CHAPTER IV
THEORY & FRAMEWORK AND CASE STUDY

4.1: The main intention of this chapter is to present the study undertaken for HR practice in architectural industry of Bangladesh. The method taken to complete the present study was descriptive and investigative; It explains a little about the architectural organizations in Bangladesh and describes the main aim of this study which is understanding the architectural organizations in Bangladesh and describing that. Therefore, it can be said that the main process of the study was done by using both the quantitative and the qualitative methods.

The review of the literature shows that, the architectural organizations were considered as business organizations, which are enriched with proper financial and business goals, which emphasize the business. This proceeds with the eventual theoretical approach to complete the study on architectural firms. This theory defines that to organize itself; an organization follows few processes, strategies, and techniques which will differ with the situations and incidence (Kast and Rosenzweng, 1985). This indicates that all organizations are different in nature and activity, and they provide different framework for studying in detail. Architectural organizations also have a particular framework for study the organizations

The review of the literature admits that a holistic initiative to the study is essential for an organization to be fully described; (Rich, 1992). A business that applies holistic techniques always refers to the entire organization considering in its processes and policies, as rejected to focus only on its particular components. It will make obvious that the business is running with full potentiality, also it is opposed to having strength and weakness. Thus this study indicates the architectural firm holistically, modifying the systems over all view. According to Kast and Rosenzweng (1985) it is mentioned that the theory for this system is the fundamental framework by which the concerned group’s works, resulted for the analysis can be produced, described and the behavioral pattern is predicted. This has relevance to the goal of the present study. The overall view of the system will be explored and explained in the following areas, with the possible potentiality for the present study.
After selecting the research topic, from several architectural firms across Bangladesh, 100 architectural firms were selected through random selection methods and the total respondents i.e. 300 as sample size. Under this research a total of 300 different aged staffs and management personnel who were working in the architectural firms. They were selected randomly. In this way, total 100 architect firms have been selected for the qualitative survey exercises for the present study. In addition to the surveys, the questionnaire was conducted with the Head of organization, senior level, mid-level management and lower level staffs involved with HR related decision process of each firms.

Now while designing the research questions from various aspect of human resource management the following areas where considered: HR planning in the architectural firm; Staffing process; Training and Development plans for the employees; Career planning; Compensation and Benefits packages, Level of Job satisfactions among the employees in the architectural firms.
4.2 Theoretical concept:

The analysis, study and review of the relevant literature on this particular topic was made and the different variable issues were highlighted with the survey tools. The Organizations surveyed the employees with the initial interviews; from the process it is clear that only a single analysis model is not sufficient for the multiple variables HRM factors, rather multiple methods are used to see the influence on the performance which is identified and previous studies.

Therefore to make the measurements and methods easier the following model of conceptual framework has been created and analyzed for development to meet the purpose of this study (Figure 2). From the framework it can be seen that organizational performance is influenced by six (6) main HRM practices. They are: Recruitment and Selection, Training and Development, Promotion, Performance Appraisal, Compensation, Benefits and Services.

These six (6) HR practices are the independent variables. Organizational performance is the dependent variable.

Figure 2: Legal framework for human resource management:
Bangladesh, the Employment of Labor (Standing) Order Act 1965:

In Bangladesh, the Employment of Labor (Standing) Order Act 1965 has specified a procedure of punishment against any employees in Section 18 which is mandatory for all organizations of following while taking disciplinary actions. Jucius (1979) suggested disciplinary proceedings that contain the following steps:

1. Statement of disciplinary problems;
2. Collection of full information;
3. Selection of tentative penalties;
4. Choosing the best from the alternative penalties;
5. Application of penalty; and
6. Follow-up.

Pigors and Myers ((1973) have suggested another procedure. However, the Bangladesh Labor Code 2006 in its Sec. 24 has prescribed procedure to take disciplinary action for conviction and misconduct (procedure for punishment) as follows:

1. No order of punishment can be given to a worker unless
   a) There is a written complaint against him
   b) The accused has been informed through a written copy, thereof and minimum 7 (seven) days time to explain;
   c) The explanation of the accused is heard;
   d) The inquiry proves that he is guilty;
   e) The top management or the manger approves the order to dismiss his service;

2. When a worker is accused for his ill-mannered behavior or misconduct; the enquiry charges against him can be kept pending. He can also get suspended for the time required to get the matter before any court, this total period of time will be calculated as the suspended time for the worker. This time should be maximum 60 days; the accused worker has to be paid by the employer as a substitute allowance which is equivalent to half of the average wages, and if there is any dearness allowance and ad-hoc or interim wages.

3. There should be written document of any type of order of suspension is taken and also must take immediate actions on delivery the order to the worker.

4. Any person employed in his establishment or nominated by him shall be able to help the worker found guilty on inquiry.
5) Any person against whom oral evidence is adduced by any party shall be entitled to cross-examine that party.

6) If on the time of inquiry, a worker is proved to be defaulter, and punishment is imposed upon him under section 23(1), he won’t get any wage for the period of suspension, but he shall get subsistence allowance for that period.

7) If the accused worker is proved not to be guilty, he will be considered to be on duty in the period he was suspended and shall get wages for that suspended time and the compensation allowance will be accordingly adjusted.

8) If the accused worker is proved to be guilty and is given punishment according to management’s decision, a written copy of the decided punishment order shall be hand over to the accused worker for his concern.

9) If the accused worker does not agree to accept any sort of memo, notice, letter, charge –sheet, order or any other official document sent to him by the management, it must be given to him first, then a copy must be exhibit to the notice board so that others also get the information, one copy should be posted to the mailing address of the worker and lastly a copy should be kept in the company’s record file.

10) Before imposing the punishment the management should check all the previous records of the worker along with his tendency, behavior, nature and offence or any other extenuating circumstances that may exist.

Punishment for Conviction and Misconduct Section 23 of the Bangladesh Labor Code 2006 mentions that

1) If nothing is related to layoff, discharge, retrenchment, or termination from the job provided anywhere in this Act, an accused worker can be withdrawn from job without prior notice or pay in these conditions
   (a) He is find guilty of any criminal issues; or
   (b) He is convicted of misconduct under Section-24.

2) A worker instead of being dismissed for becoming guilty of misconduct under sub-section (1) may be, under extenuating circumstances, given any of the following punishment, such as:
   a) Termination;
   b) demotion or downgrading to lower post than the present, upgrade or pay-scale increase for not only one year;
   c) On hold the promotion for a year;
   d) Holding up of increment of wages for one year;
e) Fine;
f) Suspension for not more than one week without wages for without subsistence allowance;
g) Censure and warning.
3) The employer shall pay as compensation fourteen days wages or gratuity, which is higher, if payable, to a worker dismissed under sub-section (1) or retrenched under sub-section 2(a) if he is in service for minimum one year; provided that a worker dismissed under sub-section 4(b) for misconduct shall not be entitled to any compensation.

Grievance Handling Procedure

There is hardly an organization which functions without any grievance or complaint. It is an expression of individual dissatisfaction or discontent either from the worker or management. Grievances have considerable significance as harbingers of the industrial dispute. Unresolved grievances can become an industrial dispute and may cause serious disruption in the organization’s operations system.

A grievance is defined as if any employee faces any situation where he has felt real or sense of feeling of personal injustice in his employment relations (Davis, 2001, 299). Jucious (1979) also took the same dimension of grievance and stated that a grievance is considered as some kind of unhappiness or lack of satisfaction, revealed or not, if it is valid or invalid, raised out of anything or any behavior concerned with the organization which leads to an employee’s thinking or feeling, believes or even faces to be unfair, illogical injustice or discriminatory. Beach (1985, 583) opined that a grievance is any sort of lack of satisfaction or feeling of injustice which connects with one’s situation of employment that is brought to in light to notify the management. All these concepts of grievance do not emphasize on an expression of discontent or dissatisfaction as a priori condition. But Flippo (1976, 430) has made the expression of discontent as the priori condition to be a grievance. He opined that the grievance is a type of displeasure which should always be revealed, but he agreed with the condition that it must be connected with the company operations or policy though it may be valid or ridiculous.

There is a debate whether the grievance is dissatisfaction only or a complaint. Yoder (1972) considered it as an employee’s claim as injustice, unfair or misbehave through an written complain. International Labor Organization (ILO) also took the same line. It defined grievance is a written or verbal complaint against the
management or particular employee of any worker or a group in the issues of salary, different allowances, conditions of tasks and the service interpretation, also touching the areas of working extra hour, paid or unpaid leave, transfer or posting, promotion, position, job satisfaction and termination of service. So, both Yoder and ILO pointed out grievance as complaint but others are not.

Thus, the grievance is a feeling of injustice arising out of employment situation into human resources working in the organization. This feeling does not have to be expressed to become a grievance, neither does it has to be true or correct; a feeling that arises from imaginary conditions or from incorrect reasoning is still a grievance if it caused a feeling of injustice.

Human resource management has to handle this grievance with the well thought out strategy so that it can be prevented or can be handled by a systematic procedure to resolve it satisfactorily and ensure the peaceful human and work environment into the organization. Because, grievance or mishandling of grievance causes loss of employee interest in work reduces morale and commitment, lower productivity and quality of production, increases wastage and costs of operations, makes employees in disciplined, increases turnover and absenteeism, and at the end, may lead to unrest.

An effective grievance handling system will have the well-designed procedure, simple, fair, easy to understand, communicated to all, prompt and speedy, accepted by employees, designated authorities to handle grievance and must ensure natural justice to the aggrieved person. In this respect, there exists a conventional practice which is encoded in law to deal with grievances of employees that includes

(1) Receive of the grievance;
(2) Issue show cause to the incumbent to explain his/her position in person / writing; (3) Give personal hearing;
(4) Examine the personal records of the employee;
(5) Consult organizational and legal provisions to find out appropriate action;
(6) Take appropriate action. The similar grievance procedure is found in the Bangladesh Labor Code 2006.

The Bangladesh Labor Code 2006 has prescribed a grievance handing procedure in its Section 33 (Grievance Procedure). The Section says that

(1) a worker including such worker whose employment came to an end on account of being laid off, discharged, dismissed, terminated or for any other reason, who has
grievance about any matter under this chapter and if he desires to get any relief regarding that matter under the section, he has to submit his grievance in written format to the management or employer not more than thirty days’ time period from the date of the verbal informing of the cause of the grievance by registered post: provide that the submitting of the grievance not by registered post shall also suffice if the appointing authority acknowledges directly in writing the receipt of the grievance.

(2) The employer shall inquire into the grievance and by giving the worker concerned a chance of being heard inform him of his decision about the matter maximum in 15(fifteen) days from the date of the cause happened of the grievance.

(3) If the employer or management is not able to give a result or decision under sub-section (2) or if the abused worker is not satisfied or unhappy with the given decision, he can file a legal complaint with the Labor Court within 30 (thirty) days from the date of the termination of job of the time allowed under sub-section (2) or maximum time limit of thirty days from the date of the management’s decision.

(4) The Labor Court, after receiving the grievance, by serving notice upon both the parties shall hear them about the grievance and give such decision as it deems fit and proper in the circumstances as per its discretion.

(5) The Court by its order passed under sub-section (4) may, amongst other relief’s, give direction to reinstate the complainant with or without giving the salary back and converting the order of, termination or discharge from employment into other minor penalty as provided in section 23(2).

(6) Any worker offended by the order given by the Labor Court can choose to go for an appeal to the Tribunal in the time frame of 30 (thirty) days from the date of the order placed and here, the decision taken on the appeal will be considered as final. (7) Under this section, filing any complaint or appeal will be free that means there will be not payable court fee.

(8) Any filed complaint shall not be considered as a criminal performance under this Act of this section.

(9) Nevertheless whatever is provided in this section, no objection can be lodged against the order of dismissal or termination given under section 26, unless the order of termination is given on account of the worker’s trade union activities or complaint is made to the effect that the impugned order was given being actuated
by motivation or unless he is deprived of the benefits which he is entitled under that section.

Welfare:
Welfare Measures statutory provisions regarding the welfare of workers in any establishment are stated in Bangladesh Labor Code, 2006 of the government of Bangladesh. The Code contains ten provisions as under:

1) First-aid appliances:
(a) In any establishment there shall be arrangement for box equipped with first-aid appliances or almirah equipped with appliances as suggested by rules during all working hours;
(b) The number of such box or almirah shall not be less than one for every 150 workers ordinarily employed;
(c) a circular notice must be hanged in every work-area mentioning the name and id of such person and he shall put on a badge so that he can be easily identified;
(d) In each organizations where there are at least three hundred or more than three hundred workers are employed, a first aid room with proper medical facilities, well equipment prescribed by the medical team and dispensary of medicine with the prescribed size containing should be there and such room shall be in charge of physical and nursing staff as may be prescribed. (Sec. 89).

2) Washing facilities: In every workplace
(a) Sufficient number of suitable toilets, bathrooms and washing zone shall have to be provided and maintained for the use of the workers employed therein;
(b) There should be separate male and female zone for the washing, bathroom and toilet facility and appropriately screened;
(c) Such facilities shall have to be kept neat and clean and easily accessible. (Sec. 91)

3) Canteen:
(a) In an establishment there should be adequate number of canteen for the workers use, where more than 100 workers are employed, in that facility and a managing committee with employee representatives shall run and determine the quality of foodstuff to be served therein and the price thereof. (Sec. 92)

4) Restroom etc.:
(a) In any workplace where minimum 50 workers are employed, adequate number of toilets shall be provided and maintained and appropriate dining facility with drinking water facility zone, where the workers can take their meals which they usually bring from home brought shall be facilitate and maintained;
(b) No worker shall be entitled to eat any food in his/her work-room if there is a dining room;
(c) Such restroom and dining room must have enough light and ventilation provisions and the cleanliness should be maintained with the tolerate temperature;
(d) The establishments in which minimum 25 female workers are working, there shall be separate restroom for the male and female workers, and in which less than 25 women are employed, there shall be provision for separate screened space in the restroom for the women. (Sec. 93)

5) Rooms for children:
(a) In every workplace, where minimum 40 women workers are appointed and working, there shall be a provision of well-maintained few suitable room(s) which can be used by the workers children under age of six years;
(b) this type room shall provide sufficient living accommodation, with proper light, ventilation and clean sanitary conditions, and this should be properly supervised by experienced and trained up baby sitter women
(c) these rooms should have easy access for the mothers of the children it should not be located in anywhere near the working area so that dirt like vexation fumes, dust or odor come out and also where the extreme noise and busy works are be done;
(d) This rooms must be sound protected so that the noise do not hamper the kids and the roofs, walls, ceiling should be made of heat resisting construction materials and be water proof,
(e) The height of such rooms must be minimum 360 centimeters from the top of the floor to the bottom of the roof and the floor-space for each child staying therein shall be at least 600 square centimeter;
(f) Essential and suitable options must be there for maintaining ventilation and circulation of fresh air in each part of the room
(g) These rooms must be well furnished and well equipped with all the necessary equipment required for the children. There should be a set of furniture for each child. That should have one comfortable cot or cradle with proper bedding for every child and a sitting arrangement like chair or sofa or stool for the mothers
while she is taking care of her child, like feeding them or attending them. And also a reasonable amount of toy supply should be there for all the children and especially for the older one so that they can play with them;

(h) An open air playground in shady and suitable area also must be there for the older children. (Sec. 94).

6) **Recreational and educational facilities:** Government may ask the employer to provide:

(a) Recreational services for the workers employed in tea plantation and their children as stipulated in the rules;

(b) educational services of a particular standard and manner should be provided for children in accordance with the rule, where the age group of the children is 6-12 and they are minimum 25 in number, and they are the children of the workers employed in the organization;

(c) Establish medical Centre for the workers employed in each tea-plantation and their children in the manner as may be prescribed. (Sec. 95)

7) **Housing facilities in tea plantation:** In every tea plantation the employees are given housing facilities along with their by the management or employer. (sec. 96)

8) **Facilities for daily needs:** all the employer and management of every tea plantation must provide for the worker's facilities in easily accessible place for obtaining the daily necessities. (Sec. 97)

9) **Medical care for the employees:** Every worker especially in newspaper industry and his family are entitled to medical treatment and facilities and the cost will be bared by the newspaper organization as long as it is suggested by the medical officer. (Sec. 98)

10) **The introduction of compulsory group insurance:** The workplace where there are minimum 200 employees who are permanent, the Government may introduce group insurance scheme there in the manner prescribed by rules. (Sec. 99).

In Bangladesh, workers health, safety, and security are dealt with the former laws: The Factories Act, 1965, The Factories Rules 1979, The Workmen’s Compensation Act, 1923, The Workmen’s Compensation Rules 1979, The Employer’s Liability Act 1938 which are now repelled with a new law called as Bangladesh Labor Code 2006 (GOB). The Code states accident as “an occurrence in any workplace is responsible for death or serious injury that compel the worker to remain absent from
the employment for more than 48 hours” (Sec. 80). The Code defines serious physical injury as any such injury by which the use of any organ of any person is permanently damaged, or a probability of being injured exists which is a result of any type of been accident or any occupational disease, and that arises out of, employment, and which would entitle such employee to compensate under the Code (Sec. 1(75) and 150). The accident may cause death or disablement. Disablement is classified into two: partial and total disablement. Partial disablement may be temporarily and permanent in nature that incapable a person temporarily or permanently in earning income. Total disablement unfit a worker facing the accident from all the works, he is able to perform when the accident happened.

Safety, security and health management represent an organization’s response to some compelling influences-legal, social and humanitarian responsibilities as well as union, the general public and international pressure. The establishment of a safe, healthful and environmentally sound working condition is a priority in any socially responsible organization. It is better to go beyond the standards required by law under the context of the present global economy. Our laws do not in many occasions comply with the standards of the ISO 9000-9003 and the social accountability standards of the advanced industrial nations. But firms engage in international trade have to respect those standards or to take the risk of losing market.

The statutory provisions (Sec. 61-78) in this respect of the Bangladesh Labor Code, 2006 are given below Safety Provisions

i) Safety of the building and machinery: If any Inspector finds out that the whole building or any part of the workspace, pathway and exits are in the state that is risky to worker life or safety, he can order the employer to take necessary measures to be suggested by him/her. If the building or any part of this is proved to be imminently threatening to human life and safety, the inspector can prohibit its use (Sec. 61)

ii) Adopting precaution regarding fire: The following precautions shall be taken in case of preventing fire:

a) Exit path shall be made to go out at the time of conflagration. Also there should be minimum one alternative staircase which keeps connection with each floor and fire extinguishing appliances in the manner prescribed by rules.
b) Exit doors shall not be locked or fastened and shall be capable of being easily opened; and they shall be so constructed as to open outwards;

c) Every doors, window or exit, through which persons can escape in the event of a fire, shall be distinctly marked in Bangla letters in red color or by any easily comprehensible manner. Of adequate size in a language that is understood by workers,

d) A clearly audible signaling system of giving warning at the time of fire or danger to every worker employed therein shall be maintained.

e) All the exits should be easily and freely accessible to all the workers in every room in the factory premises, so that they can quickly make their escape when a fire breaks out; and f) All employees shall know the means of escape and be trained about their duty to be done at the time of fire.

g) Factories with fifty or more workers / employees shall have to arrange a fire extinguishing demonstration at least once a year. (Sec. 62)

iii) Fencing of Machinery: Every part of the machinery, either in motion or in use, shall have to be strongly fenced by adequately construction maneuver. Every ser-screw, bolt or key of every spindle-wheel, revolving shaft, all spur, pinion and, warm and all other gears with tooth or friction gearing of which the workers is bound to come in contact, shall have to be strongly fenced with a view to making it free from the risk of coming in such contact. (Sec. 63)

iv) Work on or near machinery which is in motion: The checking of the full or any particular part of the machinery while it is in motion or is carrying out any mounting or batch of belts, lubrication or other movement adjusting operations while the machinery is in motion, must be conducted by a expert on the relevant job, specially trained for that and adult male worker. And the dress must be slim-fitting clothing but he must not try to handle the belt when it is moving pulley if not the belt is maximum fifteen centimeter in width and if not the belt-joint is in same surface with the belt and laced. (Sec.64)

v) Striking gear or device for cutting off power: An appropriate striking gear or other effective mechanical devices must be provided and managed and handled to move the driving belts with pulleys which goes slow and fast in motion and considered as the transmission machinery, Suitable devices for cutting off power in an emergency shall be checked and issued in all the work room. (Sec. 65) vi) Self-acting machines: No moveable part of a self-operated machine in any workplace
and no raw material carried to the machine shall, if it is situated in such a space of the workplace from where the employee is allowed to pass or has special permission because of his job in that place, will be accepted to drive on its outer and inner transverse in a maximum distance of forty-five centimeters inches from any other fixed or unmovable machine which is not a part of the moveable machine. (Sec. 66)

vii) Casing for new machinery: In every power driven machinery setup in every workplace follows the commencement of this Act (a) screw set, any parts that are not fixed and generally is moveable like belt, key, spindle or any revolving shaft, wheel or pinion must have to be sunk, well protected in casing or else efficiently guarded so that any type of danger can be tackled; (b) all the spur and spikes, worm and other toothed gearings which are not needed to be adjusted frequently must have to be completely enclosed while the machine is running, only if the parts are situated in such area where it is completely safe. Or else they must be encased (Sec. 67)

viii) Cranes and other lifting machinery: Cranes and other lifting machinery along with their every part shall be excellently made of adequately strong and sound material, shall have to be maintained properly, and shall have to be checked and tested by an expert person once in every six months at least. These such machinery must be loaded beyond its carrying capacity marked thereon; and which any person working in the wheel-tract of any moving crane, there is an apprehension of his being struck by the crane, effective measure is to be adopted so that it can be ensured that the crane is unable to come near within six meters of that place. (Sec. 68).

ix) Hoists and lifts: Hoists and lifts shall be excellently made of adequately strong and sound material, maintained properly, and examined by an expert in this area, minimum once in every six months; all the hoist way and the lift way must be sufficiently protected and enclosed fitted with gate and should be built as to protect anything or any person from getting stuck or trapped between any part of the hoist or lift and also in any rigid frame or moving part; the safe and allowable working load of all the machine should be plainly and visibly marked on every hoist or lift and it has to be ensured that maximum load should not exceed the allocated load and that must not be carried on; in the case of passenger lift a gate shall be fitted where there is an access to the lift, afforded to a boarding or landing; all the
gates should have the interlocking or any other proper device to ensure the security 
that the gate cannot be opened at the time of its descending and that the cage cannot 
be in motion so long as the gate is not closed; where it is ensured that the cage is 
braced by rope or iron chain, two ropes or chain should be connected to the cage 
separately to balance the weight and each of the ropes and chains shall be such so as 
to be adequate for carrying the cage and the maximum allocated load altogether;
effective devices capable of supporting both the cage and maximum load together 
have to be provided; there shall be appropriate automatic device for controlling the 
excess velocity of the cage.  (Sec. 69)

x) Revolving machinery: In every room of any establishment where the process of 
grinding is carried on, a caution notice showing the maximum safe velocity of each 
grind-stone or abrasive wheel, the velocity of the shaft or spindle which gives the 
support to the wheel and the wheel is mounted, the perimeter of the pulley 
mounted on this type of shaft or spindle, it is necessary for ensuring the safe speed 
shall be fixed near each machine; the speed mentioned must not be superseded; 
necessary measurements must be taken so that each device run by power like: 
revolving vessel, cage, basket, flywheel, pulley disc cannot transcend their 
prescribed speed.  (Sec.70)

xi) Pressure plant: In any work area where there is any plant or a certain part of 
the machinery engaged in a manufacturing process is pressure operated, weather it 
is more than normal atmospheric pressure; necessary initiatives has to be ensured 
for working place safety.  (Sec.71) xii) Floors, stairs and pathways: All floors, stairs, 
and pathways shall have to be soundly construction and properly maintained and the 
safety has to be ensured, arrangement for strong railings shall have to be adopted; 
there shall be provision for safe access to all the place where a person needs to work 
at any time of the day and the floors of the working place, pathways and stairs shall 
have to be clean, wide and free from any hindrance.  (Sec.72)

xiii) In the work place if there is any type of holes on the ground, for example Pits, 
sumps, opening in floors, fixed vessel, or tunnel type entrance is such that it it may 
be cause of danger by thereason of its parameters. Like depth, situation, 
construction or internal contents, so it is needed to be either covered securely or 
fenced with security.  (Sec.73)
xiv) Excess weights: any worker or employee temporary or permanent should not be allowed to lift, move, carry or hold any extreme heavy load which might cause him injury or accident. (Sec.74)

xv) Protection of eyes: Suitable goggles or eye –screen shall have to be provided for the protection of eyes of the workers if such process involves with risking their eyes getting injured from particles or fragments thrown off or ejected on account of the working process; and also another risk for the eyes being exposed to excessive light or heat. (Sec. 75)

xvi) Precautions against dangerous fumes:
(a) No person employed in any establishment must be given the permission or enter without permission to a place where fumes and dangerous poisonous vapor might be present. It can be any room, vessel, tank, pit, pipe, flue or other confined space , to avoid the risks of suffocation and life risk
(b) No match or lighter or any device which produces fire directly or any portable electric light which has voltage above 24 volts should not get permission to carry and use inside any restricted space also in the places where there is possibility of fumes containing are likely to be inflame lamp. Only flame proof construction should get permission for this type of task
(c) No one should get any permission to enter in such restricted area unless all practicable measures are adopted for removing fumes therefrom and for preventing any access of fumes and either a certificate is taken from a competent person on the basis of tests which point outs that the area is not in a risk with dangerous fumes and totally perfect for workers to get entered or they must protect themselves by wearing a suitable breathing equipment and a harness or belt securely attached to a rope or chain, the open end of the rope is held by one worker who will stand outside the restricted space;
(d) necessity breathing equipment, reviving equipment, belts, and ropes shall be kept prepared for instant and emergency use near to any such confined space and such appliances shall must be tested and checked often by an expert person and there shall be provision for imparting training to workers about its use and method;
(e) Any worker are not allowed or given permission to enter in any boiler, boiler furnace, vessel, tank, pipe or any restricted space for any reason of completing any
task or for testing anything till it is properly cooled and harmless by ventilation, before doing that the place has to be made safe for person to enter. (Sec.77)

Xvii) Explosive and flammable dust, gas, etc.:

(a) Where there in any workplace ejected gas, fume, vapor, or dust on account of any manufacturing process is that purpose and to some extent as to be likely to have possibility of explode or burst, all proper safety measure should be taken to keep the plant or the machinery effectively enclosed while in use, to remove or prevent the consumption of such dust, fume, gas or vapor and to keep all possible sources of ignition effectively enclosed;

(b) Where the construction of the establishment is not sufficient to tolerate the probable pressure produced at the time of explosion, all required and proper measures and cautions should be taken for preventing and happening of spreading the explosion or its effect by making arrangement for the use of chokes, baffles, vents or any other effective appliances in such plants or machinery;

(c) Any part of any plant or machinery goes pressured which is more than the normal atmosphere pressure, that part should not opened before opening the entrance of gas or vapour is controlled by a stop-valve or in any other way, all required and accurate measures must be provided to reduce the pressure of the gas or vapour, and where loosen fastening is repaired, preventive measures are taken to control explosion until the fastening has been secured or securely replaced;

(d) Where any plant, vessel or tank has explosive or flammable contents, no work of welding or cutting can be carried on therein by using hear unless adequate measure has first been taken to remove such substance or fume or transforming into not -explosives or non-flammable, and no person or anything which will insist to explore or flame should be allowed to enter in such plant, vessel or tank after the testing and prevention until the concerned.(Sec.78)

Health and Hygiene Provisions the Bangladesh Labor Code, 2006 of the Government of Bangladesh contains the provisions from Section 51 to 60 that deal with health and hygiene of the working people. The statutory provisions are:

i) **Neatness and Cleanliness**: all the workplaces should be maintained neat and clean and free from bad smell or odor coming out of any septic tank and pit, drain, latrine or other nuisance and particularly from garbage and the dirt and refuges from-
(a) The floors, workrooms, staircases, passages of the establishment shall have to be removed daily by sweeping in a proper manner;
(b) The floor of every workplace must be washed and cleaned minimum once in a week and, if required, disinfectant is to be used in the washing task;
(c) Where the floor becomes wet during any manufacturing process in such way that drainage of water becomes necessary, adequate arrangement is to be made for draining water;
(d) All inside walls, partitions, ceilings, staircases, passages shall:
   (i) Where the finishing used is paint or varnish, should be retouched with paint and varnish minimum once in every three years,
   (ii) Paint and varnish on outer surface must be cleaned and repainted minimum once in every fourteen months in the manner prescribed by rules,
   (iii) In other cases, white-washing or color washing of the surfaces should be done minimum once in every fourteen months. (Sec. 51)

**ii) Ventilation and temperature:**
(a) Adequate provision for ventilation by circulation of fresh air in every workroom of the establishment shall have to be made;
(b) In every such room suitable arrangement for securing and maintaining such temperature shall have to be made so that the workers employed therein can work in acceptable conditions of proper comfort and prevent injury to the health of the workers is prevented;
(c) Walls and roofs of the rooms shall have to be made in such a manner so that such temperature does not increase and is kept as low as possible;
(d) the nature and pattern of work accommodate in the workplace is such that it is likely to create extreme high temperature, there sufficient measures and precautions should be taken and practiced, must be taken for separating the original source from which such temperature is produced or its hot parts from the work-room of the workers by insulating them with non-conducting material;
(e) If it is possible to reduce the excessive high temperature of any establishment with alternates like white-washing, insulating, spraying or screening side-walls, roofs or windows or even by raising the roof level by any other special method, Government can direct to do so. (Sec. 52)

**iii) Dust and fume:** proper measures and should be taken to prevent the gathering or piling up of dust and fumes in any workroom and its inhalation by workers. Exhaust
appliances, if necessary, should be installed as closer as possible to the source of the
dirt like: dust, fume or other rubbish and that place is to keep enclosed as far as
practicable. Any internal engine which burns and creates fume must not be operated
before the exhaust to open to air. Also it should not be operated or exploited in a
room where there is no exhaust or the room is not properly protected from
compiling fume which is injurious to the health of the workers. (Sec. 53)

iv) Removal of waste and effluents: the Proper arrangement is to be made in every
workplace the elimination of wastage and rubbish originating as the by product
from the manufacturing process should be taken care of. (Sec. 54).

v) Artificial humidification: In any establishment where the air humidity is
increased artificially increased, the necessary water used for this purpose must be
taken from the water supply system of the Government or any from some source of
proper drinking water and must be suitably purified sufficiently before it is used.
(Sec. 55).

vi) Overcrowding: the entire workroom should have sufficient open place and
these rooms should not be overcrowded. It must be ensured so that the crowded does
not become injurious to the health of the workers working there, and in the
workrooms should maintain the minimum 9.5 cubic meter space per worker
employed therein. (Sec. 56).

vii) Lighting arrangement:
(a) In any workplace, all the parts of the working area and circulation for employees
should have provision for sufficient light, natural, artificial or both.
(b) Windows and skylights used for lighting should be glazed the work rooms of
every establishment should be kept neat and clean from both sides and obstacle free
as much as possible.
(c) In the entire working place, sufficient provision must have to be provided for the
prevention of glare emanated or reflected from any transparent substance or form
any lamp and the formation of such shadows as to cause strain on the eyes or
creation of the risk of accident to any worker. (Sec. 57)

viii) Drinking water:
(a) There shall be arrangement for the supply of sufficient pure drinking water in
nay convenient place of every establishment for all the workers employed therein.
(b) Every point of water –supply shall be legibly marked in Bangla “cab Kiev club”
(drinking water).
(c) All those establishments, in which ordinarily 250 or more workers are employed, shall have to make arrangement for the supply of drinking water by cooling it during the summer season.

(d) If dehydration is caused to workers because of working close to machinery which gives out heat to the extent of excess over limit, provision for oral dehydration therapy shall have to be made for those workers. (Sec. 58)

(e) Sufficient arrangement should be made to arrange and maintain at some feasible place which is convenient to every worker, adequate supply of proper, pure a drinking water and it should be marked “Drinking Water” in an understandable language which majority worker and employees can and this points should be located within twenty feet of any washing area, urinal or toilet. (Sec. 19)

ix) Overcrowding: No workroom must be overcrowded so that it becomes injurious to the health of the workers who are employed therein. (Sec.17)

x) Lighting: Sufficient and proper lighting, both natural and artificial, should be made available in the factory premises. (Sec. 18)

xi) Toilets and Urinals: Necessary number of toilets and urinals of prescribed types shall be provided in convenient places so that the workers employed therein can use them efficiently during the working hours. Properly enclosed toilets and urinal must be accommodating for male and female workers separately. These toilest should have sufficient lighting and proper ventilation and necessary cleaning and sanitary condition should be maintained at all times with suitable toilet cleaner, floor cleaner and disinfectants. (Sec.59)

xii) Waste –basket and Spittoons:

(a) In every establishment, sufficient number of waste-baskets and spittoons are to be provided and these are to be kept neat and clean and obviously hygienic condition.

(b) No person shall be allowed to throw waste-matters or spit anywhere other than in such waste-baskets or spittoons.

The Bangladesh Labor Code, 2006 of the Government of Bangladesh provides the following financial securities for the workers:

1) Permanent Total Disability Benefit: Where permanent total disablement takes place as a consequence of the injury, the concerned employees if he is an adult, shall be entitled to get Tk. 125,000; and if the concerned worker is a minor, he shall be entitled to Tk. 10,000. (Sec. 151)
2) **Permanent Partial Disablement Benefit:** Where permanent partial disablement occurs as a consequence of the injury, the concerned workers will get the amount from Tk. 125,000 proportionate to the percentage of the loss of earning capability caused by the wound. (Sec. 51)

3) **Accidental Death Benefit:** Where death occurs owing to the injury, the concerned worker shall be entitled to get TK. 100,000. (Sec. 51)

4) **Occupational Disease Benefits:** In the case of chronic occupational diseases, half of the monthly wages during the period of disablement for a maximum period of two years shall be paid. (Sec. 51)

5) **Standard Death Benefit:** If any worker during the continuous service for more than three years under any employer meets death, the employer shall pay 30 days wages or gratuity whichever is greater for the service of each full year or a period of more than six months to the nominated person of the deceased worker. (Sec. 19).

The Bangladesh Labor Code 2006 has prescribed a list of acts and negligence which should be treated as misconduct in its Section 23 that mentions the following actions must be considered as misconduct:

a. willingly done disobedience or being disrespectful and insubordination either by single employee or a group of workers combined, to any order or instruction of the supervisor which is lawful or reasonable.

b. being dishonest, fraud, thief or destroying any asset of the business property for personal reason will be considered as misconduct.

c. bribing weather taking or giving to anyone along with any other worker or any other party who is related to the business under the same management.

d. absence from work without pre informing, unless it’s a sick leave and habit of getting absent without taking pre-approved leave form management exceeding ten days;

e. regular late attendance as a habit;

f. disobeying and law or regulation of the company in habitual breach

g. disrespectful and inappropriate behavior, misbehave and riotous behavior or rebellious attitude in the work area which is considered as threat on the company discipline;

h. neglecting assigned tasks and daily work as a regular basis as a part of habit;
CASE STUDY

4.4 Case Study on Brahe and Bestec JV ltd.; An architectural joint venture firm

4.4.1 Origin of the report:
This report has been prepared to make a case study on the “Human Resource management practices in the Bangladesh-Denmark joint venture Architectural company Brahe and Bestec JV Ltd”. The case study is a part of the survey for the thesis report "Human Resource Management Practices in Architectural Organizations of Bangladesh" to fulfill the requirement for the completion of the Degree of Doctor of Philosophy program of the Department of Management of SHRI JAGDISH PRASAD JHABARMAL TIBREWALA UNIVERSITY, India.

4.4.2 Background of the report:
Outsourcing refers to a company which gets contract with other companies to do their marketing jobs which would otherwise be performed by their in-house employers. It reduces the cost of the company and helps to expand the market. Bangladesh is relatively a new field of outsourcing. But it has high potential. Due to the raise of cost of products and services in China & India, Bangladesh has proved to be successful as a profitable outsourcing market due to its low setup of infrastructure and minimum production cost and investment friendly rules. Today outsourcing is a growing business. As time goes by it will become an indispensable part for the buyers as well as the sellers. Bangladesh has already stepped into the outsourcing world, and it surely can become an important outsourcing country.

Human resource is an important issue in any company. Knowing how to manage the Human resources is essential for the management of the company. Apparently, it seems to be a less important factor in the outsourcing companies, but like other companies, the Human Resource has a great impact even for the outsourcing firms. In Bangladesh, the Human Resource management practice is newly introduced. Still, there are companies who don’t have the separate human resource department and manager. Also, there are companies who don’t treat the human resource as an important resource for the company. In spite of that there are companies who take
the Human resource very seriously and positively and try to manage this department with great care.

4.4.3 Purpose of the study:
The purpose of the study is to analysis the Human resource management of The company regarding the Joint Venture outsourcing firm. This study attempted to understand the hr policies, rules and regulations for employees, benefits and advantages and punishment and strictness of the company.

4.4.4 Objective of the report:
The study is important to know about the Human resource management and leadership process followed in production and operation management outsourcing companies in Bangladesh. How the system is incorporated in a production organization and how its creates the impact on the employees.

1. The primary goal of this study is to analyze the HR management in a production team of a practical organization.
2. To know about the leadership style and company’s organogram.
3. How much important is HR in the company and how they are treated in the organization
4. To analyze the duties and responsibilities assigned to different levels and how the track is recorded.
5. Knowing about the Policies and HR related rules and regulations of the company and also about the punishment and warnings for violating them.
6. Analyzing the Employee benefits and offers for both present situation and future projection.

4.4.5 Scope of the report:
The scope of this study was strictly confined to the report & personal contact with the employees of the organization. To collect the information I worked in the production team and also with admin and HR department of the organization. This study is done by flexibility and resourcefulness on the methods, formal research method employed by investigating various employees and managers in the organization obtaining information by asking questions. Finally, the purpose of this study is to make the case study to determine whether human resource management technique is used by the Bangladeshi architectural organizations who are involved
in outsourcing and whether the companies using the technique apply the application process for their employees’ welfare, betterment, and benefits for management operations.

4.4.6 Methodology:
The data collection was from two sources:

**Primary sources**
Practical task to collect information by Face facing conversation with the managers. Also, direct observations Face to face communication with the employees.

**Secondary sources**
- Annual report of the organization.
- Files & Folders Daily diary (containing my activities of practical orientation of the company) maintained by me,
- Employee handbook and different written policies of the organization,
- Websites for HR information

The details of the work plan are furnished below:

**Data collection method:**
Required and Relevant data for this report were collected primarily by direct inquiryof various company personnel.

**Data sources:**
The information and data for this report have been collected from primary sources. The secondary sources of information are article reports, websites and official intranet for the handbook, policies and evaluation methods. It Department have been consulted for using the intranet to build up the framework of the study.

The method of study is given below:

1. Find a particular production outsourcing organization where Human resource management efforts are practiced.
2. Collecting data from the organization about their mission, vision and work process.
3. Making a questionnaire and getting the answers from the production manager or leader
4. Direct communication with the team members will give a clear idea about the HR management and the leadership process of the firm.

**Limitation:**
To achieve the goal of making this case study there were some unavoidable issues occurred which were prominent and in any way were not ignorable and they put an impact on the study process. These are considered as limitation of the case study. These are following:

**Budgeted time limitation:**
As the time was limited it was not possible to make long term survey or using observing method for survey. With few different parameters and tools of survey this case study was done

**Confidentiality of data:**
Every organization has few very much confidential issue which they do not want to disclose for any type of study or survey. Also there are employees who do not want to answer many questions due to trust issue and security purpose. These were few limitation which had pretty much impact on the survey for case study

These constrain narrowed the scope of accurate analysis. If these limitations had not been there, the report would have been more useful and attractive.

**4.4.7 About Brahe and Bestec JV Ltd.**
Brahe & Bestec is a joint venture architectural organization company. with The Danish company ArcTech. The company was founded in the year 2007 in Bangladesh. The founders of the company wish to establish an outsourcing based company to make closer communication between Denmark and Bangladesh, with an benefit for both parties for cost reduction, knowledge sharing and idea development in architectural sector.

**Objective:**
The objective of the project is mainly based on the fact that ArcTech has seen a market gap for the architect business and has decided to fill this gap with professional and flexible solutions produced in a lower cost environment. To meet the market demand and to stay competitive with regard to price levels, ArcTech has decided to utilize the positive market development to prepare the company for the globalization processes by initiating an outsourcing process with the purpose of
producing selected ArcTech services in the area of Architectural Design and Documentation, Architectural Visualization and Building information modeling solutions for export at lower production cost, keeping the same high quality standards. The project is thus about creating an outsourcing facility in Bangladesh whereby ArcTech can let part of its auto cad production take place at lower cost and secure final quality control and distribution to the many various clients in Denmark, initially.

**Vision:**
- The vision is it to provide high end digital solutions for the architectural business, with the focus on the Danish market.
- To establish a close connection between two different countries and enhance their competitiveness in the marked.
- Transfer training and technical assistance within the area of production methods;
- Support the Danish partner with lower cost production;
- Secure the long term collaboration via establishment of a joint venture company.

**Mission:**
- With a healthy working environment, focus on our employees and a controlled working methodology we will follow the standards for the Danish building business, to be a present and future cooperator for our clients.
- We will provide high-level of knowledge with an enhanced quality assurance system

**Motto:**
- “We will provide solutions which surpasses the present available solutions in the market of products for the architectural business to ensure maximum benefit for our clients.”
- "Compromising quality, and leaving important issues behind, is a waste of your and your clients time."

**Responsibilities of the company:**
- Architectural Visualization;
- Building information modeling;
- Construction and building material standardization training;
• Production efficiency training and technical assistance; Quality management and quality control systems;
• Architectural Design and Documentation;

Members of Staff:
Brahe and Bestec has a production team of 120 employees and also there are external advisor from Denmark who help in the working process. As it is an joint venture firm, the communications and outsourcing are the basic issue. There are 10 architects and 90 engineers who work in this field. The organizational structure is a linear one. The Production team is divided with several positions
1. Project manager
2. Manager Operation
3. Group Leaders (Mainly the Senior Architects who communicates with Denmark)
4. Team Leaders (The experienced architects and engineers but junior than the GLs)
5. Senior Team members (the Architects and Engineers going to be Team Leader)
6. Junior Team members.(the new appointed engineers)

Organogram of the Organization

HR management process:
In Brahe and Bestec the HR management is practiced, and HR related issues are taken very seriously. As it is a production firm and based on the Human Resource, the Employees are considered as the asset for the company. All the HR issues have the significant impact on the employees. Starting from joining till resigning from
the organization all the data of the employees are well tracked. Not only official but also personal information about the employees are given the attention in the company, and also they are kept confidentially so that employees might not face any discomfort or problem while disclosing their information.

Different methods for HR track recording are used worldwide. In Brahe and Bestec the method used for keeping record is the Credential Reporting

**Credential Reports:**
This document is a sample of reports that are available in the Brahe & Bestec JV Ltd. HR module.

Most reports are run from the Reports activity. However, some reports called “snapshots,” are run from an icon on the toolbar. This difference will be noted in the report description.

**Special Considerations:**
Addresses in reports are the mailing address from the Employment record. If there is no mailing address, Escape Online uses the home address.

If the user has access to more than one organization, an Organization field with a lookup window will be displayed on the report form.

**Formatting Standards:**
- Most reports are landscape. All reports are designed for three-ring binders.
- Page headers print the name of the report for easy identification.
- Column heading areas print not only the column headings but may also contain break header information, such as job category or person type. Break summaries include record counts for the break whenever appropriate.
- Page footers print the grouping (sort and breaks) and selection criteria, as well as any comment the user entered at runtime. The footer also prints username, date and time when run, page numbers and a total number of pages.

Note: Brahe & Bestec JV Ltd. recognizes and respects everyone’s need for privacy. Therefore, personal information in the sampler, including social security number, has been altered.

Credential Listing: by Title, Location, School, Experience, Contact, Joining date, Date of Birth, Certification, CGPA,
Note: Brahe & Bestec JV Ltd. recognizes and respects everyone’s need for privacy. Therefore, personal information in the sampler, including social security number, has been altered.

**Credential Listing:** by Title, location, School, Experience, Contact, Joining date, Date of birth, Certification, CGPA, here below the list of members of staff has been provided to show the levels and designations of the existing employees

<table>
<thead>
<tr>
<th>ID</th>
<th>Employee Name</th>
<th>Designation</th>
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<tbody>
<tr>
<td>1001</td>
<td>Atikur Rahaman</td>
<td>Manager, HR Admin &amp; Acc Incharge</td>
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<tr>
<td>1037</td>
<td>Md. Sarwar Kabir</td>
<td>Deputy Manager, IT</td>
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<tr>
<td>1040</td>
<td>S. M Ziaul Kabir</td>
<td>Sr. Asst. Manager, Accounts</td>
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<tr>
<td>1041</td>
<td>Kazi Ahsanul Haque</td>
<td>Executiver, IT</td>
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<td>Prism-Masud</td>
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<tr>
<td>1004</td>
<td>Vaskar Roy</td>
<td>General Manager, Project HR &amp; Admin</td>
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<tr>
<td>1009</td>
<td>Shariful Islam</td>
<td>Manager Project - BIM</td>
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<tr>
<td>1020</td>
<td>Assadud jaman Khan</td>
<td>Manager Project - CAD &amp; BIM</td>
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<tr>
<td>1021</td>
<td>Debnanji Bhowmik</td>
<td>Manager Project - CAD &amp; BIM</td>
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<tr>
<td>1033</td>
<td>Ishita Nafisa Islam</td>
<td>Group Leader - CAD</td>
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<td>1034</td>
<td>Samina Momtaz</td>
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<td>Sonia Islam</td>
<td>Architect - Group Leader</td>
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<td>Mohammed Mozammal Haque</td>
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<td>Md. Sarowar Hossain Sajib</td>
<td>Modeler</td>
</tr>
<tr>
<td>1322</td>
<td>Md.Imran Khan</td>
<td>Modeler</td>
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<tr>
<td>1323</td>
<td>Md. Abdulllah Al Mamun</td>
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<tr>
<td>1324</td>
<td>Md. Shamim Reza</td>
<td>Modeler</td>
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<td>1325</td>
<td>Md. Nur A Alam Siddiki</td>
<td>Modeler</td>
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<td>1326</td>
<td>Md. Sirajul Islam</td>
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<td>Tawhidul Islam</td>
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<td>1328</td>
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<td>1329</td>
<td>Md Hazzaz Miah</td>
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<td>1330</td>
<td>Md. Saif Chowdhury Anik</td>
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<td>1331</td>
<td>Md. Mujammel Hoque</td>
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<td>1333</td>
<td>Mst. Sabina Khatun</td>
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<td>1334</td>
<td>Jalal Uddin</td>
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<td>Kutubuddin Shadik</td>
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<td>1336</td>
<td>Md. Helal Hossain</td>
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<td>1337</td>
<td>Md. Farhad Hossain</td>
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<td>1338</td>
<td>Jannahul Fardousi</td>
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<td>Md. Imam Hossen</td>
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<td>Md. Muzahid</td>
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<td>Kazi Raopinul Alam</td>
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<td>Md. Jafar Iqbal</td>
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<td>1343</td>
<td>Saiful Islam</td>
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<td>Jahidul Islam</td>
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<td>Sanjida Akter</td>
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<td>1346</td>
<td>Sultana Begum</td>
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<td>1347</td>
<td>Md. Shihab Uddin</td>
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<td>1348</td>
<td>A. Sattar</td>
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<td>1349</td>
<td>Mahde Hasan</td>
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<td>1350</td>
<td>Mazharul Islam</td>
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<tr>
<td>1351</td>
<td>Md. Nizam Uddin</td>
<td>Modeler</td>
</tr>
<tr>
<td>1150</td>
<td>Jakir Hossain</td>
<td>Office Assistant, Maintainance</td>
</tr>
<tr>
<td>1156</td>
<td>Abdul Rahman</td>
<td>Office Support, Security</td>
</tr>
<tr>
<td>1161</td>
<td>Md. Monir Hossain</td>
<td>Office Support, Refreshement</td>
</tr>
<tr>
<td>1152</td>
<td>Md. Nuruddin Sordar</td>
<td>Cook</td>
</tr>
<tr>
<td>1158</td>
<td>Md. Sujon</td>
<td>Asst. Cook</td>
</tr>
<tr>
<td>11xx</td>
<td>Martinate Security Services Ltd</td>
<td>Security guard</td>
</tr>
<tr>
<td>11xx</td>
<td>Cleaner-2per</td>
<td>Cleaner</td>
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</table>

### 4.4.8 HR Policy:

The HR policy at Brahe and Bestec is based on the details and issues regarding the Rules and regulations of the company. In the HR policy the rules regarding the employees behavior at office, responsibility towards the office and benefits for employees have been elaborated. The discussed issues are elaborated below:

**Type of employment and contract agreement**

The company has two types of employment –

(1) Full-Time Employment
(2) Part-Time Employment.

Employees shall be appointed in different salary and job scheme to be mentioned in their employment contract with the company depending on their type. As such each employee shall sign in separate contract agreement with the employer.

Probation period and agreement

Employee of company shall be employed as per the type of employment and individual contract agreement. Employees under management and administrative department will have probation period according to the needs for the specific position. Employee under production and non-production has minimum of 3 (three) month of probation period or according to the service agreement. The Service Contract agreement is shown in Annexure – 1A & B. Employee selected for any training off shore or in land has to sign a different agreement named ‘Bond to Stay’.

Working hours

The total normal weekly working hours of the organization is fixed at minimum of forty five (five) hours per week including lunch break. Normal working hours for employees of the Company shall be as follows:

**Summer Time:**
Monday – Friday: 7.30 am- 4.30pm

**Winter Time:**
Monday- Friday: 8.00am- 5.00pm
Saturday and Sunday are weekends

**Other Special Days**

The management of company, through special announcement, shall fix working hours for other special days (if any) depending on season and period of the unforeseen occurrences. Yearly holidays will be settled and published within the first two weeks of the year.
All employees are expected to be present at these hours and ready to work at their desks at office starting time (i.e.: 7:30 am at summer). Breakfast is not included in the office timing, and therefore has to be finalized before office starts.

**Salary Structure**

The Company has its own salary structure based on grades and levels according to which employees shall be posted at the time of each of their employment in the company.

**Payment of Salary:**
Salary will be paid on every last day of the month. If the last day is a week off or Govt. holiday then salary will be paid on the next working day. The salary pay day may be changed depending on any unavoidable circumstances and will be informed duly.

**Overtime:**
Projects are in general being planned so it isn’t necessary to use overtime to finalize a project. In case of extraordinary tight deadline which requires overtime or other unforeseen occurrences, overtime may be required. We are distinguishing between ordinary overtime and forced overtime. Ordinary overtime is expected to happen from time to time and in limited amounts especially at project ends. Forced overtime shall be ordered by group leaders and will be compensated according to the leave policy. Only non exempt employees are entitled to be paid in respect of overtime work an allowance according to the leave policy. Overtime should not be exceeding 1 hour per day counted as an average of the month.

**Holiday Allowance:**
Office Peon, Guard, Attendance, Cook are entitled to get Holiday Allowance according to their employment contract.

**Confidentiality**

**Personal information:**
All employee files are kept confidential with the administrative department. Employees should not share their employment contract information including their
salary figures with other employees. Employees are to discuss the employment contract matters only with the Management or in pre meetings which eventually will raise the questions in a general meeting.

**Company information:**
All employees need to understand that due to their employment in this organization, they will have access to company’s trade secret and confidential information, its products, customers, and its business methods, management and employees, in consideration of which any or all of them must not divulge or not share any of these issues to any outsider or any competitor of the company during their service tenure and also after their separation from the company. Client solely belong to the company, never to any individual member hereof. Employees are restricted to utilize contacts gained through the company, for any kind of personal benefit and or projects whatsoever.

**Work Ethic:**
The employees are expected to follow their job descriptions and fulfill the assignments as described there. Employees will be held responsible for the assignments given by the management. Employees are encouraged to participate in improving the work processes and giving their ideas to management. Employees are free to take on additional tasks and assignments based upon their abilities and increase their exposure at the company. Seek assistance from the management when desiring to expand their involvement with the company.
Deadlines promised to clients and/or the management has to be maintained. If an employee is facing problems in reaching a deadline it is his/her duty to inform his or her group. Informing, about a deadline that could not be reached, will not be accepted close to or after the deadline. Repeated insincerity in regards of failing to meet deadline may result in disciplinary actions.

**Code of Conduct:**
All employees are expected to treat other employees and customers with the utmost respect. No foul language, obscenities or raised voice is accepted in the premises. For any problems between the co-workers or with the customers, please immediately involve the Group Leader/Team Leader/Management. Pan chewing
and use of any mood altering drugs is strictly forbidden at the premises during and after office hours.

**Copyrighted materials:**
All employees should be aware of the copyrighted nature of all the documents handled in the office. Employees are not allowed to make personal copies of any company’s materials without the permission of the Management or distribute anything beyond the approved marketing materials to clients or other visitors.

**General**

**Dress Code:**
This is an Architectural company catering to a high-end clientele and it needs to portray the correct image at all levels of the organization. We receive visitors from a variety of organizations on daily basis. Considering the nature of jobs it is not mandatory for the employee to strictly follow formal dress code but at least need to follow the guide line below:

**Female employees:** Well-groomed with the hair tied or kept neatly off the face Nail polish, if any, should be neat and subtle Jewelry and makeup should always be professional looking and not excessive No excessive perfumes Preferably closed toe shoes or neat looking sandals

**Male employees:** Well-groomed with short hair and clean shave (not mandatory on daily basis) Collar-shirts/ T-Shirts required every day Employee who directly involved with corporate marketing should follow the formal official dress code Uniform: All office peons, guards and cleaners will be given office uniform selected by management once in a year such as one pair of shoes, one pair of sandals, two shirts and two pants.

**Office document & guidelines:**
All employees need to fill up regularly all office documents, i.e., daily attendance sheet, employee time and movement sheet, leave form and other documents related
to their jobs of the company. Employees shall have to follow and obey other official documents and guidelines provided by the management.

**Time Management:**
All employees should be time punctual. If any employees violate the office timing, disciplinary action according to the leave policy can and will be taken against him.

**Organizational chart and job description:**
The company has its own organizational chart designed and approved by the management and board of directors, according to which each employee of the company shall be posted at her/his position. Each position shall have its job description separately. However, the organizational chart and job description is changeable from time to time at the discretion of the management.

**Discipline:**
The Company may take disciplinary action in the event of inefficiency, misconduct, insubordination, indiscipline or any other cause inconsistent with the Rules of the Company. All employees should familiar with existing service rules of the company. If employees have problem in understanding these service rules they are requested to contact Management or any concerned official in the company.

**Office Equipment:**
All office equipment including phones, faxes, copiers, stationary and other materials are for the office use only and not to be used for personal purposes at the office or taken home.

**Telephone usage:**
Personal calls should be avoided at the workplace and out-of-town and out-of-country calls are forbidden. If an occasional call has to be made, it should be done during the lunch break and limited to 5 minutes. Employees should be aware that the calls can be monitored and all calls are recorded (PABX).
Use of the company’s IT - equipments:
The employees are restricted to follow the Company’s IT-Policy. There is a ‘No Tolerance’ to any kind of misuse or abuse of the equipment in all terms. Disciplinary actions will be what it found proper compensating by the management. ‘IT Policy’ is in separately available through the company Intranet.

Office Premises:
All employees must maintain the office deco and cleanliness. Employee desks, chairs and cubicle should be neat and clean all the time. Before leaving office cubicle and desk should be cleaned and papers and files should be kept neatly. No personal deco or item should be placed that may distort the office outlook (i.e. towels on chair, large personal decoration item etc.). Entire office should be kept very professional looking. The Management should approve any changes to office deco.

Use of Conference/Meeting Room:
The meeting room is to be used primarily for meetings such as WAM, GM, pre and project meetings. Meeting room(s) shall not necessarily be booked prior to the meeting, however if the meeting is found important and known upfront, the room can be booked through admin department to avoid interruptions. During any meeting in the conference/meeting room, no employee is allowed to enter or interfere without any absolute urgency.
The meeting room is also used for dining. Before taking the room in to use for dining the office support and the cook has to be informed so they are able to do the necessary preparation (Covering up the table etc.). After dining everybody is requested to bring there used plate, cups and cutlery to kitchen. The last person who leaves the room will inform the Office Support and will then make the room ready for meeting etc. The office supports are and shall under normal able to clean the room with in 15 minutes after dining or breakfast. The conference/meeting room can, if needed, be used as interview room and a silent office. The use for silent office can never interfere with any meeting activities. Executive chairs shall never be used while eating.

Breakfast and Lunch:
The Company has its own breakfast and lunch facilities. Company will pay 50% of the Cook’s salary and provide all other kitchen equipment for preparing food for the employees. Employees will do the remaining financial contribution. Employees are allowed to have the breakfast and lunch in the meeting room, under the circumstances mentioned for that room. Not following the rules for keeping the room clean will in the end result in a band of using the conference/meeting room as a canteen. Breakfast is not a part of the official office hours, and has to be finalized before the office hours.

**Smoking:**
Smoking inside the office is strictly prohibited. Smoking is only allowed in the designated smoking areas, which at present is limited to balconies. Furthermore the management will encourage all employees to either reduce their smoking habit or completely quit smoking.

**Bathrooms/Toilet:**
All employees can use Bathroom/Toilet of the office. Female and Male toilets are marked and should be used accordingly. Each employee is responsible to leave the toilet neat and clean after use. It for instance means; that toilet seat isn’t wet, neither is the floor, soil on inside of commode has been neatly removed; towel is hanging on the peg etc. Leave the toilet as you would prefer to find it!

**Office Entertainment:**
Employees can bring their own beverage or can get other refreshment at their own costs day to day. However, in case of any occasional celebration in limited form within staff members of the company should seek consent of the management by the organizer of such occasion. During any preparation and project work or late hours, company may provide refreshment time to time. The employee concerned should coordinate with GL within ordinary working time.

**Visitors:**
Personal visitors are discouraged during the office hours and should be limited to short visits during the lunchtime. All visitors are required to check-in at the reception desk upon arrival and departure. No personal visitors are allowed after
office hours or during holidays. Visitors who requires either a meeting or talk with the management has to appoint for a meeting before they arrive at the office. In case they have not appointed for a meeting they might be rejected. Visitors shall sign the entry sheet at the gate before entering the office

**IT policy for employees:**
As Brahe and Bestec is a Joint Venture firm with Denmark, the major media of communication is through IT. Internet, email, skype messenger, FTP service, web conference, and video chat these are the ways of fast and instant communication externally and internally. Brahe and Bestec always welcome new method and technology for fast moving and here communication is the first priority. As the office time schedule is merged with Denmark, the communication system must be the fast and most efficient one. The IT manager, Rayhan Shipu told about his experience in Brahe and Bestec. Every day and every moment he has to be alert with all the communication servers so that the communication with Denmark should not stop in between. He has to be prepared for any type of unforeseen interruption any time. That’s way his backup support remains always ready to meet the accidents.

**Leave Policy:**
In every company there are holidays and leaves provided for the employees, so that they can meet there personal needs in the scheduled office hours. Also to match up with the government holidays throughout the year, Brahe and Bestec adjust some leaves for holidays. Also there are certain rules and strict policies for daily attendance and leave while working in the office. This are made to run the production team smoothly and keeping the track clear. Also as it is a joint venture company the time difference factor with Denmark is also an important issue. To avoid all the inconvenient issues, the leave policy is disclosed to the employees so that they can maintain the discipline in the organization.

The leave policy issues are elaborated below:

**Daily Attendance & Leave Policy:**
As per Company Policy the Daily Attendance & Leave Policy will be entitled and granted as follows.

There are mainly 4 (four) different Department in the organization –
A. Management (Managing Director, CEO, COO,)
B. Production (Architect, Engineer and any other position directly related with production)
C. Administration (Accounts, IT, Admin & Logistic)
D. Office Support (Office Attendance, Guard, Peon, Cook)

This policy is applicable to B, C & D. Management department has different agreement with different terms and condition.

**Daily attendance:**

B. Production - Employee of the Production department will sign in the Daily Project Perform Sheet/Daily Time Sheet as per formatted and kept with the Admin Department

C. Administration - Administration department has specific ‘Daily Task List’. Employees of the administration department have to finish the daily responsibilities and send the ‘Daily check list’ to management and further to submit e-mail with description of activities to assigned person.

D. Office Support - In the Office Support which are Office Attendance, Office Guard and Cook. Office supports. If company is providing their accommodation at the office premises then need not to follow any daily time schedule but to perform individual responsibilities as prescribed. If company does not provide their accommodation then they will have different office timing.

**Clauses:**

The company defines late with the following clauses:

2.2.1 Late is when/if an employee isn’t at the office and ready to work at the specified time.

2.2.2 In case of an employee being late he or she has to inform hereof. Uninformed late will be treated as absent (no matter how short the late may be) subject to he/she has to report within one hour from the office starts. Information’s regarding late has to be send by SMS to assigned person. Information’s regarding late has to include specific estimated time of arrival.
2.2.3 Coming after 5 minutes until 30 minutes from office starts will be treated as Late by 30 minutes.

2.2.4 Late exceeding 30 minutes will be treated as hourly Late-leave. Such hourly Late-leave can be obtained maximum one hour and not more than 2 days in a month. Whereas late exceeding one hour will be treated as half or full day leave according to the circumstances of the occurrence.

2.2.5 Any third late after 5 minutes will be treated as one day Late-leave and after 30 minutes will be treated as 1 day plus 1 or 2 or 3 hours/s Late-leave depending on the previous nature of late.

2.2.6 In case of third late is less than 10 minutes the clause no 2.2.5 will be applicable at fourth late and clause no 2.2.7 will also be changed accordingly. Otherwise both mentioned clauses will remain unchanged.

2.2.7 Any late beyond 3 days in a month will be treated as ½ day Late-leave per late event.

2.2.8 Late by any mentioned nature only can be considered as Late-leave subject to he/she has to be present at the office and must work at the end of considered late period. Otherwise such late can be treated as uninformed absent.

2.2.9 Late-leave of any nature first will be adjusted with available earn leave on that day and after that will be considered as unpaid leave. Any unpaid leave will be adjusted with the salary of the same month.

2.2.10 If some body works after office period for office requirement and if the extra time exceeds 8:00PM his/her office time for the next day will be decided by concern manager / group leader. In this case Group leader / manager must inform the admin department within one hour of the related office day in written / email.

2.2.11 For two Late-leave days in a month, one warning letter will be issued.

2.2.12 For two such warning letters in year will be considered as unpaid week and for three warning letters in a year will be considered as one full unpaid month.

2.2.13 Being late may cause delay at the project and will create difficulties in preparing any project plan. So, employees need to strictly follow the daily timing to avoid any disciplinary action.

The company is defines absence with the following clauses:

• If an employee is not present at the office at the specified opening time without prior information or approval will be treated as absence.
• Absence of any kind is treated with outmost sincerity by the company and can and will instantly result in disciplinary action according to the circumstances of the occurrence and overall performance of the employee. Disciplinary actions can for instance be deduction of salary, leave – any or both.
• Absence will cause a significant negative impact on evaluation of the employee.
• If absence occurs regularly is may eventually result in termination of employment

**Annual Leave:**
As per the Company Policy employee are entitled to 29 days of Annual leave as follows.

<table>
<thead>
<tr>
<th>Earned</th>
<th>Casual</th>
<th>Medical</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>10</td>
<td>7</td>
<td>29</td>
</tr>
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</table>

29 days out of total 261 (365 days -104 weekly holidays) working days (excluding Govt. Holiday).

The status of leaves follows the financial year starting from first of January to 31st of December.

Leave has to be applied for at least one day before the leave is to be taken. In case of leave for more than one day, the employee has to apply in good time before the leave is to be taken. Good time is considered to be twice of the leave period applied for, example: leave applied for 2 days, leave application has to be submitted 4 days before the leave is to start.

Annual leave except sick leave not more than one day can only be taken without prior approval but it has to be duly informed within fist working hour and application should be submitted on the first joining day. Leave without approval will be treated as absence. Leave applications has to be approved by signature of HRD in charge / HOD before the leave is taken. Unsigned leave applications are by nature not approved and will be treated as absence.

**Earned leave (EL):**
In one calendar year 12 days is earned leave and can be enjoyed at a time maximum of 5 days as per need basis or can be reserved for any emergency. Earned leave is
calculated as 1 day earned in every 1 working month, the leave can’t be enjoyed before it is earned.

**Casual leave (CL):**
In one calendar year 10 days is casual leave that may be taken as per need basis. The casual leave is provided to employee to meet their family emergency and other issues. Casual leave can not be taken at a time more than 2 days unless any specific reason is presented and duly approved by the authority

**Annual leave before, between and after weekly and Govt. holiday:**
Annual leave (CL/EL/SL) can only be taken in either side of the government, weekly or office decided holyday otherwise the holiday will also be treated a leave and will be deducted from earned leave. If there is any government, weekly or office decided holyday right before and right after the annual leave applied for then holyday before or after the leave period (which ever is longer) will be treated as annual leave. Management reserves all rights to allow or ignore any leave application.

**Sick / Medical leave (SL):**
In one calendar year 7 days can at a maximum be considered as sick leave. Sick leave is defined as leave taken off due to illness or injury. The main purpose of sick leave is to support the employees and protecting against loss of income due to injury or illness. Illness with duration of more than two days requires a medical statement. There will be no sick leave for hourly or half day basis. The account of sick leave can ONLY be used in case of sickness, illness, injuries etc. Abuse hereof can and will have disciplinary action. Sickness extending 7 days over the year will be treated as either: casual, earned or unpaid leave.

If an employee cannot report because of extensive of injury, (or example being admitted to the hospital, or ordered to bed by the doctor) it shall be the supervisor’s (GL) duty to contact the injured worker at the hospital or at home

**Long-term Medical/Treatment Leave:**
This leave will be applicable only for long-term sickness like – Zondise, Chicken-Pox etc. or any other sensitive spread-able skin disease. If the total leaves period cover 7 days of Sick Leave then

Section – A: Depending on overall performance company may approved total period of illness without any condition or the rest of the period may treated as unpaid leave or may be deducted from other leaves respectively (based on leaves available).

Section – B: If any leaves are treated as unpaid leave then the rest of the leaves will sustain to use further.

As Sick/Medical leave is very much uncertain and can not to be specify, employee will submit application on the joining day. Case to case basis application may be submitted before. But the employee has to inform ASAP to his/her supervisor by him/her self or by any one else who is reliable regarding his/her sickness to avoid any crisis with on-going project(s)

**Maternity Leave:**
Only female employees are entitled to get maximum 4 months under maternal leave (with pay). In any difficult cases if the employee needs more than 30 days then the rest of the days will be treated as Section – A & Section – B stated above (based on leaves available).

To take maternity leave employee has to apply 1 month before to avoid any disorder within the project that she is involved. Supervisor will prepare overall project planning based on the leave application.

**Parental, paternal Leave:**
In case of extraordinary necessity for leave like hospitalized parents, children, wife, wedding ceremony etc. the employees are allowed to apply for unordinary long leave lasting up to a maximum of 7 days. The leave will be treated as earned or casual according to the wish of the employee. For occasions or leave which can be planned the clause regarding applying for leave written under 2.3 is still applicable.

**Hourly Leave (HL):**
Hourly leave for min 2 and max 3 hours can be allowed and will be adjusted from the annual leave as actual basis. Hourly leave by any circumstances can not be
taken without prior approval which means it is necessary to come to the office before applying for hourly leave in the same day. Hourly leave more than 2 times a month will not be allowed and will be treated 1 day un-paid leave which mean random hourly leave is not encouraged in the company.

Considering the project/work pressure Manager(s) can call anyone to come and work during leave and in that case maximum one hourly leave in a month can be accepted without pre approval.

**Holidays:** The following is a list of Holidays as per the Govt. calendar and is the basis for how holidays normally will be planned for the year. Though will the specific holidays of the year be settled in a general meeting, and may vary slightly from one year to another. The holidays will be published on the company Intranet within the first month of the year. Subject to be appearance on Moon and the date & day will be changed as per yearly calendar.

According to religious calendar. As per the Govt. published calendar, numbers of holidays by General Order are 13 days and by Executive Order 9 days. To get maximum benefits from these holidays and to motivate the employee by providing extra holidays for recreation, the Company will avail 15 days as Govt. General Holiday and for working on every reserved Executive Ordered holiday employee will gain 10 days for Yearly Recreation Leave, normally referred to as either summer or monsoon holiday. The monsoon holiday will to extend possible be synchronized with the Danish summer holiday.

If for any official reason any employee has to work on yearly recreation leave period he/she will be entitled to enjoy the leave any time during the year by giving 7 days earlier notice. No cash benefit is rewarded for unused of this leave.

**Leave on Festival:**

The major festivals and fixed holidays are as follows:

Eid-Ul-Fitar – 3 days
Eid-Ul-Ajha – 3 days
Durga Puja – 1 day
Christmas Day – 1 day
If any employee needs more days on festival than the fixed days he/she get maximum 3 days (excluding the fixed days) which will be treated as unpaid leave or deducted from total leaves (based on leaves available).

**Cash Benefit on leave:**
If any employee do not use any of the total 29 days of Annual leave he/she will get full 1 month salary as cash award. Employee will also get cash benefit (based on per day salary) on rest of the unused earned leaves.
Unused sick leaves will be reserved for the long term medical / treatment leave in the following years.

**Unforeseen Interruption:**
Unforeseen interruptions are may be described as follows:
- Hartal (Blockade/Strike)
- Curfew or Riot
- National yearly event

**Hartal (Blockade/Strike)**
In any unforeseen environment like Hartal, the office will remain open but employee may be requested to attend the office if necessary. Office can be kept closed due to Hartal/Strike and in this case office will be open on the following week end for recovery. Generally Hartal is a pre schedule event and the Team leader/Supervisor/Project Manager will take necessary arrangement to on-going project(s). Employee will keep their communication option (cell phone, LAN phone) on, so that they may keep connected if needed.

**Curfew & Riot :**
In case of such event like Curfew or Riot in the countrywide, the office will be totally closed down. All employee are been advised not to move under this situation. Employee will be notified by concerned personnel regarding update of the situation and will be given further instruction.

**National yearly event**
Any national yearly event that may create huge traffic jam in the city or raise difficulties on regular movement will be pre discussed by internal meeting.
Working extra hours:
Usually there is no scope for working for extra hour as the total work flow process is highly defined. But still unfortunately may be in few projects extra hour needed. Employee under B & C are in the group of exempted and they have certain responsibilities which will not allow them to leave any job incomplete due to extra hour of works. Individual work flow for CAD and VIZ department have been prepared to avoid any extra hour of work. On the other hand Administration department has their own working schedule. Management will not encourage to any employee for working extra hours. But sometime it may be needed for any unfortunate emergency situation and being exempted employee can not deny the circumstances.

Compensation on working extra hours:
Working extra hours in regular working days: Since working extra hours is discouraging by the company, in general there will be no benefits for working extra hours in regular working day. On the other hand, if work extra hours beside the usual hours is required to meet crucial project deadline for any unforeseen situation then,

a) Extra hours can be calculated for project incentive according to the incentive policy.
b) Extra hours can be adjusted by allowing extra leaves.
c) Extra hours can bring some positive points for yearly evaluation.

Unless extra working hours are caused by inefficiency or negligence of the employee. Benefit on working extra hour will be examined and recommended by group leader in case to case basis.

Working extra hours in weekly or govt. holy days: If any employee is asked to work weekly or govt. holyday then he / she will get cash benefit in hourly basis at the rate of 1.5 times of hourly salary. There will be no provision for working in long vacation (such as summer, EID and Christmas vacation.)

Benefits Summary:
Benefit package does not reflect an individual’s salary or pay check but it contains a certain percentage of the total compensation and directly costs to the Company. Once you satisfy certain eligibility requirements, you have the opportunity to participate in the overall program.

The total Policy is prepared to provide maximum benefit to the employee. Policies are made to not only provide benefit but also to maintain proper discipline in the organization. If the management found any of the policy do not match in actual environment or any misusages then the management reserve the right to rectify the terms and inform the changes by an amendment of the policy.

Benefits: Salary, other benefits and Security Deposit Scheme Policy:

Security deposit fund:
The company has along with its employees initiated security deposit fund according to the separate policy here fore. The security deposit account is being operated by a trustee board with specific term and condition. Requests from employee in terms of SDS policy or handling shall be directed to the trustee board hereof.

Dearness Allowance:
Management can consider dearness allowance to company permanent employees in Brahe & Bestec but it depends on management decision. It is noted that dearness allowance will not be tied-up with Basic salary because our salary structure is designed by Basic salary.

Gratuity:
After 5 (five) year’s full time service in the company, employees will be given full gross (last) salary of 1 (one) months. Permanent employees pre-matured dead while working in the company will consider under gratuity with matured security deposit.

Festival Bonus and Incentives:
Generally employees are eligible for two yearly bonuses each Full Gross Salary. Eligibility of Bonus shall be confirmed only successful completion of a probationary period of 3 (three) months with the company and employees shall be paid no bonus in case of incompletions 3 (three) months of their service from one
bonus to the next bonus. Only permanent employees are entitled to two yearly bonuses. However, actual contract agreement with each employee will have indication of bonuses and other benefits or incentives.

Employee under Management Department you will get 2 (two) festival bonus at a fixed amount of BDT 50,000.00 (if only the gross salary per month is above than BDT 50,000.00. Salary below BDT 50,000.00 will follow the above terms).

**Group insurance**

The company is providing group insurance for its employees. The premium of the insurance is in full covered by the company. Permanent employees are included in the insurance.

The management of the company keeps the right the change the coverage of and or to cancel the insurance if it over years is found that the expenditure doesn’t match the benefit. The case hereof it will be discussed with employees in a general meeting.

**Tax:**

Employees are entitled to pay personal tax to the government. On a monthly basis the company pays tax on behalf of the employees; however, it is the responsibility of each individual employee to provide necessary information to the finance department for correct tax calculation. Employees are especially reminded to preserve documentation (voucher etc.) for investment and medical expenditures, which eventually will/might result in tax reduction. Further it is the responsibility of the employee to ensure timely submission of tax return, yearly and according to rules and regulations of the government.

**B&B Employees Security Deposit Scheme Policy:**

Brahe & Bestec JV Ltd. has decided to revise Employee Security Deposit Scheme(SDS) for the benefit of its employee. To run the SDS the company along with its employees has selected the following personnel as the member of the Trustee Board for SDS.

- Md Tariqul Islam Managing Director Chairman
- S R A H Rayhan Manager: IT Member/ Secretary
- Vaskar Roy Group Leader Member
This is to declared that the Security Deposit Scheme entitled the B&B Employees Security Deposit Scheme and will be established and constituted as and from 01 January 2008. This document dissolves the preceding EPF policy.

**Objective:** Security Deposit Scheme (SDS) is one of the policies of the company to provide the employee few extra benefits apart from their regular remuneration. SDS is established to ensure extra attachment between the employee and employer. This policy will also act to tie up an employee in long term basis which will help an employee to a successful ending of his/her job. Further the SDS benefits the employee by creating a forced saving for the betterment of their future.

**Rules of Security Deposit Scheme:**
1. **Short Title:** These Rules maybe called the "B&B SDS Rules".
2. **Definition:** In these Rules, unless there is anything in the subject or context,
   a) "Board of Trustee" mean the members of the Trustee Board of B&B SDS;
   b) "Continuous Service " mean service in the employment of organization without any break excluding approved leaves;
   c) "Dependent" mean any of the family member dependent on the employee;
   d) "Employee" mean the all permanent employee of the organization;

**Constitution of the Board of Trustees:**
1) The SDS shall be held by the Organization and administered by a Board of Trustee
2) The SDS Trustee Board shall consist of:
   a) Chairman: One Representative from the Company Management or nominated person shall be the chairman of the Trusty Board.
   b) Secretary: Chairman will select one from others members and shall be the Secretary of the Trusty Board.
   c) Member: Two or three primarily he senior representatives from the employees. Here of one will be nominated as secretary.
3) The power of appointing new Trustee(s) shall be vested in the Board according to the clauses below:
   a) To fill-up at any time vacancy in the Board of Trustee.
b) To remove any Trustee board member by written notice.
c) The trusty board is entitled to seek the concern of company management to remove or replace trusty board member.

4) Functions of Trustee:
The Trustees shall have complete control over the SDS and shall be vested with all powers, and authority to take decisions to maintain the SDS in the best possible way. The Company will though solely reserve the rights of the funds.

5) Meeting of the Board of Trustee:
a) SDS review/reconciliation meeting will be held within the first week of every month. Possible date will be the last working day of the first week.
b) At least 3 (Three) members of the trusty board shall be present in the meeting in order to make a valid decision.

6) Statement of Accounts:
a) The monthly accounts of the SDS shall be made up as at last day of every month and the statement shall be place in the monthly SDS meeting for reconciliation.
b) The yearly accounts of the SDS shall be made up as at 31st of December by the Admin and Accounts department and audited along with the Company’s annual audit.

7) Membership Eligibility:
Every confirmed regular (Not applicable to part time/contractual employee or employee Under probation) employee of the organization to whom these rule apply shall be bound to subscribe to the fund. Subscription is included in employee service contract which is being inaugurated after 3 months of probation. No individual signature is required for the membership of SDS.

8) Rate of Subscription:
a) For employees excluding office support (Office assistants), 5% of the total gross salary or taka 1000.00 whichever is higher will be deducted from the monthly salary as SDS contribution.
b) For office supports the contribution amount will be either 5% of the salary or BDT 500.00 whichever is higher.
c) Company will contribute to the SDS fund an amount equal to the compiled contribution of the employees.

9) Maturity, extension and Payback policy:
   a) SDS maturity term will be equivalent to individual Service Contract.
   b) At maturity, Company will pay double of his/her total contribution after deducting TDS of the company portion.
   c) If any employee leaves the company before the maturity time then he/she will get only his/her contribution along with 5% annual flat interest of the sum of the contributed amount.
   d) If the service contract of the employee is extended the SDS maturity time will automatically be extended according to the renewed Service Contract.
   e) If an employee leaves the company before maturity of the renewal contact period he/she will get full amount of the previous period along with his/her contributed amount of the current period including interest according to the clause 9/c.

10) Loan From SDS:
   a) Loan from SDS may be granted to a subscriber (after 1 year of initial inauguration) from his/her account in the SDS after discussing in the Trusty Board meeting subject to the following conditions:
   b) Maximum amount of the loan will be not more than 80% (eighty) of the employee’s Contributed contribution to his/her SDS Account.
   c) Rate of interest on the loan amount will be settled in the Trusty Board Meeting according to the Bank’s consumer credit scheme.
   d) The advance shall be recovered in equal monthly installments not exceeding 12 (twelve) or within the expiry date of the at that time valid service contract.
   e) SDS Trusty Board will reserve the right to accept or decline the loan application according to the recommendation of Company management.

11) Nomination:
   a) Every subscriber shall nominate in Form ‘A’ annexed to these Rules, one or more members of his family to whom the amount standing to his credit in the Security Deposit Scheme shall be payable in the event of his death.
b) A subscriber may in his nomination distribute the amount that may stand to his credit in the Security Deposit Scheme amongst his nominees at his own discretion;
c) A nomination may be cancelled by a subscriber and replaced by any other nomination. To change nomination the subscriber has to apply to the trusty board in written.

12) Termination of Membership:
   a) A member, once having joined the SDS, will not be allowed to terminate his/her membership as long he/she belongs to the company.
b) A member shall be bound by these rules and shall be entitled to a copy of the policy.
c) In the unexpected event of the inflations rate exceeding the interest of the SDS the trustee board may change the investment plan to ensure maximum benefit of the investment.

13) The Trustee shall maintain the Bank account of the Fund by join signature. Any changes or additions in the policy will be notified to all members by written notice from the trustee board. SDS is mandatory for all employees permanent within the organization as it has a direct effect to clauses mentioned employee service contract.

**Evaluation structure Brahe & Bestec (JV) Ltd.**

**Evaluations:**
The company has its own process and parameters for performance evaluation of employees. Once in a year at the end and the fiscal year shall be January-December. No performance evaluation shall be evaluated before completion of probationary period said hereinafter. Increment totally depends on employee’s performance. Increments can and will vary from employee to employee.

**Initial evaluation**
During the initial half year of employment the employee will be evaluated twice. Both evaluations will result in salary increment according to the settled grades and levels. See 3.8. Passing score of evaluation is 3, never the less it is expected that employees reach a score of not less than 3.5. First evaluation will be held after three month, with is considered a probation period. First evaluation will bring the
employee to level J. Second evaluation will be held after another three months (a total of six months of employment). Second evaluation will bring the employee to level I.

Each employee is requested to take comments and indications from evaluation seriously and to improve in the areas suggest. It is expected that points of “needs improvement” are kept at an absolute minimum as they may result in discontinuation of the employee.

Templates being used for evaluations can be found through the company Intranet.

**Yearly evaluation – Employee Development Conversation (EDC)**

For employees who at the time of the year end have passed probation period and period for continues training (after six months) will be participating in employee development conversations. Besides the employee; department group leader and HOD will participate. Group leaders are overall responsible for the initiation and progress of EDC.

The evaluation will contain the following elements:

1) The talk which we call EDC Employee Development Conversation (EDC) will be held at the end of December. Both production and non production employees will be evaluated. EDC itself will not include discussions regarding salary, but will be focusing upon the development of the employee within the company.

2) Employees comments Each employee will be given a sheet to fill up with his or her own comments towards his or her own performance, development and future wishes. The template is available through the company Intranet.

3) Group leader’s comments The Group leader will fill up a standard sheet for each employee which will be the basis for his evaluation of the employee.

4) Salary review The management will prior to the EDC’s settle next year salary according to their impression of the employees. Group Leaders will hereafter be invited to add their comments towards the settlement. When EDC’s are finalized the management will initiate individual talks with employees which salary has been changed. Though it is expected, it might occur that salary isn’t changed due to lack of improvements performed by the employee.

**Administrative employees**
Previous grades and level schedule for administrative employees has been removed. Administrative employees will be evaluated through the same process as productive employees.

The employee evaluation is the perfect process to judge the employee’s ability for working, communicating with others and remain discipline in the office. This gives a clear view about the employee’s quality and potentiality.

**4.4.9 Findings:**

From the above analysis of the HR management of Brahe and Bestec JV Ltd, the findings are following. They are:

1. Brahe and Bestec deal with both production and client management.
2. As the main client group is a different country, it is crucial to managing the time, project deadlines, communication and company discipline.
3. Employees are the asset. They are given the most priority and also benefit. On the other hand, it is expected from the employees that they will give their best and will be dedicated.
4. The company can withdraw the benefits if they are misused by the employees.
5. Production is the priority of the company. That cannot be hampered in any manners. Employees are allowed to take any privilege without hampering the production.
6. The working environment is vital. Everyone should know their position and also the chain of command.
7. Entertainment is allowed, but that should be limited.
8. Violation of rules and receiving repeated warnings may cause a termination from the job.
9. The company tries to help the employees both morally and monetarily.
10. Evaluation gives the employees a better judgment about their selves.

**4.4.10 Conclusion:**

Employees are the primary resource of a company. A company can go to the top with its Human resource support and on the other hand the employees are those who can make the fall of the company. The Human resource should be taken excellent care and must be very well managed.
In Bangladesh, the Practice of Human Resource Management is newly introduced. Also, the Leadership practice is not so well maintained. That’s why most of the companies suffer from their human resource management. Outsourcing is also a very newly groomed step in business. Like the other joint venture firms, this firm is also build up by communication between two countries. Dealing with the clients virtually and not physically is a different practice. This focuses on another different angle of the managers that is to convince the clients through written mails, voice, and video chatting rather than face to face talking. This is entirely a different type of client management and communication.

At Brahe and Bestec, both of these are practiced, and the clients and employees are given the top priority. The organization deals with the employees as the family members, and every member of the team are important for them. Both external and internal communications have priority. The communication responsibilities are divided among different members so that the communication can be a clear one with fewer barriers also different Medias are used for these communications. Always it is taken care that the best possible media should be utilized for the communication. Appropriate media makes the communication better and also the technology as media is always kept in mind here. Also, the Human resource is the base of the company cause these are the resource who brings profit for the company and has made it successful.

Thus it can be said that Good communication, well-maintained team and good will these three are related and one is incomplete with the other one. This fact has followed in Brahe and Bestec and thus it has become so successful in a short time. From this case study it can be stated that Brahe and Bestec is maintaining the Human resource Management practice better than other architectural organizations in Bangladesh.

1. Architects are respected staffs at the organizations, so their policy is more upgraded then the typical labor law.
2. HR policy is the most important factor for an organization which deals mainly with Human and Human are the biggest asset here.
3. Proper Benefits and proper office environment can increase the work process and that definitely gives benefit to the company.
4. Punishment can be there, but counseling is more effective regarding HR management.
5. Evaluations of the employees are important. That not only increases the employees motivation, but also the work process get benefited.

6. Senior junior inter personal relationship is important for working.

7. Recreational facilities are also helpful for the employees and personal benefits are also should be taken care of.

8. Recruitment should be very carefully done, so that a bad recruitment does not affect the current employees.

9. Performance appraisal is the key to motivate the employees.

   At Brahe and Bestec JV ltd, almost all the employees are satisfied with the facilities and job environment. Thus it can be stated that Brahe and Bestec JV ltd, is a successful architectural Firm.