

2010

A WORKING REPORT ON THE PRE AND POST POLICIES AND PROCEDURES OF RECRUITMENT & SELECTION, COMPENSATION & BENEFIT AND TRAINING & DEVELOPMENT OF LAFARGE SURMA CEMENT LTD.

Kamruzzaman, Md.

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Lafarge Surma Cement Ltd.

A company of  **LAFARGE** and  **CEMENTOS
MOLINS**

A WORKING REPORT ON THE PRE AND POST POLICIES AND PROCEDURES OF RECRUITMENT & SELECTION, COMPENSATION & BENEFIT AND TRAINING & DEVELOPMENT OF LAFARGE SURMA CEMENT LTD.

BY

MD. KAMRUZZAMAN

ID # 0420077

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



INDEPENDENT UNIVERSITY, BANGLADESH

MAY 2, 2010

**A WORKING REPORT ON THE PRE AND POST POLICIES AND PROCEDURES
OF RECRUITMENT & SELECTION, COMPENSATION & BENEFIT AND
TRAINING & DEVELOPMENT OF LAFARGE SURMA CEMENT LTD.**

A WORKING REPORT ON THE PRE AND POST POLICIES AND PROCEDURES
OF RECRUITMENT & SELECTION, COMPENSATION & BENEFIT AND
TRAINING & DEVELOPMENT OF LAFARGE SURMA CEMENT LTD.

By

Md. Kamruzzaman

ID # 0420077

has been approved

MAY 2, 2010

by

A.B. Emran Salahuddin

Lecturer

School of Business

Independent University, Bangladesh

May 2, 2010

Page:

Letter of Transmittal

May 2, 2010

A.B.Emran Salahuddin
Lecturer
School of Business
Independent University, Bangladesh

Dear Sir:

Subject: **Submission of Internship Working Report**

I hereby with due respect would like to state that I have completed my Internship Program in Lafarge Surma Cement Ltd. I was appointed in the Head Office addressed at 65, Gulshan Avenue, Dhaka - 1212. The topic of my Internship report is “A working report on the pre and post policies and procedures of recruitment & selection, compensation & benefit and training & development of Lafarge Surma Cement Ltd.” Apart from the academic knowledge gained, this internship program and preparation of report has given me the opportunity to acquaint myself with a reputed Multinational Company. I believe that the experience I acquired from this study will be an invaluable asset in my life.

It has also to be mentioned that without your expert advice and cooperation it would not have been possible to complete this report. If you have any further enquiry concerning any additional information I would be very pleased to clarify that.

Sincerely yours,

Md. Kamruzzaman
ID # 0420077

Acknowledgement

It was the kind design of Merciful Allah that I *Md. Kamruzzaman* have completed the assigned task within the specified time period with fewer hazards.

For the fear of sounding like a vote of thanks speech, I could not possibly thank all of those marvelous people who have contributed something of themselves directly or indirectly in preparing this report. They are of course some very special people who cannot go without mention.

I particularly appreciate the perseverance and contributions of supervision by *Mr. Emran Salahuddin*, Lecturer of the School of Business, Independent University, Bangladesh. Without his constant supervision and valuable advices and suggestions from time-to-time, I would be failing to complete the whole thing in a right manner.

My heartfelt gratitude goes to *Mr. Md. Mizanur Rahman*, Assistant Manager of Human Resources department of Lafarge Surma Cement Ltd. I am indebted to him for his willful and heartiest co operation, inspiration and suggestions to complete the internship. I also thank *Ms. Tahya hossain*, Director, human resources of Lafarge Surma Cement Ltd.

My endless thanks goes to *Mr. Mohammad Sabbir Jahangir*, Officer-HR for his relentless effort during preparation of the paper. Without his sincere cooperation the completion of internship would be nightmare. I also heartily thank all my friends who directly or indirectly lend me their assistance in this regard.

Table of Content

<u>Topic</u>	<u>Page No.</u>
About The Company	
Lafarge Group	10
Global Profile	11
Cementos Molins	11
Lafarge Molins Joint Venture	12
Lafarge Surma Cement (LSC)	12
Vision and Commitment	13
About the Product	
Description	14
Uses	14
Advantages	14
Pre & Post Policies and Procedures of Recruitment & Selection	
Human Resource Management of Lafarge Surma Cement Ltd.	15
Categories of employees	15
Resourcing	16
Recruitment	16
Requisition of employees	17
Candidate Resourcing	17
Sample of Advertisement	18
Interview	18
Company Selection Committee	20
Medical Report	21
Post Joining Activities	
Joining Report	21
Contract Paper	22
ID Card Requisition	24
Induction Schedule	25
Confirmation of Services	25
Remuneration & Benefits	
Remuneration	27
Salary Structure	27

Location & Hardship Allowances	28
Increment & Bonus	28
Calculation of Salary	28
Festival Allowance	29
Income Tax	29
Provident Fund	30
Gratuity	30
Overtime	31
Working Hourrs	31
Training and Development	33
Scope	33
Budget	33
Method	33
Training Need	34
POSITIONAL JOB COMPETENCY	35
TRAINING PLAN	35
Training Sources	36
LINE TRAINER	36
Training Module	36
TRAINING APPROVAL	37
DOCUMENT CONTROL	37
TRAINING IMPLEMENTATION	37
RECORD KEEPING	37
INFORMATION DISSEMINATION	38
TRAINING EVALUATION	38
TRAINING FEE SETTLEMENT	38
Training Program on Negotiation Skill in BRAC – CDM	38
Training work order to Trainer/Faculty	39
Visa letter	40
Offer letter	40
Work order	41
Reconfirmation Letter	42
Coordinating Training Session	43
Group Picture	44
Evaluation	44
Bill Settlement	45
Limitations of the study	47

Major Findings	47
Recommendations	48
Extension of Human Resource Department	48
Stop Reference Appointment	48
Trained System Operators	49
Utilize the Existing System	49
Conclusion	49
References	50
APPENDIX A: PROCESS FLOWCHART for Recruitment	51
APPENDIX B Training and Development Overall Framework	52
APPENDIX C Training and Development Need Identification Framework	53

DEFINITIONS

The following definitions shall apply in this policy document unless the context otherwise requires.

Company:	Company means LSC.
Employee:	One who has employment relationship with the Company through a written contract and receives remuneration for his service.
ExCom:	Executive Committee; The body to take decision on issues relating to the Company, consists of Managing Director, Plant Manager, Finance Director, Corporate Affairs Director, Human Resources Director and Commercial Director.
Extended Ex-com:	Includes Ex-com, Head of Purchase, Head of Communication and Head of Internal Audit.
He/His/Him:	Although only male gender is used, it also refers to female staff.
Family member:	Staff's spouse and children below the age of 21 years.
HOF:	Head of the Function – Functional Heads who report to the MD and member of the ExCom.
HOD:	Head of the Department – Departmental Heads are in-charge of the Departments under a Function and report to the HOFs.
HR Department:	Human Resources Department.
Lafarge Group	“Lafarge Group” will include Lafarge S.A. registered in France and its associated and subsidiary Companies in different parts of the world. In a number of contexts Lafarge Group has been referred as Lafarge.
Leave year:	From 1 st January to 31 st December of each year.
LSC:	Lafarge Surma Cement Limited, a company registered in Bangladesh with registered office at House 35, Road 24, Gulshan 1, Dhaka 1212, Bangladesh, and all its subsidiaries in Bangladesh and India.

MD:	Managing Director, Lafarge Surma Cement Ltd., the Chief Executive Officer of the Company.
Premises:	Company owned mines, plant, offices; Company maintained apartments, guesthouses and vehicles.
Regular Staff:	Regular staff is one who has been recruited against a permanent vacancy and is confirmed as permanent staff, after successful completion of probation period.
Spouse:	A husband or wife, of a staff member, legally recognized by the Bangladesh Law.
Scope of the Policy:	All Staff working in Hay job grade 10 (Officer Grade) and above in all locations of LSC.
N + 1:	Immediate Supervisor of an employee.
N + 2:	Immediate Supervisor of N+1.
Probationers:	Staff who have joined the Company against a vacancy of a permanent position and yet to complete his probation period.
Regular:	Staff whose employment/service has been confirmed.
Fixed Term:	Staff who are working on fixed term contract or working for a temporary period.
Trainees:	Staff who have been recruited to be trained and developed for a certain job.

EXECUTIVE SUMMARY

The internship report is submitted in partial fulfillment of the requirements for BBA program of Independent University, Bangladesh. I finished my internship in Lafarge

Surma Cement Ltd. I was assigned in the HR department.. Last three months I was engaged with their many HR activities like recruitment & selection, training & sedelopment also some part of C & B and with a lot more daily work, which I have tried to show here in this report. I have choosen the topic “A WORKING REPORT ON THE PRE AND POST POLICIES AND PROCEDURES OF RECRUITMENT & SELECTION, COMPENSATION & BENEFIT AND TRAINING & DEVELOPMENT OF LAFARGE SURMA CEMENT LTD.” with consultation with My honorable supervisor Mr. Emran Salahuddin. In this report I tried to show how Lafarge Surma Cement Ltd. operate it’s HR department accrding to their company HR policy. I started with the company profile where i tried to give a minimum knowledge about the company. And after that I showed working process of of recruitment & selection, C & B and training and development. As an intern working there was a very good experience for me but still I foiund some problem which I have shown in the end of the report and also given some recommendation. But considering those things overall It is a giant company with having very good work environment and sound C & B.

ABOUT THE COMPANY

Lafarge Group

Lafarge was founded in France In 1833.

Through these 170 years, it has been growing steadily to take leadership in the production of different kind of construction materials and has established itself as the world leader in construction material business.

Today Lafarge is the world leader in building materials, with top-ranking positions in all of its businesses: Cement, Aggregates & Concrete and Gypsum.

With 90,000 employees in 76 countries, Lafarge posted sales of Euros 17.6 billion and net income of Euros 1.9 billion in 2007.

Lafarge is the only company in the construction materials sector to be listed in the 2008 '100 Global Most Sustainable Corporations in the World'.

Lafarge has been committed to sustainable development for many years, pursuing a strategy that combines industrial know-how with performance, value creation, respect for employees and local cultures, environmental protection and the conservation of natural resources and energy.

To make advances in building materials, Lafarge places the customer at the heart of its concerns. It offers the construction industry and the general public innovative solutions bringing greater safety, comfort and quality to their everyday surroundings.

Over a period of 170 years, Lafarge expertise in efficient industrial production, conservation of natural resources and respect for both the society and environment is being implemented all around the world. It firmly believes that industrialization must create value, protect the environment and respect people and their cultures.

Lafarge is the only construction material producer to have a global partnership with WWF, the conservation organization, with the objective to continue to improve and implement the best practice in the field of quarry reclamation and to help WWF preserve biodiversity.

Global Profile

THE LAFARGE GROUP

World leader in building materials, Lafarge holds top- ranking positions in all four of its Divisions- Cement, Aggregates & Concrete and Gypsum.

1833, founding of Lafarge	Lafarge posted sales of Euros 17.6 billion and net income of Euros 1.9 billion in 2007. Lafarge's growth policy is defined in the context of a strategy of sustainable development.
17.6 billion euros of annual sales 2007	The Group's expertise in efficient industrial process generates value, protects the environment, shows respect for societies and cultures and is sparing in its use of natural resources and energy.
90,000 employees	By focusing on the development and advancement of building materials, Lafarge places the customer at the core of its strategy and offers the construction industry and the general public innovative solutions that will bring more safety, comfort and beauty to our everyday lives.
76 countries	Lafarge is the first industrial group to enter into a partnership agreement with WWF.

Cementos Molins

Cementos Molins, Sociedad Anonima, is a Spanish Cement Company Founded in 1928, quoted in the Barcelona Stock Exchange.

With over 75 years of experience in manufacturing cement. Cementos Molins has now become a renowned Concrete, Aggregates, Mortar and Pre-cast product producer in Spain.

It has now 40 Ready Mix plants, 13 Aggregates quarry and 11 pre-cast product manufacturing units in Spain, it has industrial operation in Mexico, Argentina, Uruguay, Bangladesh and Tunisia.

Lafarge Molins Joint Venture

Lafarge and Cementos Molins have signed a shareholders' agreement by virtue of

which a Joint Venture Company, Surma Holdings BV, has been formed with Lafarge and Molins each holding 50% stake in the newly formed JV Company.

After transfer of the current Lafarge shareholding in LSC, the JV Company holds about 59% of LSC's common equity.

Local Sponsors

Islam Group and Sinha Group with shareholding of 2.8% and 3% respectively are the local sponsors.

Lafarge Surma Cement (LSC)

World leader in building materials Lafarge of France and renowned Spanish Cement producer Cementos Molins have set up a state-of-the-art fully integrated dry process cement plant at Chhatak, Sunamganj in North East Bangladesh.

Basic raw material – limestone is transported from the quarry in East Khasi Hills in Meghalaya to the plant at Chhatak by a 17 kilometer over land long belt conveyor.

The plant has an annual capacity of 1.5 million tons of clinker and cement.

The cement plant has the most advanced laboratory which enables it to test the raw materials and ensure quality control in the manufacturing process.

Besides Lafarge and Cementos Molins as major sponsors, the equity partners of the project include International Finance Corporation (IFC), Asian Development Bank (ADB) and two leading local businesses- Islam Group and Sinha Group. The project is financed by International Finance Corporation (IFC), Asian Development Bank (ADB), German Development Bank, the Netherlands Development Finance Company, European Investment Bank and local Standard Chartered Bank and Arab Bangladesh Bank.

The Lafarge Surma Cement project is a unique cross-border landmark between Bangladesh and India.

<u>Name of the shareholders</u>	<u>Nationality or incorporated in</u>	<u>Number of shares</u>	<u>Holding %</u>
Surma Holdings BV	The Netherlands	34,184,935	59%
International Finance Corporation	U S A	5,797,000	10%
Asian Development Bank	Philippines	5,797,000	10%
Sinha Fashions Ltd.	Bangladesh	1,755,000	3%
Islam Cement Limited	Bangladesh	1,595,710	3%
Other shareholders-	Bangladeshi & NRB	8,939,030	15%

Total 58,068,675 100%

Vision and Commitment

VISION

- To be the undisputed leader in building materials in Bangladesh.
- Being the best.
- Growing fast with the best value creation.
- Achieving leadership in local businesses through excellence.

We want to share our vision with all of our people to make it happen.

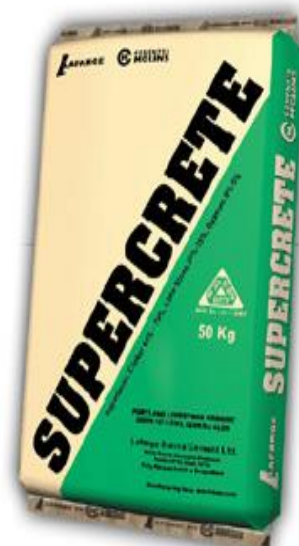
COMMITMENTS

- Generating Value for our customers.
- Giving our people every opportunity to contribute and
- Contributing to building a better world for our commu
- Delivering the value creation that our shareholders exp

We want our brand to stand for these commitments to ac

Description

The word SUPERCRETE is derived from two English words 'Superior' and 'Concrete' which make superior and



durable

concrete.

SUPERCRETE is a premium brand made for general purpose application namely foundation, beams, columns, slab, masonry and plastering works.

SUPERCRETE mix is richer and denser allowing a better 'Bonding Power' when used with different types of aggregates.

SUPERCRETE comes in 50 kg Bag.

Uses

SUPERCRETE Cement is widely used in road, bridge and building construction. Its chemical compound's proportion is stringently controlled to protect atmospherically exposed, reinforced concrete structure from attack by chloride, oxygen, moisture ingress. Typical uses include, but are not necessarily limited to the following:

- Residential, commercial, industrial complexes and multi-story building.
- Roads (Asphalt concrete), runway.
- Bridge, culvert and flyover.

Advantages

Economy: SUPERCRETE develops high early strength which makes it possible for early removal of formwork of slabs and beams, increases speed of construction and saving in centering cost.

Durable: SUPERCRETE cement produces high durable concrete due to very low percentage of alkalis, magnesia and free lime in its composition.

Consistent Quality: Lafarge Surma Cement to produce not only high but extremely consistent quality cement.

Pre & Post Policies and Procedures of Recruitment & Selection

Human Resource Management of Lafarge Surma Cement Ltd.

Human resource development and management has been proved as one of the most critical aspects of attaining organizational effectiveness. Human Resource Management (HRM) is concerned with the 'people dimension in management'. LSC since its inception has placed equal emphasis on all the four key functions of the process of HRM-acquisition, development, motivation and retention. The various programs undertaken by the LSC to enrich the quality of human resource are mainly aimed at increasing professional knowledge and skill levels of employees through training and development, in order to form a well-equipped work force for providing excellent services to the customers

Moreover, top executive of the org. are frequently send abroad for enabling them to know the functions and mechanisms of financial, commercial and exploring business opportunities.

Categories of employees

- **Probationers:** Staff who have joined the Company against a vacancy of a permanent position and yet to complete his probation period.
- **Regular:** Staff whose employment/service has been confirmed.
- **Fixed Term:** Staff who are working on fixed term contract or working for a temporary period.
- **Trainees:** Staff who have been recruited to be trained and developed for a certain job within a fixed term. After successful completion he will be confirmed as a regular staff. Trainees on fixed term contract will not be confirmed as regular staff after completion of their training period.

Resourcing

- Regular staff only recruited for core activities.
- Company-Staff relationship is long-term and mutually beneficial.
- Company resourcing activity aims to achieve an establishment that fairly reflects the society at large.
- Every vacancy filled on the basis of 'best fit for the job' by way of promotion (LSC), internal transfer (LSC staff or Lafarge Group staff) or external recruitment.

- Internal candidates can apply and participate in the competitive selection process. Preference shall only be given to the candidate possessing requisite competencies and profile.
- LSC is an equal opportunity employer and it does not discriminate people on the basis of Birth, Race, Gender, Religion or Ethnicity.

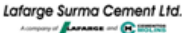
Recruitment

Recruitment refers to process of finding right people for the right job or function, usually undertake by Human Resource Department. Advertising is commonly part of the recruiting process, and LSC does it through newspapers. Mainly two newspapers they advertise for Prothom Alo and Daily Star. Different job required different skills. So, suitability for a job is typically assessed by looking for skills, e.g. communication skills, computer skills. Evidence for skills required for a job may be provided in the form of qualifications (educational or professional), experience in a job requiring the relevant skills or the testimony of references.

- Company only recruits against a vacancy approved by the MD.
- For filling a new position or vacancy caused by resignation or retirement, the concerned HOF shall send the completed requisition form. HR director send the form with his comments to the MD for approval before initiation the recruitment process.

Employee Requisition

In following a sample of an employee requisition form is shown. Which is issued by the HOD and approved by the MD.



EMPLOYEE REQUISITION FORM

+	Job Title :	Permanent <input type="checkbox"/>	Temporary <input type="checkbox"/>	Contractual <input type="checkbox"/>
	Number of Position (s):	Duration (If Temporary/Contractual):		
	Department :	Budget Provision : Yes/ No		
	Job Location :	Recruitment should be within:		
	Key responsibilities 1.	Required Education		
	2.	Required Experience		
	3.	Special Skill /Training		
	4.			
	5.			
	Advertisement Media	Age bracket :		
	Types of Test(s)	Title of Supervisor :		
	Signature of Department Head :		Date:	
	Approved/Not Approved /Deferred up to.....			
				Managing Director Date:

☐ Please complete separate form for each designation.

☐ Attached detail job description for each designation

☐ If person (s) is/are not within budget, Please attach justification

☐ Once approved please send to HR Department for action.

Candidate Sourcing

- The HR department initiates the process on the basis of the profile and other specific requirements provided in the requisition. In case suitable internal candidates are not available the following external sources are utilized:
 - Advertisement
 - Placement agencies
 - Application data bank
 - Referrals
 - BD Jobs

Sample of a recent advertisement:



The world leader in building materials Lafarge of France and renowned Spanish cement manufacturer Cementos Molins have jointly set up a state-of-the-art integrated dry process cement plant at Chhatak, Sunamganj.

With raw materials sourced from its own Quarry in Meghalaya, India and transported to the cement plant at Chhatak by a 17 km long belt conveyor, this unique dry process plant manufactures renowned cement brand SUPERCETE.

Lafarge Surma Cement Ltd.
A company of LAFARGE and CEMENTOS MOLINS

JOIN THE WORLD LEADER

DEPARTMENT : OPERATIONS

OPERATIONS DIRECTOR:
The incumbent will report to the Managing Director. He will be responsible for all technical and non-technical aspects of the Plant Management. He will also be responsible for the Mining operation in Meghalaya, India. His main task is to ensure smooth operation of the Quarry and the Plant and the dispatch of Cement as per the sales plan. He will be expected to manage the operation within the parameter set of safety, engineering excellence, people management and CSR guidelines of the Lafarge Group.

Requirements:

- Graduate in Chemical/Mechanical/Electrical Engineering from a recognized University
- 15 - 20 years of experience in operation and design of modern Dry process integrated cement plant
- Mastery of cement technology, including quarrying, cement processing, quality control and modern computerized maintenance techniques
- Totally committed to employee health, safety and environmental issues, knowledge of Behavioral Safety techniques will be an advantage
- Should have knowledge and experience of people management and CSR
- The necessary stature to deal with local government officials and community leaders is essential for the job
- The energy and drive to coach and manage a young and enthusiastic team of middle managers will be required
- Problem solving and Root Cause Analysis skills

If you meet the requirements, please send your application along with a recent passport size photo to the following address within 8 April 2010.
You can also email your application at recruitment@bd.lafarge.com

Human Resources Department
Lafarge Surma Cement Ltd.
Suvastu Imam Square, 65 Gulshan Avenue, 3rd floor, Gulshan - 1, Dhaka 1212, Bangladesh

Only short-listed candidates will be called in for an interview

Ad-Graphic/EA/Advertisement/March/28-03-10/Advertisement-4

- HR Department facilitates all recruitment activities from the corporate office with the help of requisitioning department. The HR HOF may delegate some of the recruitment activities to the Site teams.
- Depending on the job requirement, CV's will be scrutinized and a short lists are prepared for selection process.

Interview

- Depending on the requirement one or more selection tools from amongst the following are used – written test, interview, assessment center, personality and behavioral test.

Interview Assessment Form

Name of Candidate:									
Position Interviewed For:									
Instructions: Please tick the following as you find appropriate									
					Poor	Adequate	Good	Excellent	
1. Overall First Impression (Punctuality, Initial Greeting, Quality of CV)									
Justification:									
2. Communication Skills (Proficiency in English, Presentation)									
Justification:									
3. Professional Skills (Job knowledge, Cross-functional efficiency)									
Justification:									
4. Management Capacity (Visioning, Planning, Goal Setting, Designing, Delegating)									
Justification:									
5. Achievement Motivation (Eagerness, Stamina, Proactive, Output Focus)									
Justification:									
					Poor	Adequate	Good	Excellent	
6. Cognitive Ability (Analytical, Pragmatic, Generating & Evaluating Options)									
Justification:									
7. Building Relationships (Team Building, Leadership, Managing conflict)									
Justification:									
8. Personality (Honesty, Integrity)									
Justification:									
9. Adapting to Change (Thinking creatively, Creating and living with change)									
Justification:									
10. Mobility					Mobile		Not Mobile		
Present Salary:					Expected Salary:				
Notice Period:					Marital Status:				
Additional Remarks:									
					Poor	Adequate	Good	Excellent	
Overall assesment of candidate									
Recommendation for further action:									
HOLD					YES			NO	
Interviewer's Name:					Date				
Signature:									

Page 2

Page:

In above you can see the interview assessment form. The interviewers concentrate on the key point of the assessment form and justify.

Company selection committee

Company selection committee for recruitment are formed as follows:

Lafarge Hay Class	Scrutiny	Primary Interview	Final Interview
Hay 10 ~ 12	N+1 or his representative, HR Department	N+1 or any other staff determined by the HOF	Concerned Functional Head, HR Director
Hay 13 ~ 15	N+1 or his representative, HR Department	N+1 or any other staff determined by the HOF	Concerned Functional Head, HR Director (Depending on the position MD may also interview)
Hay 16 ~ 17	Concerned Functional Representative, HR Department	Concerned Functional Head, HR HOF	MD
Hay 18 and above	Concerned Functional Representative, HR Department	Concerned Functional Head, HR HOF	MD, Cement Division – Asia's Representative

Medical Report

Finally accepted candidates are made a preliminary job offer by HR. When accepted, the employment contracts are issued subject to final medical clearance on the standard set by the Company and positive reference verification. In following you can see medical report of an employee by Medinova. Candidates are sent to medical test before final selection. Test report comes within 1 one. If the medical report says that the

person is fit then he/she is finally selected. In following I am showing you a sample of a medical report of one of my colleague:



MEDINOVA Medical Services Ltd.

MEDICAL FITNESS

To
Manager, Human Resources
 Lafarge Surma Cement Ltd.
 Suvastu Imam Square
 65 Gulshan Avenue (3rd floor)
 Gulshan-1, Dhaka-1212.

Name of Applicant: **Mr. Mohammad Sabbir Jahangir**
 Date of Birth/Age: **21 Years**
 Examination for Duty as: **Officer – HR**
 Our Registration no: **D117804**
 Date of Exam: **17/08/2009**

I the undersigned Dr. M. Ataur Rahman, after having performed the required General Physical examination and Lab. tests, according to PEME protocol for Lafarge Surma Cement Co. Ltd. testify that the above named person is found:-

Height: 170 cm	Weight: 72 kg.	Blood Pressure: 110/80mmHg
Visual Acuity: without glass: Rt Eye: 6/6		Left Eye: 6/6
with glasses: Rt. Eye:		Left Eye:
Color Vision: Yellow: Normal Red: Normal Green: Normal Blue: Normal		
Hearing: Rt. Ear: Normal		Left Ear: Normal
Speech: Normal	Extremities	Normal

1. He is Normotensive and Non diabetic.
2. He is free from any physical disabilities and emotionally stable.
3. He is free from active pulmonary tuberculosis.
4. He is serologically negative for Hepatitis-B & HIV 1 & 2, and non-reactive for VDRL.
5. His urine is found not to contain Sugar/Albumin.
6. His Blood Group is: **"O" Positive**
7. I therefore recommend that He may be considered Medically fit to join with Lafarge Surma Cement Co. Ltd.
8. Remarks (If any):

Dr. M. Ataur Rahman
 In-charge Medical Checkup, Medinova

□ Dhanmondi : House No-71/A, Road No-5/A, Dhanmondi R/A, Tel : 8620353-6, 8624907-10, □ English Road : 31, Johnson Road, Tel : 7170492, 7170494
 □ Malibagh Branch : Hazrat Tower 6/9, Outer Circular Road, Malibagh Mans, Dhaka-1217, Tel : 8333811-3, Mobile : 01711-047189 □ Sylhet : 98, Kojalshah, New Medical Road, Tel : 815110, 815111, □ Comilla : Kandirper, Laksham Road, Tel : 081-77563, □ Barisal : K.B. Hensayet Uddin Road.

Post Joining Activities

Joining Report

When the employee joins he is given the joining letter for signature. After that one copy is given to him and another copy is kept in hr department. At the same time HR department gives him the contract paper. In following I am showing you a sample joining letter and also a contract paper:

17 September 2009

HR Director
Lafarge Surma Cement Ltd.
Gulshan 1, Dhaka

Re: Joining Report

Sir,

With reference to my Employment Contract dated 19 August 2009 as Officer – HR in Lafarge Surma Cement Ltd, I do hereby submit my joining report at 9.00 am today, 17 September 2009 at your office at Gulshan, Dhaka.

Yours sincerely,



Mohammad Sabbir Jahangir
Officer – HR

You can see, in the joining letter few important things are mentioned like date of joining, time of joining. According to this, the employee's salary is processed in the following month.

Contract Paper

At the same time HR department gives a contract paper to the newly joining employee where HR director and the finance director sign. In contract paper some important things are written, like his/her compensation & benefit and allowances, working hour if any time period is there, working place, provision period, provident fund and all the policies regarding his employment is written there. A sample of agreement paper is given below:

19 August 2009

Mohammad Sabbir Jahangir
195/1 East Goran
Modina Masjid Road
Dhaka- 1219

**EMPLOYMENT CONTRACT BETWEEN MOHAMMAD SABBIR JAHANGIR
AND LAFARGE SURMA CEMENT LIMITED**

Dear Mr. Jahangir,

We are pleased to offer you employment in the position of Officer – HR in Hay Grade – 10 in Lafarge Surma Cement Limited (LSC).

This offer will remain valid till 19 September 2009.

You will report to the Senior Executive - HR. Your immediate supervisor may change from time to time. You will be notified of such change at the appropriate time.

The terms and conditions of your employment are as follows:

Probationary Period

The probationary period shall be 6 (six) months from the date of commencement. During this probationary period, the termination of employment by either party shall be one month's notice in writing or failing that, payment in lieu of notice. The period of probation may be extended at the discretion of LSC.

Place of Work

You will be initially based at LSC's Head Office at Dhaka.

However, as an employee of LSC and part of the Lafarge group, you are committed to accept a certain mobility of career, which may lead us to offer you, transfers between different locations/countries.

Working Hours

Your working hours shall be 9 a.m. to 6 p.m., Sunday to Thursday.

Salary

Your basic salary will be Tk. _____ per month. Your next salary review shall be in January 2010. Since you are joining in the middle of the year, the revision of salary on the basis of your 2009 performance (due in January 2010) will be prorated.

Housing Allowance

Your housing allowance will be 50% of the Basic Salary and will be paid in each and every month.

Conveyance Allowance

Your conveyance allowance will be 10% of the Basic Salary and will be paid in each and every month.

Continued...P/2

Intellectual Properties (Trade Mark, Design and Patents)

LSC reserves the rights to ownership of inventions of any intellectual property made by you during the course of your employment and as a result of your employment with LSC. As required by LSC you will have to furnish all the required details to have the same registered in LSC's name.

Code of Ethics

As long as you are engaged in any business of LSC you shall maintain integrity, uphold LSC reputation and shareholders interest and perform the duties and tasks assigned to you with devotion and honesty at all times. In case any conflict of interest arises you shall be responsible for informing LSC of such circumstances immediately.

At all times, you shall perform the duties and tasks assigned to you by your superiors with devotion and honesty. You shall neither engage in any other form of business or employment nor seek any commission or benefit other than your remuneration package as a result of your employment.

Amendment of Contract

The terms and conditions herein contained may be amended based on mutually agreed terms.

Policy and Procedures

In order to ensure smooth administration of LSC's business all the policies, procedures, guidelines, instructions and decisions not conflicting with the existing terms of this contract will apply and be binding on you.

Please sign and return the duplicate copy of this letter to acknowledge your acceptance of the terms and conditions of your service.

Yours sincerely,


Masud Khan
Finance Director


Kazi Khairul Mahmood
Commercial Director

I accept the terms and conditions as mentioned above and shall commence employment on 17th Sep. 2009


Mohammad Sabbir Jahangir

23.08.09
Date

After his/her joining there are few things HR department has to do such as inclusion his name in employee database, making a file (hard copy) containing his/her contract paper, joining letter, medical report, all the certificates (educational and professional), release letter, making induction schedule, notifying insurance company, giving requisition for the ID-card, notifying bank (HSBC, SCB) to opening bank account of respective employee.

ID Card Requisition

Then the HR representative send the requisition for id card to the ICEL private LTD. They send the ID card within 3 working days. Then the Id card is sent to the security officer to make it valid to freeing entry restriction.

20 August 2009

ICEL Private Limited
House # 13/1 (1st Floor)
Road # 4, Dhanmondi
Dhaka-1205
Bangladesh

Subject: Purchase Order for ID Printed Proximity Card as per our previous format.

Dear Vendor,

Please supply the following proximity cards as per details below:

Sl	ID	Name	Designation	Blood Group	Remarks
1	L0532	Mohammad Sabbir Jahangir	Officer - HR	O Positive	

Thanking you,
~~Sharmila Barua~~
Executive - HR
Lafarge Surma Cement Ltd.



Induction Schedule

After his joining induction is a very important part. HR department makes schedules of induction for the particular employee with consulting with other department head or manager.

Induction Schedule - Mr. Mohammad Sabbir Jahangir			
Location	Date	Time	To Meet
Dhaka	Day 1: 23 August 2010	12.00pm - 1.00 pm	Mashi Ud Duza, Head of Health & Safety
Dhaka	Day 2: 24 August 2010	10.00 am - 10.30 am	Mahmuda Islam, Infrastructure Manager
		11.00 am - 12.00 pm	Masud Bin Majid, Internal Audit Manager
		3.00pm - 4.00pm	Naimul Baset, Head of Purchasing
			To Meet
Dhaka	Day 3: 24 August 2010	10.00am - 10.30am	Mubasser Anwer Ajmee, Executive - Communication
		11.00:00am - 11.30am	Md. Mizanur Rahman, Logistics Manager
		3.00pm - 3.30pm	Mahabobur Rahman, Senior Managet - Treasury & Credit Control
			To Meet
Dhaka	Day 4: 25 August 2010	09.00 am - 10.00 am	Syed Mostaq Rubbi, Marketing Research & OTIFIC Manager
		3.00pm - 3.30pm	Fakhruzzaman Chowdhury, Corporate Accounting Manager
Dhaka	Day 4: 26 August 2010	10.00 am - 10.30 am	Naimul I Chowdhury, Sales Coordination Manager
Dhaka	Day 5: 27 August 2010	10.30 am - 11.15 am	Ravindra Dharkar, BU Training Manager
		11.30 am - 12.15pm	N Kabir Siddique, Sales Administrator

Confirmation of services

- Employment contract include 6 months of probation period or shorter period subject to MD's approval.

- Relevant Functional Head proposes the duration and set the terms of the 'Fixed Term Contracts' with the HR HOF. The duration and the terms approved by the Managing Director.
- Employment of an Expatriate staff only be given when the position demands either technical expertise or experience in the Group and no one suitable has been found in the country to fill in the position. Expatriate recruitment maintained observing all relevant laws of the land and the Group. However, the Company may host Vivier assignees and/or other Group Staff on cross posting.
- It is the responsibility of the staff member connected with the recruitment process to declare "Conflict of Interest" to his N+1 and the HR HOF if any candidate is related or known to him. On such a declaration the N+1 and HR HOF changes the staff member from the concerned recruitment process. staff entitlement

16 March 2010

Mohammad Sabbir Jahangir
Officer – HR
Lafarge Surma Cement Ltd.
Dhaka

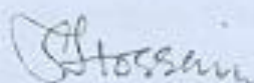
Re: Confirmation of Service

Dear Mr. Jahangir,

The Management is pleased to confirm your employment with Lafarge Surma Cement Ltd. as Officer – HR in Hay Grade - 10 with effect from 17 March 2010.

Thank you for your continuing efforts during the past months. We appreciate your dedication and wish you all the best in Lafarge Surma Cement Ltd.

Sincerely yours,



S. Tahya Hossain
HR Director



Masud Khan
Finance Director

CC: Assistant Manager - Human Resources

Remuneration & Benefits

Remuneration

- The Company operates a competitive remuneration structure that allows attracting, retaining, and motivating the right caliber of staff for its core activities.
- The Company maintains a tax efficient 'Clean wage' policy and 'Pay for the Job' policy.
- Individual salary is determined by the relative job weight (Hay Method) and the individual's skill and experience.
- Salaries are reviewed periodically (at least once a year) and an annual adjustment will be linked to the salary matrix that in turn is linked to the individual and Company performance and is awarded effective with 1st of January of each year.
- Staff that join the Company no later than the third quarter are eligible for Salary review and bonus in the next year.
- To ensure Company's principles of salaries to be competitive with other relevant organization, HR department carryout or participate in salary survey periodically.
- The salary range showing the minimum and the maximum are reviewed on yearly basis.
- All staff are paid a salary in accordance with their employment contract.
- The salaries are confidential among the Staff and are forbidden to disclose to others.

Salary Structure

The figures of the salary structure is very confidential and are communicated to the relevant Staff only. However the Head of Functions (HOF) is informed.

- **The salary structure in LSC is as per follows**
 - Basic Salary
 - House Rent Allowance (50% of Basic Salary)

- Conveyance Allowance (10% of Basic Salary / for Excom – 0%)
- Personal Allowance (20% of Basic / For Excom - 30%)
- Leave Fare Assistance (20% of Basic)
- Location Allowance (25% of Basic)
- Medical Allowance (BDT 2000/- per month for all Staff for outpatient treatment)

Location / Hardship Allowance

- Staff that relocate to the plant/quarry site are entitled to a Location / Hardship Allowance.
- This allowance is also applicable to the staff relocating to regular daily traveling distance from the plant / quarry site.

Increment & Bonus

- Regular staff is entitled to a performance bonus declared by the Company in the following year, which shall be linked to the annual performance appraisal.
- 50% of the performance bonus is related to staff's performance (out of which 16.66% is linked with the Safety Performance of the Company) and remaining 50% depends on Company performance. For Excom bonus is calculated according to Group guidelines.

For the calculation of bonus the salary includes the following:

- LSC (Bangladesh part):
 - Actual Basic Salary
 - House Rent Allowance
 - Conveyance Allowance
 - Personal Allowance
 - Leave Fare Assistance
- For calculation of salary increment, basic salary increases as per increment decided for various performance ratings. The other elements of salary increases based on the revised basic.

- Performance bonus range is followed partly by group policy and partly by LSC policy.
- Bonus range depends on each Hay grade as per following:
 - Hay 10 (0 – 7%)
 - Hay 11 – 17 (0 – 10%)
 - Ex-com (as per the Group policy)
- Staff completed a full year but separated due to resignation or termination before the announcement of the bonus is entitled to the performance bonus for the year he has completed. However staff dismissed due to misconduct is not be entitled to performance bonus for the year he has completed.

Festival Allowance

- During two major Festivals of the respective religion the Hay Grade 10 & below Staff receive Festival allowance @ BDT 6000/- per festival (applicable for the Bangladesh part only). The major Festivals on which the Festival Allowance given are:

Religion	Festival 1	Festival 2
Islam	Eid-ul-Fitr	Eid-ul-Azha
Hindu	Janmastami	Durga Puja
Buddism	Buddha Purnima	Prabarana Purnima
Christianity	Easter	Christmas

- For Hay grade 11 and above no such allowance are given.

Income tax

- Income tax is individual responsibility of the Staff.
- All the Staff of the Company is responsible for paying the applicable income tax.
- Company deduct taxes at source according to the tax law applicable for each staff.

Provident fund

- The company maintains a contributory 'Provident Fund Scheme'.
- Regular staffs become members of the fund within one month of confirmation of service/employment.
- The staffs contribute certain percentage of his/her basic salary in the scheme as required by law and decided by the company time to time and the Company make the matching contribution in every month.
- Separated staff is entitled to the Company contribution of Fund if they have vested 5 years in the Company from the date of his/her membership.
- Provident Fund contribution is 10% of the basic salary.

Gratuity

- The Company operates a gratuity scheme at its own cost for the regular Staff as their end of service benefits.
- Gratuity pays up on separation of employment except dismissal.
- The gratuity amount for LSC Bangladesh part Staff is calculated as number of years in service with the Company multiplied by the last drawn monthly basic salary of 2 months. However, for the Staff of Indian subsidiary this is calculated as number of years in service with the Company multiplied by 4.81% of the Annual Salary.

The gratuity entitlement are as follows:

UP to 5 year in service	: Nil
For 5 years or more but less than 6 years in service	: 50% of the gratuity amount
For 6 years or more but less than 7 years in service	: 60% of the gratuity amount
For 7 years or more but less than 8 years in service	: 70% of the gratuity amount
For 8 years or more but less than 9 years in service	: 80% of the gratuity amount

For 9 years or more but less than 10 years in service : 90% of the gratuity amount

For 10 years or more : 100% of the gratuity amount

Overtime

- The Company pays for the job and encourages Staff to plan their work in such a way they don't have to work outside normal office hour on a regular basis.
- No over time allowance is paid for working beyond office hours, on holidays and weekend.
- In exceptional circumstances, when one has to put in a substantial amount of additional hours, line manager can allow compensation by way of leave.

WORKING HOURS

- The working hours in different offices and locations will be as per the following:

General shift (G-shift)

Location	Duration	Lunch Break	Workdays
Dhaka	09:00 ~ 18:00	13:00 ~ 14:00	Sunday ~ Thursday
Kutubpur	09:00 ~ 18:00	13:00 ~ 14:00	Saturday ~ Thursday
Chhatak	09:00 ~ 18:00	13:00 ~ 14:00	Saturday ~ Thursday
Shillong	09:00 ~ 18:00	13:00 ~ 14:00	Monday ~ Friday
Shella	08:00 ~ 17:00	13:00 ~ 14:00	Saturday ~ Thursday

Training and Development

Training is the processes of teaching the employee the skill for their better act upon on the job. Training is very helpful for the employees for their better performance. There are many methods of training, but in LSC two methods are commonly used, lecture and on-the-job training. Many training institute arranges this training and send the offer to join the training session to the HR department. Then if it sounds effective then particular employees are enrolled for the training. Also LSC arrange its own training session in many places like in-house or out side.

LSC'S employees also participate in many training. LSC doesn't have its own training institute but this org. arranges many types of training in its corporate office and in many other places like outside of Dhaka and also in many hotel conference room in Dhaka where employees can learn and make themselves more competitive through these trainings. A number of trainings like negotiating to sell, leadership skill, Microsoft office, English language, safety training and so many training held. There are some compulsory trainings for all employees. There are some other trainings which are not compulsory for everyone, those comes from the department requisition for particular employees. Some employees are sent to foreign training. Human Resource Department will select the employee to participate the training. Human Resource Department sends office notice to those employees to attend the training. After attending their training the employee have to submit a report on that training to the Human Resource Department. Some times Human Resource Department sends the employee to attend the training outside of the Bangladesh.

TRAINING SCOPE

- Training policy applies to all employees of Lafarge Surma Cement Ltd.
- Training and development intervention covers induction, update, prepare for future assignment and competency development in line with business objectives and performance standards as required by the company
- Every employee should go through induction training to understand company history, philosophy, structure, objective, policy and procedure

- Through training and learning intervention, knowledge and skill of every employee update to prevent obsolescence
- Potential candidates are sent for training to prepare them for future assignment
- Individuals who are visionary, innovative and proactive are identified and trained to realize new competencies that may not relate to the present position that the person is holding
- Competent employees, if they are already enrolled in an educational institution, can apply for financial assistance for study provided they have completed two years tenure with the organization and hold excellent result in the enrolled institution after completion of at least a semester and the curriculum relates to the employee's present job
- Any programs designed to induct, update, prepare and develop competency fall under training and development investment including workshop, seminar, meeting, conference etc.

TRAINING BUDGET

- The budget procedure for training are flexible enough to accommodate re-programming in case of changing organizational or business conditions or other uncontrollable factors
- Training budget are calculated based on training fee and other associated cost
- Each functional head is responsible for elaborating the training budget for that function in collaboration with the training manager taking into account the training and development needs that are aligned with functional/business objectives and key performance indicators
- Training manager proposes the training budget of all functions in consultation with HR manager
- HR manager puts forward the training budget for executive committee approval

TRAINING METHOD

- Choice of training method based on purpose of training, nature of contents, relevance, trainee hierarchy, cultural context, and investment

- Line managers in consultation with training manager decide on the training method that best suits the desired impact on knowledge, skill and attitude of employees
- Line managers in consultation with training manager identify areas of on-the-job learning transfer for direct reports and accordingly coach them

TRAINING NEED

- Line managers are primarily responsible for identifying the training needs of their direct reports
- Every position provides input towards identifying its training and development needs based on performance management feedback
- Line managers in consultation with training manager identifies training needs through employee performance appraisal, gap analysis, performance management, observation, executive committee recommendation, statutory requirement, personal development plan, generic job competency and self-assessed need of direct reports
- Training manager is responsible for designing and documenting any formal need analysis tool
- Line managers is responsible for ensuring the appropriateness of such formal need analysis tool
- Training and development need is strictly related to demands of the job/organizational efficiency and not used as a means of incentive or motivation to employees. Example of a training need from the appraisal is in following:

Major Strengths of Performance
Area for Improvement and Action Items
Career interests/Development Plans
Training Needs
Employee Comments

After done with performance appraisal training needs are extracted and make a database put all the training need according to individual. After that all the training need will be fixed. Also how many needs are there for each training will be fixed. In following I am showing you how I made a database for deciding training need:

SI	ID	Participant Name	Designation	Location	Department	Training Topic				Budget Allocation
						Safety	Technical Training	Functional Training (From Your core function please suggest the topic)	Management & Behavioural Training	
32	L0528	Rizaul Chowdhury	Officer - Sales Administration	Plant	Sales Administration	H&S Policy & Rules	Communication skill Training	Training on Negotiation Skill	Basic Leadership Skill	By Own Department
33	L0401	Md. Mahfuzur Rahman	Officer - Sales Administration	Kutubpur	Sales Administration	Safety standard & advisories	Advance MS Office Training	JDE Training		By Own Department
34	L0453	Md. Anif Uddin Siddique	Officer - Sales Administration	Kutubpur	Sales Administration	Safety standard & advisories	Advance MS Office Training	JDE Training	Basic Leadership Skill	By Own Department
35	L0287	Shanjib Kumar Debnath	Officer - Sales Administration	Kutubpur	Sales Administration	Safety standard & advisories	Advance MS Office Training	JDE Training	Basic Leadership Skill	By Own Department
36	L0346	Md. Babur Shah	Officer - Sales Administration	Kutubpur	Sales Administration	Safety standard & advisories	Advance MS Office Training	JDE Training	Basic Leadership Skill	By Own Department
37	L0515	Nurul Ahad Md. Sirur Rahman	Officer - Sales Administration	Katchpur	Sales Administration	H&S Policy & Rules	VATITaa Training	JDE Training		By Own Department
38	L0472	Mohammad Gulam Kibria	Officer - Sales Administration	Katchpur	Sales Administration	H&S Policy & Rules	Advance MS Office Training	JDE Training		By Own Department
39	L0456	Md. Mafiq Ali	Officer - Sales Administration	Katchpur	Sales Administration	H&S Policy & Rules	Advance MS Office Training	JDE Training		By Own Department

POSITIONAL JOB COMPETENCY

- Functional heads constitutes the body of assessors that determines the generic job competency for each management position through meeting/s facilitation
- Functional heads, as assessors evaluates the generic job competency for each position if there is any change in job dimension for that position

TRAINING PLAN

- Training manager is responsible for realizing the training plan

- Line managers provides information on the training method, possible training sources, appropriate training schedule, learning situation needed and any other information required to prepare the training plan
- Annual training plan publishes middle of April each year and HR manager makes it available for the executive committee
- Training plan is revised based on contingencies and the updated plan make available for the executive committee
- Annual training plan cover relevant identified training needs

TRAINING SOURCES

- Training manager in consultation with line managers work out the internal and external training resources that can be employed to meet training and development needs and also the associated training cost
- Internal and on-the-job training take precedence over external training resources

LINE TRAINER

- Functional heads in consultation with training manager and line manager identifies line trainer/s for that function
- Line trainers are chosen based on their job-knowledge, behavioral and interpersonal skill
- Line trainers are undergo Train the Trainer workshop to enhance their facilitation skill
- Every line trainer is certified and their certification shall be revoked if the quality of learning transfer fails to reach the expected mark
- Line managers releases the line trainers from their regular duty during training period

TRAINING MODULE

- Line managers in consultation with training manager carefully analyze and approve the training modules developed internally or externally to ensure that the objectives are met and desired impact is achieved

- Line trainers is responsible for developing internal training modules and may take assistance from training manager

DOCUMENT CONTROL

- Documents uses in training modules that describe certain process and procedures, that contain sensitive information, which are considered intellectual property of the group, is treated as controlled documents
- Any modification to the controlled documents need approval from the functional head of primary user of that document
- Any such documents is not distributed outside the company

TRAINING APPROVAL

- Participant take written approval from line manager before proceeding for training, which outlines the training objective and learning transfer in actual work situation
- Functional head finally approve all local training
- Business unit head finally approve all overseas training
- Participant submits training approval to training manager

TRAINING IMPLEMENTATION

- Training manager is the primary contact for enrolment into all training programs
- Training department provides administrative support and joining instructions to candidates before commencement of training
- Training department provides logistics support to candidates during training

RECORD KEEPING

- Training manager maintain record of training and development activities of the business unit
- Participants submit to training department a copy of all training materials received after attending external training for future reference

INFORMATION DISSEMINATION

- Line manager take the responsibility of passing on learning acquired to other employees on an inter and intra departmental basis if that learning involves common business/function objective and effectiveness
- Training manager assists line managers and trainees in content development, identification of target audience of the communiqué and also provide necessary administrative and logistics support

TRAINING EVALUATION

- Participants evaluate the quality of service provided by internal and external training resources and furnish evaluation report to training department
- Line managers conduct the immediate evaluation through skillful interview of trainees on general and technical aspects of the program to validate whether training objective and impact have been achieved and provide feedback to training department
- Line managers observe participants in a systematic and quantitative way to evaluate the effect of training in the long run

TRAINING FEE SETTLEMENT

- Training invoice, invitation letter or any other document where the fee is mentioned with functional or business unit head's signature shall be used to process training invoice
- Participant shall take ownership of processing the training fee and other associated cost and may take assistance from training department

A four days training session conducted by myself

In following I am showing a full process of conducting a training session by me:

Training Program on Negotiation Skill in BRAC - CDM

In 1 – 4 may we had a training program on “Negotiating to Sell” in “BRAC – CDM”, Rajendrapur. I was the coordinator of that training. Starting from selecting participants,

trainer and venue set, accommodation, food, transportation I managed very successfully.

Training work order to Trainer/Faculty

After getting the training need and proposal of the training from the department we were looking for a skilled trainer from abroad according to the department need. Then we get to connect with a famous Indian trainer Mr. Shubroto Roy. He is the principal consultant of corporate consultant which is a very famous house of training solution in India. After few mail and phone correspondence we sent him the following training work order:

16 February 2010

SUBRATA ROY
Corporate Consultants
Kolkata - India

Dear Mr. Roy,

Kindly find below the Training work order for conducting four day outdoor program on "Negotiation using Value Proposition" for Lafarge Surma Cement Ltd. at Gazipur, Rajendrapur, BRAC CDM, Bangladesh.

Subject: Training Work Order

1. Date of Program: 01-02 March 2010 and 03-04 March 2010
2. Duration: 4 Days (2 Days for Each Batch)
3. Venue: Gazipur, Rajendrapur, BRAC CDM, Bangladesh
4. No. of participants: 19 X 2 Batches (Total 38 Nos.)
5. Faculty: Subrata Roy
6. Professional fee: INR 90000 + Applicable Taxes as per Indian Govt.
7. Travel: Will be arranged by Lafarge Surma Cement Ltd.
8. Accommodation: To be taken care by Lafarge Surma Cement Ltd.

Please note that the payment will be done within 30 days of receipt of the original invoice. And the payment will be made from Lafarge Surma Cement Ltd.

Thanking you,

Yours faithfully,

For Lafarge Surma Cement Ltd.

Tahya Hossain
HR Director

Visa letter

Then we sent a visa letter to the high commission of Bangladesh for facilitating his VISA for business purpose. Which are shown in the below:



Offer letter

At the same time, we fixed a venue in BRAC – CDM, Rajendrapur. We sent them our requirement. According to that they offered us their price with a letter. In following you can see a part of it:

Based on your requirements we are pleased to offer the following rates, service & privilege with an excellent atmosphere for comfortable staying & training program:

- **Date of Function** : 01-02 March and 03-04 March 2010
- **Function** : Negotiation Skill Training
- **Time** : 08:00a.m - 05:00 p.m
- **Set-up** : Yet to be confirmed
- **No. of Participants** : 19 pax

Venue & Rental :

- Seminar Room (1st Floor) @Tk.3,500/- ++ per shift per day
Our Venue Rental Charging Policy is Per Shift per Day :
(Shift-1: 9 am - 5 pm., Shift-2: 6 p.m. -11 p.m.)

Equipments : Yet to be confirmed

- **Multimedia Projector with Screen @Tk.2,500/- each per day**
- **Cordless Microphone@Tk.500/- each per day**
- **Note Book (Spiral) and Ball Pen@Tk.100/- per set**
- **White Board Marker Pen@Tk.70/- per pc.**
- **Flip Charts Paper (25 Sheets) @Tk.180/- each (25 Sheets) (5)**
- **White Board / Flip Chart Board / VIPP Board - Complimentary**
- **White Board and Duster - Complimentary**

Complimentary Amenities/Services :

- Reception table with flower arrangements
- Directional signboard indicating your event
- Fresh flower arrangements on the table

Accommodation: (Guest Rooms Rate)

- Tk.1,500/- ++ per night for Single Occupancy
- Tk.1,800/- ++ per night for Double Occupancy

Accommodation:

- **Number of Guests** : 19 pax
- **Number of Rooms** : 10 Nos.
- **Occupancy** : 01 Single & 09 Double
- **Number of Nights** : 02
- **Check-in** : 1 & 3 March 2010
- **Check-out** : 2 & 4 March 2010

Work order

After receiving this offer we sent them a work order as a confirmation, which is in following:

22 February 2010

Mr. Abir
BRAC Centre for Development Management (BCDM)

Dear Mr. Abir

Kindly find below the Training work order for conducting four day outdoor program on "Negotiation using Value Proposition" for Lafarge Surma Cement Ltd. at Gazipur, Rajendrapur, BRAC CDM, Bangladesh.

Subject: Training Work Order

1. Date of Program: 01-02 March 2010 and 03-04 March 2010
2. Duration: 4 Days (2 Days for Each Batch)
3. Venue: Gazipur, Rajendrapur, BRAC CDM, Bangladesh
4. No. of participants: 19 X 2 Batches (Total 38 Nos.)
5. Accommodation: 9 Double bed Room 2 Single Room (01 March), 9 Double Room 1 Single Room (03 March)

Please note that the payment will be done within 10 working days of receipt of the original invoice. And the payment will be made from Lafarge Surma Cement Ltd.

Thanking you,

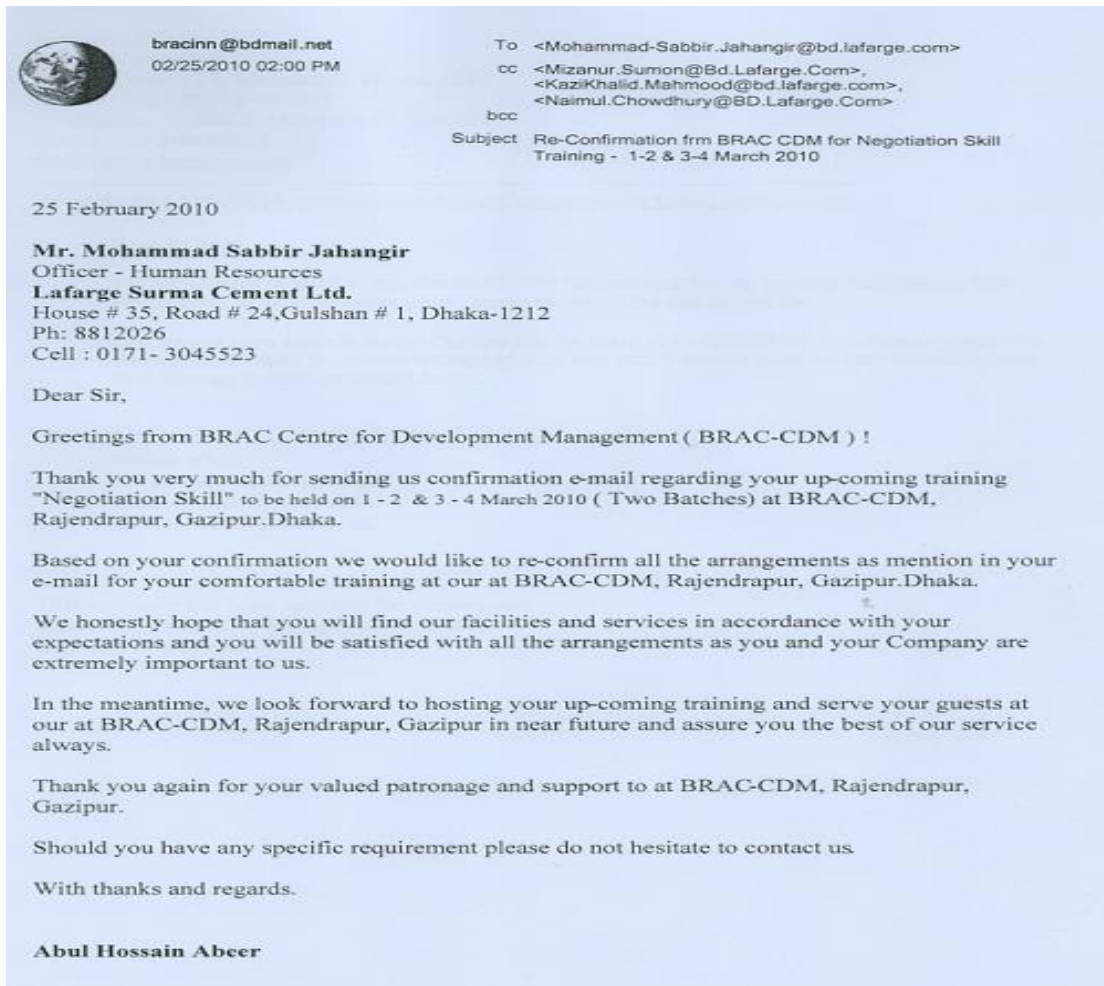
Yours faithfully,

For Lafarge Surma Cement Ltd.

Mohammad Sabbir Jahangir
Officer – Hr

Reconfirmation Letter

After getting this confirmation letter they sent us a reconfirmation letter which is in following:



Coordinating Training Session

After this we hired 2 micros of 15 sitters to transport participant's trainer and trainer manager from our head office to BRAC – CDM. We started from our Head office at 7.00 AM with 20 participants Trainer MR. Shubroto Roy, Mr. Dharker (Training Manager) and Me. It took us 1.30 minutes to arrive there. I booked all the rooms. I made a schedule of our 2 days work. Like at 9:00 am breakfast, 9:30 conference hall. 1:30 tea break for 10 minutes, 1:30 lunch and prayer break for 1 hour, 4:30 tea break, after 7:00 pm indoor sports, at 9:00 dinner.

The training was in two sessions for two groups.

Group Picture

The following group picture we took in the last day of our training session.



Evaluation

After finishing each training session I distributed the evaluation form to all the participants to know their point of view about the training session, how the training went on, how was the co ordination and the few things about trainer. The feed back was really nice. Everyone enjoyed and appreciated. The following evaluation form we used in the Negotiating to sell training:

Lafarge Surma Cement Ltd.
A company of **LAFARGE** and **CEMENTOS MOLINS**

Training Evaluation Form

Training Name: _____
Date: _____
Venue: _____

Facilitators: 1. _____
2. _____
3. _____

Please put tick (✓) marks in the appropriate boxes according to your individual topic wise & overall evaluation & rating of the course

Rating: 5= Excellent, 4 = Very Good, 3= Average; 2= Not so good; 1= Unacceptable

Overall Evaluation of the Course

	Excellent	Very Good	Average	Not so good	Unacceptable
Training Learning					
Your feelings of being part of the team.	5	4	3	2	1
Relevance of the contents to your job & environment.	5	4	3	2	1
Challenges you have faced in exercises.	5	4	3	2	1
Your energy level.	5	4	3	2	1
Opportunity to contribute.	5	4	3	2	1
Scope to apply your creativity.	5	4	3	2	1
Learning that you are carrying back.	5	4	3	2	1
Facilitators					
Clarity of explanations of the group exercises themes.	5	4	3	2	1
Effectiveness and clarity of debriefing	5	4	3	2	1
Concept behind the exercises.	5	4	3	2	1
Summarizing the learning in the form of "Take Away"	5	4	3	2	1

Bill Settlement

After finishing the training session we settled the bill within one month of period. There were few bills were pending, such as bill of BRAC – CDM, photographer, video recording company, micro. All these bills were settled by invoice. For example I am showing here the bill and invoice of BRAC-CDM in following:

BRAC **ব্র্যাক**

BRAC-CDM, Rajendrapur
Bill

Date: 04 March 2010
Bill: 1699/BRAC-CDM/2010
Mr. Mohammad Sabbir Jahangir
Officer - Human Resources
Lafarge Surma Cement Ltd
House # 35, Road # 24
Gulshan # 1, Dhaka - 1212
Cell : 0171-3045523

Purpose: Training on "Negotiation"
Participants: 19 (Nineteen)
Duration: 28 February to 04 March 2010
Venue: BRAC-CDM, Rajendrapur

Items	Quantity	Rate (Taka)	Amount (Taka)
A. Accommodation & Others			
AC Room Single	7	1500	10500.00
AC Room Double	19	1800	34200.00
Driver's Room	5	400	2000.00
Conf. Hall # 02	4	8000	32000.00
Cordless Microphone	4	500	2000.00
Multi-Media	4	2500	10000.00
Computer PC	1	1000	1000.00
Photocopy single side	45	2	90.00
Computer Print	4	5	20.00
Laundry			25.00
Stationary			650.00
Total of A			92495.00
B. Food			
Breakfast	45	200	9000.00
Breakfast	42	160	6720.00
Lunch	46	450	20700.00
Lunch	44	370	16280.00
Dinner	46	370	17020.00
Evening Snacks	60	25	1500.00
Soft Drinks	5	15	75.00
Tea (Extra)	80	10	800.00
Candy			800.00
Mineral Water (M)	147	30	4410.00
Mineral Water (S)	2	15	30.00
Total of B			77335.00
Total (A+B)			169831.00
Add 10% Service Charge			16983.00
Total Including Service Charge			186814.00
Add 15% VAT			28022.00
Grand Total			214836.00
Advance			0.00
Total payable			214836.00

Note: 1. Full payment of the actual bill be made within two weeks of receiving the bill.
2. Payment will be made in favour of "BRAC-CDM"

Prepared by: *[Signature]*
Accounts Officer

Checked by: *[Signature]*
Sr. Services Manager-II

SURMA ENERGY LIMITED

Invoice Approval Form

INVOICE PROCESSING REFERENCES

Inv.Number: Received By: Mohammad Sabbir Jahangir

Supplier No: Invoice Received Date: 14-03-2010

Supplier: BRAC - CDM

Voucher Batch No: Payment Doc No/Cheque No:

Doc Number: Bank Advise Ref.No:

Payment Batch No: Payment Date:

APPROVAL BY DEPARTMENT

Approved-1: Amount: BDT 214,836.00

Date:

Approved-2: Budget Code:

Date:

Procurement (if applicable):

Approved: PO/WO Number:

Date: Amount:

PASSING BY ACCOUNTING

Approved Amt: Checked: Passed:

Retention: Date: Date:

VAT:

Income Tax:

Adv. Deduct:

Other Deduct:

Net Amount:

Remarks: Training on Negotiating to Sell in BRAC CDM dated March 01 to March 04 2010

FINAL APPROVAL

Approved: Authorised:

Date: Date:

Finance Director Managing Director

Limitations of the study:

To make a report various aspects and experience are needed. But I have faced some barriers for making a complete and perfect report. These barriers or limitations, which hinder my word, are as follows:

1. Difficulty in accessing data of its internal operations.
2. Non-availability of some preceding and latest data
3. Some information was withheld to retain the confidentiality of the org.
4. I was placed to this org. for only 12 weeks of time & working like a regular employee hindered the opportunity to put the effort for the study.
5. It was very difficult to collect the information from various personnel for the job constrain.
6. Because of the limitation of information some assumption was made. So there may be some personal mistake in this report.
7. The time 3 months are not sufficient to know all activities
8. I had no opportunity to verify the satisfaction level of client

Major limitation to make this report is not availing the Annual report of 2010, which is not yet published. Therefore, it was very difficulty to carry out the whole analyses.

Major Findings:

After analysis and interpreting discussion with authority I found some interesting peak like-

1. Lafarge Surma Cement Ltd. is a giant cement company among all the cement companies of the country.
2. The HR department works with the Head office, Plant, quarry employees.
3. HR Department is very small containing only 4 employees, which is not sufficient.
4. Compensation and benefit look after only one person and training & development and all other HR activities look after 2 persons including me.
5. Huge mess up in database. There are many wrong information in database

6. In some department, there are more employees than needed and also I found in some department more employees needed than existing.
7. HR director has to travel a lot in different place in the country also out side the country.
8. Maximum employees are appointed by references. Poor performance.
9. I found salary discrimination is very high.
10. Some employees are working for 4 – 5 years, still no promotion.
11. Lack of motivational factors.
12. Top management guides to its subordinates when needed.
13. The overall performance is good.

Recommendations

In LSC I worked in HR Department. Here I got the practical experience of human resource management and how manage an information system of an organization. Though it's my first experience, I got some problems by discussing the HR personnel. So

I would like to recommend about those problems as follows.

Extension of Human Resource Department

With employees 550 in H.O. plant, LUMPL and in different place in Bangladesh but HR department the numbers of employees are only 4. When something change for all employees like Increment it is tough for them to update whole employees' file. It is too hard for HR employees to update all employees' data. So, I'd recommend extending the HR dept.

Stop Reference Appointment

LSC management and particularly the Board of Directors must change the system of appointing people by giving their reference. It has been deeply observed that most of the reference appointees are not up to the standard and have a poor performance. For the sake of the bank's future and further strengthening the quality of work force, this tendency to appoint people on reference must be stopped. It may not be absolutely possible to eliminate the reference appointment system. But still the tendency can be

reduced to a certain extent if bold steps are undertaken by the management and the Board of Directors.

Trained System Operators

Currently they do not have qualified system operators, rather ordinary persons have been appointed in this position and they learned the job by a trail and error process.

This tendency should be eliminated immediately and next time the management or the concerned department should recruit qualified and skilled system operators who have bothhands on experience as well as some academic background.

Utilize the Existing System

LSC has fully automated system in Human Resource Department. But they don't totally utilize this software. In case of Salary payment they use Excel Sheet Record. It is true that it is too hard for HR employees to update all employees' data. But they have the system and they should utilize that properly.

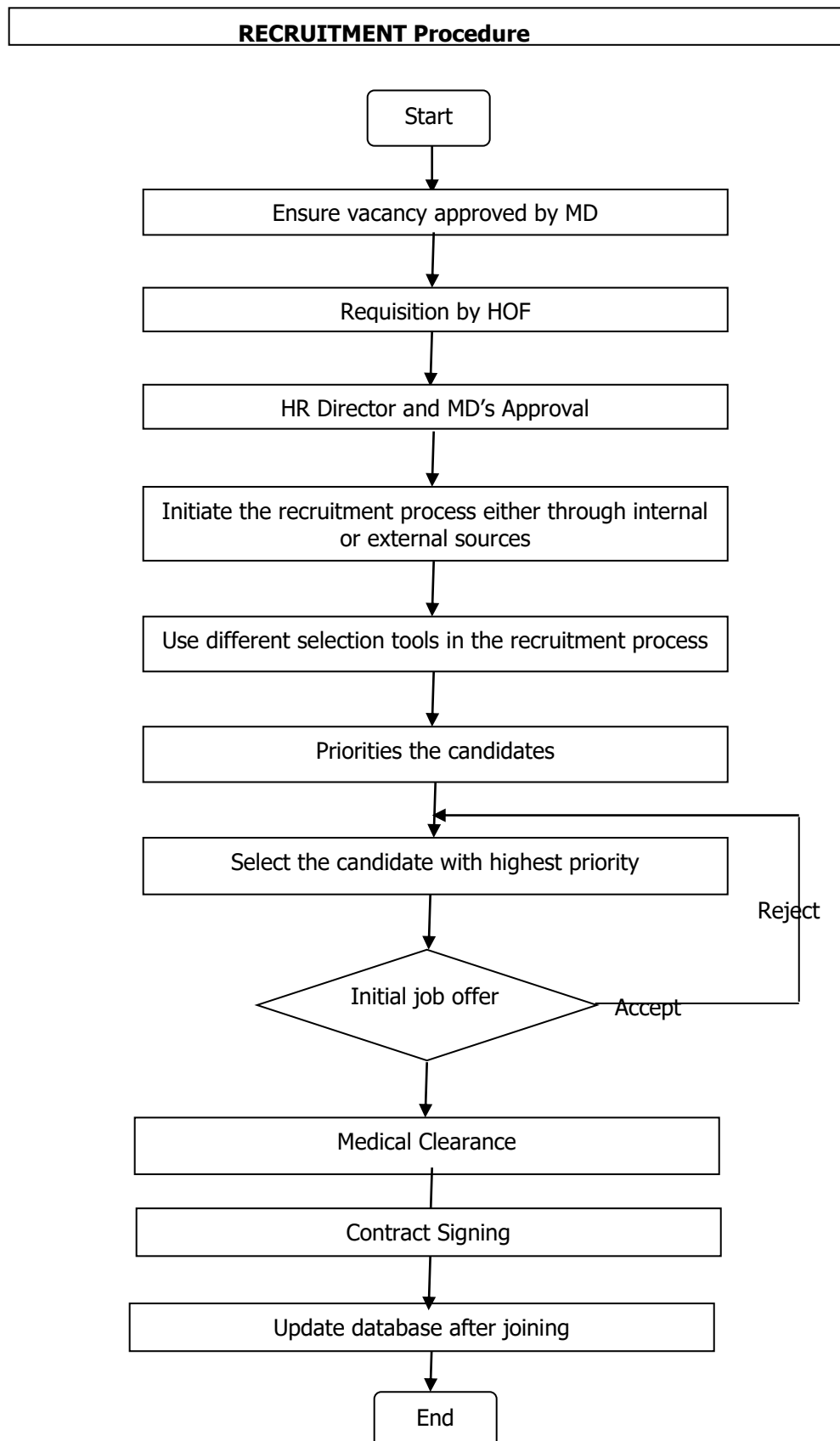
Conclusion

This report is the result of three month's internship program in the Human Resource Department of Lafarge Surma Cement Ltd. Regarding my days spent at LSC, I gathered knowledge that is going to help me in building my career in future. In my report, I have tried to reflect my understanding and experience that I have gathered as correctly as possible. In spite of this, there may be some imperfections. From the practical point of view I can declare boldly that I really have enjoyed my internship program at the Head Office of LSC from the very first day. This three months internship program at LSC made me competent and confident enough to run a HR department by my own.

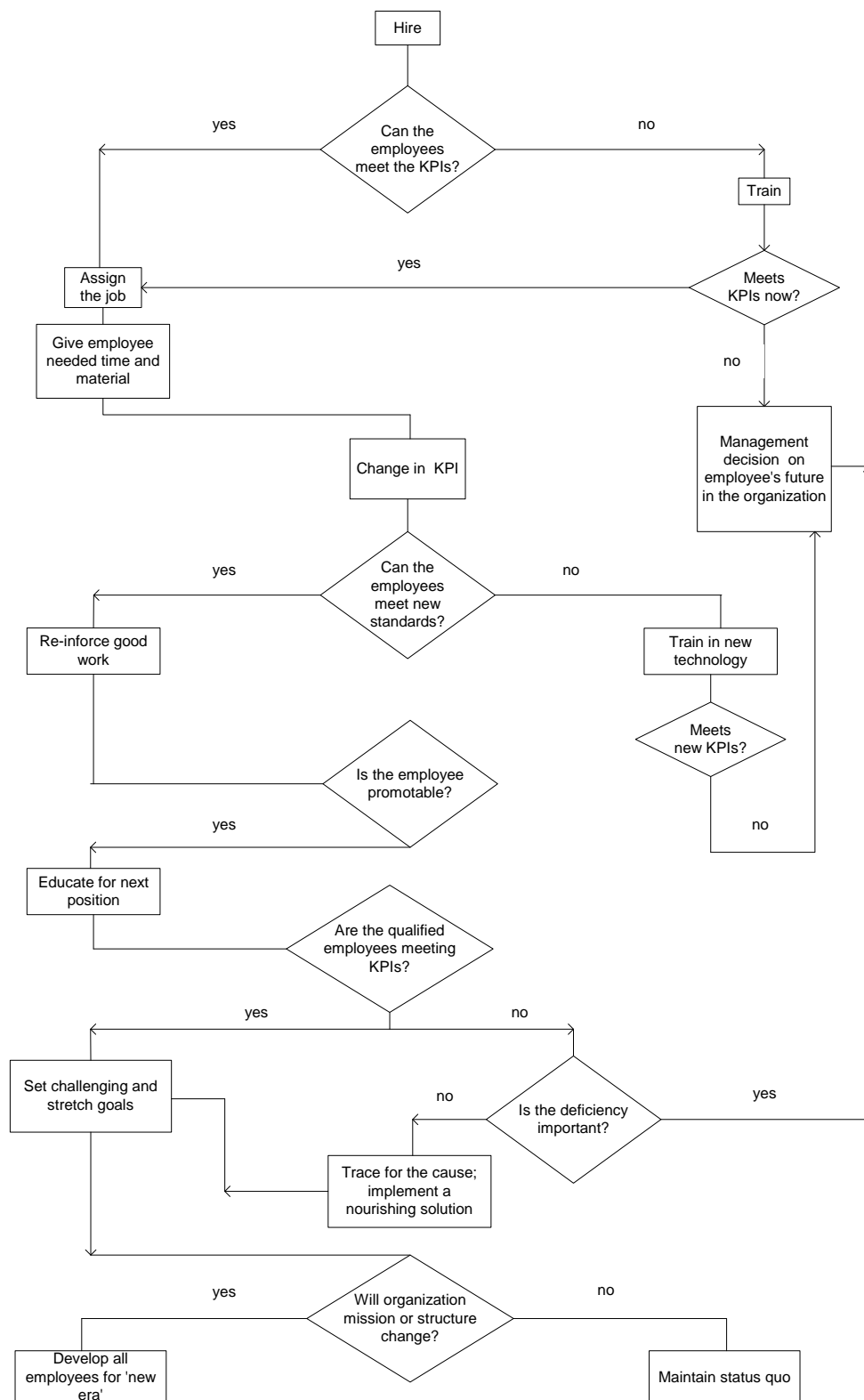
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APPENDIX A: PROCESS FLOWCHART for Recruitment



APPENDIX B Training and Development Overall Framework



APPENDIX C Training and Development Need Identification Framework

