

The strategic policy and practices in organisations commerce



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The aim of this assignment is to analyze the strategic policy and patterns in the administration that I have been working for in the context of HRM issues. I have been working in Bangladesh Civil Service (BCS) for more than 24 old ages. This length of service has given me a opportunity to work in different administrations of the authorities witnessing a immense figure of relevant issues in different administrations that could be discussed here. But due to the word restriction set for this assignment, I will show three HRM maps practiced in the Ministry of Establishment which deals the HRM issues and how they relate to the topic in manus.

My place in the administration

BCS officers are by and large posted from one administration to another for a clip span of 2-3 old ages. Normally no 1 is allowed to function in one place for more than 3 old ages. In this procedure I worked as The Deputy Secretary (Career Planning & A ; Training) in the Ministry of Establishment (MoE) from 2004 to 2007. So I was actively involved in preparation and execution of HRM policy in Bangladesh because MoE is the ministry that plans, develops and implements all the HRM scheme and play the function of HR Department of the authorities. So I will discourse the HR scheme and patterns in BCS on the footing of my practical experience in the MoE.

The administration

Ministry of Establishment (MoE) is one of the 33 ministries in Bangladesh. It is like the HR mainframe for the authorities pull offing HR issues of all the

BCS officers working in 33 ministries, 68 Departments, 990 field offices and in every embassy/high committee in every state (except Israel) which has a diplomatic mission of Bangladesh. In fact it is the personal section of all the BCS officers working for the authorities. It has its officers working in Bangladesh High Commission, London excessively. BCS Administration officers who work in diplomatic missions are recruited trained and are posted/transferred to diplomatic missions by this Ministry.

The chief aim of MoE is to work as the personal section of the authorities recruiting, developing and pull offing human resources that are involved in different authorities offices. It formulates reappraisals and develops strategic policy, regulations and ordinances for HRM patterns in the authorities offices and interprets HRM related regulations and ordinances. In fact it deals with all the HRM issues associating to smooth operation of public disposal in Bangladesh. It works as the naming authorization for all the BCS officers and administer the personal direction services of all the civil retainers working in the public disposal.

Overview of HR scheme in MoE

MoE has a strong bureaucratic civilization, which is guided by good defined regulations and ordinances that reflects the function civilization which was identified by Charles Handy on the footing of an article published by Roger Harrison in 1972, where function of a individual is more of import than the individual in it. The footing of assignment in MoE is the ability of a individual to execute in a function. There is no room for extremely ambitious people in MoE who may make full frustrated because their endowments entirely can non assist them to increasingly travel up to higher places which is based on <https://assignbuster.com/the-strategic-policy-and-practices-in-organisations-commerce/>

senior status that comes from the length of service. We can besides see a hapless wage construction for the employees but other benefits including free phones at place, free conveyance (chauffer driven) , free accommodation/housing allowance, medical allowance, a really good pension at the terminal of the service and the range of basking VIP installations in about everyplace in the society is someway equilibrating the compensation bundle to pull talent people. We can besides see a unitary attack between the authorities and the employees where the employer produces the employees to be portion of the employer so that the involvements of both become same. This is why we have ne'er witnessed any work stoppage or protests against any authorities determination by the civil retainers. Their attitude is besides tuned through on-the-job preparation to give them a feeling that they are a portion of the authorities. The most attractive characteristic of Bangladesh civil service is the rock-solid Job security where one can function for full life with the authorities and retire at the age of 57. We besides see an over staffing inclination in the HR scheme where more people are appointed for a map which could be managed by affecting less. The whole service is governed by different relevant service regulations and ordinances.

Analyzing HRM patterns in MoE

As mentioned earlier due to word bound constrain we will analyze merely three of import HRM maps of MoE which are: Recruitment and choice procedure, Training and development and Disciplinary process.

Recruitment and choice procedure

Though the enlisting and choice procedure varies from administration to administration but the theoretical account that works for most of the administrations is presented in the undermentioned diagram:

Model of Recruitment/Selection Process in administrations

Applicant applies for occupation

Initial Choice

Goal: Use for preliminary “ unsmooth cuts ” to make up one’s mind whether an applicant meets the basic makings for a occupation.

**Examples: Application signifiers,
background cheques**

Applicants who ca n’t run into basic makings are rejected

Applicant meets basic makings.

Substantial Choice

Goal: Determine the most qualified appliers from among those who meet basic makings.

**Examples: Written trials, public presentation
trials, interviews**

Applicants who meets basic makings, but are less qualified than others, are rejected

Applicant among best qualified.

Contingent Choice

Goal: Make concluding cheque before doing offer to appliers.

Examples: Drug trials, background cheques

Applicants who are among best qualified, but, fails contingent choice, are rejected

Applicant receives occupation offer

Beginning: Robins, S. P. Judge, T. A. & A ; Sanghi, S. , (2009)

Analysis of Recruitment/selection patterns in MoE

Recruitment regulation that covers occupation specification/description and a measure by measure process for recruitment/selection is at that place. The maximal age bound to come in the service is 30 and it aims to enroll fresh alumnuss. Previous work experience is non valued. Unlike most of the states in the universe Bangladesh has a to the full independent and independent organic structure called the Bangladesh Public Service Commission (BPSC) , consisting of experts pulled from different universities and retired civil retainers who are recognised as experts, working as the recruiting bureau for authorities occupations including BCS. The most strict recruitment process of the state takes about a twelvemonth to treat a batch of 200 officers on an norm from more than 150, 000 campaigners using in each batch.

Competition for this service is really high because of the societal position and prestigiousness of the service. BCS occupations are recognised as the best occupations in the state. An ordinary individual becomes an excess ordinary merely by fall ining this service. The entire figure of places in this service is about 4600 and recruitment takes topographic point against clear vacancy with 10 % excess people recruited to cover the leave/temporary vacancies. As the regulation requires BPSC to publicize for the exact vacant places at the clip of the advertizement which is the first measure of the process, so they can non enroll against the exact vacant places because some places become vacant during the twelvemonth long recruitment procedure. This is a barrier which ever leaves some vacant places on the twenty-four hours of

assignment. Choice is completed in two stages which are preliminary choice and concluding choice. BPSC advertises through most circulated day-to-day newspaper and this advertisement has all the information to use for the occupation including occupation specification/description, how to use, step by step choice process etc. The campaigners get about 21 days to use between the advertisement and the last day of the month of application. They are required to use by making up a signifier which is designed to assist BPSC in the primary examination. Incomplete signifiers are rejected directly off in the primary examination. A preliminary aptitude trial for 100 Marks is carried out to do the preliminary short list. The shortlisted campaigners so go through a hard/thorough written trial on 6 topics. Those who pass the written trials go through an interview. The successful campaigners are so referred to a thorough constabulary confirmation process for any condemnable record and a physical fitness trial at the terminal. The physical fitness trial is to guarantee that no one enters the service with any terminal disease. So though time consuming, we see an intensive choice procedure in topographic point to choose the best through good excepted and tested choice procedure. The inquiries in the test are set at such a criterion that merely the talented can go through. In fact the choice procedure of BCS officers is of such high criterion and that entirely give the selected a opportunity to claim as the best in the state.

Evaluation of Recruitment/Selection Process

Though this procedure is more or less in line with the theory and the patterns followed in most of the administrations but it is excessively much time devouring. A twelvemonth for the procedure to finish is non acceptable.

Furthermore advertisement for the vacant places which are vacant at the clip of advertizement and go forthing the stations that became vacant during the twelvemonth long choice procedure is a barrier which leaves some stations vacant after the concluding choice. Recruitment regulations hence needs to be reviewed instantly to enroll against exact figure of vacancies at the concluding measure of the enlisting. An beforehand computation should be carried out on the footing of retirement age to happen the places that would go vacant during the choice procedure and those places should be included in the choice procedure to go forth no vacant place on the twenty-four hours of concluding choice. Another manner of turn toing this issue could be by reexamining the whole procedure and cutting down the clip consumed for the procedure. If the first aptitude trial is conducted online like many companies do today the preliminary choice can be quicker.

The authorities recruits fresh alumnuss giving no value/preference to the experient people and develop them to do them suit for work. As full and comprehensive preparation is provided to develop officers the manner the authorities wants, so non promoting any old occupation experience at the enlisting degree seems logical. Their manner of developing their officers is instead helpful for them because it ' s easy to model fresh alumnuss to be what they want them to be. Experience people sometime develop attitudes through their experience that becomes hard to alter through preparations. No work stoppage or protest against the authorities determination of all time as yet is a testimony of authorities success in enrolling fresh alumnuss so developing them to be what the authorities want them to be.

Having BPSC as a to the full independent authorization moving as enlisting agent is really encouraging which insures influence-free and just choice. Automation of BPSC can rush up the whole choice procedure. Introduction of on-line aptitude trials to shortlist 150000 campaigners can assist cut down processing clip.

Training and Development

The Manpower Services Commission, (1981) defined preparation as “ a planned procedure to modify attitude, cognition or skill behaviour through learning experience to accomplish effectual public presentation in an activity or scope of activities ” .

And defined development as “ the growing or realization of a individual ‘ s ability, through witting or unconscious acquisition ”

Equally early as the 1930s, theoreticians such as Elton Mayo confirmed the strong designation of workers with their employers ‘ concerns ; people by and large want to be involved and want work to be a learning experience. Fayol (1949) valued developing for directors and proposed “ on the occupation ” preparation and identified preparation as a uninterrupted procedure, non a brief or one time occurring map. A theoretical account of HR development program is presented in the diagram below:

Model of Human Resources Development Plan

Present Resources

Present and future demands

Human Resource Plan

Business program

Human Resources Stock take

Designation of Training Gap

Training Plan Aimed at Bridging Gap

Beginning: Association of Business Executives (2008)

Analysis of Training and Development Process in MoE

The BCS officers move through a two twelvemonth long strict formal and on-the-job preparations at the beginning of their calling. The formal preparations are conducted by the Military Academy, Bangladesh Public Administration Training Centre (BPATC) , BCS (Admin) Academy, Survey and Settlement Academy, Bangladesh Institute of Administration and Management, Academy for Planning and Development, Land Administration Training Centre and the Audit and Accounts office. The premier aim of the formal preparations is to develop a multifunctional ability in everyone so that they can work in any office and at any place of the authorities establishments which performs different maps for the authorities. They have to achieve a certain class (60 % or above) in their preparation appraisals at the terminal of every preparation in order to be confirmed in the service in two old ages of their service. Failing to make so leaves them apt to disciplinary action for inefficiency that calls for unqualified for farther

publicity and even expiration of service. As they recruit the best of the bests, so no 1 so far has failed to achieve the needed classes in their preparations. On top of the compulsory preparations, every officer is provided with custom-designed/special preparation to fix them for any particular assignment that requires excess accomplishments. They have mandatory preparation classes for junior mid and senior degree officers with more for the juniors. So developing in MoE is an ongoing/continuous procedure. Through which every officer is made to be an officer from a fresh alumnus and taught to make their occupation in the best mode. It ' s the preparation that makes them different and superior to others which is acknowledged even by the private sector because the class contents and the bringing procedure are evaluated on a regular footing. As the authorities invests a immense amount in preparations for everyone, a compulsory service contract has to be signed by every officer to guarantee that they serve for a certain period or wage for the preparation costs if they quit the occupation before that period. Normally the officers get their first poster after the two old ages of probationary period which they spend on preparations. After that everyone is transferred from one place to another on a regular interval of 2-3 old ages. So they get new assignment and in most instance a new office to work in every three old ages.

Evaluation of Training and Development patterns

A two twelvemonth long preparation can be considered as an component of compensation paid to the employee by the employer through a immense preparation outgo that makes the employee a perfect employee and worthy

for their occupation. As they are trained to derive multifunction accomplishments, they can easily get by with any ambitious assignment.

Though MoE acts as the HR Department for all the civil retainers but it did not hold any dedicated wing/department for HRP. Gaining the demand a separate wing called Career Planning and Training was established in 2003 with a set of people dedicated for HRP. An IT section to pull off the database was besides placed under it to back up the wing in its research and planning activity. Previously a paper based clip devouring human resource planning was conducted as and when required but now it is a uninterrupted and technically modern procedure. CPT flying now manages an up-to-date database and can bring forth studies about immediately. This is a noteworthy positive measure taken by the authorities to turn to the HRM issues in a systematic manner. The demand analysis for enlisting, resourcing, developing etc are now good managed with IT support in topographic point which has increased the overall public presentation of the authorities. The Career Development and Training wing of MoE and the Research and Development Department of Bangladesh Public Service Training Centre (BPATC) is regularly reexamining the demand for preparations and planing and developing developing course of study to run into those demands. The criterion of preparation is besides extremely valued because of the changeless monitoring and rating procedure. Every trainee provides feedback measuring the preparation and the facilitator carry oning the preparation at the terminal of every deliberation. This is why these preparation are extremely valued non merely in the state but besides in the South Asiatic part. In reorganization of the criterion of preparation provided

in BPATC, this academy is given the duty to carry on preparation for civil retainers of SARC states.

Civil officers go through two months developing in the Military Academy because they are appointed to take contingent of ground forces to undertake serious jurisprudence and order at times. Civil officers sometimes require naming for military in assistance of civil power to confront disputing state of affairs. Furthermore the BCS officers are expected to actively take part in the war when the state is in war. So knowledge about military operations, tactics and the process of taking armed forces is necessary for every BCS officer. Spending two old ages in regardful preparation academy deriving multifunctional ability seems to be justified because the manner they are shuffled in different places on a regular footing they need to hold multifunctional ability.

Military officers are recruited to function the authorities for their full life. Percentage of surrender and dismissal before the existent retirement age is negligible. So the investing towards the preparation costs is justified. The preparation and development patterns hence seem to be in line with the demand of the administration.

Disciplinary processs

Nankervis, Alan. Compton, Robert. & A ; Baird, Marian. , (2002) said “ the intent of subject in the work topographic point should be perceived clearly as a echt effort to guarantee that expected employee behavior and public presentation is maintained to required organizational criterions. ” The primary aim of disciplinary action is to place and rectify unacceptable work

patterns. A disciplinary theoretical account is presented in the diagram below:

The Disciplinary Model

Disciplinary interview

Definition of subject

Probe of employee offense

Organisation subject policy

Progressive subject

Due procedure

Discharge

Beginning: Nankervis, Alan. Compton, Robert. & A ; Baird, M. , (2002)

Disciplinary processs practiced in MoE

If we analyse the subject process practiced in MoE we can see a good tested set of regulations for disciplinary actions. There are two types of punishment depending on the grievousness of the charge and the processs for covering these two types are different excessively. The charge that may name for the lowest minor penalty like “ Censure ” is managed following simple and consecutive forward process. The lowest minor penalty is “ Censure ” which is merely a formal missive of warning. This process is managed one-sidedly by the authorized officer to cover disciplinary instances with no 3rd individual engagement. The authorized officer can condemn “ Censure ” even with out any formal hearing by merely reading the written statement and causes shown in answer to an allegation by the alleged individual.

On the other hand the allegations that may name for a higher penalty like halting one-year wage increase for a certain period, demotion to a lower place, decrease to a lower pay-scale or expiration of service is managed in a formal manner giving ample chance to the alleged individual to support them. The process for disposing major punishment instances is similar to civil tribunal instances where the impeaching party has to turn out the charges in forepart of a senior officer who acts like a justice (known as the enquire officer) and has to be senior to the alleged officer. The enquiry officer leads a formal hearing by naming both the parties by formal notice and taking notes of all the grounds presented by both the parties and giving formal written determination stating either guilty or non guilty by analyzing all the grounds and demonstrating the logic for his/her determination. If the alleged is non satisfied with the determination of the enquiry officer so they can appeal. The appeal-cases are tried merely like civil instances and disposed by a panel of specifically assigned Judges known as the appellate court. The appeal process is precisely like the civil tribunal process where the canvassers and the whole legal system acquire involved. If turned down by the appellate court, the alleged can do a clemency request to the President of the state. The clemency request has no range of any hearing and is entirely decided by the President at his discretion.

The formal procedure of disciplinary action starts with framing of charges by the authorized officer which has to be officially sent to the alleged individual with a notice inquiring them to demonstrate cause as to why s/he should not be sentenced to a proposed penalty. The alleged individual so would hold to demonstrate cause for non enforcing that penalty. If the cause (s) are non

considered to be satisfactory to drop the charge so the authorized officer will name an enquiry officer who will set up formal hearing by advising both the parties. The enquiry officer upon hearing both the parties and taking note of all the grounds presented by both the parties makes a determination as to the alleged individual is guilty or non along with the logical thinking for the determination and direct the determination to the authorized officer. If the authorized officer thinks that a penalty has to be imposed so s/he has to publish a 2nd notice along with the enquiry study submitted by the enquiry officer to demo cause for the 2nd clip why the penalty should non be imposed. If the authorized officer upon consideration of the enquiry study and the cause shown by the alleged individual think that a penalty should be imposed so he will enforce the penalty pass oning it officially to the alleged individual. On the other manus if the authorized officer at any phase considers that the alleged individual is non apt for any punishment s/he can drop the charge. There is a proviso of temporarily suspending the alleged individual until the charge is sat-aside, depending on the grievousness of the charge and if the presence of the alleged at the work station is considered to be harmful for the authorities involvement. During the impermanent suspension period the alleged individual is entitled to acquire a subsistence allowance but non the wage.

Evaluation of Disciplinary Procedures

Disciplinary processs that are practiced in MoE are more or less like the standard theoretical account seen in most administrations. But this system is more inclined towards the employee which supports the Human Rights Campaign but is non really helpful for the senior direction who may happen it

tough to acquire rid of a bad component rapidly. So the procedure deserves a 2nd idea. Sometime a excessively good system may turn out debatable which we see here. So this system necessitate to be reviewed to do it user friendly for both, the employer every bit good as it is now with the employees.

As disregarding a individual is a clip devouring procedure, so occupation security in BCS is found in its highest extremum and the process of dismissal is employee friendly. As the appeal process involves the legal system, it becomes more clip consuming and more hard to disregard even a serious wrongdoer.

As expiration from authorities occupation leaves people unemployed for the remainder of their life because no one employs such individual, so a just test is provided to guarantee terminals of justness for major penalty which is justified. But excessively much disposition towards the alleged created a serious job in firing bad elements rapidly and swimmingly when needed. So a reconciliation should be there enabling senior direction to fire serious wrongdoer easy and rapidly.

Decision

sing the overstaffing and hapless wage scheme of the MoE it is relevant to advert that, detecting the overstaffing inclination and the hapless wage construction, a proposal was put frontward by me when I was in the MoE suggesting down-sizing the service and increasing wage graduated table with the nest eggs coming out of it. The national think armored combat vehicle thought we have excessively many people in a little state. So if we

use the on-going chance of maintaining more people executing a map which could be done by less people so we are making employment chance for the society. On the other manus if we employ less people to make the same undertaking with the same money traveling out from the authorities treasury for their increased pay-scale so unemployment ratio in the society will increase with a negative impact in the society. Furthermore the hapless pay-scale was considered to be well compensated by a manus full of other benefits traveling with it. So the rejection of the retrenchment proposal and increasing the pay-scale from the nest eggs coming out of downsizing seems to be logical for Bangladesh.

Recommendations

On the footing of our observations in this analysis we can set frontward the undermentioned recommendations for MoE:

The enlisting regulations should be reviewed to suit enlisting against the places that becomes vacant during the choice procedure.

The choice procedure should be reviewed to do it fast.

Automation of BPSC is necessary to rush up choice procedure.

The disciplinary processs should be reviewed to do it user-friendly for both the parties non merely for the employees.