily by coal)
- The introduction of power engine at factory
- Major changes in distribution of production due to the introduction of rail engine

Major impacts of industrial revaluation

- During industrial revaluation child labor grew far more abusive than ever before
- Inhuman housing situation
- Many weavers found themselves suddenly unemployed since they could no longer compete with machines
- The abolition of feudalism
- Improved transportation system
- Supply of products in large quantities at cheap rate

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Functions of HRM

Human resources are critical for effective organizational functioning. HRM (or personnel, as it is sometimes called) was once relegated to second class status in many organizations but its importance has grown dramatically in the last toe decades. Its new importance stems from increased legal complexities the recognition that human resources are a valuable means for improving productivity. And the awareness today of the costs associated with poor human resource management.

Indeed, managers now realize that the effectiveness of their HR function has a substantial impact on the bottom line performance of the firm. Poor human resource planning can result in spurts of hiring followed but layoffs- costly in terms of unemployment compensation payments, training expenses and morale. Haphazard compensation systems did not attract, keep and motivate good employees reassigns discrimination lawsuits. Consequently, the chief human resource executive of most large business is a vice president directly accountable to the CEO and many firms are developing strategic HR plans and integrating those plans with other strategic planning activities.

Guest's model of HRM

David Guest's (1989, 1997) model of HRM has 6 dimensions of analysis:

- *HRM strategy*
- *HRM practices*
- *HRM outcomes*
- *Behavior outcomes*
- *Performance outcomes*
- *Financial outcomes*

The model is prescriptive in the sense that it is based on the assumption that HRM is distinctively different from traditional personnel management (rooted in strategic management, etc.).

It is idealistic, implicitly embodying the belief that fundamental elements of the HRM approach (essentially those of the Harvard map) such as commitment have a direct relationship with valued business consequences. However, Guest has acknowledged that the concept of commitment is 'messy' and that the relationship between commitment and high performance is (or, perhaps, was - given the age of this material) difficult to establish. It also employs a 'flow' approach, seeing strategy underpinning practice, leading to a variety of desired outcomes.

Like its American predecessors, this UK model is unitarist (tying employee behavior and commitment into the goals of strategic management) and lukewarm on the value of trade unions. The employee relationship is viewed as one between the individual and the organization.

All the above are important to a manager when seeking to achieve optimum productivity levels from available resources by marrying scientific management principles to a human relations approach.

1. Human Resource Policies

The OECD has introduced several **human resource policies**. For example, policies exist in the following areas: equal opportunities, training and development, sexual harassment, non-smoking, part-time work and spouse support and employment.

2. Job Vacancies/Who can apply/How to apply

This section covers who can apply for **OECD vacancies and how to apply**. It is important to read this section before moving on to the list of job vacancies.

3. Salary and Benefits

A **summary of the conditions of service** for established staff members contained in this section is intended for use as a guide only.

4. Staff Categories

This section describes the **types and grade structure** of positions at the OECD. This information will give you an idea of the level or type of job you would be suited for before moving on to look at our list of vacancy notices.

5. Other Programmers

- **Trainees**
  This section explains how OECD hires trainees and how to apply.
- **Young Professionals Programmed**
- **Please note that the Young Professionals Programmed vacancy for 2006-2008 was published on our Website from November 20 to December 7 and it is now closed. The next opening is scheduled for the last quarter of 2008.**

Here you will find full information and recruitment procedures for this 2-year Programmed. Every two years, the OECD recruits the highest quality professionals to work in 2 different directorates of the Organization. It is a highly competitive programmed that attracts approximately 2,500 applications for seven posts.

- **Support Staff**
  The OECD recruits support staff (eg secretaries, administrative assistants and statistical assistants) on a regular basis. Recruitment for this category of staff however is local, i.e. from within France, in most cases. Appointments are for an initial temporary period. There are however opportunities for extension of these appointments and there are many opportunities for permanent positions.

Fombrun *et al* identified four (4) common **HR processes** performed in every organization:

- **Selection**: matching people to jobs
- **Appraisal** of performance
- **Rewards**: emphasizing the real importance of pay and other forms of compensation in achieving results
- **Development** of skilled individuals

These processes are linked in a human resource cycle.

The matching model has attracted criticism. At a conceptual level, it is seen to depend on a rational, mechanical form of organizational decision-making. In reality, strategies are often determined and operational zed on a more intuitive, political and subjective level. Certainly, the decision-making is more complex than the model allows. It is also both prescriptive and normative, implying that the fit to business strategy **should** determine HR strategy.

Randall Schuler and colleagues subsequently presented a more complex version of the matching model that took into account significant wider factors such as technology, organizational structure and size, unionization and industry sector. These accounts were heavily influenced by Michael Porter's writing on business strategy.

This section gives a contemporary historical perspective on the concept of productivity. Though the word and concept is a fairly recent phenomenon the search for an optimum application of resources, human and other, to complete projects has been around a long time. **Attitudes to work** will be explored in this introductory section. Key developments during the **Industrial Revolution,** the rise of **scientific management** and its counterweight the **human relations school of management** will be explored from a historical perspective. In addition a view of the challenges faced, in terms of the contemporary **role of management** is offered.

To an alarming degree, the author has found during his career that the biggest factor holding back employee productivity is the attitude of the manager / leader towards his / her followers. The article on the **self-fulfilling prophecy** explores this concept.

A non-technical appreciation of **job design and work organization** is given to clarify and systemize the process. All samples pro forma are included in the PDF version.

The services offered by a modern **HR** department are explored and clarified, together with a diagnostic check list to help identify critical human resource issues.

PARTEX | Since 1960

Job analysis

A job analysis is a systematic exploration of the activities within a job. It is a technical procedure used to define the duties, responsibilities, and accountabilities of a job. Their analysis "involves the identification and description of what is happening of the job … accurately and precisely identifying the required tasks the knowledge and the skills necessary for performing the and the condition under which they must be performed.

Job analysis methods:
The basic methods that HRM can use to determine job elements and the essential knowledge, skills, and abilities for successful performance include the following:

Observation method:
A job analysis technique in which data are gathered by watching employees work.

Technical conference method:
A job analysis technique that involves extensive input from the employees' supervisor.

Diary method:
A job analysis method requiring job incumbents to record their daily activities.
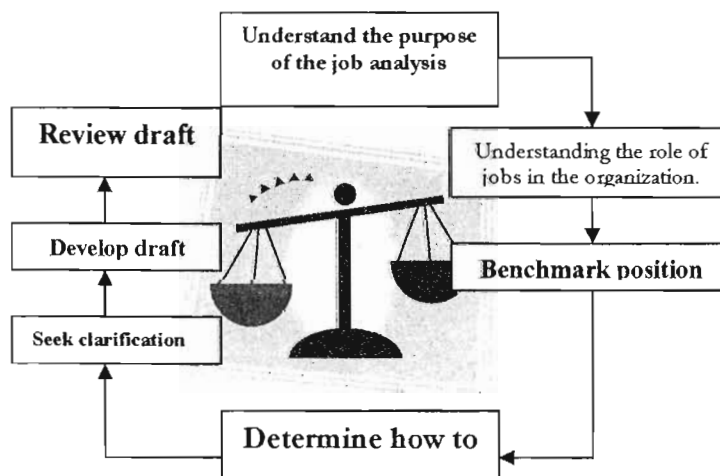
Individual interview method:
Method meeting with an employee to determine what his or her job entails.

Group interview method:
Meeting with a number of employees to collectively determine what their jobs entail.

Structured Questionnaire method:
A specifically designed questionnaire on which employee's rate tasks they perform on their jobs.

Steps of job analysis

The Manager's Human Resource Management Jobs

Most writers agree that there are certain basic functions all managers perform. These are planning, organizing, staffing, leading and controlling. In total they represent what managers call the management process. Some of the specific activities involved in each function include:

Planning: Establishing goals and standards developing rules and procedures developing plans and forecasting.

Organizing: Giving each subordinate a specific task, establishing departments, delegating authority to subordinates, establishing channels of authority and communication, coordination the work of subordinates.

Staffing: Determining what type of people should be hired, recruiting prospective employees, selecting employees, setting performance standard, compensating standard, evaluating performance, training and developing employees.

Leading: Getting others to get the job done, maintaining morale, and motivating subordinates.

Controlling: Setting standards such as sales quotas, quality standards, or production levels, checking to see how actual performance compares with these standards, taking corrective action as needed.

HRM is the process of acquiring, training, appraising, and compensating employees, and attending to their labor relations, health and safety, and fairness concerns. The topics we'll discuss should therefore provide you with the concepts and techniques need to carry people or personnel aspects of your management job. These include:

1. Conducting job analyses (determining the nature of each employees job)
2. Planning labor needs and recruiting candidates
3. Selecting job candidates
4. Orienting and training new employees
5. Managing wages and salaries(compensating employees)
6. Providing incentives and benefits
7. Appraising performance
8. Communicating(interviewing, counseling, disciplining)
9. Training and developing managers
10. Building employee commitment
11. And what a manager should know about:
12. Equal opportunity and affirmative action
13. Employee health and safety
14. Handling grievances and labor relations
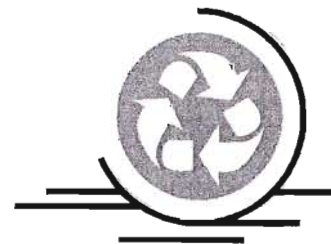
Human resources planning

They need for human resource planning may not be readily apparent .However an organization that does not do planning for human resources may find that it is not meeting either its personal requirements or its overall goals effectively .For example ,a manufacturing company may hope to increase productivity .With new automated equipment ,but if the company does not start to hire and train to people to aspirate the equipment before installation ,the equipment may retain idle for ,weeks or ever months .Similarly an-all male ,all-white organization that does not plan to add women and minority group member to its staff may well have travel maintaining high performance and its also likely to become the in a civil rights lawsuit .Planning for human resources is a challenging task today ,given the increasingly competitive environment ,projected labor shortages ,changing demographics and pressure from government to protect both employees and the environment .The HRM can have a significant effect on an organization in a number of ways ,depending on what goals a company choose to focus.

Objectives of Human Resource Planning

Human resource planning has some objectives .For the fulfillment of these objectives human resources management undertake some activities and program .If all these activities are properly done and programs are undertake ,that can determined the efficiency of HRM .However the object of HRM can be mentioned in the following paragraphs:

1 .To Use Human Resources: The first objective of HR is to ensure optimum use of human resources .It means proper distribution of functions among the employees.

2 .To Forecast Future Skills: Second objectives of HR planning are to forecast whether required skills may be available or not .If it is seen that HR will not be available in future as per desire necessary steps can be taken just in the planning.

3 .TO Asses HR Requirements: Reasonable number of human resources is required for efficient and timely performance or organization activities .HR planning can help the management to ass's future HR requirements properly.

4 .To Provide Control Measures: Proper control measure can help in ensuring discipline in the organization .HR planning determines the accurate number of human resources and satisfies its demand.

5 .To Determine Recruitment Level: HR planner must determine an established recruitment level .If not well-conceived and well accepted recruitment level or policy can be determined, he will not be able to recruit right people.

Method of Recruitment

The historical arithmetic relationship between recruitment leads and invitees, invitees and interview, interviews and offers made and offers made and offers accepted. Some employers use a recruiting yield pyramid to calculate the number of applicants they must generate to hire the required number of new employees. The company knows it needs 50 new entry level accountants next year. From experience the firm also knows the ratio of offer made to actual new hires is 2 1 about half the people to whom its make offer accept them. Similarly the firm those that the ratio of candidates interviewed to offer made is 3 to 2 while the ratio of candidates invented for interviews to candidates actually interviewed to be about 4 to 3. Finally the firm knows that of six leads that come in from all its recruiting efforts only one applicant typically get an interviews- a 6 to 1 ratio.

|	
50	new hires
100	offers made (2:1)
150	candidates interviewed (3:2)
200	candidates invited (4:3)
12, 00	leads generated (6:1)
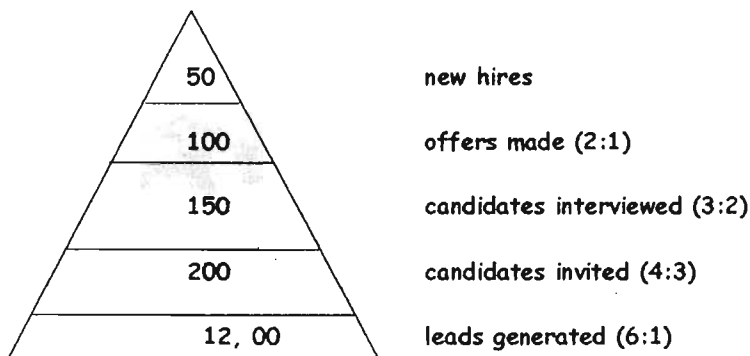
Recruiting may bring to classified ads, and mine employment agencies but current employees are often the best sources of candidates.

The Survey Methodology
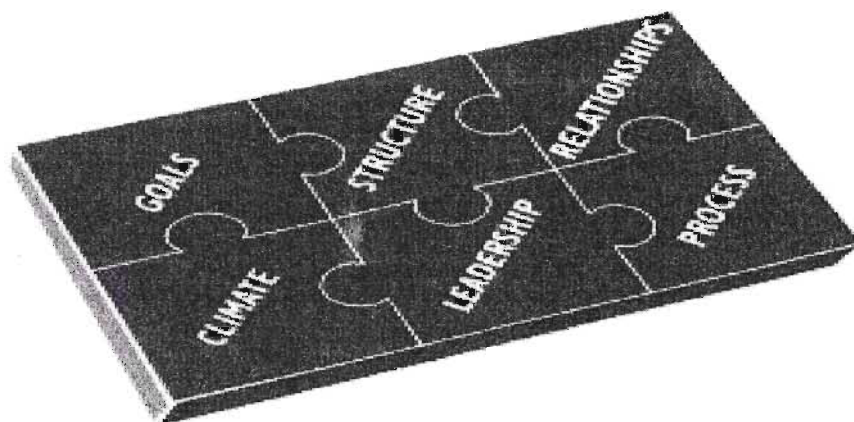
Goals:

- Are the goals clearly communicated so employees can understand them at corporate, departmental and individual level?
- Do employees agree and support the goals and believe in their achievability?

Structure:

- Is the structure appropriate to achieving the goals and are the negatives inherent in the structure minimized, and the strengths maximized?

Relationships:

- To what extent do relationships contribute to the achievement of the business goals?
- What barriers have to be removed to ensure that the interpersonal, inter-unit and technology relationships operate effectively when people need to work together to deliver the goals?

Climate:

- Is there sufficient morale and recognition to sustain the motivation of employees?
- Are the differences between good average and poor performance levels recognized and dealt with effectively?

Leadership:

- Do leaders at all levels define goals and empower employees to deliver them?
- Do leaders deal with the conflict and barriers that inhibit individual and team performance?

Process:

- Are there sufficient coordination and integration processes for the delivery of the goals?
- Is there sufficient management information for the performance of work and sufficient process innovation to meet changing requirements?
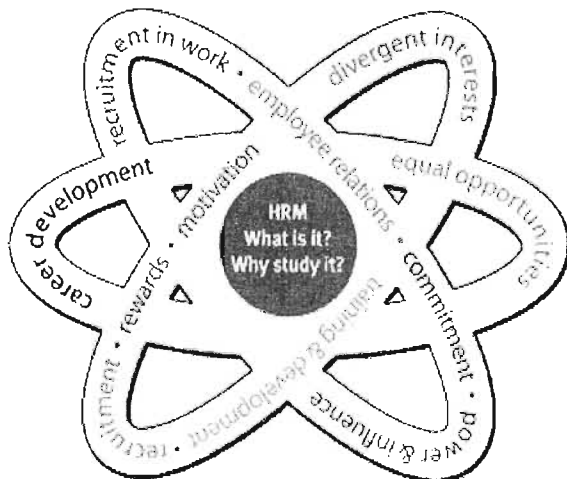
Definition of Selection,

Selection activities typically follow a standard pattern, beginning with an initial screening interview and concluding with the final employment decision. The selection process typically consist of eight process: 1) initial screening interview 2) complication the application from. 3) employment tests. 4) comprehensive interview. 5) background investigation. 6) a conditional job offers 7) medical or physical examination 8) the permanent job offer. Each steps in the process seeks to expand the organizations knowledge about the applicant's background, abilities, and motivation and it increase the information from which decision maker will make their prediction and final choice.

Method of selection:

As a culmination of our recruiting efforts, we should be prepare to initiate a primarily review of potentially accepted candidates. This initial increasing is in effect a two step procedure: 1) the screening of inquires and 2) the provision of screening interviews.

What assessed?   And how?

Technical skills   **Phase 1-** Applicants complete application and watch an interpersonal skills one hour video about the work environment.

Technical performance
Leadership
Problem solving skills

Phase 2- Applicants complete Department of employment services situation judgment inventory- measuring one's ability to work in a team and other interpersonal skills.

Phase 3- Applicants participate in a four-hour program designed to assess individual and group problem-solving skills. Screening experts observes applicant. Assemble line applicant also participate in a five hour assembly simulation.

Phase 4- one hour interview with a group of interviewers.

Phase 5- Conditional employee. Applicant undergoes two and one half hour of physical and substance testing at an area and hospital.

Phase 6- employee is closely monitored by seasoned employees who assess job performance for the next six months.

The tool provides insight to understand these issues in a business. In principle it is an employee survey but it is unique in its use of a generic theoretical model. Its wide use in the market facilitates an organization to bench mark against other leading employers, including multinational corporations and government agencies.

Strategic Human Resource Process

Mobilizing and managing human assets has become one of the most critical factors for organizational success. Experience and research indicates clearly that maximizing the contribution of all team members requires a systemic approach that relies on three characteristics:

- Alignment of individual and team behavior and goals with organization values and strategies
- Integration of human asset applications into a common set of processes based on common success criteria
- Distribution of accountability and learning using enabling tools and technology helps organizations both refine or augment selective parts of their human assets systems and design and implement comprehensive people strategies. Frequently we are asked to:
- Create a vision, values and supporting competencies
- Generate a goal-setting approach
- Create talent identification and pipelining process
- Produce a human assets management approach (i.e., ensuring availability, mobilization and development of the right people for the right projects and/or positions
- Develop a process, tools and support materials for creating a learning organization
- Integrate the core human asset management applications (e.g., hiring/selection, assessment, development, learning and performance management) into a common process

These resources will include information on the following themes:

- An overview of recruitment and selection
- Preparing to recruit
- Accessing potential applicants
- Selection processes
- Making quality selection decisions and
- Post decision processes

The primary functional areas of the consolidated department are:

- Regional and Community Planning
- Planning Applications
- Subdivisions and Development Approvals
- Permits and Inspections

Salary and Benefits

The basic salary is specified in the offer letter and is payable in euros, as are all other allowances (family allowances, expatriation and installation). Emoluments (basic salary and allowances) are payable in arrears, with the exception of the installation allowance which is payable on taking up duty.

Family Allowances

Family allowances comprise a head of household allowance paid under certain conditions, an allowance for each dependent person other than the spouse, as recognized by the Organization.

Annual leave and holidays

Annual leave amounts to two and a half working days for each month of service. Working days (8 hours per day) are Monday to Friday inclusive, and French public holidays are observed.

The Medical and Social System

The Medical and Social System of the Organization has an excellent and comprehensive medical and social scheme. This includes paid sick leave and paid maternity leave. The healthcare insurance covers staff members and their families.

Pension Scheme

All staff members are required to subscribe to the Pension Scheme at the rate of 9.2 per cent of their basic salary. The maximum age for retirement is 65, but staff members are entitled from the age of 63, and after at least 10 years of service, to a pension amounting to 2 per cent of the final basic salary per year of service up to a maximum of 70 per cent for 35 years of service. A reduced pension can be paid to retiring staff members from the age of 51. The regulations provide for other benefits in the case of disablement and death.

Traveling and removal expenses

On the same occasion, and under certain conditions, the cost of removal of furniture and other personal effects is paid by the Organization.

Currency transfer

Staff members receiving an expatriation allowance may transfer through the Organization up to 50 percent of their total emoluments to the country of which they are nationals or to country of residence at the time of appointment. The negotiation and dealings with employee must be ethical in sense to ensure service against the organization.

Performance Appraisal System

Statements of Policy

Performance Appraisals are means to encourage communications between staff and his/her line manager(s) and also to enable each of them to understand the expectations of the other. Better communications between staff and their Line Manager(s) leads to a better understanding, more effective management and stronger performance. Further, Performance Appraisal is the procedure to formally evaluate the performance of staff, so that good performance is recognized and weaknesses are identified with a view to assisting and guiding the employee in improving their performance.

In Partex Group, every Manager has the responsibility to ensure the development of his/her staff's capabilities required to perform their jobs effectively. Generally, the Line Manager(s) conduct individual meetings with their staff to discuss the employee's performance, achievements, and strengths, weak areas, difficulties in job performance, explore the ways to improve performance, staff development and jointly set objectives or goals to be achieved by the next Appraisal (or next Appraisal period).

The purpose of the performance appraisal is to:

a) Give the employee an opportunity for self-assessment of his/her performance and propose means of self improvement and development

b) Give the employee feedback on his/her status to meet the objectives, which were agreed between the employee and Line Manager

c) Enable the employee to understand how the Organization perceives his/her performance so that it will consequently help the employee to perform accordingly

d) Document the employee's performance for current and future reference

e) Use as a basis for salary increments, promotions, career developments or disciplinary actions

f) Identify need for training or skill development and provide input for management planning.

Time for Performance Appraisal

A complete and written Performance Appraisal shall be prepared annually in December for regular and long-term Contract employees of Partex Group. Below are other occasions for Performance Appraisal:

- At the end of employee's probation period
- Before proposing promotion for an employee
- Before proposing any change in employee's employment status from temporary/contract to regular or from regular to contract status, and for change in roles and responsibilities.
- Before preparing staff development plan.
- On transfer

Since Partex Group recognizes HRD as the continuous process, therefore, if required, a Performance Appraisal meeting may be conducted at any time during the year to review and feedback of the performance of the employee. The continuous feedback enables the employee to recognize and keep up his/her strengths and improve any weak areas. Such performance appraisal does not necessarily require documentation. However, if deemed necessary due to special circumstances a concise written document on the performance appraisal should be prepared, signed by both employee and line manager(s) and provide a copy to the concerned employee after retaining a copy for his/her personal file.

Performance Appraisal Format

Performance Appraisal of all regular and long-term contract employees shall be done using in designed Performance Appraisal Form. The Annex 11 will be used for all employees. However for senior management staff with additional attachment can be used along with the standard format. There will be also a Bengali version of the Performance Appraisal From. Performance Appraisal Format includes a number of parts which shall be filled in appropriately by the Line Manager(s) who evaluates their staff, employee and concerned PD, Unit/Dept Head, Head of HRD and CD, where applicable. The items stated in page 2 and 3 depending on the suitability for the post, will be assessed according to instructions in the format.

It is expected that Partex's branch Offices will use this standard Performance Appraisal form also at the time of promotions, at the end of probation period and for staff development plan for their employees. For other cases, such as, on transfer, change of employment status of the employees, the line manager will prepare a narrative Performance Appraisal (in brief).

PARTEX | Since 1960

Employee Involvement in Practice

Employee Relations

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

Human Resource Management in a Business Context provides an international focus on the theory and practice of people management. A thorough and comprehensive overview of all the key aspects of HRM, including case studies, articles from HRM Guide and other sources, key concepts, review questions and problems for discussion and analysis.

Employee relations as an activity

In many developed countries the industrial relations of the 1950s to the 1970s depended on the existence of company rules and regulations, which served the purpose of clarifying what was expected of both employees and employers. Since then, the move towards flexibility and empowerment of staff has resulted in 'fuzzier' boundaries between required behavior and that which is regarded as inappropriate. Employees - particularly managers - have been given greater discretion on decision-making in free market economies. **'neoliberal'** governments throughout the world have encouraged this. Within the European Union, however, there has been a countervailing emphasis on formal rules because of the predominance of social market economies at the heart of the community. Typically, most large organizations continue to have formal rules on:

- *Timekeeping*
- *Absence*
- *Health and safety*
- *Gross misconduct*
- *Use of company facilities*
- *Discrimination*

The enforcement of such rules is a sensitive issue, requiring some form of formal or informal disciplinary system. Discipline is not only negative, in the sense of being punitive or preventative; it also makes a positive contribution to organizational performance. An effective organization cannot survive if its members behave in an anarchic way. Order within an organization depends on an appropriate mixture of each of these forms of discipline. Within the context of HRM, however, the emphasis has moved away from managerial discipline towards self and, especially, team discipline. Nevertheless, most organizations continue to have institutionalized disciplinary procedures, largely determined by management.

Implications of Employment Law

This 1-day workshop will provide delegates with information on the practical application of employment law and highlight their responsibilities in how to maintain an effective and legal working environment

Workshop Contents

The workshop will provide delegates with an understanding of the application of Employment Law and will address the ways in which the law impacts on the whole employment process. It enables participants to understand their role - through their behaviors, practices and policies - in upholding employment law. The following areas will be covered:

- Employment Law - The Framework
- The Contract of Employment
- Equality/Recruitment/ Sexual Harassment/ Bullying
- Organization of Working Time
- Discipline, Grievance & Unfair Dismissals
- Leave Arrangements – statutory and non-statutory

Workshop Aims & Learning Objectives
The learning aims of the workshop are outlined below.

Session One - Employment Law

- To understand the background and framework of employment law in Ireland
- To know the cornerstones of employment law

Session Two - The Contract of Employment

- To identify employee and employer rights
- To know the impact of legal changes on contracts, including those offered to full-time, part-time and fixed-term or temporary employees
- To reinforce the elements of a positive work environment
- To know the process for termination of employment

Session Three - Equality & Harassment Legislation

- To learn about equality legislation
- To understand what is defined as discrimination
- To be aware of the implications of this legislation regarding recruitment practices
- To understand the impact of equality and health & safety legislation on harassment, sexual harassment and bullying
- To know how to handle complaints
- To recognize the organizations obligations in these areas

Session Four - Organization of Working Time

- To understand the key points of the Organization of Working Time Act 1997 and Record Keeping Regulations 2001
- Understand the practical implications for managers

Session Five - Discipline and Grievance Procedures

- To understand the purpose and steps of the disciplinary procedure and the grievance procedure
- To clarify the link between performance management and discipline
- To know about the Unfair Dismissals Act and cases taken under it
- To understand the impact of not dealing with issues

Session Six - Leave of Absence

- To know the key points of the legislation covering Maternity Leave, Adoptive Leave, Parental Leave, Force Majuro Leave and Career's Leave
- To distinguish between statutory and non-statutory leave

This workshop is available on a public and in-house customized basis. It is highly participative and will outline the legislation, and address best practice in the areas covered for managers and supervisors who deal with people issues.

Human Resource Policies

Equal opportunity

Equal opportunity and treatment between men and women is a fundamental principle of HR policy. Actions to give effect to this principle have meant that, over recent years, recruitment and retention patterns have gradually changed to give women a larger presence in the Organization's staff. The situation could still be improved however because, as elsewhere, women are not equitably represented at all levels: their participation continues to be largely at the lower grades.

Training and Development

It is the policy of relevant training for its staff to obtain and maintain the mix of skills and knowledge needed to achieve the highest level of performance in accomplishing the mission and objectives.

Training, as one element of an integrated personnel management system that includes recruitment, performance management, career management, is one important means of learning.

Sexual harassment

Any type of harassment at work, or in connection with work performed on behalf of the Organization, will not be tolerated and may give rise to disciplinary action. This includes any action that constitutes sexual harassment.

Non-smoking policy

The protect non-smokers from the effects of smoking, and to help smokers to give up smoking if they so choose. The Organization's collective areas are non-smoking (except areas set aside for smokers).

Part-time work

New officials may be directly recruited to work part-time. The duration of part-time work may be from 50 to 90 per cent of normal working hours and may be scheduled in various ways on a daily, weekly, monthly or annual basis.

Spouse support and employment

Organizations, when managing the recruitment of expatriate staff, are becoming increasingly sensitized to the needs of the family unit. Many such organizations have therefore introduced a spouse programmed to help the spouse make the adjustments necessary before the move takes place.

Specialist Employment Law

Training and Services

As Ireland's leading provider of HR information, with 1,500 customers of our foremost publication, ***Personnel Policies and Procedures: The Law in Perspective*** Graphite's research and analysis of new legislation and emerging trends keeps us at the forefront of HR practice in Ireland.

Based on our expertise we are the supplier of choice in the following areas:

Development of HR Policies and Procedures

Due to the complexity of employment legislation, many organizations require support in the development and production of employee contracts, policies and handbooks. We seek to build on policies and practices already in place and take account of an organization's culture, while achieving legal compliance in policy and practice.

- *HR Policy review and development*
- *Employee Handbooks*
- *Employee Contracts*
- *HR Audits and compliance analysis*

Implications of Employment Law for Managers

The complex nature of our legislation and working practices requires managers to be at the forefront of implementing HR policies. Managers and supervisors need to fully understand the legal implications of day to day management activities such as refusing annual leave, absence management, dealing with grievances, interviewing and bullying allegations. Graphite provides a series of practical workshops to enable managers carry out these activities in a compliant and effective way:

- *Implications of Employment Law*
- *Managing Discipline and Grievance*
- *Selection Interviewing Skills*

Managing Dignity and Diversity

The progressive equality legislation in Ireland dictates that Dignity and Diversity awareness is disseminated, and policies and procedures are put in place to provide all employees with a safe working environment, free of discrimination, harassment or bullying. We use our expertise to support the development and communication of polices and complaints procedures, and provide expert training for employees nominated for Support Contact or Investigator Roles:

- *How to Manage Dignity and Respect (Policy Briefings)*
- *Managing Dignity and Diversity in the Workplace*
- *Train the Designated Contact Person*
- *Investigator Training*

Resolution of Issues

Whilst I advocate the use of informal methods of complaint resolution whenever feasible, at times objective investigation and analysis has to come from an external source. This is especially true when complex issues have built an internal legacy, which is difficult to unravel, and when internal expertise is insufficient to resolve issues. We support resolution through:

- *Facilitation*
- *Mediation Service*
- *Investigation Support Service*

Our experts provide up to date input on the impact of current and new employment legislation, the requirements for day to day compliance, the responsibilities of managers and HR, and provide relevant skills practice, case examples and exercises.

PARTEX | Since 1960

Chapter – Seven
Analytical Part

Employees Selection Criteria

The selection of the employees as a Partex Group is very complicated and difficult during the visiting time we know about it. The men/women who want to participate as an employee in this organization should have to drop the C.V here. Then the selection committee have choose a very few among them and call them for a written test. After that those who passed the test then they will have to give an interview to the selection members. If he qualified all this then he will be an employee. The process of the HRM department is same. 'You don't need to be a graduate associate in order to fast-track. It's dependent on how well you're doing and how much potential you have. You could be a very high-performing employee, but that does not mean you can manage very large businesses.

Purpose

Partex Group's main purpose is to manage the internal customer. Their main objective is to make the customer satisfied. Their motive is to solve each problem arises within the customer. Make the life of people easier & more comfortable. They give the full satisfaction to the customer about the any kinds of errors. They help staff to 'use their strengths in their jobs and for them to be successful because everything we do in HR has to be linked to performance'.

Orientation

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

Monitoring & Supervising

Meet with supervisors and mentors, both of whom play a major role in Partex Group career development and training. They serve as advisors and aid the throughout their rotations.

The mentor is a unique aspect of the Human Resource Management Trainee program. The mentor guides the overall professional career development of the Partex Group. The mentor also acts as teacher, counselor, motivator, and confidante to support and facilitate HRM them skill development. The mentor's role is to take a long-term view in the Trainee's career development and encourage doing the same in Partex Group. The mentor assists the HRM

in the understanding of the technical, administrative, social and political systems within which Human Resource employees function. The mentor helps enable the HRM to shape realistic and reachable career expectations.

Partex Group supervise develops the training plan for provides orientation to the sponsoring agency. The supervisor is responsible for planning, coordinating, and conducting them developmental activities and evaluating progress. The supervisor also assigns work to the Trainee that will encourage technical competencies and career growth. The supervisor evaluates the overall performance of provides input on the assignment that the Partex Group will be provided after the initial training year.

Rotational Assignments

Typically have four rotations within the Partex Group's Human Resource System. About every three months, they move to another program area within a different agency. The rotation types are assigned to accommodate the training plan of the needs of the sponsoring agency and Partex Group. The scheduling of the rotations allows the Trainee, supervisor, and mentor to have some degree of choice in both the variety and agency of the rotations. Depending on the needs of the agency, the Partex Group the personal training plan, and the requirements of the program, each rotation can be specialized to one functional area or may be generalized to encompass several areas.

Through the rotational assignments, they are exposed to the many program areas within the Partex Group's Human Resource Management System. These rotational assignments include comprehensive orientations to the functional responsibilities, organizational structure, and program areas of the agencies. Work-related projects are assigned to further enhance the knowledge and understanding of how the Partex Group functions. Assignments may include experiences in the following areas:

- Job Classification
- Labor Relations
- Equal Employment Opportunity
- Employee Benefits, **5**Special Projects
- Health and Safety
- Recruitment and Placement
- Training and Development
- HR Research
- Project Design & Evaluation
- HR Systems
- Computer Applications

Job Classifications

Job Classification is a core rotation that all will experience. In this rotation, the Partex Group will gain an understanding of the responsibility of job descriptions, use of class specifications, classification principles, and other key Human Resource of Partex Group

topics. The Trainee will develop skills in interviewing and questioning techniques, report writing, use of database for job classification, and application of job classification principles.

LABOR RELATIONS

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

EQUAL EMPLOYMENT OPPORTUNITY (EEO)

In this rotation the HRM of Partex Group will learn about EEO program plans, principles of discrimination, and utilization of workforce and job group analysis. They will develop skills in EEO program plan development, investigation and resolution techniques, design and conduct of EEO training plans, and advising managers and supervisors regarding EEO issues and principles of non-discrimination.

EMPLOYEE BENEFITS

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

SPECIAL PROJECTS

Partex Group may have a rotation that includes many disciplines. The special projects will help to develop skills in independent research, team participation, and report writing.

EMPLOYEE HEALTH AND SAFETY

In an Employee Health and Safety rotation, Partex Group will gain an understanding of the, which offers employees and their families assistance with personal problems; safety programs in agencies; the role of unions in job safety; and Partex Group's safety codes, regulations, and standards.

RECRUITMENT AND PLACEMENT

In Recruitment and Placement, the Partex Group will learn the application and testing process for Civil Service positions; the mechanics of hiring and promoting within the Partex Group; and the roles and responsibilities of agency Recruitment and Placement sections. The Trainee also will gain skills in interpreting and applying rules, regulations, procedures, and contract provisions.

TRAINING AND DEVELOPMENT

Partex Group assignments in Development will offer learning in a variety of areas. These include training needs assessment, performance consulting and improvement, classroom presentation and facilitation skills, supervisory and management training, and technical training methods. Other HRM they development will encompass procedures for contracting for training, conference planning and management techniques, and the providing of outside training seminars to Partex Group staff.

HR RESEARCH, PROJECT DESIGN & EVALUATION

A rotational assignment in this area will provide the Partex Group with an opportunity to be involved in the design and development of a new Human Resource program or the evaluation of existing programs. Assignments may include participation on teams that are installing a new Human Resource Management System program or the evaluation of an agency as part of a Human Resource Management Review.

HR SYSTEMS AND COMPUTER APPLICATIONS

The Human Resource Systems and Computer Applications rotation promotes an understanding of Partex Group how positions are filled; how time and attendance is reported; alternate work schedules; how Human Resource and payroll transactions are processed; and the procedures for maintaining, accessing, and releasing employee personnel information.

TRAINING

The training of the HRM of Partex Group does not rest solely on the supervisor, mentor, and rotational assignments. They reunite regularly for formal training classes from the Governor's Office of Administration. The formal training consists of lectures by Commonwealth professionals, tours of Partex Group facilities, and group learning activities. The core training focuses on traditional Human Resource areas, including labor relations, job classification, training and development, benefits, EEO, pay, recruitment, HR systems and computer applications, research and evaluation, and safety and health.

Partex Group also may participate in formal training that is offered through their rotational agencies. Agency-offered training allows the Trainee to develop specific technical skills that will benefit their work in their rotational agencies.

PLACEMENT

Upon the successful completion of their rotational assignments, Human Resource Management of Partex Group will be placed within the agency in which they began their rotations or another suitable position. At this time they will attain permanent status at the level of Human Resource Analyst 1 or Equal Opportunity Specialist 1.

Chapter – Eight
Findings

Partex Group put together an experienced staff to design and merchandise, source and buys raw materials, develop product and components, and coordinate multi process embellishment and technical cut and sew operations. They ship finished product to either distribution or retail from their based distribution center. Partex Group does it fast and do it right!

Today, supervisors and managers are urged to follow a new model, a more compassionate, collaborative approach to leadership and Human Resources Management based on a philosophy of individual empowerment and team effort – much different than the model of cold authority figures. This modern approach to supervision and HR Management engages more workers' intelligence, creativity, motivation and loyalty. It tends to reduce absenteeism and turnover, while increasing productivity and problem solving ability.

For my point of view the company should keep its young employees. Every potential junior auditor one day because a senior sufficient facilities and careful observation can brings success of these prospective trainee officers. After get appropriate training, they develop the many skill necessary to become good auditor. Conducted by research basic work and investigation my point of view the company should do to keep its young employees.

I find out some point which is as below:

1. Lack of experience of junior member, which covered by the senior member of the Partex Group.
2. More productivity, Partex Group attention is usually focused on the work being produced. This is helpful to achieve the organization goal.
3. Junior auditors can learn many things about senior auditors working activity and others which is help to build their career as a "the next supervisor"
4. Less careful about junior officer.
5. Always try to measure quantity not quality.
6. Less careful about their further career development.

Different type's organization follow different types of philosophy for my point of view in this case working combination way such as team work or friendly manner as a result it reduce the turnover rate and enhance the satisfactory land which is helpful to organization goal.

In addition to Investigator Training, Graphite provides an Investigation Service that has two types of service offering. The investigation support service is designed to ensure that best practice in undertaking investigations is attained.

1. **Support for Internal Investigators**

Partex Group offering is designed to support internal investigators who have been assigned to complete an investigation on behalf of the employer into an employment related matter. In providing support Partex Group will provide a coach and mentor to the investigator/investigation team, who will be an expert with which to discuss, debate, review the course that the investigation is taking. In providing such a sounding board the internal investigator has an independent person with whom the process can be discussed in confidence. In particular, this helps the investigators to effectively manage the boundaries and reporting of the investigation.

2. **Carry out Investigations**

The offering is designed to enable an employer to engage the services of an external investigator to carry out an independent investigation into an employment related matter, particularly harassment or bullying of the Partex Group. The investigatory service includes full administration, management and documentation of the process. In this role, a Partex Group consultant will go on-site to interview complainants, alleged harassers, witnesses, and collate all relevant information. The findings will be compiled into an objectively written investigatory report. All documentation and information acquired throughout the process will be treated sensitively and confidentially.

Investigation Support Service provides

- Confidentiality
- Adherence to best practice
- Support to the employer in the carrying out of investigations
- Effective management of the stages of the investigatory process
- Formulation and communication of central issues and findings

Change in power relations and highlights the supremacy of Partex Group's management. The management prerogative is rediscovered but in place of command and control the emphasis is on commitment and control as quality, flexibility and competence replace quantity, task and dumb obedience. To put it another way: the managerial agenda is increasingly focused on innovation, quality and cost reduction. Human resource management makes more demands on employees, work is intensified.... there is less room for managerial slack and for indulgency patterns.

Chapter – Nine
Recommendation

A simple strategic model is comprised of four key components via; Mission, Objectives, Strategy, Implementation and Review. The term 'strategic management' defines the process by which these long term aims, the strategy and implementation are managed. 'Strategic HRM' deals with the longer-term people issues, as part of the strategic management of human resources, in accordance with its Partex Group's strategy and mission statement.

It may please be noted that Partex Group Government regulations do not permit employment of non-Bangladeshi. These however are only allowed on the request of the employer for highly technical nature of work not normally available in Bangladesh, because they follow a bookish selection methods but it is not to a perfect way in the current suction.

In addition to Partex Group vast sales and distribution network of dealers, they have 6 sales depots located at strategic points, but it is not possible way of the business. If they increase their distribution network then it is easy to establish the business position.

We identified the following six factors as accounting for the increasing interest in and resort to HRM practices of Partex Group:

- **Public sector and institutional reform**

A coherent sector strategy is a prerequisite for sustainable HR strategy and supporting structures. Partex Group need to develop a improved in-house training management practices and utilization of training resources especially training centers and effectively utilize their own resource or experienced working persons to improve and update the skills of junior staff and new entrants thus, preventing knowledge erosion with ability of work.

- **Strategic groups**

The new formation of a high-level strategic HRM policy group and a lower level working group is very essential for support and cooperate with the change process. The strategy group would be led by the Partex Group contain highly influential in HR management. In addition, there would be private sector representation to expand the knowledge base of HRM and share good practice.

- **Institutional Analysis**

Linking the Local Consultative Groups (LCG) to the Partex Group is an opportunity to develop an institutional analysis study funded by the set in motion a programmed to address HRM/D and could develop better performing Departments working in accordance with the reformation process. This provides donors with an opportunity to support skill development once again but this time as part of a public sector reform initiative.

• Support for in-country HRM development

If the Partex Group were well developed, it could become the professional body for HRM in the country. Support could include a small scoping study to examine how the Society could be developed, where and how the public sector would fit, timescale for any support and long-term sustainability.

• Co-coordinated support for MIS Development

There is currently duplication of Partex Group's development for HRM systems. This could be established as a standardized system to meet all HRM needs. Support could include an initial review of current systems and an agreed plan on an integrated approach to MIS development.

• Developing a Code of Conduct

The purpose of a code of conduct is to provide a framework for Partex Group's accountability; maintaining safeguards and outlining clear statements of expected behavior. All interested parties can use it as a point of reference.

They should not be static but reflect the changing organization and engender a sense of integrity offering assurance to the public (customers etc). It is a proven effective human resource management tool creating a sense of discipline and responsibility.

They always says they are the leading of manufacturer, seller and distributor in Bangladesh achieving their business vision through growth in market reach, increasing operation size, international distribution, total service and consistent branding activities by the being most customer focused & Innovative, cost effective & efficient, environmentally responsible & quality concerned company in the business. It is not easy process, but they are trying to make a successful business in competitive sector of particular business group.

Chapter – Ten

Conclusion

Partex Group focuses on building high quality human resources with expertise and professional skills adopting the human resources re-engineering and development plant was a view to creating and excellent clientele service environment for ultimate achieving of sustain profit growth making no comprising with the quality assets creation.

The company human resources development strategy is too built up quality manpower with conceptual managerial knowledge skills through designing of continuous in house and outside training program. They arrange in house, customized special training at for fresh entrained to build up quality manpower and suitable placing them in productive channel. It also arrange training program, workshop etc. Under executive development program for increasing quantum of quality they utilize manpower at higher management level.

Partex Group offer challenging professional opportunities to young persons who can give sustained and focused hands on performance in the field of marketing, accounts, finance, production, MIS / IT and engineering. Vacancies arise from time to time to fulfill requirements of the Group.

Partex Group offers attractive salaries and benefits in line with top industrial employers in Bangladesh. Scope of advancement is strictly performance based. They have mobilized adequate distributors to serve all parts of the regions; they are one of the largest distribution organizations in Bangladesh. This network makes possible the flow of goods from the producer through intermediaries to the buyer

The region's proximity to the market, favorable duty and quota treatment, low cost environment and strong work ethic make it the ideal place for apparel production. Partex Group opened their state of the art manufacturing facility. One of the most modern facilities in their 57,000 square foot facility contains a one shop of capabilities for the most efficient means of apparel manufacturing available.

Danish Condensed Milk Bd. ltd. is the one of the largest distribution network in Bangladesh of Partex Group. Hundreds of eager energetic and effective sales representatives are working supported by our dedicated sales and marketing division. We are marketing many products namely Ovaltine, RC cola, MUM-natural drinking water in PET bottles, Danish Condensed Milk, Danish Milk Powder, Danish Fruit Juice and Distributor of Aktel Scratch Card & E-fill. All the process is achieved only use the proper method of Human Resource Management.

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APPENDIX

EAST WEST UNIVERSITY
excellence of education
Mohakhali C/A, Dhaka.

Human Resource Management Practices of Partex Group of Bangladesh.

1. Have you HRM Department in your company?

2. What is your employee selections process?

3. How can you maintain your employer & employees relationship?

4. Employers & employees are satisfied their salary.

5. Have you any training & development course for your employers & employees?

6. There is a greater stress on the differences between HRM and personnel management of Partex Group?

7. Is Human Resource Management a systematic approach to people Management in Partex Group?

8. Is the fundamental concepts of HRM are generally agreed and easy to implement in your company?

9. Basically, HRM is just Human Relations, do you agree?

10. How can you develop the job analysis process in your organization?

11. The rise of HRM has something to do with female and male power Issues in Bangladesh.