

**“ REVIEW OF TRAINING & DEVELOPMENT POLICY, COMPENSATION
& BENEFIT, HEALTH & SAFETY OF BERGER PAINTS BANGLADESH
LTD (CHITTAGONG FACTORY)”**

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Letter of transmittal

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To

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Subject: Submission of Internship Report on “Review of Training & Development Policy, Compensation & Benefit, Health & Safety of Berger Paints Bangladesh Ltd.(Chittagong factory)”.

Dear Sir,

I am delighted to submit my internship report on “Review of Training & Development Policy, Compensation & Benefit, Health & Safety of Berger Paints Bangladesh Ltd.(Chittagong factory)” which you had authorized me to prepare as BUS 400 course requirement.

I have enjoyed preparing the report though it was challenging to finish within the given time. In preparing this report, I have tried my level best to include all the relevant information.

So, I therefore hope that, you will find it in order and if you have any query please do not hesitate to call me.

Sincerely,

Marjana Mahjabin Chowdhury.

Acknowledgement

I am immensely grateful to Almighty Allah to help me successfully complete my internship report. I thank my parents for supporting me and my education throughout my university life.

I am grateful to my instructor, Mr. Probal Dutta for giving me the opportunity to work on this topic. I thank him for the support he rendered to me throughout my internship period.

My appreciation goes to the concerned authority of Berger Paints Bangladesh Ltd (Chittagong factory) who gave me the privilege to do internship in their company. I specifically want to thank Mr. A.M.M. Sajjad, labour relation manager of Berger Paints Bangladesh (Chittagong factory) who has been my supervisor during my internship period with the company. I thank him for his endless help, support and guidance in assigning me work and help me in accumulating information for completing my report. In addition to the input for my internship report, I have learned many aspects of work and life from him, which will help me to be an enriched person in the future. I also thank all the employees of Berger Paints Bangladesh Ltd for their invaluable support and taking out time for throwing light on my survey analysis.

Executive Summery

Berger Paints Bangladesh Limited is not only a company with reputation but is a name to the dynamic industry which has history and the pride to be the best at what it does. Berger Paints Bangladesh Limited often referred to as BPBL is considered to be the market leader in Bangladesh and has a wide array of products such as Regular Coatings, Industrial Paints, Marine Paints, Outdoor Paints Protective, Color Bank, Textured Coatings, Heat Resistant Paints, Roofing Compounds and Epoxies and Powder Coatings. BPBL gives a comprehensive and sustainable painting solution and providing the best customer support. It connects consumers to technology through specialized services. It has a strong distribution Networking, Berger has reached almost every corner of Bangladesh. Whether it is World-class range or durability, BERGER is always ready to answer to all weather conditions. It strives for the improvement of Quality of Work Life (QWL) with competitive advantage.

Berger Paints Bangladesh Limited is basically managed by its Finance, Supply Chain, IT, Budget, Marketing & Sales departments. The manufacturing units at Dhaka and Chittagong are also the strategic advantages that it has because of their location. Berger's corporate strategy is to build larger market share through providing quality and speedy service. Its primary focus is to strengthen its current position by provided value added customer service. BPBL is committed to get highest consumer satisfaction. BPBL is committed to express itself as an ethical and socially responsible company by producing environment friendly paints, in an environment friendly production plants. BPBL is made up of well experienced, well trained, highly educated officials and very dedicated and experienced employees along with the stakeholders. BPBL is nothing without its valued customers. So, to serve the best to the customers has been on top of all priorities.

As other Multinational company Berger is also maintaining good Human Resource department including Training & Development, Compensation and Benefit, Safety Health and Environment.

The recruiting & selection system is also very effective in Berger in placing the right person in right place. The whole report work has been divided into different parts. Introduction - helps to give an idea of what the report is going to be about, its objectives, methodology etc. Organization Part - looks into the background of the Berger Paints Bangladesh Limited and also about the Chittagong Factory. The report is mostly concern about the HR practiced in Berger Chittagong factory. Project part- deals with the objectives of Training and Development, its contents, different steps and categories. Also about the compensation & benefits applies in Berger Chittagong factory. And on the last part of the project is how BPBL is maintaining its Safety and Health.

As Berger Chittagong factory is a part of Berger main corporate office but still it is maintaining a similar view and emphasizing on safety & Health as it is more risky than the other. Berger's pone of the prime objective is to provide best customer support-connecting customers to technology through specialized services and also keeping the employee in high spirit.

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CHAPTER ONE: INTRODUCTION

1.1 Introduction:

Since 1950 Berger has been involved in the paint business. As an international group Berger is one of the pioneers in the global paint technology with over 300 years of experience.

Berger paints Bangladesh Ltd (member of worldwide group) the only multinational paint company of Bangladesh started its first plant at Kalurghat Industrial Area, Chittagong 25 years ago. Since then it has continued its efforts to be the premier customer-oriented company by providing best quality, new state of the art products and obviously the best after sales service utilizing its access to the groups highly developed international research and development facility, Berger has always been able to be one step ahead of the competition in providing the best quality and the best technology to the customer. As a result, Berger's contribution is 49% of total paint requirements in Bangladesh Paint market today.

Berger's one of the prime objective is to provide tge best customer support-connecting consumers to technology through specialized services like free technical advice on surface preparation, color consultancy, special color schemes etc. To bolster customer satisfaction, Berger has recently launched Home Deor Service from which one can get an array of services pertaining to painting.

With world class range and durability, Berger is always ready to answer to all weather condition.

1.2 Objective of the Study

Broad objectives

The report serves mainly the following two purposes:

- To know about the HR activities currently practiced by the Berger paints Bangladesh Ltd (Chittagong factory).
- To fulfill the requirement of the internship program.

Specific Objectives

- To analyze about the training and development process of the company.
- To know about the compensation and benefit process practiced in the company.
- To understand the safety and health procedure of the company.

1.3 Scope of the study:

The report is based on three main part of HR activities of Berger Paints Bangladesh (Chittagong factory) i.e. Training and development practices in the industry, Compensation & Benefit are given to the employee of the company and about safety and health procedure of the company. But, due to the confidentiality issue of the company, some aspects were kept concealed.

1.4 Research Methodology

Methodology refers to the essential part of the study and the process of collecting information and arranging it in terms of the relevant issues of the study. It is designed in a way so that it corresponds to achieve the objectives of the study.

The actual information provided in this report was collected from two different sources, namely primary and secondary source. The information in the report in connection to the treasury functions were collected from primary sources while that for sales analysis was gathered from different published reports within the organization and from the annual reports.

Primary Sources:

- Interview session with the Assistant Manager - Treasury of Berger Paints
- Day to day conversation, work experience and discussion with the colleagues at BPBL.

Secondary Sources:

- Berger Paints Bangladesh Limited, Annual Report 2007
- Berger Paints Bangladesh Limited, Annual Report 2006
- Berger Paints Bangladesh Limited, Prospectus
- Video documentary prepared by Berger Paints Bangladesh Limited
- Company Database

1.5 Literature Review

'Human Resource management is also known as 'Personnel Management'. Human resource Management is concerned with managing people at work, such people or employee do not simply refer to ordinary employee but it also includes management stuff and others. It is concerned with the optimum utilization of human resource within the organization and with the creation of conditions in which each employee is encourage to make his best possible contribution to the effective working if the Organization.

"Personnel Management is that part of the management function which is concerned with people at work and with their relationship within an enterprise" - Institution of Personnel & Development.UK

The year from 1945 to the present have seen a steady increase in the status functions of the personnel manager. The most recent trends in this direction have been within the fields of training, Organization and manpower plan. With continued labour shortage, the necessity for long term planning of manpower requirements and the devising of schemes for the technological and development of the employees within the Organization emerged as an essential facet of the work of the personnel department.

Training and development is one of the most important sectors of Human Resource Management. Dales S. Beach, in his famous book on personnel, The Management of the People at work, defines training as the organized procedure by which people learn through and/or skills for a definite purpose. Training plays a significant role in dynamic companies to bring about technological changes like automation, highly mechanized and computer oriented systems, which may in their turn create new problems, new methods, new equipments, new skill and knowledge, new products and services-all these make the functioning of a training a must in an organization.

For the betterment of the employee's performance compensation benefit plays a great role. "Organizations need to be fluid to move as markets move. That necessitates a more flexible approach to compensation." Kathryn McKee.

Compensation is as important factor affecting how and why people choose to work at one organization over others. Employers must be reasonably competitive with several types of compensation to attract and retain competent employees.

Safety and Health is another major factor that a organization faces in different area specially the industrial company. Good metal and healthy mind is a precondition of suitable working environment. Safety is needed in the organization to preserve the physical assets from unsafe conditions and prevent the human resources from unsafe act resulting injuries or death.

1.6 My Duties and Jobs as an Intern:

As I was appointed as an intern at the Human Resources Department of the Berger Paints Bangladesh Limited, Chittagong Factory, I had to work for the Employee Relation Manager, Mr. Mr. Shajjad Hossain, I had to work for Assistant HR Manager, Mr. Najrul Islam also. Assisting two Managers in their different works was my major duties. One of my other duties was to assist the Management Trainee Officer (MTO), Mr. Najam us Sakib in organizing different sorts of events.

Now the bullet points stated below will enlist all the tasks that I had done during my internship period:

HR Compliance knowledge:

- Develop current knowledge of Labor Laws and HR Laws
- Develop a working knowledge of HR information databases
- Develop knowledge about compensation benefit

Learning and Training:

- Attends seminars and meetings relative to HR profession
- Cultivate interpersonal skill
- Develop negotiating and public speaking skill

HR Administration:

- Responsible for reception and telephone duties, including for signing for front office packages
- Track progress, datelines of all ongoing projects
- Prepare Word, Excel, PowerPoint documents.
- Proof-read HR documents including audits, handbooks etc.
- Prepare all packages to be mailed through courier

- Responsible for making meeting and travel arrangements

Manage Recruiting Process:

- Coordinate candidate interviews, medical check up etc.
- Complete and mail out offer letter

Safety Health and Environment Department:

- Work proactively with SHE team members
- Openly share new ideas with SHE department

CHAPTER TWO: AN OVERVIEW OF THE PAINT INDUSTRY

2.1 Background of Berger Paints:

Berger is one of the oldest names in the paint industry and the country's major specialty paints businesses with products and ingredients dating back more than 200 years to 1760. **Louis Berger, a German national**, founded dye and pigment making business in England. Louis Berger & Sons Limited grew rapidly with a strong reputation for innovation and entrepreneurship culminating in perfecting the process of making Prussian blue, a deep blue dye, a color widely used for the uniforms of many **European Armies**. Production of dyes and pigments evolved into production of paints and coatings, which till today, remains the core business of Berger. The Company grew rapidly by establishing branches all over the world and through **mergers and acquisitions** with other leading paint & coating companies. With the passage of time Berger has unfolded its kaleidoscopic wings into all kinds of paint solution be it Architectural paints or Industrial coatings, Marine paints or Powder coatings. Berger has it all!



Berger has been involved in the paint business in this part of world since 1950, when paints were first imported from Berger UK and subsequently from Berger Pakistan. In 1970, Berger Paints Bangladesh Limited (BPBL), erstwhile Jenson & Nicholson, had set up its paint factory in Chittagong at an estimated **investment of Tk. 4 million**. The shareholders were Jenson & Nicholson (J & N), Duncan Macneil & Co. Limited and Dada Group. Duncan Macneil subsequently sold their shares to the majority shareholder J & N Group. The Dada Group's share ultimately vested with the Government of the People's Republic of Bangladesh after the independence of the country in 1971. The name of the company was changed from J & N (Bangladesh) Limited to Berger Paints Bangladesh Limited on January 1, 1980. In August 2000, J & N investment (Asia) Limited purchased Government shareholding. In December 2005, the



company issued 5% shares to the public and listed with Dhaka Stock Exchange (DSE) and Chittagong Stock Exchange (CSE).

With the entry of Berger Paints into the Bangladesh market, the country has been able to benefit from more than 245 years of global paint industry experience. Over the decades, Berger has evolved to become the leading paint solutions provider in the country and has diversified into every sphere of the industry – from Decorative Paints to Industrial, Marine and Powder Coatings.

Berger has invested more in technology and Research & Development (R & D) than any other manufacturer in this market. It sources raw materials from some of the best known names in this world: MITSUI, MOBIL, DUPONT, HOECHST and BASF, to name a few. The superior quality of Berger's products has been possible because of its advanced plants and strict quality controls equal to best international standards. Investment in technology and plant capacity is even more evident from the establishment of Powder Coating plant at Dhaka factory. The state-of-the-art of Dhaka factory is an addition to Berger's capacity making it the paint giant in Bangladesh.

With its strong distribution network, Berger has reached almost every corner of Bangladesh. The nationwide dealer network, supported by **seven (7) sales depots** strategically located at Dhaka, Chittagong, Rajshahi, Khulna, Bogra, Sylhet and Comilla has enabled them to strategically cater to all parts of the country.

The product range includes specialized outdoor paints to protect against adverse weather conditions, Color Bank, superior Marine Paints, Textured Coatings, Heat Resistant Paints, Roofing Compounds and Epoxies, in each of these product categories, Berger has been the pioneer. Berger also provides customer support connecting consumers to technology through specialized Home Décor service giving free technical advice on surface preparation, colour consultancy, special colour schemes etc. To bolster customer satisfaction, Berger has recently launched Illusion – the first designer paint solution.

Berger Paints Bangladesh Limited (BPBL)'s *major milestones* include:

1950 – Started operation in East Pakistan by importing paint from UK

1970 – Establishment of Chittagong Factory

1980 – Named as Berger Paints Bangladesh Ltd. From Jenson & Nicholson (J&N)

1995 – Establishment of Double Tight Can Manufacturing Plant

1999 – Establishment of most modern State-of-the-Art Paint Production Plant in Dhaka

2002 – Construction of own building for the Corporate Office in Dhaka

2004 – Establishment of Powder Coating Plant

2005 – BPBL went Public

2.2 Management Structure

The Company is operating through well-defined management structure headed by the Managing Director. Under the Managing Director there are various Departmental heads, senior and mid-level Managers, Officers and staffs. Managing Director and the policy makers meet with regular interval to review various business, operational and administrative issues. (Company Organogram: See Appendix).

The Board of Directors

The list of Board of Directors of the company is given below:

Chairman : Mr. Gerald K. Adams

Managing Director: Ms. Rupali Chowdhury

Directors : Mr. K. R. Das, Mr. Anil Bhalla, Mr. Subir Bose, Mr. Jean-Claude
Loutreuil, Mr. Masih Ul Karim, Mr. Abdul Khalek,

Company Secretary : Mr. Abdul Khalek, FCA

2.3 Vision and Mission:

Vision of Berger Paints Bangladesh Ltd:

We shall remain as the benchmark in the Paint industry by:

Being an innovative and technology driven Company consistently delivering world-class products ensuring best consumer satisfaction through continuous value added services provided by highly professional and committed team.

Mission of Berger Paints Bangladesh Ltd:

We shall increase our turnover by 100% in the next five years.

We shall remain socially committed ethical Company.

Spirit

“We undertake our quest with the enthusiasm of entrepreneurs, excited by the constant search for innovation. We value performance achieved with integrity. We will attain success as a world class leader with each and every one of our people contributing with passion and an unmatched sense of urgency.”

Corporate objective of Berger Paints Bangladesh Ltd:

“Our aim is to add value to life to outperform the peers in terms of longevity, customer services revenue growth, earnings and cash generation. We will be the employer of choice for all existing and future employees.”

Strategy of Berger Paints Bangladesh Ltd:

“Our strategy is to build long term partnerships with the customers/consumers. With their support we aim to maximize the potential of our business through a combination

of enhanced quality of product, service, creative marketing, competitive pricing and cost efficiency.

“Quality Policy” of Berger paints Bangladesh Ltd:

We at Berger paints Bangladesh limited are committed to achieving total consumer satisfaction.

We commit to project ourselves as an ethical and socially responsible company.

We commit to continue as the market leader through consistent sales growth, increasing productivity and developing new products befitting consumer needs.

We shall ensure continual improvement in our operations through utilization of our highly professional and dedicated team, proper process management and participation of our stakeholders.

We shall set measurable targets at appropriate stages and shall continuously monitor them.

2.4 MAJOR PRODUCTS OF BPBL

Production of paints and coatings is the core business of Berger. Berger produces a wide range of paints including decorative/architectural paints, industrial coatings, marine paints, and powder coatings. The

main products of the company are:

Major Categories	Brand Name
Decorative	
Synthetic Enamel	Robbialac Synthetic Enamel, Jhilik Synthetic Enamel
Interior Emulsion	Robbialac Acrylic Plastic Emulsion
Exterior Emulsion	Weather Coat
Distemper	Robbialac Distemper
Cement Paint	Durocem
Industrial	Jensolin, Epoxy, Berger Industrial Enamel
Marine	Berger Marine

Table 3: Main Products of Berger



CHAPTER THREE: TRAINING AND DEVELOPMENT

3.1 Introduction:

The training and development of all employees is critical to the Company's success. It improves the performance of the company, teams and individuals and makes an important contribution to the retention of staff and the development of future talent. Berger Paints Bangladesh Limited (BPBL) is committed to providing an environment which enables continuous learning, growth and personal achievement of all employees. The achievement of this commitment by the Company is also reliant on employee commitment and their willingness to learn, develop, take on new roles and responsibilities and seek opportunities for self-development.

Training and development plans are based on the future business strategy and through the output of regular individual appraisals. These plans identify where individual performance may be enhanced through development initiatives including training courses, coaching, job experience, formal studies, etc.

The Company is committed to the effective induction of all employees and in supporting all employees to realize their full potential. Training and development opportunities are offered on a fair basis to all employees. The Company ensures that no employee receives less favorable treatment or consideration.

Training and Development Objective:

- To help the employees perform more effectively in their jobs
- To prepare the employees for future growth and advancement by providing supervisory and other management programs.
- To building effective work teams through developing staff communications and interpersonal skills.

- To inculcate a sense of dedication to highest quality.
- To keep an employee up-to-date with changes those affect the business environment.



Training Needs Assessment:

Need assessment is the first step in the training and development process and it focuses on detecting and solving performance problem. The purpose is to identify if there is a need for training and the nature of the content of the training program. This phase determines the relevance of particular trainings to employee’s jobs and how it will improve the performance. It also addresses the organizational problems and then distinguishes the training needs with an objective to identify an appropriate training need which will link to improved job performance with Berger Paints Bangladesh Limited (BPBL)’s goals and bottom line.

Training Administration:

Objectives of a training program cannot be met unless there is a role-playing of the Human Resource Department. This Department carries out all the administration tasks of the training in co-ordination with the departmental supervisors, employees and at the same time with the trainer who will be or is in charge of providing the training program. As such, the HR department works as an intermediary between the

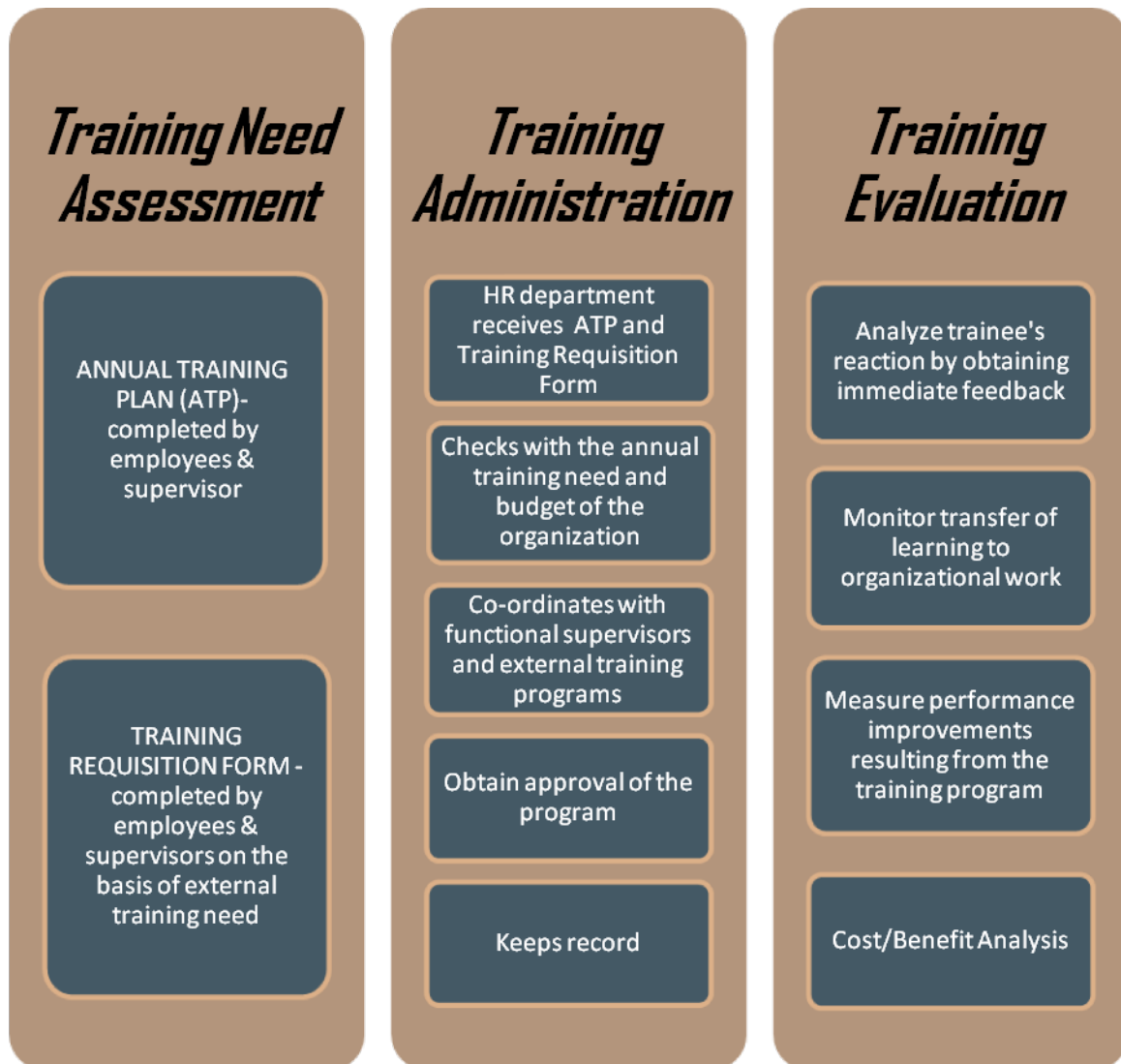
employees, their supervisors and the training program. This is done to prevent any form of miscommunication and to ensure that the employees are receiving the right training pertaining to their needs, which will lead to improved performance of the company.

Training Evaluation:

Each and every training program is carried out with a view to achieving some pre-determined objectives and to analyze whether those objectives are fulfilled, training evaluation is a must. BPBL believes in continuous development. Therefore, performances of the trainees are important to evaluate to know the effectiveness of the currently practiced programs. This will also help to rectify any loopholes in the process, which can be addressed during the evaluation process. The overall phase of Training Evaluation will focus on:

- Employees' reaction towards the training program
- Analysis of the knowledge and skills that the employees have learned from the training programs
- Application of the knowledge and skills that were taught in the training
- Results of the new inputs made by the trainees.

3.2 Steps in Training and Development Process:



STEP 1: TRAINING NEEDS ASSESSMENT

In this step of Training Needs Assessment, individual employees and line supervisors have essential and inexcusable role playing. BPBL recognizes that employees are an integral part of organization and that they themselves have the potential to judge what kind of training will improve their performance at work. Therefore, they have the

privilege to analyze their own abilities in line with their job responsibilities and can discuss these with their line supervisors.

On the contrary, it is one of the key responsibilities of the supervisors to keep their subordinates performance on constant check. They have to support their employees' learning and development by scrutinizing and finding out the training needs. This is done in discussion with the employees. The supervisors have to give priorities according to importance and availability of resources and then in prepare Annual Training Plan and External Training Recommendation which are forwarded to the Human Resource Department, upon completion.

STEP 2: TRAINING ADMINISTRATION

Administration of Training and Development is mainly done by the Human Resources Department. After receiving Annual Training Plan and External Training Recommendation from the line supervisors, it is the responsibility of the HR Department to assess whether there is an actual necessity of the training which will be viable for the improved performance of the employees to achieve organizational objectives. Once this is done, HR searches through a number of resources and channels to find out about the related training availability and the associated costs with it. An approval from the Managing Director is then required prior to registering an employee with a training program. Employees and supervisors are also informed about the training details before registration. Hereafter, registration of the training program is done with proper documentation and the employees are able to attend the training. Finally, a record of training programs attended by each employee is maintained.

STEP 3: TRAINING EVALUATION

Employees and line supervisors again have a major role playing in this segment of Training and Development of BPBL. It is believed that active co-operation of all the

parties will generate an accurate final output. Training Evaluation consists of four segments including Reaction, Learning, Transfer of learning and improvement in organizational work, and finally a cost-benefit analysis of the training program. Employees who attend the training programs are expected to apply the newly learnt skills and knowledge at work and evaluate how it has helped to perform a task compared to the ability the incumbent possessed preceding training. They have to identify the differences and report their findings along with other views and suggestions to their line supervisors. This information flow can also include important notes on the first three segments of Training Evaluation, i.e. Reaction, Learning and Transfer of learning and improvement in organizational work.

Line supervisors, on the other hand, have to carry out multiple tasks. First and foremost, they have to prepare questionnaires and conduct survey of the trainees about their reaction towards the training program. This will then be followed by an interview of the trainees regarding what they have learned from the program. Information are all accumulated and kept for future references and comparison with previous performances of the employees. Problems identified in the training programs are recorded in order to be addressed to in future. In the mean time, supervisors have to perform activities for the third segment of Training Evaluation. They have to create work samples or allow and observe employees transfer their knowledge at work and at the same time evaluate how it improves the jobs. Occasional discussions are carried out to identify problems. Finally, supervisors prepare a report consisting of records of all the evaluation of trainees and send it to the HR Department.

HR Department, after receiving the reports from the line supervisors, makes a through analysis and determines whether the training programs are actually effective. This is then finally followed by the fourth segment of Training Evaluation, i.e. Cost-Benefit Analysis. This is done by determining the Return on Investment of the Training Program and compare it with the cost of training.

3.3 Training methods followed by Berger Paints:

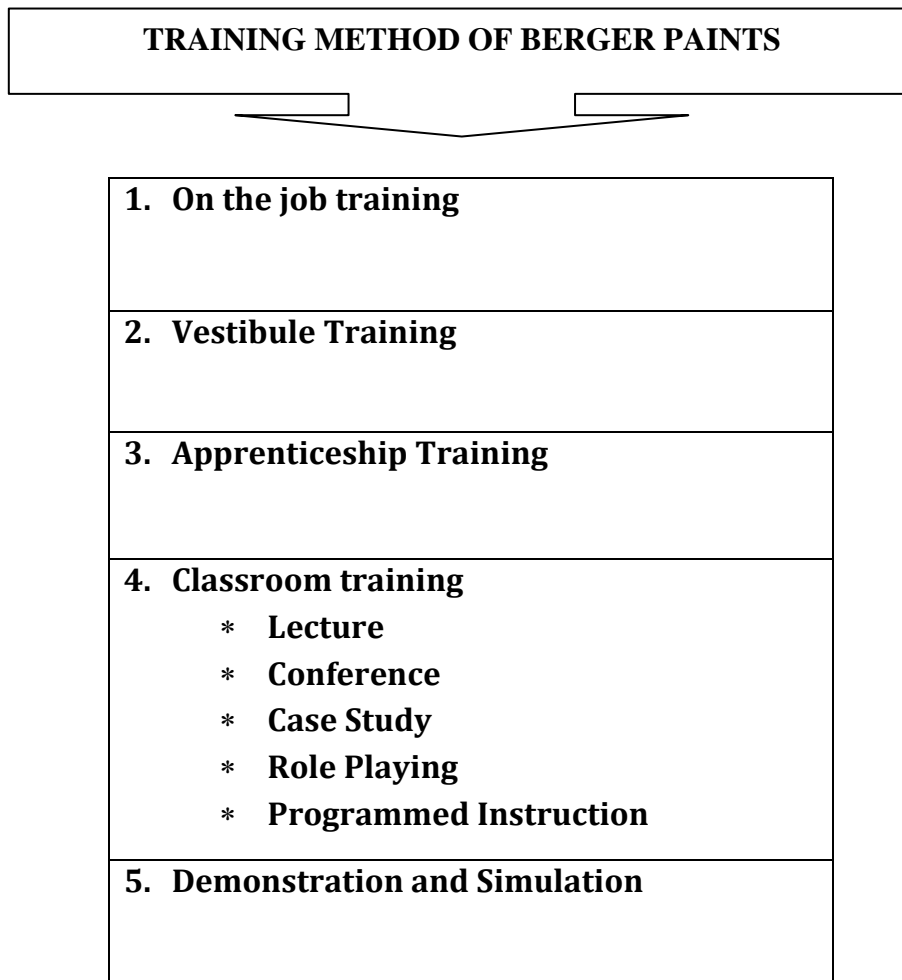
Several methods can be used to satisfy on organization training needs and accomplish its objectives. The Berger paints classified their training by two categories:

1. Non-Supervisory Training

Non-Supervisory Training is the training for worker and operators of the company. Permanent and casual workers are included for these.

2. Supervisory Training:

The training for the managerial employees is called supervisory training. Different department's officers and management trainee are included to this.



On the job training:

On the job training is designed to create awareness among the workers (permanent and casual) about production process, packaging, discipline, punctuality, safety, health, environment, housekeeping, handling of a machineries etc. The training will be held in every month in cyclic order as per training calendar.

This will undoubtedly help to improve and maintain the abilities and skills of the employees and thereby make the organization economically more viable and more productive by utilization and development of Human resources.

Vestibule Training:

In vestibule training, procedure and equipment similar to those used for the actual job are set in a special working area (called vestibule).

The main advantage of this method is that the trainer or worker can emphasize theory and use the proper techniques rather than output.

Apprenticeship Training:

Apprenticeship training is frequently used to train personnel in skilled trades such as electricians, mechanics. This type of training period generally lasts from 6-4 years. During the training the trainee or worker under the guidance of a skilled licensed worker, but receives lower wages than the licensed worker.

Classroom Training:

Classroom training is conducted off the job and is probably the most familiar training method. This training is an effective means of imparting information quickly or large groups with limited, or no knowledge of the subject being presented. This training is more frequently used for technical, professional and managerial employee.

Demonstrations and Simulation:

Demonstration and simulation are the important training methods of Berger Paints. Demonstration may be carried out on the job or in a classroom. A demonstration in which the instructor actually shows the trainees how to do something has wide application.

A simulator is any kind of equipment of technique that duplicates as nearly as possible the actual condition encountered on the job.

On the job training, Vestibule training and Apprenticeship training are usually for the non-supervisory training. Class room training and Demonstrations & Simulation are for the supervisory training.

Training Institution for Berger Paints:-

When it is not practical for a company to conduct its own training courses it can usually assistance from educational institutions and professional organizations.

Institutions:-

International	Local
Indian Institution of management- Bangalore, Ahmadabad.	Berger Learning Center
Singapore Institution of management- Singapore	Continuing Education centre
Asian Institute of Technology	TACK International Training centre
Sasin	BRIDDI and others

3.4 Workers Development Program:-

Year	Program Details	Conducted by	Duration	No. of workers
2005	Industrial Relations Development	Administration	1 week	53
2006	Workers education program	Labor welfare centre	1 week`	4
2006	Apprenticeship Training	Administration	2 week	20
2007	Workers training program	Labor welfare centre	1 week	3
2008	On the job training	Administration	1 week	53
2008	Industrial Relation	IRI	1 month	2
2009	Fire Fighting Training	Fire Service & Civil defense	1 week	53

CHAPTER FOUR: COMPENSATION OF BERGER PAINTS:

4.1 Introduction:

Compensation is really a very important matter for any business organization. For any sort of business organization, the employees who make up the workforce are very important. It is also very important to make an attractive compensation package for these employees. The compensation package must be very attractive to increase the image of the organization as well as to retain the employees with the organization.

Berger Paints Bangladesh Ltd (BPBL) is also following a compensation package that helps them to retain the FTEs (full time employees) and the casuals. Though they are on a track to compensate the employees in a competitive manner, but they try to give a bit higher salaries and wages to the employees to remain as a competitive organization in the market.

They judge the job positions first and then they go for the study of the same categorized job position in the other organizations, and see the pay level of these positions. Then, BPBL decides that how much will be paid to the positions that they are defining or examining. In this case BPBL tries to be very fair about the pay levels. They try to fix the pay level in such a manner that is fair and effective for them and to the employees too.

Whenever they have created a new sort of job position, then they show their uniqueness in the job market. Then they go for such a pay level that sets them as a premium organization. For example they have created a new important technical position that is not available in other organizations, and then BPBL sets a compensation package for the position that is really very unique and lucrative to the applicants. Thus how BPBL sets compensation packages for the employees.

In other cases, when BPBL hires employees from the competitor companies, BPBL tries to pay them more compared to the previous companies. It is a way where the BPBL influences employees of other companies to quit their job and join the BPBL. In such

cases BPBL has to pay a lot to attract the bright potentials and then keep them working with the organizations. But ultimately it is not all about paying. It is also dealt with the job positions. Whenever employees of other companies leave their jobs, they not only care about the higher pay levels, they do care about the new positions at BPBL. So, BPBL has to attract the potentials with money and also with the job positions too.

Now we will see that how the Berger Paints Bangladesh Ltd (BPBL) designs their compensation packages to recruit more employees and retain them with the organization.

4.2 Details of Compensation and benefit:

Cost Effectiveness:

In cost effectiveness the BPBL tries to minimize the costs behind the employees. It means the employees will be paid in a good margin, but it will also be cost effective for the organization. Otherwise, if the salaries are paid without any sorts of judgment or study, then it will be expensive for the organization. Such sort of careful decisions about pay levels are made for those positions where the employees will get same or lesser salaries in other job places if they switch their jobs.

Skill-Based Compensation:

In skill based compensation the organization pays for the level of skill of the employees. These positions are very important for the BPBL. There are shortages of skillful people in our country. So the BPBL tries to hire skillful employees to serve for them and help to achieve growth. Skillful people are like diamonds for the BPBL. In this company these people are paid in a higher range compared to the other positions of the organization. Top level managers, production officers, technical persons are mainly labeled as skillful people. Because the technical people help the company with their production skills, top level managers are counted as the resource persons with vast knowledge of the production and business sectors. Then the managers are also skilful persons who have a lot of experiences with other companies and have good communication skills with well managerial skills to handle all kind of employees of the company.

In skill based compensation, the skills of the people are emphasized. Their experiences, knowledge, and other useful skills are paid.

Economic environment:

In today's world the economic environment plays a vital role for any organizations. Whenever the economic conditions affect the whole market, then it is a huge matter for

the BPBL. For example, we are seeing the time of recession, BPBL is also thinking to cut or minimize the salary levels. But they cannot do this easily as the pressures will be higher. But they are trying to cope up with the current situation.

Pay for Performance:

BPBL also has plans for pay for performance. Whenever any employees show the best level of performances, then the bank tries to increase the salaries or give extra incentives. This enables the good performers to do well in future, and also motivates in a great deal.

Retention payment:

In retention payment, BPBL tries to hold those employees who are very much precious for the organization and the other banks or the competitors tend to take them away with higher lucrative salaries and bonuses. In this sort of payment BPBL tries to give more payment to this type of employees who are very well performers and have a huge network of link in the business world to benefit the organization. The aim of this payment is to make the employees stick with BPBL. The Managers, Assistant Senior Vice Presidents (ASVP), Assistant Vice Presidents (AVP), Vice Presidents (VP), and some other position holders are the employees who are paid with this sort of payments.

Motivating payment:

Berger Paints Bangladesh Ltd (BPBL) tries to pay the employees in such a way that motivates them to work well and makes motivated. In the industrial company, the work pressures are very high. So the employees are less relaxed with leisure. The BPBL tries to pay the employees in such a way that never drives the employees to a frustrated situation. The payments, the bonuses and the incentives are designed in such a manner that keeps the employees motivated.

Job analysis payment:

In this sort of payment the compensation is designed after conducting the job analysis. The jobs are analyzed with the KSOs needed, the works included to the positions, the skills required for the positions. Then the fixtures of the payments are decided.

These are the main ways how the Berger Paints Bangladesh Ltd (BPBL) designs their compensation packages.

Bonuses and Incentives:

High Salary:

Berger Paints Bangladesh Ltd (BPBL) as a paint industry provides high salary to their employee. Their salary pay scale in different position is more than any other paint industry.

More Facility:

Berger Paints Bangladesh Ltd (BPBL) providing the highest facilities to their employees. Their facilities includes-

- Discount
- BPBL Share
- Foreign training

Discount:

As a BPBL employee he or she always gets some discount in some particular product. Suppose for the Singer Products the BPBL employees gets 5% discount from the tagged price. For the Transcom international (electronic products) they get 10% discount.

Berger Paints Bangladesh Ltd (BPBL) Share:

BPBL allows their employees to buy the share through them at a lower price. The benefit is that if there any loss incurred then the loss will be beard by the BPBL but for

profit there are no bindings. The employees will get the full percentage of their profit from the share.

Foreign Training:

Employees always need some training to keep them competitive enough for the outer world. BPBL some time provides training for their employees in the foreign countries. The training cost fully bear by the company.

Allowances:

In addition to the basic salary there are a number of allowances. Every employee receives each month as follows:

Housing Rent Allowance: This is a monthly allowance which is added to their basic salary according to the respective grade of employee.

Transport Allowance: This may in the form of a cash payment or the company provides a car for officers. Executives have the option to cash out the car benefit.

Leave Allowance: For the leave allowance employees have to apply 2 weeks before and request for this allowance to be paid. This will be paid according to the respective grade and once in a year.

Medical Allowance: Employees are allowed for medical expenses for their spouse/partner and children. The company will pay up to allowance for medical consultations and examinations, cost of drugs, medicines, injections, and other appropriate medical treatment.

Late Shift Allowance: Certain jobs such as when more production is needed may require working hours or also may require for starting production shift such as evening or night shift. Staff working such hours will receive an allowance.

Daily Allowance: Staff visiting cities outside their home office on official business will be entitled to a daily allowance to cover incidental expenses such as meals and transport. The amount will be reduced by 20% if the staff has a lunch provided by the company or another party and by 40% for dinner. If they arrive late or departing before 3.00 pm, the allowance will be reduced by 50%.

Leave: The BPBL employees enjoyed a greater number of leave benefits in a year. Most of them are paid benefit. Apart from this in a year (365 days) they enjoyed one third (165 days) of it's as a leave. The different types of leave include.

Leave fair assistance: If any employee, suppose takes leave from the organization for one month then he will get the full month's salary with some extra allowances.

Sick Leave: If you are absent due to sickness for the period of 3 days or more you are required to provide a medical certificate from a registered doctor. In case of absence due to sickness you must inform your head of department or human resource department regarding your inability to attend office.

If you are absent for a extended period due to illness and hospitalized you are required to inform human resource department with details so that they can process your hospitalize insurance claim.

Maternity Leave: Female staffs are eligible for maternity leave up to a maximum of 90 days during their pregnancy. You may take this leave before or after the completion of six weeks from the day of your delivery.

Any leave of absence on account of maternity which is greater than the maternity leave entitlements can be adjusted from your annual leave.

Privileged Leave: As confirmed staff you will be entitled to 7 days leave including weekend and national holidays at the time of marriage.

Paints: All permanent employees are entitled to purchase certain quality of paint at 25% discount on MRP every year and executive are entitled for free paint for painting their house every three years.

Profit Bonus: All performance employees of the company are entitled for profit bonus, which is declared in the AGM.

Target Bonus: All the employees of the company are entitled for target bonus, which is determined by the company's executive.

Festival Bonus: All the employees of the company are entitled for different kind of festival bonus. Like: Eid-ul-fitre, Eid-ul-azha. Durga puja etc.

Apart from these facilities they also provide some end benefit to their employees these include

- ✓ Provident fund
- ✓ Gratuity fund
- ✓ Super vision fund

Other important facilities

- ✓ Long service award
- ✓ Promotion
- ✓ Job evaluation

Long service award:

Long service awards have been instituted as a token of appreciation for an employee's long term of service with the bank. Those who complete 25 years service with the bank will receive awards from the CEO at a function that will be organized to felicitate the long service award recipients.

Promotion:

Employees are rewarded according to their performance. Every employee has a desired target and their work is designed and forwarded to obtain those desired target. When employees fulfill their target their level is increased. They are promoted to one grade to another grade.

Employees' performance evaluation:

BPBL strictly follows their rules and regulations to make the performance evaluation. They evaluate their employees based on their performance. If they found the positive result from the performance evaluation then they just increase the level or grade of that employee. And employees get internally motivated to do give the better performance because they know that their career development depends on the performance evaluation. And this performance evaluation is fair and clear so they feel motivated. As they follow their rules strictly so, there is no chance of making mistake about any one's evaluation.

CHAPTER FIVE: SAFETY, HEALTH AND ENVIRONMENT

5.1 SHE:

Safety Health and Environment (SHE) is an independent department in Berger Paints. SHE has very significance role in such a big industry where hundreds of machineries are in motion day and night. Enormous electric power is being used every corner of the factory. Hazardous and non-hazardous chemical are the main raw materials for the production. There are ample chances for accidents and injuries or damage of the equipment if one works unsafely or without taking pre-caution. That's why SHE has a vital role for the safety of the employees, equipments and environment as well.

5.2 SAFETY:

Safety is the protection against workplace hazard, illness, injuries even death. Safety is the accident free condition.

There is Safety Policy of Berger Paints Bangladesh which is given below:

- 1) Develop, design, operate and maintain facilities and processes that are safe and without risk to health and safety
- 2) Develop, introduce and maintain occupational Health and Safety Management Systems to meet Berger Paints requirements and verify compliance with these through regular audit.
- 3) Set annual improvement targets and review these to ensure that they are being met in all levels.
- 4) Involve everyone in implementations of this policy and provide appropriate training.
- 5) Investigate all injuries and incidents, and use the learning for continuous improvements.
- 6) Recognize and reward for demonstration of exemplary safety behavior.

Berger Paints management system develops a risk-free working condition which is safe and healthy at the same time. Also it is very dynamic to ensure the rules and regulations are complied.

Improvement Targets and Key Performance Indicator (KPI) is set for both supervisory and non supervisory employees.

It is highly recommended to enroll each and everyone within the factory to make sure every employee is alert about the common hazards and also arranges proper training for all.

Investigate every incidents is must and find out the underlying reason behind it. And Management must reward the employees in various safety related activity for motivation.

Safety Motto: The safety motto is “**Safety First**”. “Safety, Safety, Safety, then Production” is another popular slogan.

There are General Safety Rules of Berger Paints which are given below:

- 1) Follow instructions, don't take chances, if you don't know, ask.
- 2) Report any condition or practice that you think may cause injury of employee and damage equipment.
- 3) Put everything you use in proper place.
- 4) Keep your work area neat and clean.
- 5) Use the right tools and equipment.
- 6) Whenever you or your equipment is involved in accident, report it immediately regardless how minor it is.
- 7) Use, adjust, alter and repair equipment only when necessary.
- 8) Wear perfect Personal Protective Equipment (PPE).
- 9) Don't fool around, don't distracting others.
- 10) When lifting, bend your knees, grasp and load firmly, then raise the load keeping your back as straight as possible.
- 11) Obey the safety signs and instructions.

These rules are very common for all types of operation or activities within the factory. There are more specific rules for separate job but these are general. The rules are learned in the safety training before an employee enters the production floor or maintenance floor.

Hazard: Hazard is a condition or practice with potential of accidental loss or damage or injury. Hazard is everywhere and company identifies the common hazard and eliminates those.

The General Hazards in the Factory:

- 1) Electrical works
- 2) Pressurized gas
- 3) Hot Steam
- 4) Compressed Air
- 5) Acid and other corrosive chemical
- 6) Over Head Danger
- 7) Moving Machine / Rotating Parts
- 8) Flames or Welding works
- 9) Dust
- 10) Slippery Floor / Fragile Roof
- 11) Sharp Edges
- 12) Fall from Height
- 13) Fork Lift / Covered Van / Truck etc
- 14) Working in Excavation
- 15) Working in Confined space

Identifying Hazards:

- 1) Physical Hazards: Noise, Vibration, Radiation, Defective illumination, Temperature etc.
- 2) Biological Hazards: Viruses, Bacteria, Fungi, Parasites, Insects etc.
- 3) Chemical Hazards: Dust, Gases, Vapors, Fumes, Mists etc.
- 4) Sub-standard and un-safe condition: Sharp edge, broken, switches and electrical fittings, loose wiring, no cover on the moving parts, no earthing.
- 5) Ergonomically Hazards: Exhaustive physical expressions, excessive standing, improper, motions, lifting heavy loads etc.
- 6) Poor and Inadequate Engineering: Leak in acid and steam line, micro switch not working machine, protruding nails in machinery.

Accident / Incident Reporting and investigation:

Accident: Accident is a first aid case or an occupational sprain / strain injury regarding just a single treatment by a medical doctor or a registered health professional e.g. nurse physiotherapist etc followed by observation must be recorded as a first aid case.

Sequences of accident reporting and investigation:

- 1) The accident victim goes to medical centre immediately.
- 2) Medical officer will give treatment and classify the accident according to severity and fill-up an accident report.
- 3) Location-in-charge of the accident will also inform to SHE department within 24 hours.
- 4) SHE dept will investigate and analyze the accident again and finalize the report and publish it in monthly safety report.

Near Miss Reporting:

Near Miss: Near Miss is potentially injurious / dangerous incident where a hazard failed to hit its target as the hazard was stopped by any type of control or as any sort of escape was managed by the target.

Sequence of Near Miss reporting:

- 1) Near Miss victim or viewer of incident and Officer / Manager of the location must report it within 24 hours.
- 2) Location authority and circle leader will analyze the incident first.
- 3) Depending upon the importance SHE manager will analyze it again from different points of view.
- 4) Though it is primary level report, it is treated with high importance which is published in monthly safety report.

Fire Fighting: Fire Fighting establishment is very sophisticated in Berger Paints Chittagong Factory. There are ample resources to defend fire.

General Rules:

1. Press the emergency fire alarm
2. Isolate the nearest cutoff switch
3. Seek help from security gate house
4. The trained person will charge nearest DCP extinguisher first
5. And then evacuate.
6. In the mean time as soon as possible all people will go to the assembly point.
7. In case of big fire, only listed fire fighters, security guard, and fire service will work together for extinguishing fire.

5.3 HEALTH

HEALTH SERVICES: Employees work in the factory where lots of rotating machine with sharp edge are in motion, hundred types of chemical is being used, large machineries with huge sounds, pan room where temperature is always high etc. For these reasons, a regular medical checkup is necessary, and Berger Paints arranges it both for management and non management staffs.

Medical Service Centre: A dedicated medical center is situated in the factory premises. Doctors are always available here for continuous services which is free of cost.

Medical Check Up: Once in a year, Ear Test is done in the local hospital which is arranged by the company. It is done basically for the operative, i.e. non management staffs who work in the places with huge sounds.

Medical Seminar: For health and safety awareness, once in 3 months company arranges some seminars inside the factory where specialist doctors such as Heart specialists; Diabetic specialists etc are invited to deliver important factors regarding health.

Health / Safety Hand Bill: Sometimes company prints attractive leaflets and posters regarding health and safety tips, which are distributed among the employees.

PPE: Personal Protective Equipment (PPE) such as P2 Mask, Ear Plug using is a must for the employees who work with hazardous chemical powder and machines which make huge noise, like Boiler, Gas Generator etc.

There are other PPE's for employees to work in a healthy and safety conditions:

- 1) Helmet – for working at height / over head dangers
- 2) Apron – working with hazardous chemical liquid
- 3) Safety Footwear – everywhere in factory premises
- 4) Hand Gloves – work with sharp edges
- 5) Goggles – work with welding or gas cutting
- 6) Safety Harness / cross safety belt – work at height
- 7) Mask – hazardous chemical powder / liquid
- 8) Visor /face shield – welding or work with sparks
- 9) Ear Plug – work with machines with huge sound
- 10) Life Jacket – work in watery area
- 11) Earthing connection - work with electrical equipments

5.4 ENVIRONMENT:

Environment is the surroundings, especially affecting people's lives. Environment includes Air, Land, and Water etc.

Air Pollution: Air is polluted by industries with actively emitting smoke stacks such as gases, fumes; heat which contains carbon monoxide, sulphur oxides, nitrogen oxides, particles, hydrocarbons etc. Polluted air can affect human health and quality of life, destroy vegetation and animal life and consequently destroy our life. The biggest issues around Air pollution are: Acid rain, Global Warming, ozone layer Depletion.

Air Pollution Control: Procuring any machine or equipment one must know the following safe emission level:

- | | | |
|--------------------|---|--------------------------------|
| 1) Sulfur Dioxide | - | 120 micro gram/m ³ |
| 2) Carbon Monoxide | - | 5000 micro gram/m ³ |
| 3) Black Smoke | - | 65 Hartidge Smoke Unit |

Water Pollution: Water is polluted in two ways: directly, i.e. due to production process, or indirectly, i.e. due to consumers using our products. The production process makes the water polluted by adding excessive percentage of carbon which is not suitable for human beings even not for animals or trees.

Water Treatment: Effluent Treatment Plant (ETP) is situated within the factory. ETP is a process where excessive amount of carbon is eliminated from waste water. In fact in this factory, production process generates huge amount of waste water in which carbon has greater percentage. ETP purifies water in 4 steps and discharge it into the drain. Berger Paints complies with government legislation as following:

Safe Limit of Industrial Effluent	Bangladesh Standard
1. Temp (deg C)	40
2. TDS (mg/l)	2100
3. COD (mg/l)	200
4. BOD (mg/l)	50
5. pH	6.0~9.0

Land Pollution: Land is also polluted by dumping of waste (solid or liquid) on the land by industries. Some chemicals don't decay easily and produce contaminations when they decay e.g.: Plastics, Organic Solvents, Radioactive Materials, Asbestos etc. Aggressive removal of trees, burning of natural vegetation, overgrazing and bad land management are all examples of activities which decrease the natural plants which causes soil erosion, desert formation, climate changes happen.

Waste Disposal: A broad assessment of the physical, chemical and toxicological properties of each waste should be determined. Wastes such as building waste, paper, ferrous and non ferrous metal, food, glass etc should be separated. Take appropriate measure to protect the people in handling the waste. Provide adequate information on the nature of waste transporter and in the waste disposer. Disposal of solid waste to landfill should only be carried out at authorized sites.

CHAPTER SIX: FINDING OF THE RESEARCH

6.1 FINDINGS

- BPBL has a well established Training and Development Policy Manual to guide all the supervisors and other employees for an effective development of themselves and the organization at the same time. Supervisors of different departments were given a set of questionnaires consisting of a number of questions that were targeted toward the different steps of Training and Development.
- The components that are discussed previously on the Training & Development section are practiced on supervisory training only. Non supervisory training has some specific training which keeps on altering rather than giving something new. In BPBL 'On the job training' is commonly used for the non-supervisory training. Casual workers are most often overlooked by the supervisor.
- It is seen that although BPBL has set up a policy for supervisory training, but there are lacking in the process of implementation. The supervisors of functional departments of BPBL have a vague idea about what steps to follow for training. From the responses in the survey, it is seen that the supervisors carry out the process more with the guidance of their common sense rather than what is detailed at the policy.
- Berger Paints Limited Bangladesh (BPBL) is also following a compensation package that helps them to retain the FTEs (full time employees) and the casuals. Though they are on a track to compensate the employees in a competitive manner, but they try to give a bit higher salaries and wages to the employees to remain as a competitive organization in the market.
- They judge the job positions first and then they go for the study of the same categorized job position in the other organizations, and see the pay level of these positions. Then, the BPBL decides that how much will be paid to the positions that they are defining or examining. In this case BPBL tries to be very fair about

the pay levels. They try to fix the pay level in such a manner that is fair and effective for them and to the employees too.

- A good safety performance is always the result of planned and coordinated efforts on the part of the organizations. In Berger paints regulations for safety are designed to protect persons, property against hazards arising from electricity or unsafely installations. From my survey I have found that Berger is very much aware for their workers or employees safety.

6.2 Recommendations:

- For training and development supervisors should be more accountable to his/her senior as BPBL has a structured training system but more of its work falls upon supervisor. So supervisor's accountability should be under someone.
- Company should concentrate more on casual worker as they are not at all educated even though they do not have the basic knowledge of an industry so before appointing a new casual worker he should be trained properly about the basic things of the industry.
- Company should take some certified trainer.
- A work hour in the company is very hectic as most often they have to stay for long hours. So, they could give more emphasis on the recreation of the employees during the work hours.
- BPBL should arrange the transport facility for their employee and workers because their factory is quite far from the main city.
- There is no female employee at BPBL (Ctg factory), so they should appoint some female employee.

6.3 Conclusion:

Berger, one of the oldest names in the paint industry, began its business in Bangladesh since independence. Over the decades, Berger has evolved as the leading Paint Solution Provider in Bangladesh and has diversified itself into almost every sphere of the industry, from Decorative paints to Industrial paints to marine paints. It has always been a dream to be able to work for a Multi National Company and my dream was fulfilled for three months as I was conducting my internship in one of the renowned MNC around the world- Berger Paints Limited. It has been an amazing experience for me as I completed my internship as well as my first job from such an incredible organization. In this company, interns are not treated as guests for three months. We are actually involved in real time projects where our inputs and contributions are highly appreciated and necessary. During my internship or my first job, I was exposed to many works which I never thought of even doing. As I have Human Resource Management as my major so working under the department of HRM was really great to me. The thing what I have used to study on the book and over there I found them implementing and practicing in front of my eyes which gave me great pleasure for the study I have done so far. Therefore I must acknowledge the fact that there are countless number of things that I learnt during my internship about how the company operates, its day to day activities, problems that occur every day and how to resolve them effectively and efficiently. No matter where I work, I'm confident that I will be able to apply my learning and knowledge in any organization.

6.4 Limitation of the Study:

- One of the major limitations for preparing a report was confidentiality. Collecting information was particularly difficult because employees are very busy working there and finding out time between your own work and the report is at times difficult.
- Another limitation was time. As I was doing my internship at Berger Paints Bangladesh Limited, I was with several official activities. More over my stint Berger Paints Bangladesh limited was a job so my responsibilities were higher so time was of crucial importance. After internship duration I got sick severely so could not give my best.
- Another major problem was the transfer of data from the office PC to my home. As I have prepared most of my work in my office PC it was always a difficulty as it did not have the provision of an internet. More over working in different PCs and laptop always meant there was a problem with the formation as different segments were done in different PC. More over the secondary information gathered from the different departments were done in different computers.
- Also face difficult to communicate with the company's labour relation manager or general manager due to their heavy work load.
 - My personal limitation also contributed greatly in making the study less perfect then desired.

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