



United International University (UIU)

A study on the
HUMAN RESOURCE MANAGEMENT PRACTICES OF TERRE DES
HOMMES ITALIA
INTERNATIONAL ORGANIZATION

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To,

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Submission on: August 17, 2020

Letter of Transmittal

17th August, 2020

To

Prof. Dr. Mohd. Hasanur Raihan Joarder (HRJ)

Director – IBER

Project Supervisor

UIU- United International University

United City, Madani Ave, Dhaka 1212

Subject: Submission of Project Report on “Human Resource Management practices of Terre des Hommes-Italia International Organization.”

Dear Sir,

This is inform you that I successfully complete my project work and I am going to submit this Project Report on Human Resource Management practices of Terre des Hommes-Italia International Organization for your kind consideration as an element of requirement in completing my MIHRM program.

During my three month of project period I prepared this report at Terre des Hommes Italia International Organization, Bangladesh. In my report I tried to explain the Human Resource Management practices by this organization. I explain every information clearly that I learn and found out from the project program in Terre des Hommes Italia International Organization, Bangladesh.

I would appreciate if you please gives your valuable opinions and observations.

Thank you

Sincerely,

Youreka Aktar

ID: 115191004

Student of MIHRM Program

UNITED INTERNATIONAL UNIVERSITY

Acknowledgement

I am really grateful to Allah that I got some lovely people who helps me in various way by their help it was way much easy for me to complete my assign project work successfully. So I would like to gives them all credits of my completion of this report who gave me their time though they have lots of burden of work in order to guide me in doing my project work.

I would like to say thanks from bottom of my heart to Mr. Razib Debnath, Finance and admin manager of Terre des Hommes Italia International Organization, Bangladesh. HR department of Terre Des Hommes Italia International Organization, Bangladesh for offering me opportunity to work with them and gathering lots of experience real life environment.

One person without whose help my every effort will goes in vain is my academic supervisor, thousands thanks to my supervisors Mohd. Hasanur Raihan Joarder sir for his support and cooperation and all guideline she gave me for a correct and appropriate report making.

Last but not least humble gratitude to my co-worker Mr.Gilbart Baroi assistant supervisor under whom I work and learn lots of new things who provides me necessary information for making my overall report.

Declaration

I am Youreka Aktar, hereby I assured that the presented report of project entitled “Human Resource Management practices of Terre des Hommes Italia International Organization, Bangladesh.” is uniquely prepared by me after completion of three months project program in Terre des Hommes Italia International Organization, Bangladesh.

For farther information please Contact:

Youreka Akter

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MIHRM Program

Student of MIHRM Program

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Certificate of Approval



This is to inform the authority that I am approving this report which is entitled “Human Resource Management practices of Terre des Hommes- Italia International Organization, Bangladesh.” submitted to United International University for the purpose of the institutions project program this is an authentic record of work done by Youreka Akter under my supervision at the Terre des Hommes- Italia, HR Division, Dhaka from 16-09-2019 to 20-12-2019. I may assure you that the report was uniquely prepared by her.

Prof. Dr. Mohd. Hasanur Raihan Joarder

Director - IBER

UIU- United International University

United City, Madani Ave, Dhaka 1212

Executive Summary

TDH Italia acknowledges that safe and hygienic atmosphere at work place is a precondition to motivate Employees to work. Therefore TDH Italia is committed to provide all possible measures to provide safe and hygienic upkeep of the office for the employees. Fire Extinguisher and First aid box must be available in the office in proper way and that should be informed to all Employees.

All Employees of TDH Italia shall be careful about maintenance of her/his work place and its environment and ensure that it is safe and free from health hazard. Any unsafe conditions or injuries should be immediately reported to the Administration or concerned official. TDH Italia management will ensure a proper and effective emergency exit system from the office at the time of any emergency and if possible emergency drill should be arranged half yearly. Considering safety of the office, main door of the office will be kept locked and support staff will be responsible to ensure the lock of the door. Referring to related rules and regulations about Employee safe and security issue, TDH Italia has its own “Safety and Security” policy to be followed by the Employees.

The job analysis process of TDH-I is not standard. Because the management of TDH- I is not able to apply various HRM functions. Their recruitment and selection process is not up to the mark. Because in Terre des Hommes- Italia International Organization, they recruit and select reference basis. The job analysis policy should be taken by HR department, Head Office. Job analysis should be designed well before recruitment. Terre des Hommes- Italia need to use their power positively. They should avoid references. They have to think equally for every candidate. Terre des Hommes- Italia need to provide effective training and development policy according to their recruitments. They need to sharpen their existing skills and development specialized skill. Lastly, I believe this report includes all the other different aspects of Terre des Hommes- Italia which is relevant to the HR practices of the Terre des Hommes- Italia that it’s perform.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

Terre des Homes Italia (TDH Italia) is an international non-governmental organization founded in 1989 that deals with human rights. Over the years, TDH Italia has grown and financially supported its position as an organization and became its foundation on June 2, 1994. You have the right to work as a non-profit organization. TDH Italia has been supporting Bangladeshi NGOs since 1996. It has financially and technically supported the development programs of these NGOs so that they can implement programs to support poor and disadvantaged people in Bangladesh. It was registered with the Office of NGO Affairs in 2000. Both TDH Italia projects are funded by donors (mainly the European Union and the Italian government) and are self-financed through private sponsorship.

1.1 Background of the Study

As part of the project work of MIHRM course requirement, I was assigned for doing my project in Terre des Hommes Italia International Organization for the period of three months. During my project period in the Terre des Hommes Italia International Organization Gulshan 2, Dhaka, Bangladesh.

My report is “HR Practices of Terre des Hommes Italia International Organization”, which was assigned by my project supervisor Prof. Dr. Mohd. Hasanur Raihan Joarder (HRJ) Director – IBER of United International University.

1.2 Scope of the study

As most of the information was confidential so the scope of the study was limited .In order to analysis of the present Human Resource Practice of Terre des Hommes –Italia International Organization Bangladesh, more data and information was needed. As I tried to analysis the overall strengths and weaknesses of this system it was little bit tough as I didn't got the whole information. Not only that but also this study was conducted only at a single agent office of Terre des Hommes Italia which is situated in Dhaka so it does not cover overall process of Head office of the organization.

1.3. Objective of the report

Broad Objective:

The overall objective of this report is to explore the overall HRM practices of Terre des Hommes Italia International Organization.

Specific Objectives:

- (i) To investigate about the HRM practices and policy of TDS.
- (ii) To find out the training need assessment of Terre des Hommes Italia International Organization.
- (iii) To analyze the performance appraisal process of Terre des Hommes Italia International Organization.
- (iv) To evaluate the compensation and benefit plans of Terre des Hommes Italia International Organization.
- (v) To investigate the problems that has been confronted by Terre des Hommes Italia International Organization.
- (vi) To provide recommendations on the basis of findings or problems.

1.4. Methodology

The overall report is planned as an investigative research paper in which whole HRM practices of TDS are mentioned. While my project is ongoing two or three trainings and workshops were held by TDS Company where I was present and also I did field survey on the subject entitled by “Finance and HR monitoring visit” with their stuffs in children advanced project (CAP, Kurigram) on 25th-30th June, 2018. I also did another monitoring visit of their partner NGO “Aparajeyo Bangladesh and ARBAN” which is also conducted with the slum people. I follow up and study all of their monitoring visit that they published in their own website at the same time I gathered lots of knowledge about their present method of HR practices through conversation with the different level officers of the company.

1.5. Limitation of the study

To prepare this report, I have faced some limitations, which are mentioned in the follows:

- One of the biggest constraint was lacking of time, if I got from time then I could make the report a more elaborate and detailed.

- As performance appraisal system is a wide process so it needs lot of fieldwork that involved a huge amount of cost at the same time hard work so lack of fund as well as lack of opportunity of collecting information was also one of the major limitations.
- Another major issue was the unwillingness of the Respondent's .more than that hesitation on expressing confidential information. As the have the thought that they may be leaking out their company's information but in reality that is not like something they need to feel worry.

CHAPTER- 2

COMPANY OVERVIEW

2.1 History of Terre des Hommes Italia

Terre des Hommes Italia (TDH-Italia) is an international non-governmental development organization established in Milan in 1989. Over the years TDH Italy has developed as an organization. It was established on 2 June 1994. According to current Italian law, TDH Italy can be operated as a non-profit organization (online NGO only). TDH Italia has been supporting Bangladeshi NGOs since 1996. It has provided financial and technical backstopping for development programs to these NGOs so that they can implement programs supporting poor and marginalized people of Bangladesh. It has been registered with NGO Affairs

Militancy and professionalism

- Attention to the origin of funding
- Transparency
- Civic participation

2.3 Objective

2.3.1 Overall Objective

Improving the living conditions of children and adolescents and contributing to establish more egalitarian gender relations, by expanding the choices' opportunities of adolescents, especially girls, in crucial areas such as education, work, marriage and contrasting all forms of abuse, harassment and violence

2.3.2 Specific Objective

Encouraging and promoting the children and adolescent girl's education to prevent child labor, early marriage, gender violence and create a safer environment in schools, families and communities in 5 slums of Dhaka by raising awareness and social mobilization

2.4 Distinguishing Features of Terre des Hommes Italia

2.4.1 Strategic plan development process

TDH Italia has been implementing programs based on the common international agenda set by TDH Italia since its inception in Bangladesh. After twenty years of program implementation it was felt the need to develop a strategic plan for Bangladesh operation which would create a niche for TDH Italia and set TDH Italia apart from other international NGOs operating in Bangladesh. It was felt by both the Bangladesh and international management that having a strategic plan would also give TDH Italia a focus which would lead towards better fund raising opportunities.

Therefore, TDH Italia has gone through a detailed process of developing its first strategic plan for a three years period (2018-2020). The steps included consultation with different stakeholders, especially with the direct beneficiaries of its present programs and their family members/ parents, staff and executives of the partner organizations and like-minded organizations. Detailed strategic plan development process has been presented in the flow chart in Annex-5.

2.4.2 Country Situation Analysis

a. Child rights situation

According to article 19 of the UN Convention on the Rights of the Children (UNCRC), children and young people have the basic human right to dignity. This means they have the right to be protected from violence, just like everybody else. The UNCRC says children are protected from all forms of physical or psychological violence, including sexual harassment, injury or abuse, neglect, abuse or exploitation. Bangladesh has ratified the Convention on the Rights of the Child and needs to take effective measures to protect children and their rights. Violations of children's rights are common in Bangladesh today, and child abuse is rampant. Children are sacrificed when they face physical, sexual, or emotional injury, loss, or death at the hands of others or threaten themselves against such treatment. Become an individual. According to Unicef 74 percent of girls are married before the age of 18. Over one third of girls are married before the age of 15. Girls are the victim of sexual abuse which is increasing alarmingly. About 67% girls became victim of sexual violence in 2015 Adolescents (10–19 years) make up about 21 percent of the population of Bangladesh. Adolescence is not usually seen as a formal transitional phase

of life, but as a sudden transition from childhood to adulthood and early puberty. The situation of teenage girls in Bangladesh is similar to that of adult women. It is characterized by inequality and subordination within the family and society, violence, sexual abuse, malnutrition, social and economic discrimination and deprivation from basic human rights. Situation of boy child is different. They face other challenges, including poor nutrition, injury, child labour, violence, exploitation, dropout from school, involvement with juvenile delinquency or badly used by political parties and abuse.

b. Regulatory and Policy Framework

In the seventh five-year plan government of Bangladesh has set ten goals for the overall improvement of children of Bangladesh. The goals include (I) Ensure the rights and progress of children through the implementation of government policies and laws. (II) Providing health services to children. (III) Ensure access to food. (IV) To provide educational, training and development opportunities for girls. (V) Provide children with access to early childhood development, cultural activities and acquire knowledge and life skills. (VI) Protecting children from all forms of abuse, exploitation and violence. (VIII) Provide access to clean water, sanitation and hygienic environment especially for children in urban and remote areas. (IX) Ensure children's participation in developing programs, implementing interventions and assessing children's success. (X) Ensure the support of duty-bearers, parents and other care-divers whose children are dependent. (XI) Ensure comprehensive public support for the survival and development of children. Interventions and measures will be implemented during the Seventh Plan, as set out in the 2011 National Children's Policy.

c. Emerging Trends

The Bangladeshi economy has consistently removed global uncertainties relatively well. Poverty reduction is expected to continue. Recently, increased exports and private investment have driven growth. Inflation has diminished the benefits of low world commodity prices and good macroeconomic management. The main export destinations is expected to improve, although the risk of deterioration remains high. Recently, increased exports and declining remittances have generated short-term concerns. According to the World Bank model, increased capital formation can contribute significantly to growth, but alone cannot provide sustainable and accelerated growth.

d. Local Civil Society Context

Many organizations are working with children and adolescents on different issues to establish their rights and access to services. However, very few organizations are working on advocacy to sensitize policy level for adapting new policies and review existing policies and execution of acts. International Center for Diarrheal Disease Research, Bangladesh (ICDDR, B) has conducted a national survey on prevalence of child marriage in Bangladesh in 2013 with funding support of Plan International Bangladesh. The survey shows that an overwhelming 64 percent of all women aged between 20-24 years were the victims of child marriage.

f. Problems, Risks and Resilience Context

Child rights situation: Major challenges and risks of establishing child rights are multi-dimensional. Challenges include protection from child marriage, child labor and violence and abuse. High dropout rates and poor quality of teaching and learning are serious problems for primary school children. Maternal and neonatal mortality rates remain high, mainly because most births occur without adequate medical care at home. Drowning and bruising are the main causes in children over one year of age. Malnutrition contributes to infant mortality. About 18 percent of children are underweight at birth, and 36 percent of children under the age of five are underweight Environmental Scan.

CHAPTER- 3

LITERATURE REVIEW



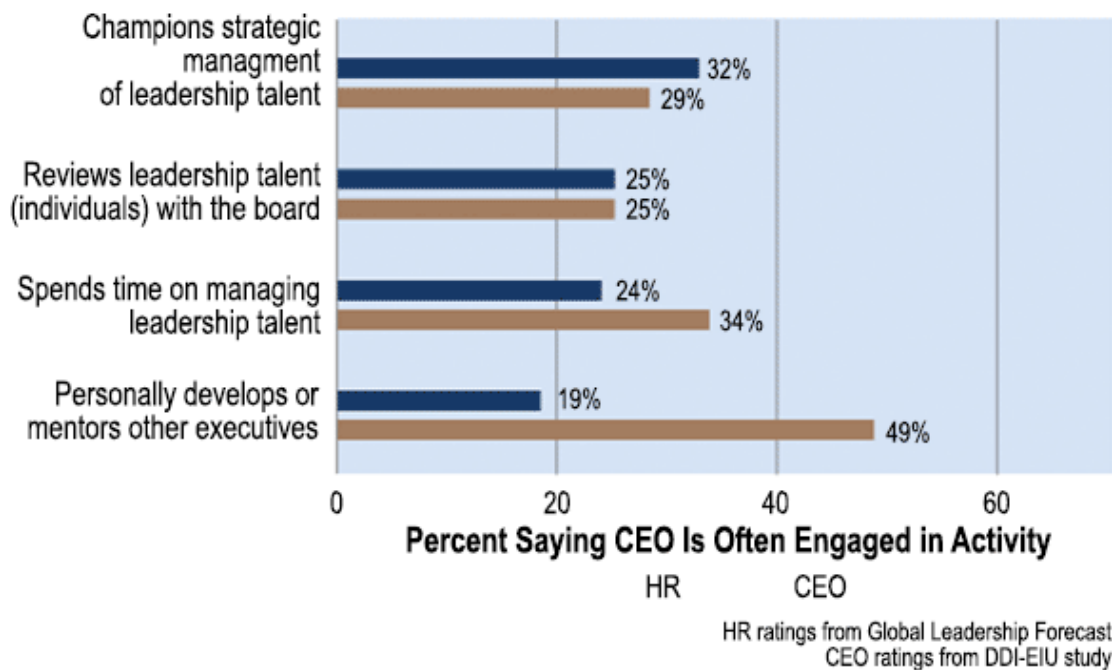
3.1 HRM

HRM (HRM or HR) is a strategic way of managing people effectively in the organization, which helps businesses to gain competitive advantage, commonly referred to as the HR department. Designed to maximize employee productivity while achieving employers' strategic goals and Objectives.

3.2 Talent Management

Talent management is an organization's commitment to recruit, hire, retain, and develop the most talented and superior employees available in the job market. So, talent management is a useful term when it describes an organization's commitment to hire, manage, develop, and retain talented employees.

FIGURE 1: CEO Involvement in Talent Management



3.3 Cross-cultural management

Cross-culture management studies teach how to handle conflicts of the heterogeneity culture and actualize effective management (Li, 2000). Its aim is to design a feasible organization structure and management mechanism across the different culture backgrounds.

3.4 Recruitment and Selection

Recruitment:

In the labor market, the supply of labor is different, affecting workers. Organizations operate in a wide range of labor markets, including geographic, industrial, professional, educational and technical. The labor market can be viewed in a variety of ways to provide useful information for recruitment. Looking at workforce forecasts by age, participation rate, annual employee growth rate, and job growth rate in a given profession provides information about labor market trends.

Selection:

Selection is the process of selecting individuals who have the necessary qualifications to fill vacancies in the organization. Without these skilled people, an organization is highly unlikely to be successful. A good look at recruiting and deployment comes from the insights of two employees who highlight the importance of effective recruiting. • "Easy to rent, easy to administer." The time and efforts put into finding the right people for the job have solved many problems, making them easier to manage as employees. Preparation "Good preparation does not compensate for bad choices." When the right people with the right skills are not selected, it can be difficult for employers to adequately train the less qualified people who have been selected.

3.5 Training and Development Process

The principal objective of training is to make sure the availability of a skilled and willing workforce to the organization. In addition to that, there are four other objectives: Individual, Organizational, Functional, and Social.

Individual Goals - These goals are helpful for employees to achieve their personal goals, which in turn enhances individual contribution to the organization.

Organizational Goals- Organizational Goals help an organization achieve its main objective by increasing individual performance.

Functional goals-Functional objectives allow you to keep department information at a level that meets the needs of the organization.

Social goals- Social objectives guarantee the ethical and social responsibility of an organization for the needs and problems of society. In addition, additional objectives are: • Prepare new and old employees for the present, as well as the changing requirements of the position and organization. • Avoid obsolescence. • Provide new entrants with the basic knowledge and skills necessary to intelligently perform a specific job. • Prepare employees for higher-level tasks. • Help employees perform more effectively in their current positions by educating them on the latest concepts, information and methods, and by developing the skills they need in their respective areas. • Create a second line of competent officers and prepare them for positions of greater responsibility. • Ensure the uninterrupted and efficient work of the departments. • Provide economic returns of the required quality.

TYPES OF TRAINING AND DEVELOPMENT PROGRAMS AVAILABLE TO EMPLOYEES: Different industries and organizations use different methods. Consequently, the need for training and development programs depends on the requirements of the job description. Therefore, there are different types of programs that are used by different authors. Types

Steps of Training and Development Process

The readiness and headway process is a principal procedure gone for upgrading the execution and consequences of individuals and social occasions inside the business. There are a couple of phases of getting ready and enhancement process

Identify the Need

Your agents have differing necessities. Despite whether those necessities are individual or as a specific assembling inside the association, you should separate those prerequisites already you structure an arrangement or enhancement program.

Plan the Training and Development Process

When you recognize the need, you'll pick which information you plan on passing on. If you starting at now have clear business and authoritative goals set up, use this information to enable develop to your program. Assurance your goals line up with the readiness and headway process.

Implementing the Training and Development Plan

A good process for preparing and developing paper is a beginning. However, it is the means by which you transfer these problems to data. Depending on the nature of your business, this process can be done indoors, on the company's base camp website, or outside the home.

Track the Progress

A mandatory preparation and development program definitely involves development. Once you have completed the basic preparation and improvement program, you can start following the person in charge.

3.6 Compensation and Benefits

Compensation and Benefits is an HR department that develops employee compensation and benefits policies. While the income and benefits are obvious, there are intangible rewards such as recognition, work-life and development. Overall, this is called the overall reward. The word "give and take" means discipline and self-gain.

3.7 Performance Appraisal

Verification is a process that managers use to evaluate and evaluate employees' performance or behavior against predetermined standards, help to record comparable results, and use results for employee feedback. Show where and why improvement is. Performance reviews are used to determine who needs training and development, and who is rewarded, shipped, retained or fired for reviewing their performance. Different organization follows different types of performance appraisal process. Basically manager and hr. head participates in appraising employees but sometimes employee can also participates in performance appraisal process. Performance appraisal process has thousands benefits this is the reason now a days it becomes a crucial part for every types of organization. Most of the organization performs performance appraisal process yearly or quarterly in order to evaluate their employee's performance.

Who should do the appraising?

Appraisals process has come from the top level of the organization. Performance appraisal process has been done by the supervisor. On the other hand if supervisor wants than other people can participated in the appraisal process. One of the major rule performed by the human resource manager of the organization .Now a days a large number of companies invite employees to review their supervisors in order to increase the accuracy of the appraisal results. For that reason uses of 360-degree feedback is increasing day by day. Experts suggest that appraisal process should have done after six months, by using annual reports and from the date of hire of an employee. Some of the companies that experiencing rapid growth most of the times want to use quarterly reviews, in order to keep employees balanced with the companies goals. Performance appraisal process must be performed with extra caution as most of the important decision like employees promotion demotion increase of salary and reputation are related with this results for that reason hr. manager budget extra time effort so that not even a single mistakes occurs in that process.so it's better to performed appraisal process professionally as its results may affect overall organization's goals. Other parties involve are:

- Rating committee
- Subordinates
- Self-ratings.

CHAPTER- 4

HRM PRACTICES OF TERRE DAS HOMMES ITALIA



4.1 Introduction:

These Specific Terms and Conditions for National Staff govern the conditions of employment, duties, and rights of **Terre des Hommes Italia (TDH Italia)** locally recruited Employees in **Bangladesh**. Employee, shall be taken to mean every salaried Employee hired by TDH Italia in Bangladesh.

In the event of any dispute, lack of clarity, or non-availability of appropriate rules, policy and guidelines, the Management Team of TDH Italia will interpret the specific situation and provide solutions, which have to be authorized by TDH Italia HQ (Asia Senior Program Manager). TDH Italia CR is entrusted with the final responsibility for administration and application of these Terms and Conditions for National Staff.

4.2 Human Resource Management of TDS Italia

Human resource management relates to the human aspect of management. It is the department that manages all the workforce projects in the organization and the organization cannot run smoothly without proper workforce planning. Thus, it is important for any organization to have a good and solid HR department. The Official Human Resources Division of Terre des Homes-Italia helps to implement relevant and consistent HR management policies and practices in the organization to meet current and potential employees.

4.3 Objectives of TDS-Italia

4.3.1 Programmatic objectives

Program objective-1: To create opportunities for poor and marginalized adolescents and young women to establish their socio-economic rights.

Adolescent girls and young women have stated that they generally suffer from various sexual and reproductive health care (SRHC) complications but it is very hard to get health care support due to lack of information. Also as they cannot afford costly health care service it becomes very difficult for them to access proper health care services.

TDH Italia Strategies will be:

- To train women and adolescent girls for developing their skills to be fit for employment in readymade garments factories.
- To link trained women and adolescent girls with garments factories.
- To support them to understand and know about sexual and reproductive health rights through training and awareness building.
- To establish adolescents clubs/spaces and or women cafes/women friendly spaces.
- To provide awareness on nutrition for women and adolescent girls.
- To train teachers and students cabinet on nutrition related issues.
- To make the women and girls aware on violence against women and girls issues.
- To link them with institutional protection systems.
- To provide psychosocial support where needed.

Program objective-2: To provide quality education for poor and marginalized children. Education is the foundation on which a human being develops her/his own capacities. Without a good education no one can have a decent life and attain her/her potential in life. TDH Italia Bangladesh will endeavor to support children of poor and marginalized families to obtain quality education and support to fulfill their potential in life.

TDH Italia will endeavor to achieve the following outcomes:

- Children of the poor and marginalized people/beneficiaries have access to education/school.
- 80% of the enrolled children remain in school and completes the primary education.
- Teachers of the TDH Italia funded schools are trained to support special needs of the children.

TDH Italia Strategies will be:

- Establish schools for children of poor and marginalized women/adolescents.
- Teacher training material developed and training imparted to teachers.
- Education material support provided to students who come from poorer families.

Program objective-3: To promote community based Child protection mechanism to protect Children are vulnerable as they cannot protect themselves from violence and injuries. TDH Italia Bangladesh as a child oriented organization has the foremost responsibility to protect children that it works for and with. TDH Italia Bangladesh will work with communities and especially children so that safe and child friendly environment can be developed at the Community/ Ward/City level.

TDH Italia will endeavor to achieve the following outcomes:

- Child protection related standing committees of Ward levels are active and responding to the children in need.
- Community level committees are developed and active to prevent violence against children.
- Informal Children groups formed by the NGOs/projects are active in changing social norms to protect children.

4.3.2 Organizational objectives

The following organizational objectives have been taken to make TDH Italia Bangladesh systems ready to support the overall program implementation. TDH Italia understands that organizational systems and processes have to be in-tune to support the programs so that there is no hindrance to the achievement of objectives of this strategic plan.

Organizational objective 1: To increasingly ensure capacity building of the staff/ provide needed competencies TDH Italia endeavors to be a staff friendly organization where each and every staff will have the opportunity to grow and attain their potential so that they can achieve the goals and objectives of TDH Italia Bangladesh. In order to do so TDH Italia will endeavor to build staff capacity by providing capacity building opportunities catered to individual staff needs. Special emphasis will be given to capacity building of staff in relation to child protection, monitoring and evaluation, effective management, partnership management. Staff that is in fund

raising will be supported to develop their skills in winning proposal writing, donor negotiation and various fund raising mechanisms.

Organizational objective 2: Review, develop and update organizational policies and procedures.

TDH Italia's various internal policies would need to be reviewed and updated to reflect the changes and needs described in this strategic document. Especially TDH Italia would need to review and revise the following policies:

Human Resource policy: This policy needs to be updated to reflect the staff capacity building needs as described in this strategic plan document. This might also necessitate review of other corresponding policies such as staff job descriptions, benefits and other relevant issues.

Partnership policy: Based on this strategic plan document partnership policy needs to be revisited and updated to include how partners would be supported to implement programs within the realm of this strategic document. Also the partnership policy should include partners' selection process and procedures.

Financial procedures: As the administrative and staff job responsibility changes, it will also have an effect on the financial authority of staff, so a revisit of the financial policy is needed.

Administrative policy: Considering the newly developed organogram TDH Italia has to develop administrative policy explaining the roles of different positions and chain of command.

Organizational objective 3: Build partnerships for greater program impact TDH Italia has implemented programs through partnering with national and local NGOs from its inception in Bangladesh. As this strategic plan has brought more focus to programs, TDH Italia would need to have a revisit of its partnership strategy and also review the existing partnerships.

Organizational objective 4: Raise resources that create opportunity for achieving Strategic Plan objectives. TDH Italia will endeavor to raise adequate resources to achieve the objectives stated in this strategic plan. It will explore various donors that match programmatic avenues of TDH

and develop meaningful relationship with them so that a real partnership is developed with the donors that are beneficial to both parties.

4.4 Management organogram:

4.5.1 Top Management

Top management included, Board of Directors who holds periodic meetings for solving issues of policies and strategies, on the other hand the executive management are liable to record every types of decisions and for their implementation.

4.5.2 Executive Management

In Terre des Hommes Italia the Managing Director heads the Executive Management, the Chief Executive Officer (CEO) who has been delegated necessary and proper authority by the Board of Directors. The Executive Management operates through further delegations of authority of the line management.

4.5.3 Organogram of Terre des Hommes-Italia

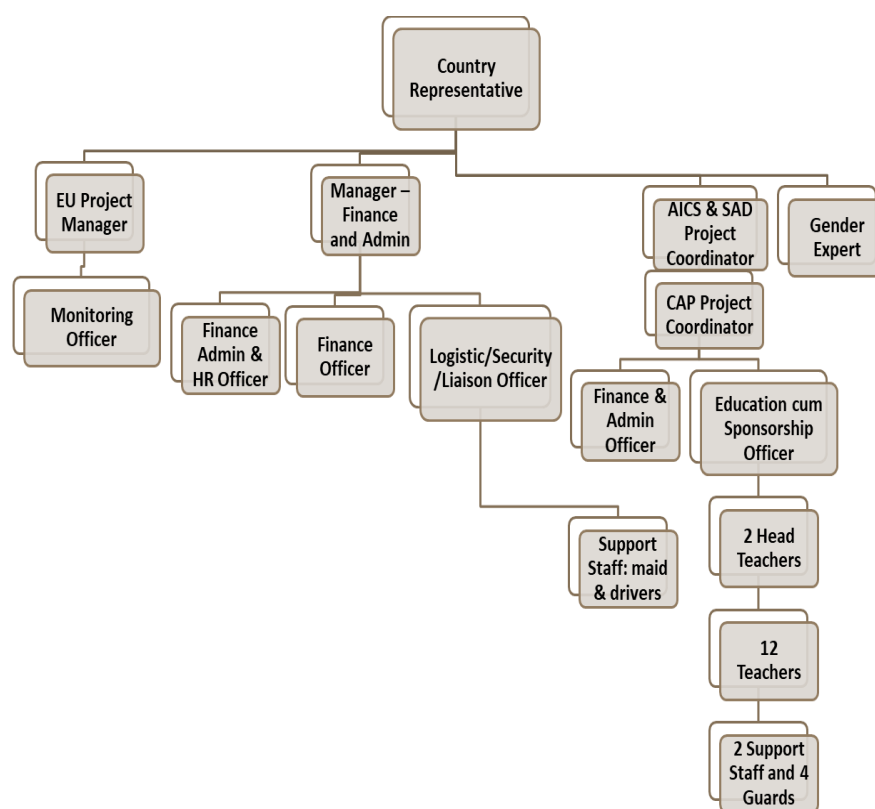


Figure: Organogram of TDS Italia

4.5 Functions of Human Resource department

4.4.1 Global Talent Management:

Exercise 1: Keep this in mind. Talented strategies should work in conjunction with business strategies. Effective talent management requires that business objectives and strategies advance the required quality. For example, Procter and Gamble believe that "business decides and talent decides." A study published by the Berberden Group also found that the best organizations are combined succession management with organizational strategy.

Exercise 2: Talent management professionals need to move from one seat to another. When we bring groups of HR professionals together for programs, we always ask them who has the talent management. They draw attention to senior management. A lot of people have table sessions, where they discuss business and leadership strategies that once happened behind closed doors. But protecting the right to hear is not enough. Talent managers should be part of this process and serve as trusted talent partners, mentors and mentors. The most successful initiatives are managed by HR with the active and enthusiastic collaboration of CEOs and other senior leaders - who provide the resources, budget, communication and support needed to succeed. But HR needs to go beyond the past and play its part. It's not about who owns the marketing process or financial oversight of an organization - which is clearly the domain of the core marketing or finance manager and his team. Similarly, HR is a process for handling professional skills. And they need to get closer to business. One way to do this: Work with line managers to create business plans that coordinate talent management plans, including advice on how to achieve business goals with talent on board. When gaps exist, talent management professionals should provide solutions to fill them. In short, talent management professionals need to rely on reliable business advisors who perform the organization's talent management process.

Exercise 3: You need to know what you are looking for. The role of success profiles. The power of competition expands when we use organizations as success profiles. There are two reasons why this rating is more effective than the simple rating model. Above all, success profiles are designed to manage skills according to business objectives: they should reflect the necessary plans and priorities and change according to the new strategy.

Exercise 4: Talent management takes everything that cannot be developed to entrust the right people in the right places. Many elements of the success profile are impossible, or at least very difficult to design. Teaching people to improve their decisions, the ability to learn, adaptability, all the basic requirements for most of the talent hired today, is impossible, if not difficult. Lack of motivation to fulfill a specific role, or poor performance between employee values and organizational values, and no amount of classroom or learning activities will replace this basic combination. But you can familiarize yourself with this area during the rental / promotion process. Hiring to acquire those skills is more effective than developing them. What can you build on those areas, such as interpersonal skills, decision-making techniques, or technical skills? Assessing these areas when contracted is likely to cost less than further development.

Exercise 5: Talent management emphasizes "how" instead of "what." Organizations have a lot of "know-how" related to talent management, including resource training, software platforms, 9-box grid performance, development plans, training comparisons, and the ability to conduct training, and more. These "what" do not promise anything by themselves? It comes from the "highway" rather than a guarantee. The five factors that contribute to healthy performance are:

- **Communication:** Combines talent management initiatives that drive the business to present a vision that enables an organization to come together and set expectations for what will happen in the organization. ..
- **Accountability:** clarify roles and make sure everyone in a talent management initiative understands what is expected of them.
- **Skills:** develop the right skills and provide support as a coach and mentor.
- **Coordination:** HRM initiatives need to be tailored to business drivers, but to identify high probability, diagnose growth, link to performance management, and actually do behavior development, type of system required.
- **Measure:** you cannot manage what you do not measure. This creates tension, articulates goals, and enables talent to execute on strategy. The most effective indicators are not just statistics, but what works in HRM, why these initiatives are effective, and how they impact your organization.

4.4.2 Recruitment, Selection and Deployment:

Recruitment and Selection of Terre des Hommes -Italia

Application

These rules shall be applied to all the employees of the NGO sector whether working in Bangladesh or abroad. They shall not apply except otherwise provided in these rules or to such extent as maybe specifically or generally prescribed by the board of directors, to the following:

- The Country Representative
- The officers and the staff employed on part time basis
- Persons casually engaged on daily/ weekly/ monthly wages for any specific job

Scope

The opportunity to enforce these rules will take effect from the date of joining the company and will bind all bank employees before the rules begin, including those already employed by NGOs.

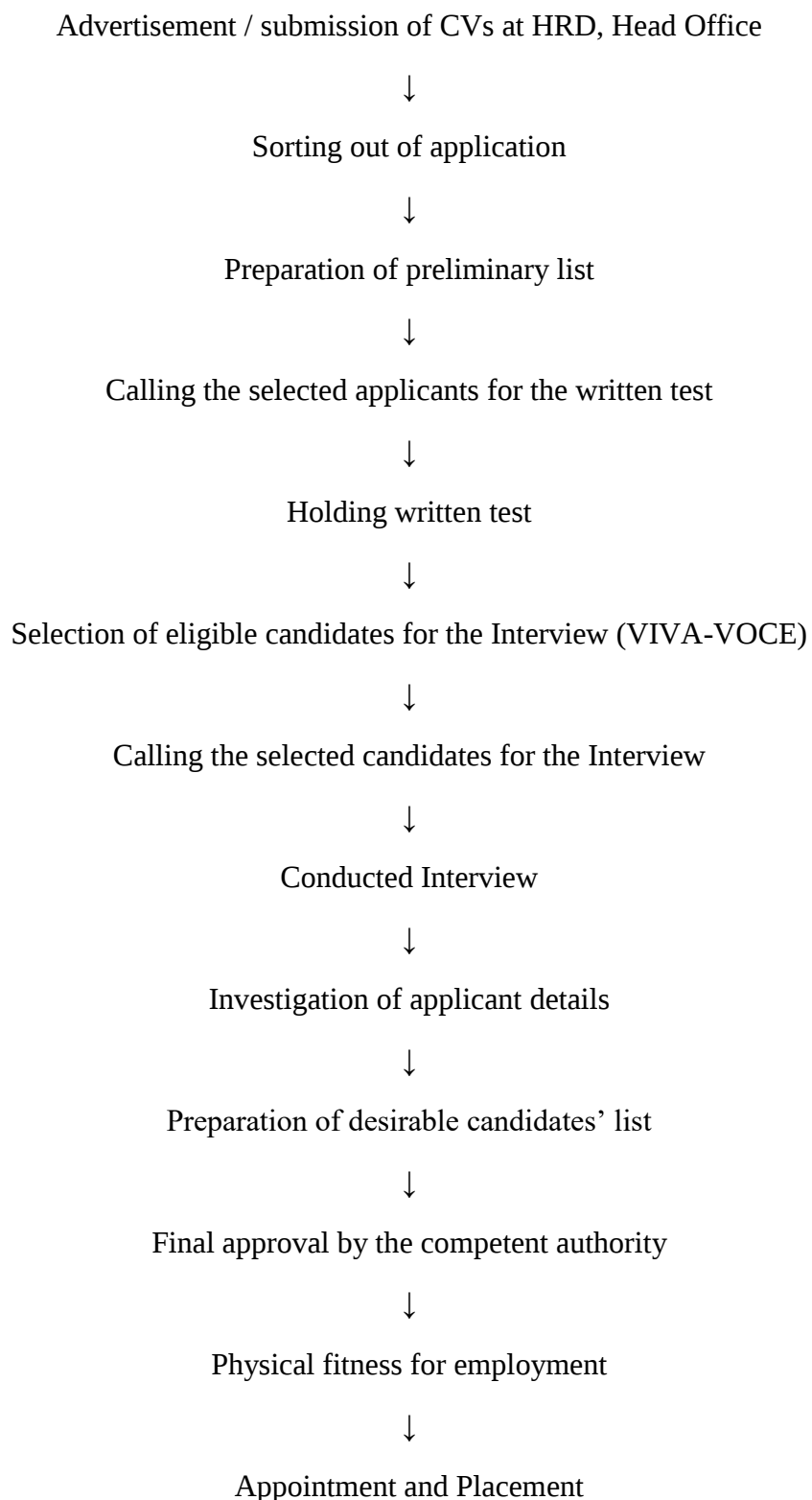
However, the rules will not be applicable to former employees who are no longer in service of the NGO sector.

Power to amend

If necessary, the The Country Representative of the Organization reserves the right to any alteration of any of the service rules of the Organization.

Interpretation

The decision of the board as regards interpretation of the rules as contained in the Terre des Hommes- Italia employee's service rules and regulations shall be treated as final.

General Flow Chart of Selection process:

Written test

A written examination will be conducted for the appointment of the Management Advisor (MT) and the Examiners, which will be decided by an external banking agency. YES. The scoring / scoring policy requires each new candidate to take a written test. The subject of the examination may be General Aptitude, General Knowledge, Arithmetic, English and Bengali or External Authority as determined. The code numbers can be used for "privacy" and to avoid "unreasonable persuasion". Viva-Vos's ratings are established by the bank's management. The total score for the written test is determined by the external body.

Interview Performance:

Follow the interview grading system:

1) Clothing, Appearance, Personality, Self-confidence and Qualifications	5
2) Knowledge in Relevant Sector / Article	5
3) General Knowledge	5
5) Analytical Skills, Communication Skills and Qualifications	5
Total:	20

Recruitment

The Managing Director may from time to time appoint employees of all levels according to the services approved / modified / hired by the Board. Contract or Temporary Assignment
The contract or temporary employment does not give such employees the right to upgrade or downgrade unless specified by the board.

Probationary Period

The duration of the probation period is of three months. The probation period has to be specified on the contract which is signed by both parties.

The Management Team will carry out a final review at the end of the probation period. Following the review, the CR may confirm the Employee by a confirmation order. An employee is considered a permanent employee after an examination period or an extension period, even if he has not obtained a revocation order.

For those Employees who have already had contracts with TDH Italia in the past, and for the same position, there will not be any probation period (i.e. renewal of fixed term contract for the same position). During the probation period, both parties have the right to terminate the contract at any time upon giving one week written notice or on payment of one week salary in lieu thereof. Basic salary and allowances would be paid calculated on pro rata basis out of worked days.

Age limit

No person serving in an age-restricted organization may appoint a Probation Officer / Probable Junior Officer / Probable Treasurer / Messenger / Security Guard if he / she is below 18 years of age. For side admission, the entry age is a maximum of 50 years, except in agreements where the age limit is not important. On the other side of the question, the retirement age is 60, provided the health of the employees is maintained.

The main function of each organization is to recruit and select employees according to the needs of the organization. Also, the main function of this department is the recruitment and selection of labor. This is the method behind naming a bank. After hiring each employee, they will move them from one location to another where needed or available.

4.4.3 Training and development:

Training is of the utmost importance to create a quality workforce at every stage. They regularly take various training courses at various training institutes. Among these

organizations, the Bangladesh Organization Management Institute is a leading organization to which most of the organization's employees are sent for various project topics and subject training. Under the organization's executive development program, the organization's mid-level and senior employees are selected to participate in international training programs, seminars, workshops, etc. organized by various trained financial institutions and others.

Training and Development Process of Terre des Hommes -Italia

It is TDH Italia policy to orient all newly recruited staff through induction process at the time of joining the organization. TDH Italia will therefore ensure that all new staff will be oriented through proper explanation and field visits within 3 months from their appointment. When staff are promoted or transferred to a new position, the supervisor shall provide appropriate orientation on job specific area. TDH Italia offers to their Employees the opportunity to attend trainings of further academic education in order to upgrade and improve their skills with the ultimate goal of benefiting the performance of the organization in reaching its targets. The training/education has therefore to be strictly related and in line with the duties and responsibilities specified in the job description of the Employee. The Employee interested in a particular training course or further education will have to write to the CR a formal request letter clearly expressing the way the training could contribute to the betterment of her/his performances within the organization. The letter has to be accompanied by all support documents such as leaflets of the course, fees, etc. It will be on the discretion of the CR to accept or refuse the request of training or further education.

The number of training courses offered to the Employees and its amount will depend on the prosperity of the organization and it may vary from year to year.. Priority will be given to those employees who have not attended training in the previous years or having urgent needs for upgrading their performances and efficiency to accomplish their work. Trainings are an additional opportunity the Employer is providing to its Employees. As such, it is the responsibility of the Employee to complete her/his regular tasks in due time even though s/he is engaged in trainings.

In order to prevent abuse and to guarantee that the fees bared by the organization will have a long term impact on both the Employee and TDH Italia, the following clauses have to be

respected and signed by both the Employee and the CR at the moment of the disbursement of the training:

- If the Employee resigns when still attending the training course or further education paid by the organization she/he will have to refund TDH Italia the 80% of the amount disbursed.

For fees paid by TDH Italia and higher or equal to 15,000 BDT, the Employee has to guarantee her/his work in the organization for a further year from the date of ending the course. If s/he will resign before that date, s/he will have to reimburse TDH Italia the 40% of the disbursed amount.

4.4.4 Performance Appraisal

Performance Appraisal:

Performance appraisal is the most critical human resource practice in an organization. The practice continues generate dissatisfaction among the employees and it viewed as unfair and ineffective. Performance appraisal serves many purposes for the individual worker, for the workers supervisor and for the whole organization.

Performance Appraisal of Terre des Hommes- Italia a very talented International Organization of Bangladesh. I went through various roles and activities of the Organization with a systematic point of view during the last few months and seen the dynamicity of their style. This inspired and helped me a lot to provide my project report with a great deal of interest.

Performance Appraisal of Terre des Hommes Italia

Performance appraisal is a process which is used by a manager in order to examining and evaluating an employee's work or behavior by comparing it with preset standards, that helps to documents the results of the comparison, and uses the results to provide feedback to the employee to show where improvements are needed and why. Performance appraisals are used in order to determine who needs what types of training, and development and who will be promoted, demoted, retained, or fired by analyzing their performance. Different organization follows different types of performance appraisal process. Basically manager and hr. head participates in appraising employees but sometimes employee can also participates in performance appraisal process. Performance appraisal process has thousands benefits this is the

reason now a days it becomes a crucial part for every types of organization. Most of the organization perform performance appraisal process yearly or quarterly in order to evaluate their employee's performance. As performance appraisal process helps to increase the productivity of the organization so every organization needs to arrange proper training to their management and the appraiser who participate in the process of performance appraisal.

Objectives of performance appraisal:

Every organization perform performance appraisal in order to appraise their employers performance .For performing performance appraisal certain things has to keep in mind those are given in below:

- For maintaining records in order to determine compensation packages, wage structure, salaries raises, etc.
- For identifying the strengths and weaknesses of employees to place right men on right job.
- For maintaining and assess the potential present in a person for further growth and development.
- For providing a feedback to employees regarding their performance and related status.
- For providing a feedback to employees regarding their performance and related status.
- In order to serve as a basis for influencing working habits of the employees.
- For reviewing and retaining the promotional and other training programs.

Method of performance appraisal at Terre des Hommes Italia:

Traditional Methods:

Ranking Method:

One of the oldest formal systematic method of performance appraisal in that process employee is compared with all others for the purpose of appraising their worth correctly. In this the employees are ranked from the best to the worst and from the highest to the lowest.



In this method appraiser identify the lowest performed employee at the same time indicated the best performed employee. Then, the second best highest and the second lowest between next highest and lowest until all the employees to be rated have been done. Thus, if there are ten employees to be appraised, there will be ten ranks from 1 to 10.

However, the greatest limitations of this appraisal method are that:

- (i) It doesn't clearly tells whose performance is best and whose is worst.
- (ii) Because of large number it became more difficult to categorize accordingly.
- (iii) Difficulty occurs for comparing one individual with others. As every individual has different behavioral traits. So to remedy that defects, the paired comparison method of performance appraisal have been used.

Paired Comparison:

In this method, each employee is examined to other employees on an individual basis which based on a single trait. The appraiser has a forms, each pair of pressing names, and the qualifier marks the best two belongs. Every times this employee compares better with others that determines their final categories.

Therefore, the pairs which determined provide the maximum possible of recordings and combinations. Every times a worker is considered better makes his score. Those scores are helped to determine for each worker and classified according to their score. A clear disadvantage of this method is that this method can be very difficult to handle at the time of comparing a large number of employees.

Grading Method:

In this method, individual categories of worth are established firstly and carefully. Here three categories established for employees: outstanding, satisfactory and unsatisfactory. Here can be

more than three grades. Employee performance is classified with grade measurement. The employee, then, allocated to the grade that best suited his or her performance.

These types of grading is occurred in Semester types of examinations and in the process of selection of a candidate in the public service sector. One of the major limitation of this method is that the appraiser may appraise their most of the employees on their best side of their performance.

Forced Distribution Method:

Tiffin invented this method in order to eliminate the central tendency of rating a large number of the employees at a higher end of the scale. It assumes that employees' performance level confirms to a normal statistical distribution 10,20,40,20 and 10 per cent. For that reason this is useful for rating a large number of employees' job performance and promo ability. It eliminates or reduces bias.

Forced-Choice Method:

This method is developed by J. P. Guilford. A series of groups of statements, and appraiser appraises the effectiveness a statement describes each individual at the time of evaluation. Two statements contain in these both are positive and negative.

Examples of positive statements are:

1. Good and clear instructions for the subordinates.
2. Depended upon to complete any job assigned.

A pair of negative statements may be as follows:

1. Some promises that makes beyond its limit.
2. Sometimes gives extra favor to employees.

Check-List Method:

Used in order to ease the evaluation burden upon the appraiser. In this a series of statements, , questions that has their answers in 'yes' or 'no' which is prepared by the Human resource management department. The check-list, then, presented to the appraiser to tick appropriate answers relevant to the appraisal. Each question carries a relationship to their importance.

Critical Incidents Method:

The basic idea behind this appraisal process is to appraise the employees who can perform their jobs effectively in critical situations. As most of the people can work effectively in a normal situation so by using this method organization tries to identify the employees who can walk in a normal situation at the same time can also walks in a critical situation with same effectiveness. one of the strength of this method is that it focuses on behaviors and, which judge's performance more than personalities.

Drawbacks arises like its time-consuming and burdensome for appraisers like managers.

Graphic Rating Scale Method:

This method is one of the most known and simplest process for appraising performance. Another name of this method is linear rating scale. in this the printed appraisal form is used by the appraiser for appraising each employees.

The form lists consists quality and reliability and a range of job performance characteristics from unsatisfactory to outstanding for each category in this the scoring is done on the basis of points. Usually follows five points scale.

The appraiser appraise each appraises by checking the best score of the employee performance.

Essay Method:

One of the trouble method that is the reason why it names easy method .in this method the appraiser makes a detail list of the appraises weakness, strength, and their past record of performance by the use of the list of description it's became easy to categorize the employees overall performance for the year.

Field Review Method:

In order to appraise performance without being biased this process or method is used basically this method is performed by the head of the hr. department. In this method an overall review of the employees is done by the hr. head that helps them to know the accurate performance level easily.

The review process involves the following activities:

- (A) Sometimes it's very tough to identify of boundary inter-rater disagreement.
- (B) Helpful to arrive at a consensus.
- (C) Ensure appraiser for conceiving standard of similarity.

However, this process is most time consuming and appraiser resent what they want their staff consideration but this process is not popular.

Confidential Report:

This process is used in Government Departments. Evaluation has been done by the boss or supervisor for giving employees promotion or transfer. A fixed method is used to collect information on employee's strength weakness, intelligence, attitude, character, attendance, discipline, etc.

Modern Methods:

Management by Objectives (MBO):

This process is designed to improve the performance of the organizations employees by identifying objectives by taking consent from both management and employees. According to theory when management allows their employee to participate in goal setting and others managerial decision that time employees feel more active and provide their efforts more. This idea first came up by the help of Peter Drucker in his 1954 book, *The Practice of Management*

In this method appraiser identify the employee's areas of responsibility and then classify their performance which they perform already.

Behaviorally Anchored Rating Scales (BARS):

“Behaviorally Anchored Rating Scales (BARS)” around 1960s. BARS are consists with various types of behavior descriptions that helps the appraisers to appraise the appraises and their performance. This scale rate the employee on the basis of activates or responsibility that the rating scale consists.

360 – Degree Appraisal: Yet another method used to appraise the employee's

Performance is 360 – degree appraisal. This method was first developed and formally used by General Electric Company of USA in 1992.

Appraising performance: Problem and Solutions:

Problems in Performance Appraisal: Since performance appraisal is conducted by human beings, it is subjected to a number of errors, biases, weaknesses and pitfalls.

Some of these are discussed below.

1. The halo effect:

In that an individual is judged on the basis of their one single trait for that reason the real appraisal is interrupted as one single trait can never reflect an appraises real performance .



2. Constant error: This error is a reflection on the trait of the rater. Some raters are, by nature, too liberal, others too strict and some tend towards rating most people in the middle.

3. Recency of events:

As most of the appraiser gives much more rate to the recent activates of the employee than the past behaviour.fo that reason bias occurred as it only gives consideration to the recent behavior than the past.

4. The central tendency:

This error occurred most than others in this raters has tendency to give average ratings to all or the center of the scale. This may be occurred because of a very high rating or a very low ratings that effects the overall appraisal process.

5. Errors of variable standards:

As organization follows different standards of performance most of the heads may require much higher quality of performance than others.

6. Other miscellaneous biases:

In this biases usually it notices that the rater has some previously built in biased in their mind on the bases of that they rate the employees .for that reason sometimes they rate higher to the employee who is good in term with them and on the other hand they gave low rate to them who is not so good relationship with them. That is why the total performance appraisal process can't considered as fair rating. So that types of biases also needs to remove at the time of conducting performance appraisal process.

Solutions of performance appraisal problems:

1. Halo Effect

The Problem :In that an individual is judged on the basis of their one single trait for that reason the real appraisal is interrupted as one single trait can never reflect an appraises real performance.

The Solution: Appraiser should consider each factor individually, they need to avoid only appraising their employees on the basis of their single factors in an appraisal. Because it varies employee's behaviors on different scale so only one trait can't accurately appraise their performance.

2. Regency Effect

The Problem: As most of the appraiser gives much more rate to the recent activates of the employee than the past behaviour.fo that reason bias occurred as it only gives consideration to the recent behavior than the past.

The Solution: An alert manager compensates for lack of perspective by careful documentation.

3. Manager Preference

The Problem: Sometimes Personal friendship or good relations with the managers get better ratings comparable to their performance this is how performance cant justifies fairly. On the other hand managers rate lower because some employees may have bad relation with them in this because of personal conflicts performance appraisal process stay unfair.

The Solution: Managers needs to avoid this tendency to rate higher of their favored employees rather than employees who deserves because of their manner and personality.

5. Leniency Effect

The Problem: in this managers has the tendency to rate everyone high. This mostly happened when managers doesn't feel comfortable about giving negative feedback or they have softness for that reason the tries to not hurt the employee's feelings.

The Solution: managers needs to understand the constructive purposes of performance appraisal and they should acquire effective skills in giving negative feedback should reduce the tendency to commit this error.

6. Carelessness

The Problem: this error occurs as Managers make quick guesses based on first impressions of an employee's performance.

The Solution: for better solution Managers should have committed significant time for observing their employees and forming judgments based on their observations. As some of the Major decisions are based on performance rating, so the rating should have done accurately as this will contribute to take some of the major decisions.

7. Irrelevant (and Illegal) Standards

The Problem: errors occurred because of the rater's personal preferences, Prejudices and biases towards certain employees. The Solution: at the times of rating the employee's mangers needs to fair enough, they should consider only employees performance nor their status good relationship and employee's individual characteristic.

Reasons of Performance Appraisal:

Provides performance information about performance reviews, promotions and salary decisions that can be made. Allow managers to review the professional behavior of subordinates. This is part of the career planning process because it provides an opportunity to review a person's career plans based on their strengths and weaknesses finally, it helps managers to better manage and improve the company's performance.

Steps of Performance Appraisal:

- **Define the job:** Make sure that supervisor and subordinate agree on his or her duties and job standard.
- **Appraise Performance:** Comparing subordinates actual performance to the standards that have been already set

Provide Feedback: Performance appraisal usually requires more feedback sessions. The subordinates performance and progress are discussed for any development that is required.

Appraisal Methods: There are some appraisal methods given below:

- **Alternation Ranking Method:** Ranking employees from the best to worst, choosing highest and lowest until all are ranked.
- **Paired Comparison Method:** Ranking employees by making a chart of all possible pairs of the employees.
- **Behaviorally Anchored Rating Scale:** It aims at combining the benefits of narrative critical incidents by

4.4.5 Bonus Rating:

Determine the employee's performance in determining the criteria, assessing the employee's actual performance standards, addressing the problems the employees are facing, and future performance. Provide feedback that aims to improve.

4.4.6 Compensation and Remuneration Management:

Compensation management system means providing monetary and non-financial benefits to employees to compensate for the time they spend on the job. Compensation management is increasing as organizations have started to realize the need for leveraging its human capital. Compensation management involves maximizing the return on human capital.

Remuneration

Salary

In exchange for her/his work, the Employee receives a basic salary decided by the CR taking into account the salary scale introduced in 2017, and merit of Employee. The salary structure, as specified in the contract, includes:

- Basic Salary
- House Rent Allowance
- Transport Allowance
- Medical Allowance

The percentages of such allowances are specified in the employee's contract.

The salary is paid in Bangladeshi Taka and it is specified in the contract and signed by both parties. The salary scale can be reviewed periodically (according to the cost of living after cross checking different official sources, or for funding reasons).

The salary is paid in Bangladeshi Taka between the 25th and the 30th of each Western Calendar month normally by bank transfer or alternatively by cheque due to fund in availability salary can be paid later on immediately after available fund.

4.4.7 Yearly increment of salary

The employees will get 5% Cost of Living Adjustment (COLA) of their total gross annual salary every year whenever budget allows. The increment with COLA will not allow the staff to jump automatically from one step to the other. Such increment will be disbursed during the month of January each year and once completed the probation period successfully. If probation period is completed in the mid of year, the employee would be entitled for increment from next year. Since this 5% increment is not calculated on a pro rata basis, the Country Representative will have to keep into consideration such increment when establishing the annual salary for the

employee. Annual increment per performance will be 0-5%. Increment might be less than 5% in which case the employees will not jump from one step to the other. Management can consider more steps or special increment in case of outstanding performance and when budget and Head Quarters will allow. Such decision shall be validated by the Country Representative.

CHAPTER- 5

FINDINGS, RECOMMENDATIONS & CONCLUSION

5.1 Findings from the Analysis

This Organization gives most priority to their HR practices for that reason they design their overall process in a way that will help them maintain easily at the same time implementing with great efficiencies. After analyzing the overall process and the secondary and primary resources regarding the performance analysis process of Terre des Hommes Italia at Bangladesh I got some of the findings that I am attaching in below:

1. Lack of proper Job Analysis:

The job analysis process of TDH-I is not standard. Because the management of TDH- I is not able to apply various HRM functions.

2. Lack of standard Recruitment & Selection Policy:

Their recruitment and selection process is not up to the mark. Because in Terre des Hommes–Italia International Organization, they recruit and select reference basis. They misuse their power.

3. Lack of Proper Training and Development Policy:

Terre des Hommes- Italia is not providing proper training and development policy. When a person joins, they only provide workshop which is not enough for an employee. They need training to learn about Terre des Hommes- Italia policy and to do their job.

4. Lack of knowledge about appraisal Rating:

One of the major problems that I find out a large portion of the employees has no idea about the appraisal rating they just find out after seeing their pay rise or decrease.

5. Lack of Talent Management :

Talent Management process of TDH-I is not standard. Because the management of TDH- I is not able to apply various HRM functions.

6. Lack of Cross-cultural management :

Another major problem that I find out a large portion of the employees has no idea about the cross- culture behavior.

5.2 Recommendations

1. Formulate proper Job Analysis Policy:

The job analysis policy should be taken by HR department, Head Office. Job analysis should be designed well before recruitment.

2. Policy Proper Recruitment & Selection:

Terre des Hommes- Italia need to use their power positively. They should avoid references. They have to think equally for every candidate.

3. Effective Training & Development Policy:

Terre des Hommes- Italia need to provide effective training and development policy according to their recruitments. They need to sharpen their existing skills and development specialized skill.

4. Effective Knowledge about appraisal Rating:

Appraiser should keep in mind that they are not comparing or contrasting employees against each other rather than they should appraise each individual's performance against a set of standards and criteria.

5. Formulate proper Talent management:

The talent management process should be taken by HR department, Head Office. Talent management process should be designed well before recruitment.

6. Policy Proper cross-cultural management :

Terre des Hommes- Italia need to provide effective training and development policy according to their recruitments. They need to sharpen their existing skills and development specialized skill about cross-cultural management.

5.4 Conclusion

TDH Italia acknowledges that safe and hygienic atmosphere at work place is a precondition to motivate Employees to work. Therefore TDH Italia is committed to provide all possible measures to provide safe and hygienic upkeep of the office for the employees. Fire Extinguisher and First aid box must be available in the office in proper way and that should be informed to all Employees. All Employees of TDH Italia shall be careful about maintenance of her/his work place and its environment and ensure that it is safe and free from health hazard. Any unsafe conditions or injuries should be immediately reported to the Administration or concerned official. TDH Italia management will ensure a proper and effective emergency exit system from the office at the time of any emergency and if possible emergency drill should be arranged half yearly.

Considering safety of the office, main door of the office will be kept locked and support staff will be responsible to ensure the lock of the door. Referring to related rules and regulations about Employee safe and security issue, TDH Italia has its own "Safety and Security" policy to be followed by the Employees.

CHAPTER- 6

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